



**\*SPECIAL MEETING\***  
**BRECKENRIDGE TOWN COUNCIL**  
**RETREAT**  
Tuesday, February 14, 2017; 9:00 AM  
Town Council Chambers

**ESTIMATED TIMES:**

<b>9:00am</b>	<b>I. WELCOME AND OVERVIEW OF AGENDA</b>	
<b>9:15am</b>	<b>II. FINANCIAL FOLLOW-UP</b> Budget and Fund Balance Review	<b>2</b>
<b>10:00am</b>	<b>III. OVERVIEW OF GONDOLA DESIGN AND OPERATIONS - JON MAUCH LEITNER-POMA</b>	
<b>11:00am</b>	<b>IV. PARKING AND TRANSPORTATION WORK PLAN 2017-2018</b> Transit Enhancements Walkability Improvements	<b>20</b> <b>24</b>
<b>12:00pm</b>	<b>V. LUNCH</b>	
<b>12:30pm</b>	<b>VI. PARKING AND TRANSPORTATION DISCUSSION CONTINUED</b> Park Avenue New Parking Inventory	<b>25</b>
<b>3:00pm</b>	<b>VII. PAID PARKING UPDATES</b>	<b>31</b>
<b>4:00pm</b>	<b>VIII. BROADBAND ENHANCEMENT PLAN</b>	<b>48</b>
<b>4:30pm</b>	<b>IX. FUTURE WORKFORCE HOUSING DEVELOPMENT STRATEGY</b>	<b>50</b>
<b>5:15pm</b>	<b>X. 2017 TOWN COUNCIL GOALS AND OBJECTIVES</b>	<b>68</b>
<b>5:45pm</b>	<b>XI. MEDIAN BANNERS AND TOWN LOGO</b>	<b>79</b>
<b>6:00pm</b>	<b>XII. LEGISLATIVE REVIEW</b> Waste Collection and Disposal Ordinance Coyne Placer Valley Lot B Encroachment Easement	<b>83</b> <b>113</b>
<b>6:15pm</b>	<b>XIII. OTHER MATTERS</b>	<b>121</b>
<b>6:30pm</b>	<b>XIV. EXECUTIVE SESSION</b>	

Note: Public hearings are not held during Town Council Work Sessions/Retreats. The public is invited to attend the Work Session/Retreat and listen to the Council's discussion. However, the Council is not required to take public comments during Work Sessions/Retreat. At the discretion of the Council, public comment may be allowed if time permits and, if allowed, public comment may be limited. The Town Council may make a Final Decision on any item listed on the agenda, regardless of whether it is listed as an action item. The public will be excluded from any portion of the Work Session/Retreat during which and Executive Session is held.



# Financial Snapshot

## 2016 & 2017



Government Finance Officers Association

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**Town of Breckenridge  
Colorado**

For its Comprehensive Annual  
Financial Report  
for the Fiscal Year Ended

**December 31, 2015**

Executive Director/CEO



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*


PRESENTED TO

**Town of Breckenridge  
Colorado**

For the Fiscal Year Beginning

**January 1, 2016**

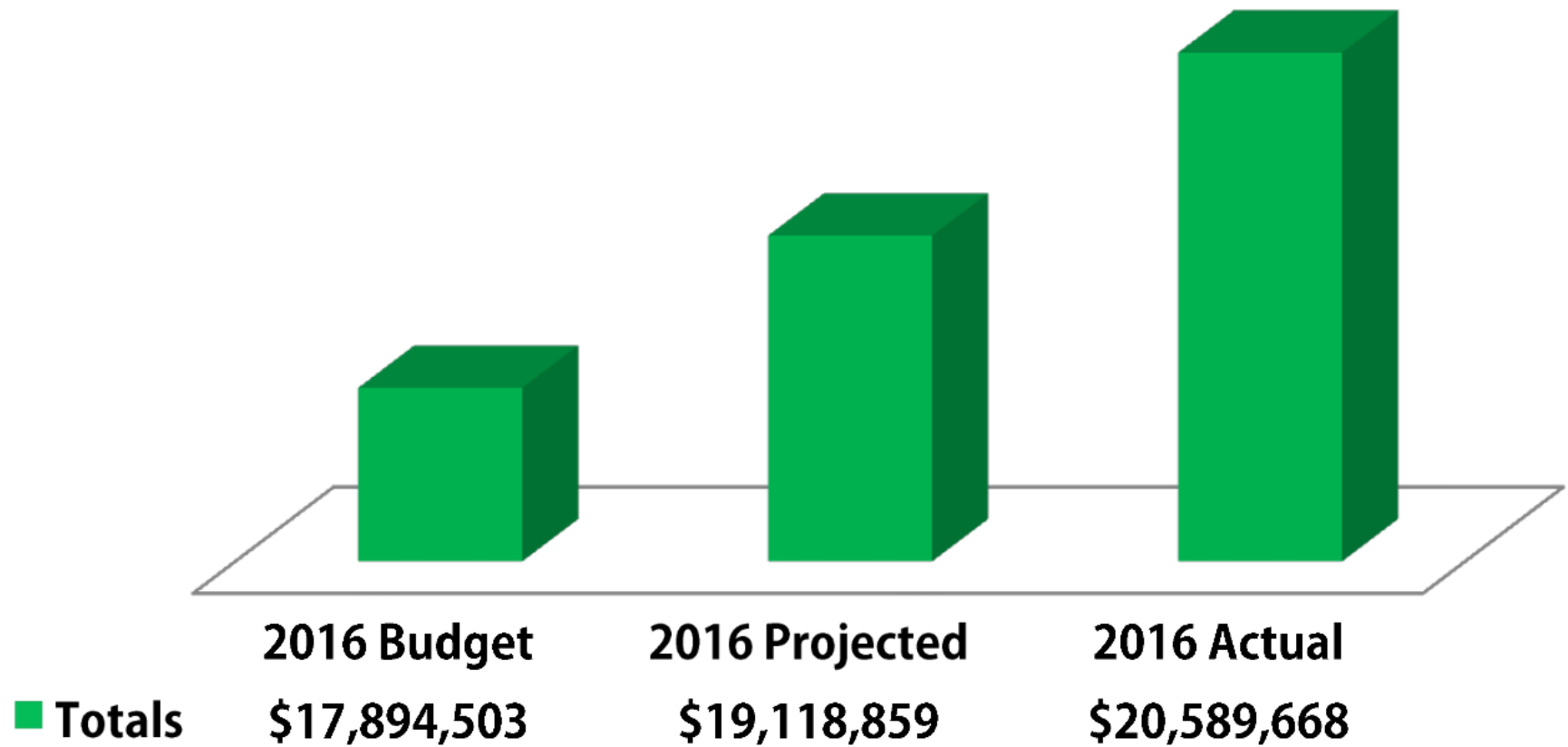
Executive Director



2017 Budget = \$19,310,087

Sales Tax

## 2016 Sales Tax






## Breck Facts

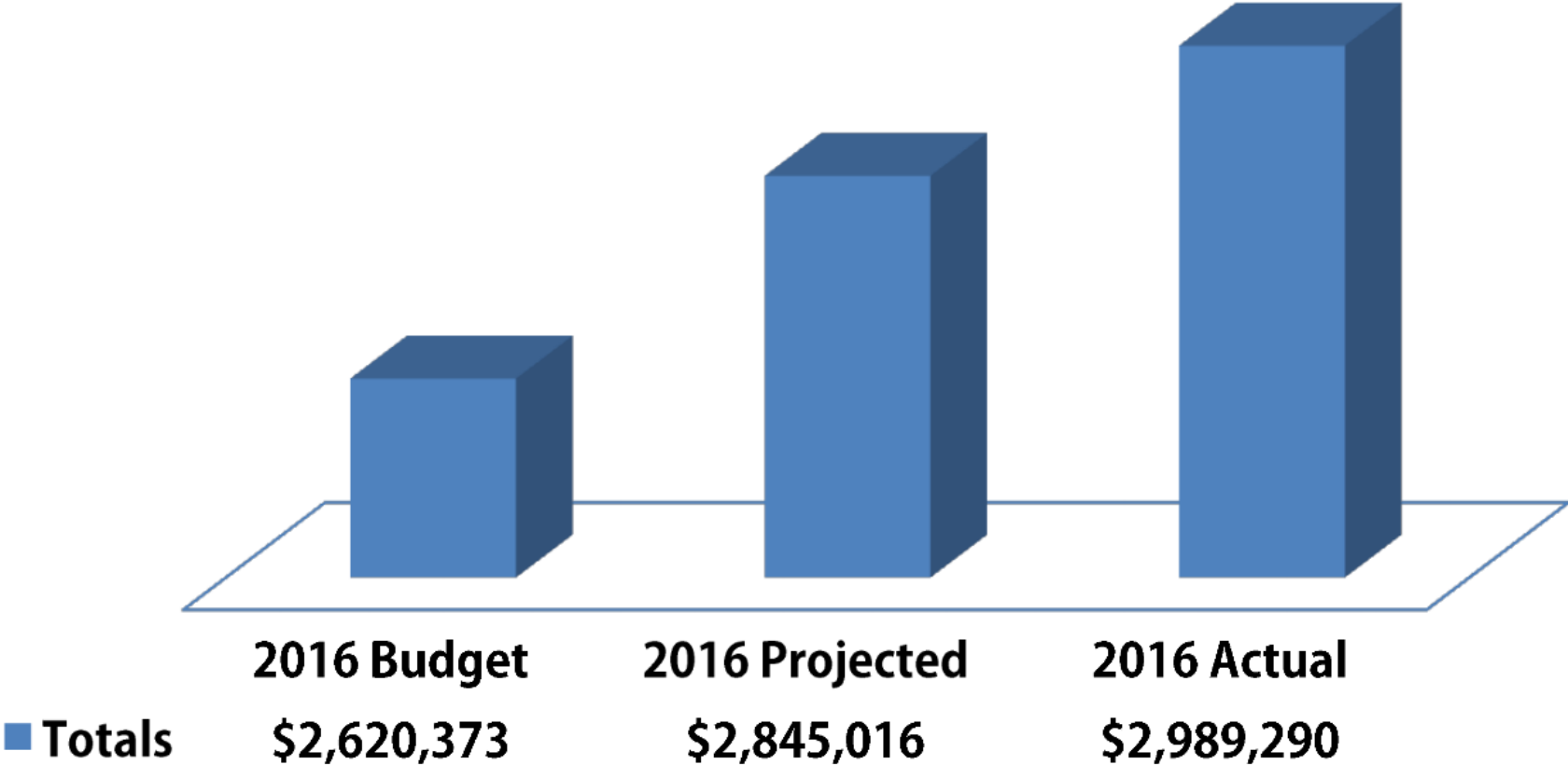
Variance Budget to Actual = 115%

Total New Licenses in 2016 = 338



2017 Budget = \$2,873,500  
Accommodations Tax

# 2016 Accommodations Tax



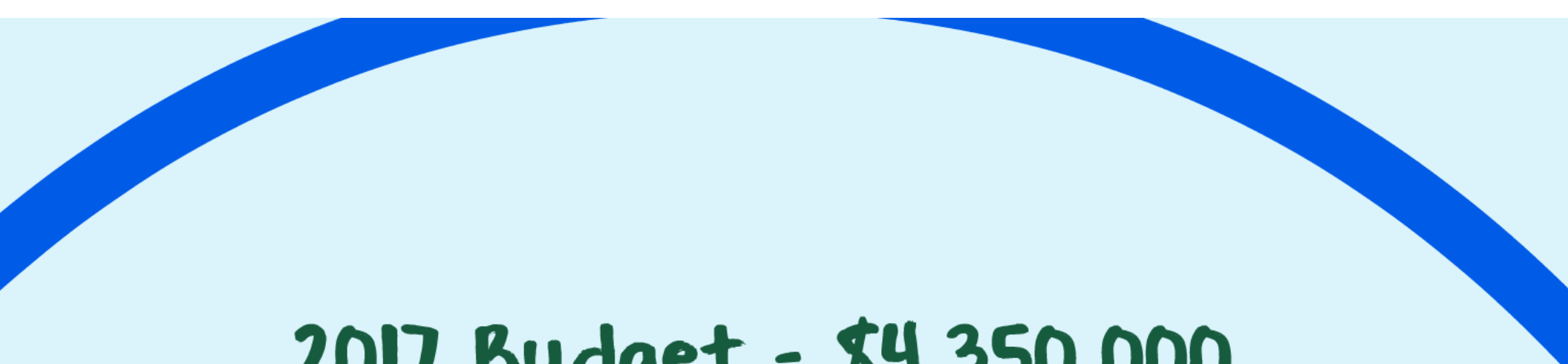


## Breck Facts

Variance Budget to Actual = 114%

Total New Active Rental Licenses in 2016 = 245

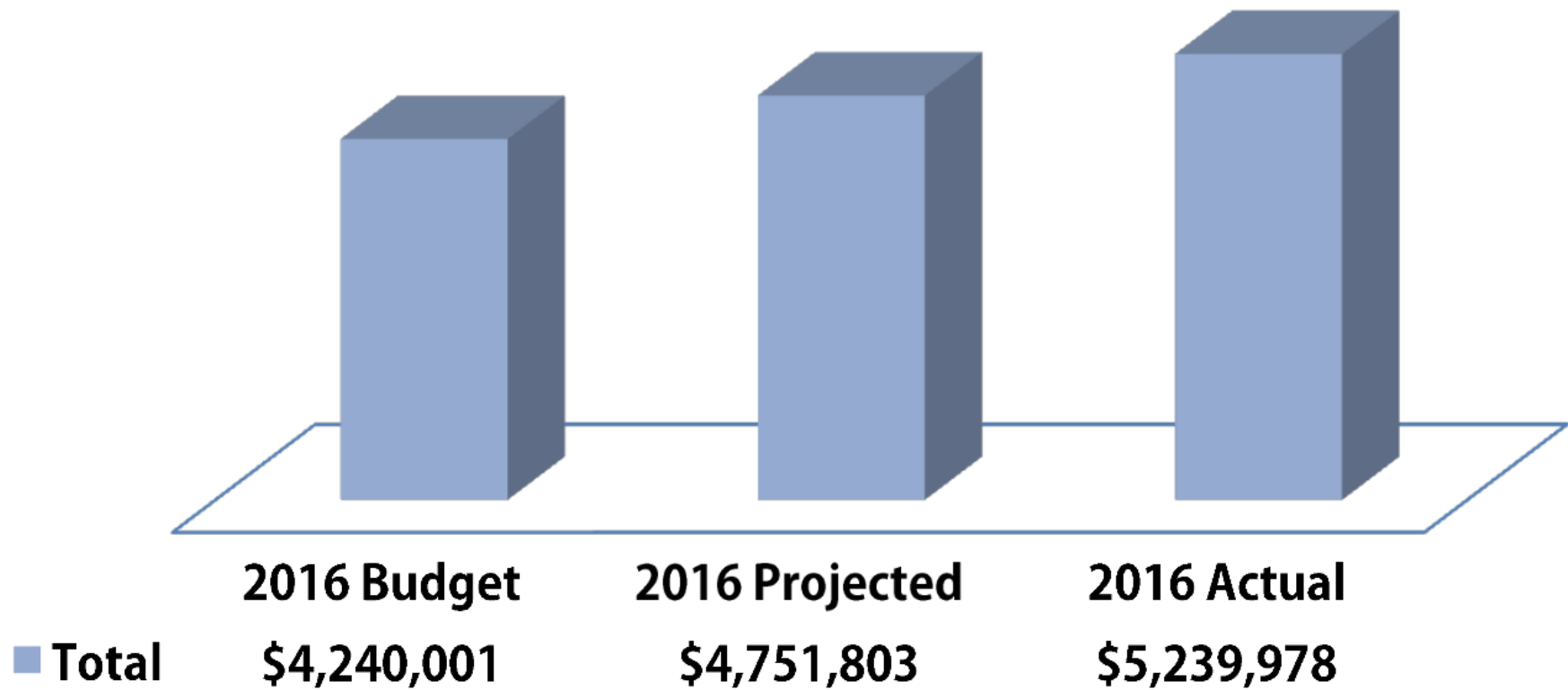


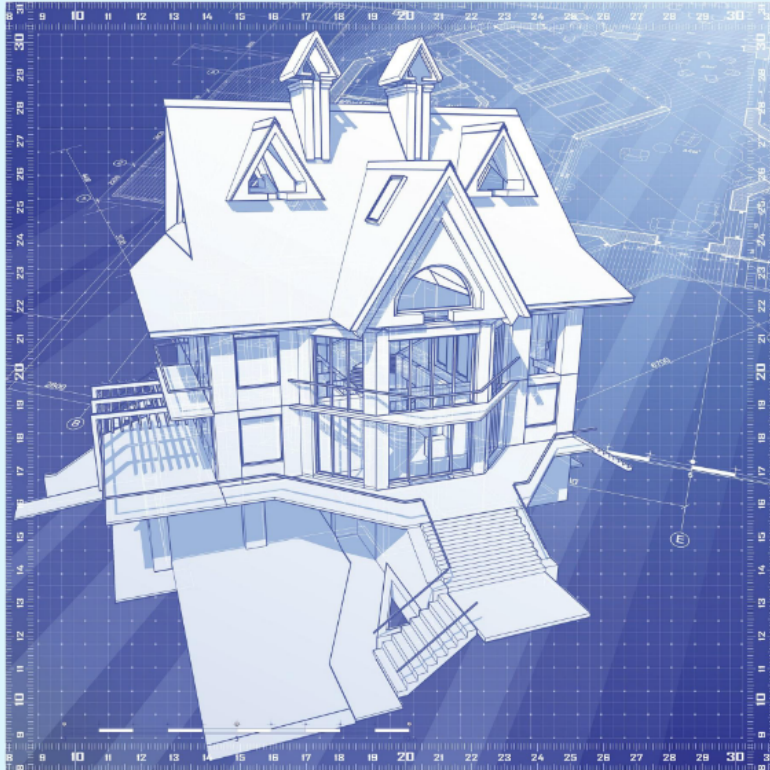


2017 Budget = \$4,350,000

Real Estate Transfer  
Tax (RETT)

## 2016 RETT Tax





## Breck Facts

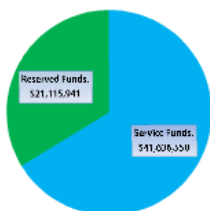
Variance Budget to Actual = 124%

Total Transactions for RETT Actual = 8,585



# 2017 Revised Budget Plan

### 2017 Beginning Fund Balances Summary



### Special Reserve Fund Balances

Account	Balance	Change	2017 Balance	2018 Balance
Capital Reserve	1,100,000	100,000	1,200,000	1,200,000
Contingency Reserve	500,000	0	500,000	500,000
Emergency Reserve	200,000	0	200,000	200,000
Information Technology Reserve	100,000	0	100,000	100,000
Plant Reserve	100,000	0	100,000	100,000
Public Safety Reserve	100,000	0	100,000	100,000
Transportation Reserve	100,000	0	100,000	100,000
Water Reserve	100,000	0	100,000	100,000
Other	0	0	0	0
<b>Total</b>	<b>2,100,000</b>	<b>100,000</b>	<b>2,200,000</b>	<b>2,200,000</b>



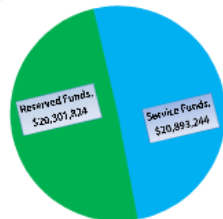
### Supplemental Appropriations to the 2016 Budget

Account	Amount
General	1,000,000
Capital	500,000
Other	500,000
<b>Total</b>	<b>2,000,000</b>

### Supplemental Appropriations to the 2017 Budget

Account	Amount
General	1,500,000
Capital	750,000
Other	750,000
<b>Total</b>	<b>3,000,000</b>

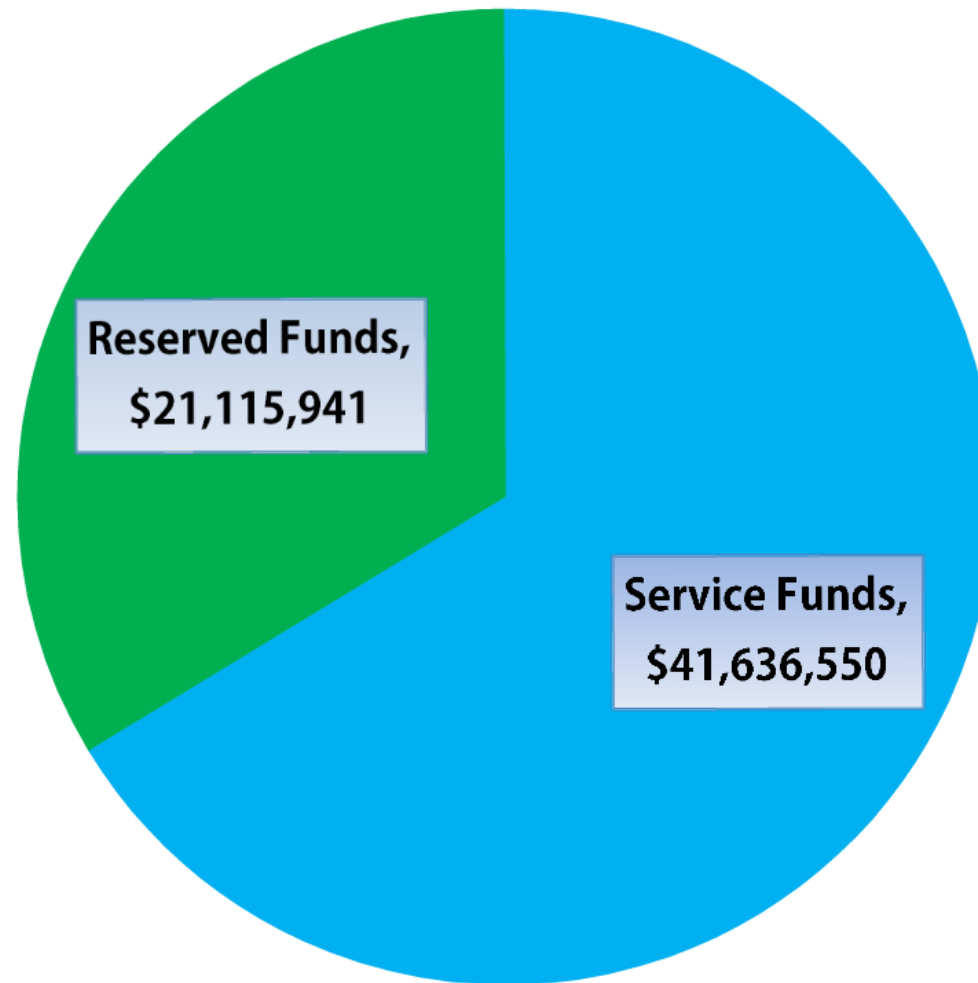
### 2017 Ending Fund Balances Summary



### 2017 Ending Fund Balances Summary



# 2017 Beginning Fund Balances Summary





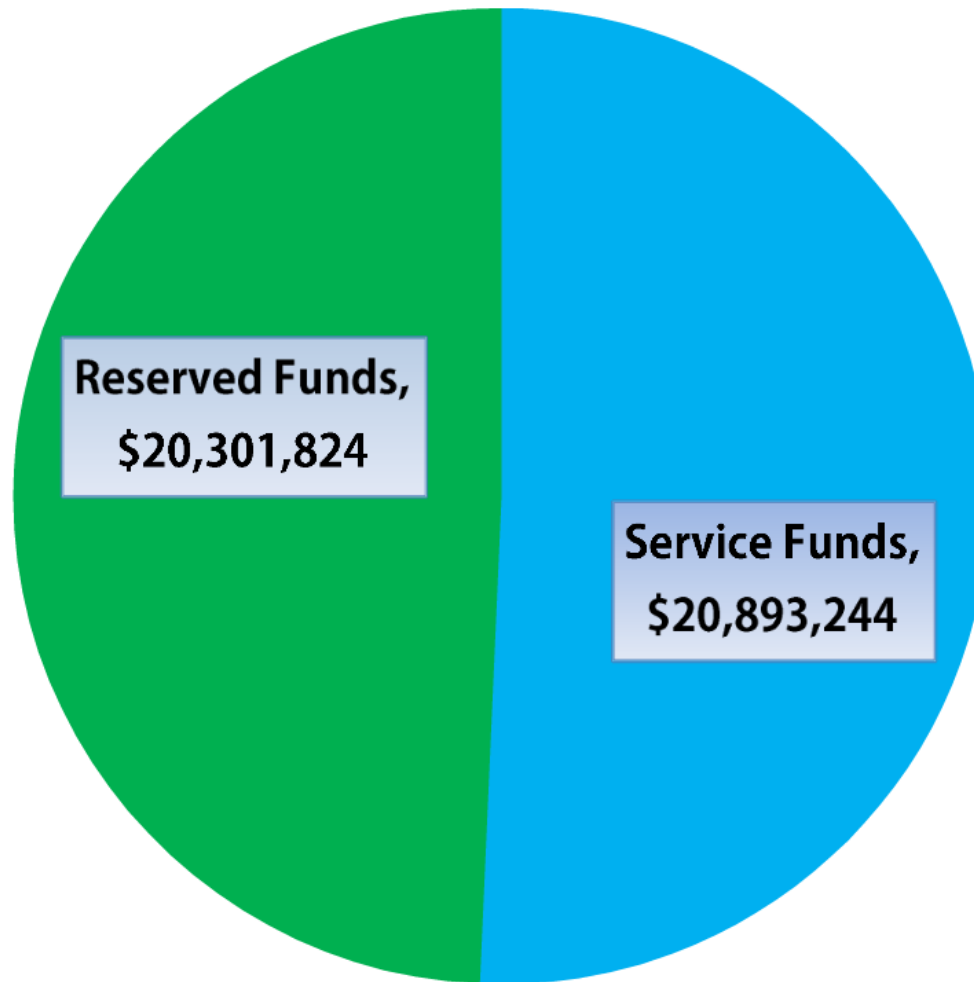
## Supplemental Appropriations to the 2016 Budget

<u>Fund</u>	<u>Project</u>	<u>Amount</u>
General	Freeride, 318 N. Main	\$ 1,637,000
Capital	Carter Park Bathrooms, Swan River	847,500
Excise	2016 COPs and Audit Findings	(745,772)
Housing	2016 COPs	249,062
Open Space	Blue River Reclamation	80,000
Special Projects	Welcome Center, WAVE, Grants	378,000
P&T	Capital/Education	1,347,500
<i>2016 Total</i>		<i>\$ 3,793,290</i>

## Supplemental Appropriations to the 2017 Budget

<u>Fund</u>	<u>Project</u>	<u>Amount</u>
General	Loan X-fer to Housing	\$ 5,040,000
Capital	Rec Center	8,900,000
Open Space	Swan River	223,000
<i>2017 Total</i>		<i>\$ 14,163,000</i>

# 2017 Ending Fund Balances Summary

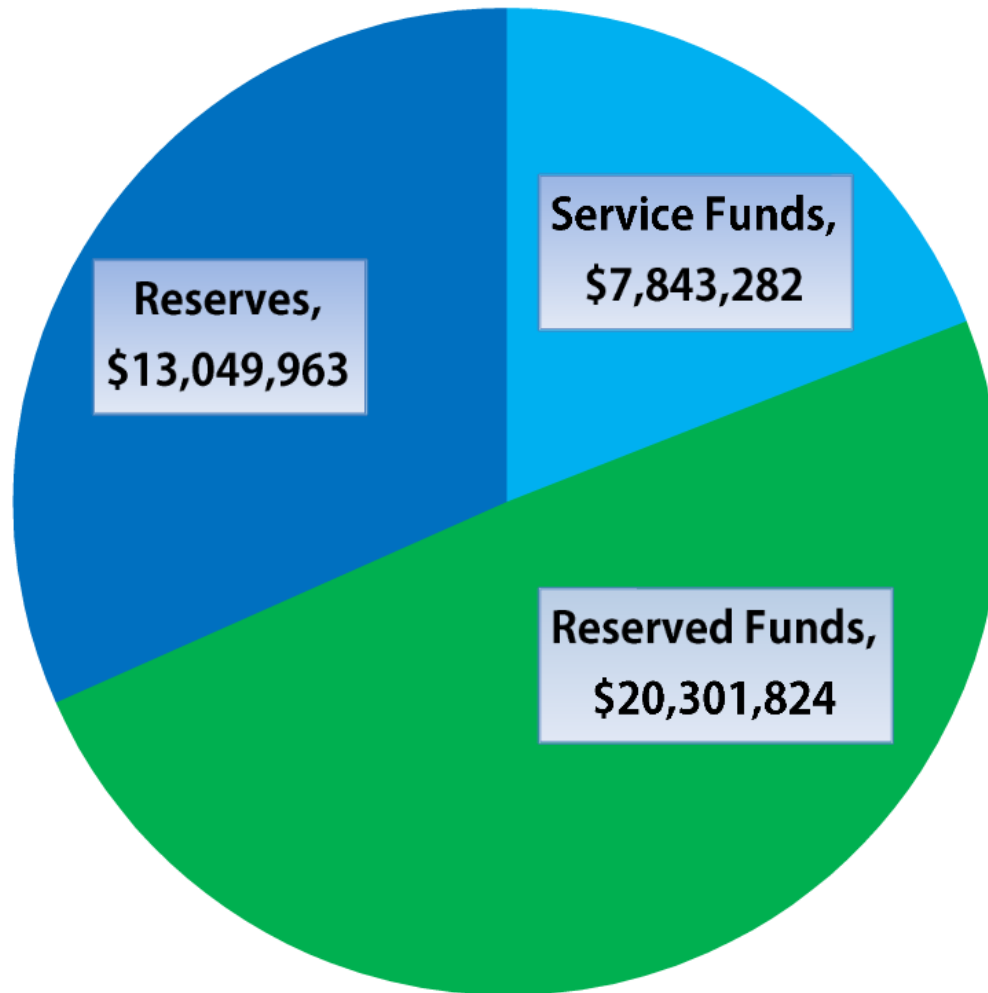




# Special Reserve Fund Balances

	Projected Fund Balance 12/31/17	Required	Council Policy	TOTAL Reserves	Net Balance
<b>General Fund</b>	\$ 17,918,334	\$ (1,591,651)	\$ (8,534,786)	\$ (10,126,436)	\$ 7,791,898
<b>Excise Fund</b>	991,464	(269,665)	(670,415)	(940,080)	51,384
<b>Capital</b>	(0)	-	0	0	-
<b>Marketing</b>	433,582	-	(433,582)	(433,582)	-
<b>Spec Proj</b>	2,251		(2,251)	(2,251)	-
<b>P&amp;T</b>	1,547,613		(1,547,613)	(1,547,613)	-
	<b>\$ 20,893,244</b>	<b>\$ (1,861,316)</b>	<b>\$ (11,188,647)</b>	<b>\$ (13,049,963)</b>	<b>\$ 7,843,282</b>
<b>General Fund:</b>	Operations, Medical, and TABOR reserves				
<b>Excise Fund:</b>	C.O.P. Debt Service Reserve (2 years), Capital reserve of \$0				
<b>Marketing:</b>	Fund Balance reserved for marketing efforts				

# 2017 Ending Fund Balances Summary



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## MEMORANDUM

**TO:** Breckenridge Town Council  
**Cc:** Rick Holman -Town Manager  
Shannon Haynes – Assistant Town Manager  
**FROM:** James Phelps - Interim Public Works Director  
**DATE:** February 08, 2017 (For February 14<sup>th</sup> TC Retreat)  
**Subject:** Transit Enhancements

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### **Background:**

August 2016, the Town Council approved an enhanced transit service plan to support the growing community needs of the Town of Breckenridge. The service plan increased the number of bus routes, service frequencies, schedule enhancements, transit operators and added a Trolley.

In December and January this year we reached all time highs for transit ridership. We recently celebrated our 10 millionth rider which is a huge milestone for Free Ride. The Free Ride is also celebrating 20 years of transit service. Transit ridership for the past month (Jan. '17) has increased 13.4% over 2016. Transit Ridership for the season to date (Nov. 01, 2016 – Jan. 31, 2017) has increased 14.2% over 2015/16 for same period.

As the ridership continues to grow, Free Ride should be proactive about what is needed operationally and administratively for support and continued success of the Breckenridge Free Ride into future.

### **Transit: Now and Future...**

#### ➤ **Trolley – Main St.**

Fall 2015, the Town Council approved a purchase of a Main St. Trolley. This was put into service on September 01, 2016. To date the ridership numbers of the Trolley have exceeded everyone's expectations. At the time of 2017 budget development Public Works proposed a summer service schedule that aligned with the Breckenridge Fun Park operations or 8 weeks of operation of the Trolley. Based on the current success of the Trolley it is the recommendation of Public Works – Transit Division that the Main St. Trolley operate for the entire summer schedule or 28 weeks (9:00a - 11:00p/7 days/wk). The additional 20 weeks of service would require hiring an additional (4) Summer Seasonal Staff drivers.

- Does Town Council Support operating the Main St. Trolley for the 28 weeks of summer Service? This will include an additional (4) SSFT drivers.

The Trolley has generated much discussion and excitement for a variety of reasons and experiences. The positive conversations have led to the next question: Should the Town purchase a 2<sup>nd</sup> Trolley. In analysis of ridership, the Trolley ridership as compared to the Orange route for same time period (Sept. 1, 2016 – Jan. 31, 2017) has seen a 347% increase over Orange Route or 21,300 riders so far this season! The advantages of another Trolley would allow for better time frequencies, and allow for service time of scheduled and unscheduled maintenance. A second trolley would allow for operational flexibility while providing more service during peak times. The receipt of a Trolley would be 12-18 months from time of order. It is the recommendation of Public Works – Transit Division to purchase another Trolley that could be deployed summer 2018.

- Does Town Council Support purchase of a 2<sup>nd</sup> Main St. Trolley?
- Cost - \$500k

➤ **Buses or Rolling Stock:**

The Free Ride currently has 14 buses, 5 of which have grant funding secured to be replaced this year and 2018. These will be replaced with similar buses to maintain fleet conformity, parts inventories, etc. Total dollars paid for the buses will be a combination of FTA grants and garage fund money (80/20). The current Free Ride winter service plan utilizes 10 of 14 buses each winter day for roll out of transit service. The remaining 4 unscheduled buses are operationally necessary for scheduled maintenance needs and for scheduling an extra bus (ghost bus) for peak time periods. Due to an aging bus fleet, technology advancements of engine and bus systems etc., it is not uncommon to have 3-5 buses unavailable for daily use for aforementioned reasons. This frequently creates department challenges to meet the 10 bus winter need for daily roll-out of transit service. The bus fleet availability for Jan. '17 was 72.3%, down from 78.2% for same month last year. This availability calculates to 10.08 buses available each day. With the funded purchases of 3 buses this year and 2 buses in 2018 the overall daily bus availability percentages should improve. Public Works does anticipate keeping several of the scheduled replacement buses for potential operation if necessary. These 12 year old replaced buses are not as reliable; therefore they are not counted towards bus total. Public Works will continue to collect data and track maintenance trends for making any future recommendations of rolling stock that may be necessary to provide reliable service. At this time, Public Works does not recommend to purchase additional buses.

➤ **New Facilities:**

Public Works will need to expand on the current storage of bus and support equipment. With the additional trolley and new scheduled replacement buses and support equipment the need for additional bus/garage storage is apparent. As one possibility, the current bus barn was

designed to be expanded to accommodate future bus needs. Public Works would recommend that we hire an architect and engineering firm to produce a plan document for efficiently expanding on our storage needs. With potential capital grant funding opportunities in the near future, having a study completed would be beneficial for project ranking. Public Works – Transit Division recommends hiring a firm to study the current and future storage needs for the Free Ride and Public Works.

- Does Town Council support an evaluation of the Public Works Transit/equipment storage needs?

The increase of transit services for the Free Ride has created space needs at the current transit center. The recent service level changes have increased the number of transit operators. The operator spaces at the station are undersized to effectively accommodate the staffing needs.

The location of the transit center is functionally challenging. The current Transit center will need to be expanded to meet current and future staffing and transportation needs of the Town. There has been an increase of Free Ride service, Breckenridge Ski Area buses, shuttle operators, commercial tour buses, and potentially Snowstang (CDOT) bus service. The increase of all transportation services are adding to the ingress/egress congestion of the area. In future, a new transit center location and improved design would allow for efficient bus queuing, ingress/egress functionality, pedestrian loading areas, informational signing, and expandability for added transportation service, etc.

➤ **Future Expansion:**

Future transit oriented development (TOD) will require additional bus service. The planned housing developments on Airport Road, etc. will soon require additional bus/es and/or new routes. As development continues, we anticipate future need for bus service, routes, buses, personnel and facilities.



TO: Breckenridge Town Council  
 CC: Rick Holman, Shannon Haynes, James Phelps  
 FROM: Fred Williamson – Public Works  
 Date: February 6, 2017  
 RE: Free Ride Ridership Numbers – January 2017

January continued this winter’s increasing trend with a 13.39% increase. The Free Ride posted new daily records for fixed route passengers; 1/14- 8,988 and 1/28- 8,537. There was also 3 days over the 7,000 passenger mark. The International Snow Sculpture Championships (ISSC) had a ridership increase of 29% over 2016.

Brown route had an increase of 23%. We believe this is a result of providing direct access from Beaver run to Warrior’s Mark, plus a more direct route from the Station to Beaver Run.

Purple ridership continues to grow with an increase of 42%. Ridership distribution for Purple Route Purple A - 11941: 55% /Purple B -9403: 45%

	2016		2017		Month	
	Jan	Jan YTD	Jan	Jan YTD	#'s	%
<b>Black</b>	7,208	7,208	6,040	6,040	(1,168)	-16.20%
<b>Brown</b>	39,091	39,091	48,172	48,172	9,081	23.23%
<b>Orange</b>	2,016	2,016	0	0	(2,016)	-100.00%
<b>Purple</b>	14,941	14,941	21,344	21,344	6,403	42.86%
<b>Yellow</b>	92,977	92,977	92,631	92,631	(346)	-0.37%
<b>Trolley</b>			7,208	7,208	7,208	n/a
<b>Shuttle Lots</b>			1206	1,206	1,206	n/a
<b>Sub Total</b>	156,233	156,233	176,601	176,601	20,368	13.04%
<b>Special Event</b>	3,398	3,398	4,398	4,398	1,000	29.43%
<b>TOTAL</b>	159,631	159,631	180,999	180,999	21,368	13.39%



## MEMORANDUM

**To:** Mayor and Town Council  
**From:** Shannon Haynes, Assistant Town Manager  
**Date:** February 2<sup>nd</sup>, 2017 (for February 14<sup>th</sup> Council Retreat)  
**Subject:** Breck Forward – Walkability

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Nelson Nygaard/DTJ recommended several improvements to key pedestrian corridors in order to encourage pedestrian movement and develop a more walkable community. Recommendations included: widening and heating sidewalks, adding or improving lights to create a consistent and predictable lighting pattern, adding landscaping and way finding, and increasing pedestrian safety at roadway crossings.

In 2016, Town staff and Council looked at a comprehensive improvement package for 4 O’Clock Road that included all of the above recommendations. The scope of the project was more complicated than expected and a decision was made to hold off and review again in 2017. In the interim, staff set about to improve lighting in key pedestrian corridors and areas where safety was a concern. As a result, 45 new lights have been installed and 100 additional lights will be installed before summer. Pedestrian crossings on Airport Road at Pinewood I and Park Avenue at the Village at Breckenridge have been enhanced and now have pedestrian activated, flashing crosswalk signs and effective lighting. Further, in 2017 the Riverwalk pathway (from the 4 O’Clock roundabout to Blue River Plaza) will be improved to create a safe, inviting walkway and view corridor.

Staff plans to continue lighting and safety improvements in 2017. Decisions on larger walkability endeavors will be dependent on Council direction regarding roundabout and structure projects. Any new project will include pedestrian enhancements.

I will be available at the Council retreat to answer questions and receive feedback.



## Parking & Transit Master Plan Concepts

# Memo

**To:** Rick Holman & Eric Mamula  
**From:** Mike Dudick  
**cc:** Town Council Members  
**Date:** 1/30/17  
**Re:** Parking and Transit Master Plan

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After listening to our consultants' presentation last week and having talked about this for what feels like years, I decided to put pencil to paper and come up with a game plan and attach numbers to the actions.

I am attempting to create a structure for our conversation and a vision for where we are headed. As you read through these thoughts of mine remember that we can approach this in a "plug and play" fashion. For example, if Sawmill wasn't deemed viable we could "plug" those spots into a larger structure on Ice Rink lot, and so on. Similarly, we could forgo one of the parking deck locations in favor of funding a gondola to move people from Ice Rink into town and/or to ski area base portals.

On the financial assumptions, I would encourage us all not to get into the weeds too deeply. The totality of these projects as outlined below is \$73M. If that number grew by a hypothetical \$10M in the vetting process our annual payments would grow by \$600k. I would suggest that number wouldn't kill the overall concept. Let's think – BIG AND SPECIFIC. Here we go:

Game Plan:

**1. Build all roundabouts from Boreas Pass to Valley Brook. (\$27M)**

- a. I feel as though I heard doing all was best and further felt as though they were prioritizing based on cost. Our reality is that with a tax based revenue stream we can borrow all the money we need to do this right and do it quickly. This statement not only applies to roundabouts but also to parking structures.

- b. Hire a general contractor to do all work.
- c. Hire a TOB Owners Representative to manage the projects. My belief is that our public works department would be overwhelmed by the combination of roundabouts and parking structures. I don't think staff size of PW should dictate our timeline. Rather I believe we should pull the trigger on all and then figure out what our construction management plan needs to be in order to meet a timeline established by Town Council. In other words don't let the tail wag the dog.
- d. Benefits to this approach:
  - i. We accelerate completion of project rather than phasing over a long period of time.
  - ii. We are able to articulate our game plan in regards to timing and financing to our constituents.
- e. Timing: ASAP

2. Parking Structures:

- a. **Build a parking structure on the Ice Rink lot. (\$18M)**
  - i. Size: Currently the Ice Rink lot holds 210 cars and is full very early in the morning with employees. Have the consultants recommend the size of the structure but for arguments sake set the number at 600 total on three levels (ground, level 2, level 3).
  - ii. Use: This structure could be used as both an employee lot and a paid parking lot for skier traffic inbound from the South. (also a reason to build roundabout at Boreas)
  - iii. Cost: As this site is flat and rectangular estimate at \$30,000 per space. Realize that 200 of the spaces would be on the ground and we would only be building a structure for the additional 400 spaces. Based on this assumption I think \$30k per for all 600 is very conservative. Said another way, the cost estimate is \$30k \* 600 spaces not \$30k \* 400 (the incremental gain of spaces).
  - iv. Benefits:
    - 1. More Employee Parking
    - 2. Diversion of inbound visitor traffic from the south off of main traffic grid.
  - v. Timing: ASAP
- b. **Build a parking structure on F Lot (\$14M)**
  - i. Size: Currently F Lot has 189 spaces. Consultants told us we could add between 100 & 200 spaces to F Lot. Upon verification with consultants, target an additional 161 space on F Lot to land at a total of 350 spaces. Keep main density of structure as close as possible to the south end of F Lot. I think design and cost implications will dictate if this ultimately is a ground and one level structure above or ground, level 2 and level 3 to more consolidate the parking at the south end of F Lot. I also think the F Lot discussion needs to incorporate some thought about Tiger Dredge as well but that is beyond my pay grade.
  - ii. Use: In conjunction with TOB staff, determine current user groups and likely assume proportionate increase from user groups moving from 189 total to 350.

- iii. Cost: This space is irregular and will be more difficult than Ice Rink. As such estimate that each space will run \$40k.
- iv. Benefits:
  - 1. Incremental spaces at south end of downtown corridor.
  - 2. Some additional diversion of inbound visitor traffic from the south.
  - 3. Ends the "put parking on F Lot now" negative PR.
- v. Timing: the summer after the completion of South Main & Park and Village Rd. & Park roundabouts.

**c. Build a parking structure on Sawmill & Wellington (\$14M)**

- i. Size: Currently East Sawmill has 89 spaces and Wellington has 40 spaces. TOB could consider a design with either one or two levels above existing grade, maintains the alleyway under the parking structure and target, (based on review and advice of consultants) 350 total spaces for a net gain of 221 spaces.
- ii. Use: This structure could be used as both an employee lot and a paid parking lot for visitor traffic.
- iii. Cost: This space is irregular and will be more difficult than Ice Rink. As such estimate that each space will run \$40k.
- iv. Benefits:
  - 1. Incremental spaces at north end of downtown corridor.
  - 2. Additional employee parking at north end of downtown corridor.
- v. Timing: Could coincide with roundabout construction as it is clearly independent of roundabout disruption. Might need to follow ice rink structure so as to not completely displace existing ice rink and these lots simultaneously.

**3. Debt Plan**

**a. Assumptions**

- i. Costs: For the purposes of this memo I used the high end of the estimates for the roundabout construction at \$27M. Above on the parking spaces I used both \$30k/space for the ice rink and \$40k/space for the other two structures. These are at best guesses on my part but I think fairly representative of where we would land. Total costs for all projects above is estimated at \$73M.
- ii. Borrowing: I assumed we would pledge 100% of the tax revenue from the lift ticket tax to debt service. I further assumed an interest rate of 4.5% on a 30 year term in borrowing all \$73M. If we were to phase these projects we could borrow in smaller buckets but ultimately we would end up at \$73M or more given that construction costs are going to go up in the short term. I think committing to the projects en masse is the way to go.
- iii. CPI / Increased Lift ticket prices: Based on Gary's comment at parking and transit the only scenario contemplated is an annual 2.3% increase to tax revenue growth. You can see the compounding value of 2.3% annual increases on attached spreadsheet in second column titled "Base Amount". At 2.3% growth the total contributed from the general fund is \$5.576M; Positive cash flow begins in 2028 or 12 years into the project and the \$5.576 is returned in total to the general fund by 2038 or 24 years into the project.

**b. Revenue**

- i. None of the above debt scenarios project revenue received by the town from the paid elements of either employee, local or guest parking fees. Part of the vetting process should require a reasonable and conservative estimate of net parking revenues received by the Town. This money would obviously be used to lessen the impact of funding negative cash flow in the years of debt reduction.

**4. 50,000 Feet**

- a. Plan in General – Town Council to commit to a debt issuance strategy of approximately \$75M
  - i. \$27M for roundabouts
  - ii. Approx. \$50M for parking structures at locations to be determined based on cost, feasibility studies and community input. The point being not to lose sight of the bigger picture by delving into the details as a council for location and space counts. We pull the trigger on the overall budget and then let consultants help us how to most efficiently spend \$50M on structured parking.
- b. I believe conceptually this plan delivers congestion relief soon and adds somewhere between 750 and 800 new parking spaces in town.

I feel the time has come for us to act. My hope is that this memo will serve as the structure for a meaningful and detailed discussion resulting in a refined plan of action come our meeting on February 14.

Sincerely –

Mike Dudick

Parking and Transit Capital Spending Analysis

Roundabouts		\$	27,000,000
Parking			
Ice Rink			
Space Count		600	
Existing		210	
Net Gain		390	
Cost Per Space	\$	30,000	
Ice Rink Total		\$	18,000,000
F Lot			
Space Count		350	
Existing		189	
Net Gain		161	
Cost Per Space	\$	40,000	
F Lot Total		\$	14,000,000
Sawmill, Wellington			
Space Count		350	
Existing - Sawmill		89	
Existing - Wellington		40	
Net Gain		221	
Cost Per Space	\$	40,000	
Sawmill, Wellington Total		\$	14,000,000
<b>PARKING AND TRANSIT TOTAL</b>		<b>\$</b>	<b>73,000,000</b>

Debt Plan			
Annual Revenue from Ski Resort (year 1 - see attachment)	\$	3,500,000	
Equity Contribution from TOB General Fund	\$	-	
Interest Rate		4.50%	
Term In Years		30	
Monthly Payment	\$	369,880	
Annual Total	\$	4,438,563	

<b>Debt Plan Summary - 2.3% annual increases in lift ticket tax revenue</b>			
Total Contributions from General Fund	\$	(5,576,683)	
Years Needed to Recoup payments made by General Fund		24	
Years until cash flow turns positive		12	

Growth Rate of Tax Funds

CPI Rate 2.3%

Year	Base Amount	Capital Payment	Remaining Funds	Fund Balance
2017	\$ 3,500,000	\$ 4,438,563	\$ (938,563)	\$ (938,563)
2018	\$ 3,580,500	\$ 4,438,563	\$ (858,063)	\$ (1,796,627)
2019	\$ 3,662,852	\$ 4,438,563	\$ (775,712)	\$ (2,572,338)
2020	\$ 3,747,097	\$ 4,438,563	\$ (691,466)	\$ (3,263,805)
2021	\$ 3,833,280	\$ 4,438,563	\$ (605,283)	\$ (3,869,088)
2022	\$ 3,921,446	\$ 4,438,563	\$ (517,118)	\$ (4,386,205)
2023	\$ 4,011,639	\$ 4,438,563	\$ (426,924)	\$ (4,813,130)
2024	\$ 4,103,907	\$ 4,438,563	\$ (334,657)	\$ (5,147,786)
2025	\$ 4,198,297	\$ 4,438,563	\$ (240,267)	\$ (5,388,053)
2026	\$ 4,294,857	\$ 4,438,563	\$ (143,706)	\$ (5,531,759)
2027	\$ 4,393,639	\$ 4,438,563	\$ (44,924)	\$ (5,576,683)
2028	\$ 4,494,693	\$ 4,438,563	\$ 56,129	\$ (5,520,553)
2029	\$ 4,598,071	\$ 4,438,563	\$ 159,507	\$ (5,361,046)
2030	\$ 4,703,826	\$ 4,438,563	\$ 265,263	\$ (5,095,783)
2031	\$ 4,812,014	\$ 4,438,563	\$ 373,451	\$ (4,722,332)
2032	\$ 4,922,691	\$ 4,438,563	\$ 484,127	\$ (4,238,205)
2033	\$ 5,035,913	\$ 4,438,563	\$ 597,349	\$ (3,640,855)
2034	\$ 5,151,739	\$ 4,438,563	\$ 713,175	\$ (2,927,680)
2035	\$ 5,270,229	\$ 4,438,563	\$ 831,665	\$ (2,096,015)
2036	\$ 5,391,444	\$ 4,438,563	\$ 952,881	\$ (1,143,134)
2037	\$ 5,515,447	\$ 4,438,563	\$ 1,076,884	\$ (66,250)
2038	\$ 5,642,302	\$ 4,438,563	\$ 1,203,739	\$ 1,137,489
2039	\$ 5,772,075	\$ 4,438,563	\$ 1,333,512	\$ 2,471,000
2040	\$ 5,904,833	\$ 4,438,563	\$ 1,466,270	\$ 3,937,270
2041	\$ 6,040,644	\$ 4,438,563	\$ 1,602,081	\$ 5,539,351
2042	\$ 6,179,579	\$ 4,438,563	\$ 1,741,016	\$ 7,280,367
2043	\$ 6,321,709	\$ 4,438,563	\$ 1,883,146	\$ 9,163,513
2044	\$ 6,467,109	\$ 4,438,563	\$ 2,028,545	\$ 11,192,058
2045	\$ 6,615,852	\$ 4,438,563	\$ 2,177,289	\$ 13,369,347
2046	\$ 6,768,017	\$ 4,438,563	\$ 2,329,453	\$ 15,698,800
<b>TOTAL OF UNSPENT FUNDS</b>				<b>\$ 15,698,800</b>

## MEMORANDUM

**To:** Mayor and Town Council  
**From:** Dennis McLaughlin, Chief of Police  
**Date:** February 1, 2017  
**Subject:** Paid Parking Updates – First Six Weeks

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Staff recently compiled data for the first six weeks of paid parking from December 1 to January 15<sup>th</sup>. There were two basic sets of data collected: (1) the average length of stay of vehicles utilizing paid parking; and (2) percentage of occupancy by zone.

Length of stay data indicates that the majority of long-term parkers (5+ hours) utilized F Lot, Wellington, and Tiger Dredge. Most of the on-street paid parking zones saw significantly lower percentages of long-term parkers. The majority of those utilizing on-street paid parking stayed two hours or less.

Occupancy numbers were derived from eight manual counts per week over the six weeks. Counts were made twice daily at 11:00 am and 6:00 pm Monday, Wednesday, Friday and Saturday. Data from AM counts indicates the highest usage is occurring in the employee parking areas. Main Street zones during weekdays remain under 85% and many of the parking zones east of Main St. have a low overall usage rate. Data from evening counts on both weekdays and weekends indicate that parking on Main St., Tonopah, Ice House, Washington St and 100 S. Ridge all exceed the 85% target to varying degrees, while most other zones are utilized somewhat less.

This data collection was presented to the *Breck Forward Task Force* on Jan. 31<sup>st</sup> for review and recommendations. Overall the task force felt paid parking was working as it was intended and there was no reason at this time to make changes in the rate structure or hours of operation. However the Task Force believed that a review of the next six-week data would be helpful to identify potential trends.

There were two parking problem areas discussed by the Task Force: French St. and the BGV Community Center. Due to the multiple complaints about parking along French St., the majority of Task Force members recommended changing parking limitations to “2-hour” parking rather than the current “3-hour parking.” Also the members recommended that re-parking not be allowed on French St. and that signs be erected indicating such. An additional recommendation was that French St. continue to remain open for employee and resident permit parking.

Staff has received multiple complaints about parking regarding the BGV Community Center. As a result we are working on a solution including enhanced signage, increased communication, and enforcement.

I will be present at the Council Retreat on Tuesday, February 14th to answer questions.

# Breckenridge Pay Parking 6 Week Summary



December 1<sup>st</sup>, 2016 through January 15<sup>th</sup>, 2017

Photo Credit: Breckenridge International Snow Sculpture Championships Facebook



- Length of Stay Statistics
- Counts and Average Occupancy
  - Transaction Numbers
  - Citation Breakdown
  - Passport Zipcodes

# LENGTH OF STAY STATISTICS

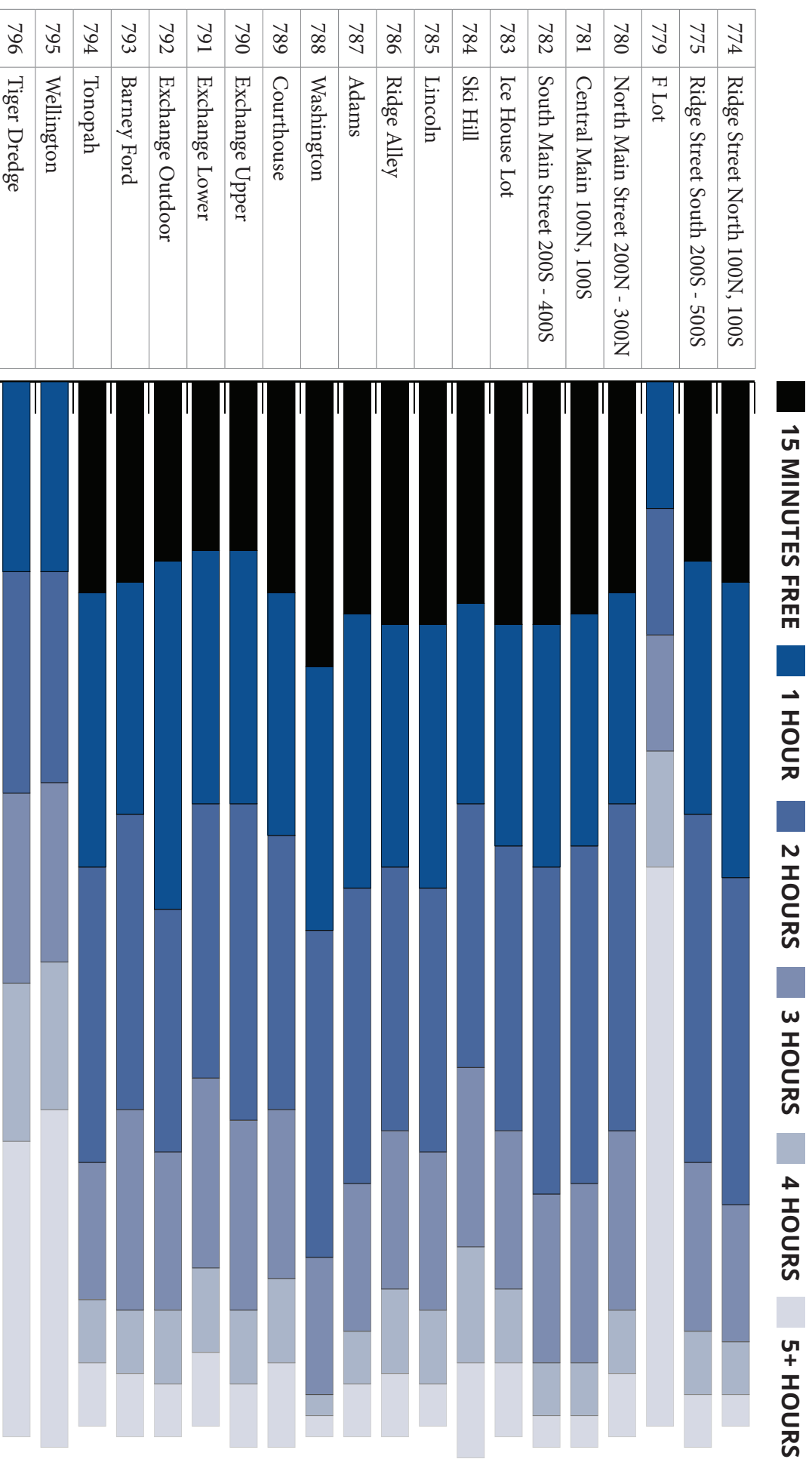
Percentage of Vehicles Parked in a Zone, by Duration\*  
 Parkeon & Passport Data Combined from December 1<sup>st</sup> to January 15<sup>th</sup>

ZONE #	ZONE NAME	15 MINUTES FREE	1 HOUR	2 HOURS	3 HOURS	4 HOURS	5+ HOURS
774	Ridge Street North 100N, 100S	19	28	31	13	5	3
775	Ridge Street South 200S - 500S	17	24	33	16	6	5
779	F Lot		12	12	11	11	53
780	North Main Street 200 N- 300N	20	20	31	17	6	6
781	Central Main 100N, 100S	22	22	32	17	5	3
782	South Main Street 200S - 400S	23	23	31	16	5	3
783	Ice House Lot	23	21	27	15	7	7
784	Ski Hill	21	19	25	17	11	9
785	Lincoln	23	25	25	15	7	4
786	Ridge Alley	23	23	25	15	8	6
787	Adams	22	26	28	14	5	5
788	Washington	27	25	31	13	2	2
789	Courthouse	20	23	26	16	8	8
790	Exchange Upper	16	24	30	18	7	6
791	Exchange Lower	16	24	26	18	8	7
792	Exchange Outdoor	17	33	23	15	7	5
793	Barney Ford	19	22	28	19	6	6
794	Tonopah	20	26	28	13	6	6
795	Wellington		18	20	17	14	32
796	Tiger Dredge		18	21	18	15	28

\*Due to rounding, percentages may not add to 100.

# LENGTH OF STAY STATISTICS

Percentage of Vehicles Parked in a Zone, by Duration\*  
 Parkeon & Passport Data Combined from December 1<sup>st</sup> to January 15<sup>th</sup>



\*Due to rounding, percentages may not add to 100.

**Breckenridge Parking Counts AM Monday, Wednesday, Friday, Saturday AVG**

<b>LOT</b>	<b>Total Spots Available</b>	<b>Average</b>	<b>% Occupancy</b>
Wellington	46	39	85%
East Saw Mill \$	89	87	98%
Ice House	48	32	66%
Tonapah	60	26	44%
Upper Exchange	42	11	26%
Court House	45	23	51%
Exchange Lower Structure	43	27	62%
Exchange Lower Outdoor	12	5	38%
Barney Ford	14	6	46%
BGVCC South	44	22	50%
BGVCC North	43	26	61%
French St. Lot	34	33	96%
Klack Placer	73	46	63%
Ice Rink	210	150	72%
F-Lot	179	147	82%
Tiger Dredge	206	161	78%
Satellite (Overnight/Employee)		61	
<b>Total</b>	<b>1,188</b>	<b>893</b>	<b>75%</b>
<b>ON STREET</b>			
300 Main, North	30	15	49%
200 Main, North	19	12	62%
100 Main, North	20	12	62%
100 Main, South	33	26	78%
200 Main, South	22	18	81%
Adams Ave	15	5	35%
300 Main, South	24	18	73%
400 Main, South	13	10	79%
500 Ridge, South	15	6	39%
400 Ridge, South	16	5	29%
300 Ridge, South	37	21	57%
200 Ridge, South	50	15	31%
100 Ridge, South	44	24	55%
Lincoln Ave	22	11	50%
100 Ridge, North	34	30	87%
Ridge Street Alley	13	5	40%
200 French, North	9	4	39%
100 French, North	23	18	80%
100 French, South	38	28	73%
200 French, South	47	21	44%
300 French South	38	17	44%
400 French, South	23	16	70%
Ski Hill Rd	7	3	44%
Washington Ave	4	4	96%
<b>Total</b>	<b>596</b>	<b>342</b>	<b>57%</b>

<b>Breckenridge Parking Counts PM Monday, Wednesday, Friday, Saturday AVG</b>			
<b>LOT</b>	<b>Total Spots Available</b>	<b>Average</b>	<b>% Occupancy</b>
Wellington	46	30	66%
East Saw Mill \$	89	61	68%
Ice House	48	41	85%
Tonapah	60	52	87%
Upper Exchange	42	27	65%
Court House	45	24	54%
Exchange Lower Structure	43	26	61%
Exchange Lower Outdoor	12	5	39%
Barney Ford	14	9	62%
BGVCC South	44	20	46%
BGVCC North	43	28	65%
French St. Lot	34	30	90%
Klack Placer	73	31	43%
Ice Rink	210	51	24%
F-Lot	179	122	68%
Tiger Dredge	206	139	67%
Satellite (Overnight/Employee)		53	
<b>Total</b>	<b>1,188</b>	<b>749</b>	<b>63%</b>
<b>ON STREET</b>			
300 Main, North	30	16	55%
200 Main, North	19	15	77%
100 Main, North	20	15	74%
100 Main, South	33	30	91%
200 Main, South	22	19	88%
Adams Ave	15	8	55%
300 Main, South	24	22	92%
400 Main, South	13	11	88%
500 Ridge, South	15	12	78%
400 Ridge, South	16	8	52%
300 Ridge, South	37	20	54%
200 Ridge, South	50	32	63%
100 Ridge, South	44	38	87%
Lincoln Ave	22	16	71%
100 Ridge, North	34	22	66%
Ridge Street Alley	13	5	38%
200 French, North	9	2	24%
100 French, North	23	12	53%
100 French, South	38	24	62%
200 French, South	47	22	47%
300 French South	38	17	44%
400 French, South	23	14	61%
Ski Hill Rd	7	3	46%
Washington Ave	4	4	99%
<b>Total</b>	<b>596</b>	<b>388</b>	<b>65%</b>

<b>Breckenridge Parking Counts AM Friday Saturday AVG</b>			
<b>LOT</b>	<b>Total Spots Available</b>	<b>Average</b>	<b>% Full</b>
Wellington	46	37	81%
East Saw Mill \$	89	86	97%
Ice House	48	34	71%
Tonapah	60	30	50%
Upper Exchange	42	14	32%
Court House	45	25	54%
Exchange Lower Structure	43	26	60%
Exchange Lower Outdoor	12	5	42%
Barney Ford	14	7	53%
BGVCC South	44	21	48%
BGVCC North	43	26	61%
French St. Lot	34	33	97%
Klack Placer	73	47	64%
Ice Rink	210	165	79%
F-Lot	179	165	92%
Tiger Dredge	206	171	83%
Satellite (Overnight/Employee)		76	
<b>Total</b>	<b>1,188</b>	<b>948</b>	<b>80%</b>
<b>ON STREET</b>			
300 Main, North	30	18	61%
200 Main, North	19	14	73%
100 Main, North	20	14	71%
100 Main, South	33	25	76%
200 Main, South	22	18	80%
Adams Ave	15	7	49%
300 Main, South	24	19	79%
400 Main, South	13	11	81%
500 Ridge, South	15	8	50%
400 Ridge, South	16	6	36%
300 Ridge, South	37	22	60%
200 Ridge, South	50	18	36%
100 Ridge, South	44	25	57%
Lincoln Ave	22	12	54%
100 Ridge, North	34	28	81%
Ridge Street Alley	13	7	52%
200 French, North	9	4	44%
100 French, North	23	17	73%
100 French, South	38	28	73%
200 French, South	47	23	49%
300 French South	38	20	53%
400 French, South	23	16	69%
Ski Hill Rd	7	5	65%
Washington Ave	4	4	109%
<b>Total</b>	<b>596</b>	<b>360</b>	<b>60%</b>

<b>Breckenridge Parking Counts PM Friday Saturday AVG</b>			
<b>LOT</b>	<b>Total Spots Available</b>	<b>Average</b>	<b>% Full</b>
Wellington	46	32	70%
East Saw Mill \$	89	67	75%
Ice House	48	43	90%
Tonapah	60	58	96%
Upper Exchange	42	26	63%
Court House	45	26	59%
Exchange Lower Structure	43	28	66%
Exchange Lower Outdoor	12	5	44%
Barney Ford	14	8	59%
BGVCC South	44	22	51%
BGVCC North	43	31	71%
French St. Lot	34	32	93%
Klack Placer	73	37	50%
Ice Rink	210	71	34%
F-Lot	179	146	82%
Tiger Dredge	206	173	84%
Satellite (Overnight/Employee)		65	
<b>Total</b>	<b>1,188</b>	<b>855</b>	<b>72%</b>
<b>ON STREET</b>			
300 Main, North	30	20	66%
200 Main, North	19	16	84%
100 Main, North	20	16	81%
100 Main, South	33	31	92%
200 Main, South	22	19	87%
Adams Ave	15	9	57%
300 Main, South	24	23	94%
400 Main, South	13	12	91%
500 Ridge, South	15	12	81%
400 Ridge, South	16	8	53%
300 Ridge, South	37	24	64%
200 Ridge, South	50	36	71%
100 Ridge, South	44	39	90%
Lincoln Ave	22	17	77%
100 Ridge, North	34	25	74%
Ridge Street Alley	13	5	42%
200 French, North	9	2	26%
100 French, North	23	16	68%
100 French, South	38	28	73%
200 French, South	47	26	56%
300 French South	38	22	58%
400 French, South	23	15	67%
Ski Hill Rd	7	3	43%
Washington Ave	4	4	92%
<b>Total</b>	<b>596</b>	<b>425</b>	<b>71%</b>

<b>Breckenridge Parking Counts AM Monday Wednesday AVG</b>			
<b>LOT</b>	<b>Total Spots Available</b>	<b>Average</b>	<b>% Full</b>
Wellington	46	42	90%
East Saw Mill \$	89	88	99%
Ice House	48	29	61%
Tonapah	60	22	37%
Upper Exchange	42	8	19%
Court House	45	21	47%
Exchange Lower Structure	43	28	65%
Exchange Lower Outdoor	12	4	33%
Barney Ford	14	5	38%
BGVCC South	44	23	52%
BGVCC North	43	26	61%
French St. Lot	34	32	95%
Klack Placer	73	46	62%
Ice Rink	210	133	63%
F-Lot	179	126	71%
Tiger Dredge	206	150	73%
Satellite (Overnight/Employee)		48	
<b>Total</b>	<b>1,188</b>	<b>828</b>	<b>70%</b>
<b>ON STREET</b>			
300 Main, North	30	10	34%
200 Main, North	19	9	48%
100 Main, North	20	10	50%
100 Main, South	33	27	81%
200 Main, South	22	18	83%
Adams Ave	15	3	17%
300 Main, South	24	16	66%
400 Main, South	13	10	76%
500 Ridge, South	15	4	27%
400 Ridge, South	16	3	21%
300 Ridge, South	37	19	52%
200 Ridge, South	50	12	25%
100 Ridge, South	44	23	52%
Lincoln Ave	22	10	46%
100 Ridge, North	34	32	94%
Ridge Street Alley	13	3	26%
200 French, North	9	3	33%
100 French, North	23	20	88%
100 French, South	38	27	72%
200 French, South	47	17	37%
300 French South	38	13	34%
400 French, South	23	17	72%
Ski Hill Rd	7	2	22%
Washington Ave	4	3	79%
<b>Total</b>	<b>596</b>	<b>306</b>	<b>51%</b>



**Breckenridge Parking Counts PM Monday Wednesday AVG**

<b>LOT</b>	<b>Total Spots Available</b>	<b>Average</b>	<b>% Full</b>
Wellington	46	28	61%
East Saw Mill \$	89	53	60%
Ice House	48	38	80%
Tonapah	60	46	77%
Upper Exchange	42	28	67%
Court House	45	22	49%
Exchange Lower Structure	43	24	56%
Exchange Lower Outdoor	12	4	32%
Barney Ford	14	9	66%
BGVCC South	44	18	40%
BGVCC North	43	24	57%
French St. Lot	34	29	85%
Klack Placer	73	25	34%
Ice Rink	210	29	14%
F-Lot	179	94	53%
Tiger Dredge	206	100	48%
Satellite (Overnight/Employee)		40	
<b>Total</b>	<b>1,188</b>	<b>611</b>	<b>51%</b>
<b>ON STREET</b>			
300 Main, North	30	12	41%
200 Main, North	19	13	68%
100 Main, North	20	13	67%
100 Main, South	33	30	90%
200 Main, South	22	19	88%
Adams Ave	15	8	53%
300 Main, South	24	21	89%
400 Main, South	13	11	85%
500 Ridge, South	15	11	74%
400 Ridge, South	16	8	51%
300 Ridge, South	37	16	43%
200 Ridge, South	50	27	53%
100 Ridge, South	44	37	84%
Lincoln Ave	22	14	64%
100 Ridge, North	34	19	56%
Ridge Street Alley	13	5	35%
200 French, North	9	2	19%
100 French, North	23	8	36%
100 French, South	38	19	49%
200 French, South	47	18	38%
300 French South	38	10	27%
400 French, South	23	13	55%
Ski Hill Rd	7	4	54%
Washington Ave	4	4	106%
<b>Total</b>	<b>596</b>	<b>336</b>	<b>56%</b>

**Transaction Numbers 12.1.16 through 1.15.17**

<b>Zone #</b>	<b>Zone Name</b>	<b>Passport Transactions</b>	<b>Parkeon Transactions</b>	<b>Total Transactions</b>
774	Ridge Street North - 100 N, 100 S	2327	4420	6747
775	Ridge Street South - 200-500 S	2728	6024	8752
776	Satellite Lot	69	1183	1252
778	Ice Rink	44	738	782
779	FLOT	1045	6946	7991
780	North Main - 200-300 N	1452	5168	6620
781	Central Main - 100 N, 100 S	1941	8489	10430
782	South Main - 200-400 S	2514	9585	12099
783	Ice House Lot	1985	4905	6890
784	Ski Hill	131	469	600
785	Lincoln	440	1262	1702
786	Ridge Alley	271	390	661
787	Adams	403	1202	1605
788	Washington	201	520	721
789	Courthouse	674	1462	2136
790	Exchange Upper	821	2271	3092
791	Exchange Lower	1138	1916	3054
792	Exchange Outdoor	237	233	470
793	Barney Ford	234	799	1033
794	Tonopah	2115	5513	7628
795	Wellington	260	1559	1819
796	Tiger Dredge	668	3806	4474
<b>Total</b>		<b>21698</b>	<b>68860</b>	<b>90558</b>

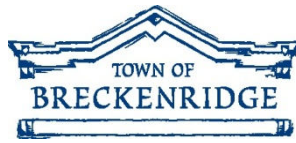
Citation Breakdown			
12.1.15 through 1.15.16		12.1.16 through 1.15.17	
Valid Violations	1281	Valid Violations	415
Warnings	117	Warnings	1323
Total Violations Written	1398	Total Violations Written	1738

<b>Passport Zipcodes</b>			
<b>City, State</b>	<b>Zipcode</b>	<b>Users</b>	<b>Transaction Count</b>
Breckenridge, CO	80424	1780	9935
Frisco, CO	80443	199	764
Dillon, CO	80435	176	601
Silverthorne, CO	80498	95	262
Denver, CO	80210	57	103
Fairplay, CO	80440	56	223
Denver, CO	80211	48	96
Denver, CO	80205	42	89
Littleton, CO	80126	41	69
Alma, CO	80420	39	147
Denver, CO	80202	37	72
Denver, CO	80209	37	53
Aurora, CO	80016	30	36
Parker, CO	80134	30	43
Denver, CO	80206	29	95
Englewood, CO	80111	28	46
Golden, CO	80401	28	53
Castle Rock, CO	80108	27	32
Colorado Springs, CO	80906	26	34
Colorado Springs, CO	80919	26	36
Littleton, CO	80123	25	35
Denver, CO	80212	25	36
Littleton, CO	80129	24	39
Littleton, CO	80127	23	42
Denver, CO	80220	23	46
Denver, CO	80238	23	26
Lone Tree, CO	80124	22	26
Denver, CO	80203	20	39
Denver, CO	80218	20	30
Englewood, CO	80113	19	25
Boulder, CO	80302	19	62
Evergreen, CO	80439	19	44
Erie, CO	80516	18	34
Houston, TX	77024	17	52
Littleton, CO	80130	17	21
Parker, CO	80138	17	26
Boulder, CO	80304	17	47
Aurora, CO	80015	16	25
Denver, CO	80204	16	29
Broomfield, CO	80021	15	19
Lafayette, CO	80026	14	26
Westminster, CO	80031	14	21

Castle Rock, CO	80109	14	19
Englewood, CO	80112	14	27
Silverthorne, CO	80497	14	51
Colorado Springs, CO	80918	14	26
Southlake, TX	76092	13	23
Denver, CO	80228	13	34
Denver, CO	80237	13	15
Boulder, CO	80301	13	42
Boulder, CO	80303	13	19
Buffalo Creek, CO	80425	13	37
Colorado Springs, CO	80904	13	17
Colorado Springs, CO	80920	13	19
Spring, TX	77382	12	24
Arvada, CO	80005	12	21
Broomfield, CO	80020	12	22
Denver, CO	80207	12	21
Denver, CO	80223	12	19
Colorado Springs, CO	80921	12	17
Austin, TX	78746	11	24
Littleton, CO	80120	11	13
Littleton, CO	80122	11	16
Littleton, CO	80128	11	15
Denver, CO	80227	11	14
Chicago, IL	60657	10	20
Denver, CO	80231	10	15
Golden, CO	80403	10	14
Fort Collins, CO	80524	10	13
Chicago, IL	60622	9	18
Elkhorn, NE	68022	9	13
Houston, TX	77005	9	15
Denver, CO	80226	9	23
Denver, CO	80230	9	33
Greeley, CO	80634	9	17
Charlotte, NC	28203	8	61
Wilmette, IL	60091	8	21
Chicago, IL	60613	8	17
Chicago, IL	60618	8	14
Houston, TX	77007	8	32
Arvada, CO	80004	8	12
Aurora, CO	80013	8	9
Louisville, CO	80027	8	10
Monument, CO	80132	8	14
Denver, CO	80215	8	12
Boulder, CO	80305	8	8

Longmont, CO	80503	8	14
Usaf Academy, CO	80841	8	9
Colorado Springs, CO	80903	8	8
Colorado Springs, CO	80922	8	12
Nixon, NV	89424	8	27
Chicago, IL	60614	7	8
Chicago, IL	60647	7	11
Lincoln, NE	68506	7	8
Coppell, TX	75019	7	12
Frisco, TX	75034	7	11
Houston, TX	77008	7	7
Spring, TX	77379	7	10
Spring, TX	77381	7	9
Arvada, CO	80003	7	14
Broomfield, CO	80023	7	10
Denver, CO	80234	7	9
Morrison, CO	80465	7	11
Longmont, CO	80504	7	12
Windsor, CO	80550	7	12
Pueblo, CO	81007	7	11
Avon, CO	81620	7	51
Vail, CO	81657	7	14
Fort Lauderdale, FL	33327	6	16
Carmel, IN	46033	6	12
Barrington, IL	60010	6	19
Mckinney, TX	75069	6	9
Roanoke, TX	76262	6	11
Houston, TX	77019	6	18
Cypress, TX	77429	6	9
League City, TX	77573	6	17
Aurora, CO	80012	6	6
Wheat Ridge, CO	80033	6	9
Littleton, CO	80121	6	7
Denver, CO	80222	6	12
Denver, CO	80232	6	9
Denver, CO	80233	6	15
Denver, CO	80246	6	8
Conifer, CO	80433	6	9
Leadville, CO	80461	6	6
Pine, CO	80470	6	6
Fort Collins, CO	80521	6	6
Fort Collins, CO	80526	6	7
Colorado Springs, CO	80910	6	18
Atlanta, GA	30307	5	8

Saint Simons Island, GA	31522	5	5
Box Elder, SD	57719	5	15
Evanston, IL	60202	5	5
Homer Glen, IL	60491	5	7
Overland Park, KS	66213	5	8
Edmond, OK	73034	5	8
Lewisville, TX	75077	5	6
Richardson, TX	75080	5	23
Dallas, TX	75209	5	17
Dallas, TX	75219	5	11
Dallas, TX	75254	5	6
Houston, TX	77094	5	9
Houston, TX	77096	5	9
Sugar Land, TX	77479	5	9
Katy, TX	77494	5	16
San Antonio, TX	78258	5	6
Arvada, CO	80007	5	8
Littleton, CO	80125	5	7
Denver, CO	80216	5	13
Denver, CO	80235	5	5
Jefferson, CO	80456	5	13
Longmont, CO	80501	5	8
Fort Collins, CO	80525	5	6
Fort Collins, CO	80528	5	17
Peyton, CO	80831	5	6
Colorado Springs, CO	80907	5	12
Colorado Springs, CO	80908	5	5
Colorado Springs, CO	80923	5	17
Colorado Springs, CO	80924	5	6



**TO:** BRECKENRIDGE TOWN COUNCIL  
**FROM:** BRIAN WALDES, DIRECTOR OF FINANCE  
**SUBJECT:** BRECKENRIDGE BROADBAND IMPROVEMENT PROJECT  
**DATE:** 1-30-17

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The purpose of this memo is to update Council on the progress made in identifying potential opportunities and partners for a Breckenridge broadband improvement project. Staff would also like to request some guidance from Council in the following areas;

1. Is this area still a goal for the Council, i.e. should it be listed on our Council Goals?
2. What specific objectives would Council like to see as part of this goal?
3. Shall we roll the budget authority from 2016 of \$75K into 2017 to potentially engage a partner for the purposes of further researching/designing potential broadband solutions?

#### Background

At the spring 2016 retreat, Council expressed to staff a desire to see improved broadband capabilities within the Town. This stemmed from a desire to see faster connectivity options for homes and businesses, as well as augmented cellular and Wi-Fi services within Breckenridge.

As part of pursuing options to reach this goal, staff put the S.B.-152 opt out question on the November 2016 ballot. Breckenridge citizens voted overwhelmingly to separate the Town from Colorado S.B-152, the 2005 state bill that precludes municipalities from engaging in any kind of broadband/communications improvement projects. This result enables the Town to research and potentially implement the improvements listed above.

The Town is not required by the separation from S.B.-152 to take any action.

#### Update

The November 2016 ballot was the earliest we could separate from S.B.-152 based on our timeframe. While staff was confident of the result, we waited until after the approval to engage in actual steps regarding broadband projects.

After the election, staff opted to join the Summit County broadband assessment project that was being conducted by CTC Technology and Energy, a public sector communications consulting firm. CTC issued an RFI that requested information from firms interested in County-wide communications improvement projects. These projects would include steps such as improving cellular coverage in trouble spots throughout the County. CTC also included in the RFI information



regarding Breckenridge's interest in augmented cellular, broadband, and Wi-Fi services. This differed somewhat from what the County was looking for, and set Breckenridge apart in terms of what kind of solutions we are seeking. Our inclusion in the RFI did not require any expense.

The RFI process closed in January of 2017. CTC then issued a report that identified some interested firms and what potential solutions they could bring to the table. These solutions are very general at this phase, and further discussions with interested parties are required. Staff is currently exploring options for further cooperation with the County and their next steps, which will probably involve a formal and much more specific RFP process.

### Next Steps

Staff would like to ask of Council;

1. Is broadband service improvement, including cellular, Wi-Fi, and broadband, still a priority for Council? Would Council like to see this goal summarized and included on the Council goals list?
2. What specific objectives would Council like to see included in this goal?
3. Shall we roll the \$75K 2016 budget authority in to 2017 to allow staff to engage with partners/consultants to explore, design, and implement solutions in these areas?

**TO:** Breckenridge Town Council  
**FROM:** Laurie Best-Community Development Department  
**DATE:** January 26, 2017 (for retreat February 14<sup>th</sup>)  
**RE:** Affordable Housing Plan

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Recently, the Breckenridge Housing Committee has been discussing the role of the Town going forward in developing, and/or supporting and incentivizing the development of affordable housing. Projects that are now underway will be coming on line thru 2018, and because of the considerable time to launch projects, it is important to start planning now for the next projects (location, timing, type, target, business structure, etc.). Also, because of the voter authorized construction fund, which will generate approximately \$2.2 million a year through 2026, and the heightened awareness of local housing shortages, the Town has been approached by private developers and investors interested in local projects.

In order to respond to these proposals and to start work on future projects, the Committee felt it would be beneficial to schedule time with the full Council to solicit feedback in regard to the housing program, goals and strategies, and future projects. This memo includes a summary of the housing needs, a review of some different development models that have been used, and possible next steps to insure affordable housing, both rental and ownership, continues to be developed to meet the needs of local workforce.

#### **Housing Background-Needs, Goals, and Accomplishments**

The most recent Housing study in August 2016 projected that an additional 230 ownership and 270 rental units will be needed to house approximately 900 employees by 2020. Those projections accounted for the completion of Lincoln Park and the rental units currently under construction by the Town. The 900 employees represents full time year round employees (not seasonal) and they include new employees required to fill new jobs, replacement employees to fill positions vacated by employees who retire or leave the community, and some of the in-commuting employees (10%) who would choose to live in the community where they work. Currently, approximately 50% of the 8,720 jobs in the Upper Blue Basin are filled by Upper Blue residents with the remainder filled by in-commuters from other parts of Summit County as well as Park/Eagle County. It is projected that the addition of approximately 500 units will keep the percentage of local jobs filled by local residents at around 50%. It should also be noted that future job growth and the on-going loss of market units housing local employees will continue to create additional need beyond 2020. Housing is needed at a variety of price points, for rental as well as for sale, and to address a variety of household configurations, sizes, and incomes.

The goal of the housing program to date has been to support the local economy and the character of the community, by *utilizing available funds and other incentives efficiently to create and/or support the creation of quality affordable housing that is needed in the community to meet the needs of our diverse workforce.* With the completion of Lincoln Park, Huron Landing, and Denison Placer 2 (DP2) approximately 1,000 units in the Upper Blue will be deed restricted. About half of that inventory is ownership and half are rentals or apartments. The deed restricted units include neighborhoods like Wellington that serve families and higher

income households as well as apartments such as Breck Terrace that serve seasonal lower wage employees.

### Projects/Development Strategies

**Public/Private Partnerships**-In the past, a variety of strategies have been utilized locally to develop housing depending on the goals for the particular projects, the AMI targets, and the options that were available for partnerships and/or financing at the time. For ownership housing the majority of the units (Wellington, Vista Point, Maggie Placer, Vic's Landing) have been developed thru *public/private partnerships* utilizing incentives, annexations, density, water, fee waivers and/or market rate units to attract developer/investors. This model works well particularly when the private partner contributes the land and for higher AMI units that require less subsidy. But there are important considerations in crafting future partnership agreements:

Failure to Perform/Risk: Regardless of the deal that is structured if a partner defaults or fails to perform there are financial ramifications. Failed or poor quality projects reflect poorly on the public entity and its housing program. The public sector is not immune from risk with a public/private partnership. It should be noted that there have been some local issues as a result of developer default.

Project Quality: A primary objective for private sector is profit. A primary objective for the public sector is public benefit. This can create challenges as the different priorities impact almost every decision throughout the design, construction, and sale of a project. These decisions can impact the quality of the projects, the price points and affordability as well as the long term costs of ownership. The public sector partner may have less say in the design decisions, pricing details, and sales processes because that is typically viewed as the private sector responsibility/expertise.

Cost: Since the private sector partner requires a return, this has to be accounted for in the proforma which shifts funds from the project itself. The Town must be comfortable using public funds or other incentives such as land or market rate units to attract investors. It is our understanding that the minimum return to attract capital is at least 7%. Understanding and quantifying the return/profit and assessing the value of incentives and contributions can be challenging, especially if financials are not completely open book.

Time: Eventually the private sector partner will be gone, but because of the public investment in the project there is an on-going obligation for the public entity to insure the project serves the community in perpetuity. This may require additional concessions or corrections long after the private sector is out of the deal.

A successful public private project is a project that balances both skill sets and meets the goals of each partner. In a public/private partnership both parties bring something to the project, typically the private sector may have more experience in construction, marketing, promotion, finance, and may be able to achieve lower costs through scaling without sacrificing quality. The public sector brings a long term perspective and responsibility to the project. The public sector can also add value to the project with land, zoning, density, and/or market rate units. It should be noted that ultimately the amount of land that is available will be one of our greatest challenges in meeting the targets so providing market units as an incentive may have long term impact on our ability to meet the need.

## **Public Projects**

As an alternative to the public/private model, where the development, construction, sales responsibilities are generally assigned to the private sector, there have also been *publically funded and managed projects*. This includes DP1 and DP2 as well as Gibson Heights, which was built by the Housing Authority in 2003, and the Valley Brook Neighborhood, which was built by the Town in 2009-2010. The Town assumed the role of developer to build Valley Brook when we could not negotiate an acceptable contract with our developer partner (Mercy Housing). By assuming responsibility for the project the Town was able to 1) eliminate the developer fee and lower the project cost, 2) to have more control over the design process to insure the units met local needs and standards, and 3) to provide more deed restricted units and more units at the lower price point. But this model shifted the risk and responsibility for housing development from a third party, which in the case of Valley Brook was Mercy Housing, to the Town. This was a new model and somewhat controversial.

## **Rental Projects**

For rental units a variety of approaches have also been used including partnerships with public and private entities, the Town as developer with cash funding, low income tax credit financing, and tax exempt financing (COPs). These projects are further described in the chart that is included in this memo.

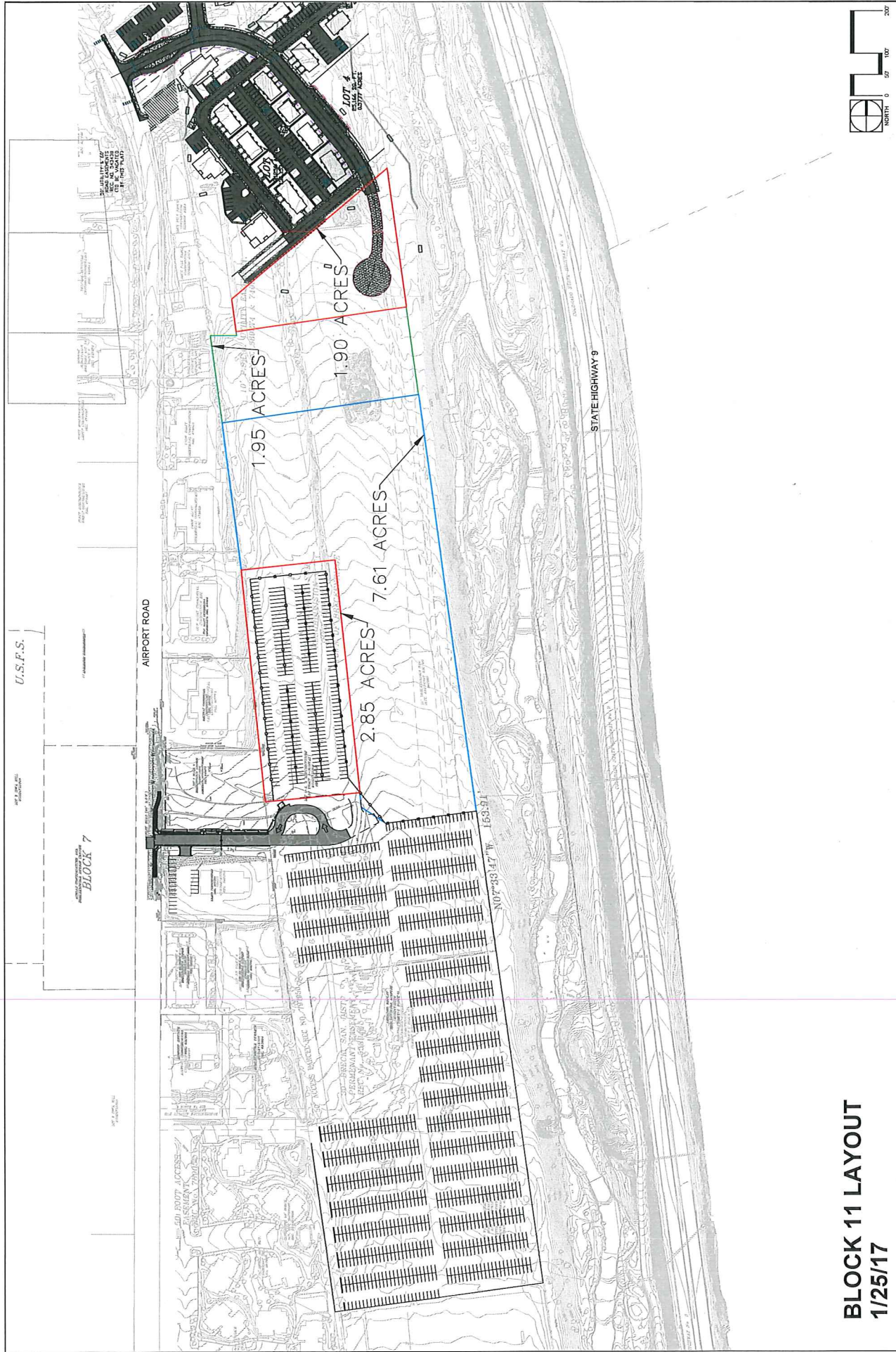
## **Next Steps/Summary**

Given the voter authorized construction fund, the on-going need for housing, the anticipated completion of current projects (e.g., DP1) in 2018, and growing interest from developers/investors, we are seeking your input to plan our next steps and future projects. Every project will be unique and flexibility is important so it will be important to take advantage of unanticipated opportunities. But, the Council's general direction would be helpful in setting a strategic course, specifically:

- Are there any suggestions to modify the goal as stated?  
*Utilize available funds and other incentives efficiently to create and/or support the creation of quality affordable housing that is needed in the community, and meets the needs of our diverse workforce*
- Does the Council continue to support the use of both models for development of ownership units? (public/private partnerships particularly where the private partner contributes the land AND publically funded/managed projects)
- Is the Council generally OK contributing/creating market units as an incentive, even on Town-owned land?
- Is long term ownership by the Town or interest in rental projects desirable?
- Is the Council supportive of beginning initial planning for another project (approx 5 acres) on Block 11? There appears to be approximately 12 acres on Block 11 that could be developed without impacting our ability to retain skier and employee parking.
- Is the Council supportive of issuing an RFP to identify possible partners or investors?
- Any additional comments or feedback?

## Examples of Breckenridge Housing Projects (Rental)

Project	Units	Funding	Ownership/Subsidy	Manager	Notes
Pinewood 1	74	LIHTC and partnership with Corum	Owner of land is Town of Breckenridge with long term land lease to the private entity (LLC). The LLC owns and developed the project Town also contributed fee waivers	Corum	Low Income Tax Credit project (LIHTC) Project reverts to the Town in 50 years The LLC manages the day to day operations with little oversight by the Town
Pinewood 2	45	LIHTC with Town of Breckenridge as lender to the project-loan is \$6m with annual debt service to the Town of \$230,000	Owner is a private entity LLLP Breck Housing Authority is a general partner in the LLLP thru the PW2 LLC Town contributed land, fee waivers, and a loan to the project of approximately \$6 million	Corum	Low Income Tax Credit project (LIHTC) Project reverts to the Town in 30 years The general partner (PW2LLP/BHA which is represented by Town staff) is obligated to operate the project in compliance with strict LIHTC requirements to insure tax credit eligibility for investors
Huron Landing	26	COP debt	Public Entity (Town and County) County contributed land	Corum	The Town and County will own/oversee the project
Denison Placer 2 (DP2)	30	Cash \$5.7m	Town land and project Potential sale to CMC	TBD	CMC is a unique investor-goal of their acquisition is to meet student needs not generate return
Breckenridge Terrace	185		Owner is Vail Resorts entity No Town contribution	Vail Resort	Some units are deed restricted to insure they address workforce needs



**BLOCK 11 LAYOUT**  
**1/25/17**



## MEMO

**TO:** Town Council

**FROM:** Laurie Best-Community Development Department

**DATE:** February 1, 2017 (for retreat February 14<sup>th</sup>)

**SUBJECT:** Update on Huron Landing Workforce Housing Project and Recommendations for Leases and Community Policies

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The purpose of this memo is to provide the Council with an update in regard to Huron Landing and to solicit feedback from the Council in regard to the proposed rates, income caps, and miscellaneous property rules. Your input will enable us to finalize the details with the County and allow the property manager to begin the process for marketing and lease up. Please note that the property rules, including rental rates will be re-visited annually and adjusted as necessary.

### BACKGROUND

Huron Landing is a joint development venture between the Town of Breckenridge and Summit County ready for occupancy early summer 2017. The completed project will include 26 units ((14) 2 Bed/1 Bath; (11) 2 Bed/2 Bath and (1) ADA 2 Bed/2 Bath); with 2 units to be used by the Town of Breckenridge and 2 units to be used by Summit County, leaving a total of 22 units for open market rent. Full rent will be paid by both the Town and the County for their designated units, and if not needed by the jurisdiction, they can be released for open market rent.

According to the 2016 Housing Demand Study the majority of the 270 rental units that are needed in the Upper Blue Basin should be affordable to households earning either less than 60% AMI or between 80 and 100% AMI. The Study also noted that rental vacancies are extremely low (2%) impacting employees at all income targets and "workforce housing projects should include rentals up to \$1,700 for a 2 + person household". The goal of Huron Landing is to complement other apartments in Breckenridge with small two bedroom units. The primary target is households that are over income for Pinewood 1 or 2, most likely employees working year round, including managers, or other professionals in medical, education, administrative, government, and technical jobs.

### PROJECT STATUS/FINANCE

The project will be completed and turned over to the owner around June 30, 2017. The east building which includes about 13,382 SF of residential and a mix of 2Bed/2bath and 2 Bed/1bath units is currently being drywalled after the rough mechanical, electrical and plumbing inspections. The west building which includes about 7,858 SF of residential and primarily all 2 Bed/2bath units is following the east building with rough mechanical, electrical and plumbing. Construction hard and soft costs are tracking just under the original budget of \$8.5m. The project has been financed with tax exempt bonds issued by the Town. The annual debt service is approximately \$580,000 which will be partially covered by the projected operating income (\$300,000) with the balance split by the Town and County (\$140,000 each). Because of the tax exempt financing, these units may only be leased to individuals and not to businesses for master leases.

### STAFF RECOMMENDATIONS FOR RENTAL RATES

The following recommendations are based on feedback from the property manager and the Board of County Commissioners worksession on January 24<sup>th</sup>. We have also included the most recent rental surveys from the Summit Combined Housing Authority-April 2016 and the property manager-Fall 2016.



We look forward to your feedback in regard to these recommendations:

- 2 Bed/1 Bath Units to be offered at a rental rate of \$1,550/month.
  - This is affordable to a household making \$62k/year
    - This represents 78% AMI for a 3 person household
    - This represents 95% AMI for a 2 person household
- 2 Bed/2 Bath Units to be offered at a rental rate of \$1,700/month.
  - This is affordable to a household making \$68k/year
    - This represents 90% AMI for a 3 person household
    - This represents 102% AMI for a 2 person household
- Rental Rates include water/sewer/trash/snow removal/electric and gas.
- Rental Rates do not include CATV or Internet.
- Lease term will be 1 year.
- Security deposit will be equal to one month's rent. If credit check shows any concern, management has authority to double the security deposit.

### **STAFF RECOMMENDATIONS FOR TENANT QUALIFICATIONS**

- Income Cap-160% AMI (\$105,000-\$130,000 at initial lease and 120% of original target at annual renewal)

The existing apartments constructed by the Town in the Upper Blue have income caps to insure those units serve lower AMI households. These are employees primarily in accommodation, food service, lodging, and retail. For Huron Landing, staff had recommended that no income cap be imposed which would open the apartments to higher AMI employees. But, both the BOCC and Council have expressed interest in income caps, so we are recommending 160% AMI to provide some flexibility for those higher AMI households, young families, and unrelated roommates. We look forward to your input on this issue.

The 28 two bedroom units at Pinewood 1 are the most comparable to Huron Landing in terms of size. A summary of household size/composition and income is attached for your review. According to the property manager there is a wait list and the two bedroom units are rarely vacant except when turning over leases. Eight of the 28 apartments include one or two children, and the remaining twenty units consist of single adult (3 units), two adults (8 units), three adults (7 units), and four adults (2 units). About half of these units have household incomes (\$68,000 to \$91,000) that are close to or over their initial income cap (\$64,000-\$92,000) and therefore would be ineligible for Pinewood. Because there is a provision to allow incomes to increase for existing tenants (up to 140%) of the original cap they are not facing eviction, but these households demonstrate a need for higher AMI units that are not allowed in the current projects and not available in the market.
- Ability to pay rent-must demonstrate income equal to 2.5 x monthly rent
  - For the (2) Bed/(1) Bath unit this equals \$46,500/year
  - For the (2) Bed/(2) Bath units this equals \$51,000/year
- Initial Project Lease Up –employment priority for Upper Blue

For initial lease up, the goal is that the 1<sup>st</sup> 50% (11 units) must work a minimum of 30 hours/week for a business located in the Upper Blue River Basin implemented through a lottery process and that the 2<sup>nd</sup> 50% (11 units) must work a minimum of 30 hours/week for a business located in Summit County which also includes the Upper Blue River Basin.
- On-going employment restriction-Summit County employment (note-even with a County-wide employment restriction we anticipate that the majority (95%) of tenants will be employed in the Upper Blue. This is based on similar restriction at PW1 and PW2 -see attached employment information).
- Asset Testing

- Can't own other residential real estate (developed residential not inclusive of vacant land) in Summit County
- Max of \$225k in assets, excluding: health savings plans, college savings plans, retirement savings plans (based on Breckenridge Child Care program restrictions)
- Un-Related Roommates must also meet work requirements as a qualified occupant.
- Number of Occupants/Unit:
  - Occupancy Limits – 4 maximum (2 persons max per bedroom-HUD limits)
  - Minimum Occupancy – 2 person/unit for initial lease up
- Tenant applications will be managed by Corum Real Estate Group Property Management with their nearest leasing office to be located at Pinewood 1.
- At time of application a non-refundable application fee (approximately \$33) will be required to cover cost of credit/criminal background checks. All tenants must pass credit and criminal check (approximately 4-5 days).

The following chart shows how these proposed rates and income caps compare with other projects in the Upper Blue and with the most recent rental survey information.

Location	AMI Target	# of Units	Bedroom/Bath	Size	Rent w/utilities	Initial Income Cap and (at renewal)
Pinewood 1-market units	100%	28	2/1 2/2	800 sf 860 sf	\$1,625-\$2.03sf \$1,730-\$2.01sf	1 person-\$64,500 (\$90K) 2 person-\$73,700 (\$103K) 3 person-82,900 (\$116K) 4 person-\$92,100 (\$128K)
Pinewood 1-LIHTC units	50%	10	2/1 2/1	800 sf 860 sf	\$1,000-\$1.25sf \$1,000-1.16sf	1 person-\$32,250 (\$45K) 2 person-\$36,850 (\$51K) 3 person-\$41,450 (\$58K) 4 person-\$46,050 (\$64K)
Pinewood 2	60%	45	Studios 1 bed/ 1 bath	534 sf 596 sf	\$865-\$1.61sf \$927-\$1.55sf	1 person-\$34,620 (\$48K) 2 person-\$39,540 (\$55K)
Denison Placer	60%-80%	30	Studios and 1 bed/1 bath	600sf	TBD-	NA
Breck Terrace	60% but not formally restricted	180	1, 2, 3 bed with shared kitchen		\$450-\$800 per bed	NA
Huron Landing Proposed	80-100%	26	14 at 2/1 12 at 2/2	722-768 sf 862 sf	\$1,550-\$2.14sf \$1,700-\$1.97sf	160% AMI 2 person-\$105,440 (\$126K) 3 person-\$118,560 (\$142K) 4 person-\$130,400 (\$156K)
2016 Upper Blue-SCHA Rental Survey			2 bed	Unavailable	\$1,437-\$1,685	Note-details not available in regard to utilities, unit size, and bathrooms
2016 Upper Blue-Corum Rental Survey			2 bed		\$1,393-\$1.84sf	Note-includes utilities

## PROCESS AND TIMELINE FOR LEASE UP

- Early April 2017                      Launch web site with finalized rates/rules
- Mid April-Mid May 2017           Applications Accepted for Lottery.
- 1<sup>st</sup> of June 2017                      Lottery for Tenant Selection from Qualified Applicants.
  - If an ADA unit is requested and the tenant meets ADA qualifications as a permanent disability; and meets workforce housing requirements, then the applicant will be awarded the ADA unit on a first come first serve basis and not have to go through the lottery process.
  - The 1<sup>st</sup> Lottery will include selection from Qualified Applicants who work in the Upper Blue River Basin.
  - The balance of Qualified Applicants who were not initially chosen in the Upper Blue River Basin Worker Lottery will then be added into the overall Summit County Worker Lottery.
  - The 2<sup>nd</sup> Lottery will include selection from Qualified Applicants who work in Summit County (including those who work in Upper Blue River Basin and were not selected in the 1<sup>st</sup> Lottery).
  
- July –August 2017:                    Occupancy

## SUMMARY

We look forward to discussing these recommendations at your February 14<sup>th</sup> meeting and appreciate your comments and direction.

### Exhibit A- Misc. Community Rules

- a. Sub-Letting or Room Renting not allowed
- b. Parking – 52 total spaces
  - i. (1) space per unit will be included in rent; and, will be unassigned and on a first come first serve basis
  - ii. (20) additional spaces will be available for monthly rent on a first come first serve basis
  - iii. Guest parking by permit only from management
    - 1. There will be (6) guest spots
  - iv. No Oversized vehicles/campers/trailers/boats; no unregistered or inoperable vehicles
- c. NO's
  - i. No Guns / No Smoking of any kind
- d. Quiet Hours 10pm – 8am
- e. Domesticated Pets
  - i. Allow max (2) pets per unit in any/all of the units
  - ii. Pet Rent \$25/pet/unit
    - 1. Must submit Pet Application
  - iii. Pet Deposit Fee is non-refundable
    - 1. \$335 for one pet/ \$610 for two pets
  - iv. No Pit bulls, Rottweilers, Dobermans, Tarantulas, Piranhas, Reptiles, Ferrets, Skunks, Raccoons, Squirrels, Rabbits or Birds. Fish limited to a 30 gallon max tank.
- f. Decks
  - i. Patio Furniture only (no Lazy Boys)
  - ii. No Storage / No hanging-drying garments/No Pet Potties
  - iii. No Charcoal Grills/ Gas Grills will be allowed with a maximum 20# tank
  - iv. Tenants required to remove snow
- g. Resident Insurance Requirement
- h. Tenants will be required to be insured for a minimum of \$20k for contents coverage; and \$100k for liability coverage.

### Exhibit B-Conceptual Proforma

### Exhibit C- PW1 And PW2 Household/Employers

### Exhibit D- Rental Surveys

**450 Project (80-100% AMI)**  
**Breckenridge, Colorado**  
**1/18/2017**  
**Conceptual Pro Forma**  
**26 Units (22 market units/4 reserved)**

Comments

**Residential Income**

Type	Mix	Units	Net SF	Total SF	Rent/SF	Rent/Unit	Total Rent
A2 2 Bed/1 Bath	54%	14		0		\$1,550	\$260,400
A3 2 Bed/2 Bath	46%	12		0		\$1,700	\$244,800
<b>Total/Average</b>	<b>100%</b>	<b>26</b>	<b>0</b>	<b>0</b>		<b>\$1,619</b>	<b>\$505,200</b>
Total 1 Bath units		14					
Total 2 Bath units		12					

Units	Net SF	Total SF	Rent/SF	Rent/Unit	Total Rent
26	0	0	\$0.00	\$1,619	\$505,200

**Parking Income**

Parking Type	Spaces	Spaces/Unit	Rent/Space	Total Rent
Surface Spaces	20	0.77	\$40	\$9,600
<b>Total/Average</b>	<b>20</b>	<b>0.77</b>		<b>\$9,600</b>

**Storage Income**

Not Applicable	0	\$0.00		\$0
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**Misc Income**

Misc (late fees, credit apps, non-ref pet deposits)	\$15.00		\$4,680	\$4,680
Pet Fees (assume 10 pets)	\$300.00		\$3,600	\$3,600
<b>Total/Average</b>				<b>\$8,280</b>

**Gross Potential Income** \$523,080

Residential Vacancy	7.0%			(\$35,364)
Parking Vacancy	7.0%			(\$672)
Misc/Other Income	7.0%			\$580
<b>Total Vacancy Allowance</b>	<b>7.0%</b>			<b>(\$35,456)</b>

**Effective Gross Income** \$487,624

Operating Expenses	Per Unit	Total Expenses
Administrative	\$1,200	(\$31,200)
Payroll	\$2,117	(\$55,042)
HVAC/Plumbing	\$200	(\$5,200)
Grounds Maintenance	\$625	(\$16,250)
Repairs and Maintenance	\$425	(\$11,050)
Utilities	\$1,200	(\$31,200)
Janitorial	\$150	(\$3,900)
Insurance	\$300	(\$7,800)
<b>Total Operating Expenses</b>	<b>\$6,217</b>	<b>(\$161,642)</b>
Capital Reserves	\$300	(\$7,800)

NO Taxes for Town

**Net Operating Income** \$318,182

**Pinewood Village Current 2 Bedroom Resident Info 12/22/2016**

<b><u># of Occupants:</u></b>	<b><u>Move In date:</u></b>	<b><u>Household Income:</u></b>	<b><u>Employer(s):</u></b>	<b><u>Note:</u></b>	<b><u># Children:</u></b>
2	1/31/2014	\$68,124.00	Timberline Learning Center, Summit County Libraries		0
4	10/22/2007	\$57,954.00	Blue Moose Restaurant	Section 42	2
4	8/28/2014	\$48,568.00	Gold Dredge/Ollies/Downstairs at Eric's/HP3		0
2	9/14/2007	\$8,320.00	St. John's Episcopal	Section 42	1
3	9/2/2008	\$72,280.00	Beaver Run Resort, Mi Casa, Fiesta Jalisco		0
3	8/16/2014	\$78,585.00	The Blue Stag, Downstairs at Eric's		0
1	6/11/2014	\$40,000.00	Breckenridge Organic Therapy		0
4	8/20/2012	\$39,572.00	Giampiettros, Park and Main		2
2	12/28/2012	\$8,736.00	Disabled/unemployed -		0
1	2/1/2002	\$16,344.00	Retired/unemployed -	Section 42	0
1	9/4/2015	\$60,000.00	Organix		0
4	6/1/2016	\$64,675.00	Mi Casa, Flipside Burger		1
3	10/1/2014	\$70,000.00	Town of Breck, Vail Resorts		0
4	6/1/2015	\$49,920.00	Mi Casa, Fatty's Pizzeria	Section 42	2
2	11/20/2013	\$46,000.00	Hearthstone, Sun Logic		0
4	10/1/2015	\$53,820.00	Blue River Bisrto, CB Pots		2
3	11/23/2015	\$74,537.00	Vail Resorts		0
3	10/30/2016	\$87,367.00	Stan Miller, A-Basin, BGV, Vail Resorts		0
1	8/1/2009	\$27,040.00	Mountain Temps	Section 42	0
4	3/7/2014	\$57,577.00	Blue Moose Restaurant, Ollies	Section 42	2
3	9/18/2013	\$91,215.00	Empire Burger, Town of Breckenridge		0
2	5/13/2005	\$26,324.00	Disabled/unemployed -	Section 42	1
4	12/15/2016	\$69,132.00	2V's, Giampietro, Kenosha Steakhouse		1
4	3/1/2014	\$38,752.00	Beaver Run Resort		0
4	8/1/2014	\$46,800.00	South Ridge Seafood Grill, Hearthstone		2
2	5/1/2015	\$74,709.00	Goods, Vail Resorts		0
3	10/1/2016	\$65,530.00	Go 2 Girls Cleaning Services		2
4	10/23/2011	\$79,690.00	Empire Burger, The Boat Yard, Perfect Service Cleaning		2

Pinewood Village Current 2 Bedroom Resident Info 12/22/2016

- Prelease TBD		\$42,120.00 Self Employed	Section 42	2
1	8/26/2015	\$29,440.00 Organix	Section 42	0
2	11/26/2012	\$88,488.00 BGV		0
3	10/24/2014	\$75,486.00 Blue Stag, Mountain Wave, Canteen Tap House		0
2	9/4/2009	\$25,738.00 Andora Cleaning LLC	Section 42	1
2	12/15/2012	\$88,400.00 Matthew Stais Architects, Title Company of the Rockies		0
2	11/5/2010	\$58,240.00 Mountain Temps, Safeway .		0
4	8/27/2014	\$87,333.00 Columbine Restaurant, BGV		2
1	11/15/2016	\$61,449.00 Slifer, Smith and Frampton, self employed		0
2	9/29/2010	\$76,320.00 Summit Mountain Rentals, AMR Sports		0

## Pinewood 2 Households/Employer-Nov 16

<i>Demographics</i>	<i>EMPLOYER</i>
1-Single	Ollies
1-Single	Team Temp
1-Single	Self
2-Single Parent/Child	Timeshare Cleaning
1-Single	Lowes'
2-Couple	Vail Resorts
2-Brother/Sister	Timeshare Cleaning
1-Single	Timberline Learning
1-Single	Downstairs at Eric
2-Couple (expecting child)	Downstairs at Eric
1-Single	Sherry's Cleaning
1-Single	Town of Breck/Vail Resorts
1-Single	Downstairs at Eric
1-Single	Vail Resorts
1-Single	Corum
1-Single	School District
2-Single Parent/Child	Grand Lodge
2-Single Parent/Child	CB Potts
1-Single	Town of Breck
1-Single	Ski Butlers
2-Single Parent/Child	Chipolte
2-Single Parent/Child	CB Potts
1-Single	Park and Main
1-Single	Beaver Run
3-Couple w/newborn	Blue Stag
2-Couple	Lodgepole Bar/Grill
1-Single	Retired
1-Single	Freedom Movers
1-Single	Disabled/Student
1-Single	Beaver Run
2-Single Parent/Child	Grand Timber Lodge
1-Single	Vail Resorts
1-Single	Frisco Dental
1-Single	Vail Resorts/Summit County
1-Single	J Crew
1-Single	Briar Rose
3-Couple w/child	Straight Line Painting
1-Single	Vail Resorts
1-Single	Swiss Haven
1-Single	Beloved Boutique
1-Single	Fresh Tracks
1-Single	Ron Dilligan DDS
1-Single	Book by Owner
2-Couple	City Market
1-Single	Breck Grand Vacation



# Summit Combined Housing Authority Bi-Annual Rental Analysis

Period: Spring 2016

## Units Surveyed Analysis

	Breckenridge/Blue River	Frisco	Dillon/Silverthorne/ Wilderness	Keystone/Summit Cove	Copper Mountain/Other	Summary Total
<b>Restricted</b>						
1 BR	7	N/A	36	N/A	N/A	43
2 BR	10	N/A	118	N/A	N/A	128
3 BR	2	N/A	79	N/A	N/A	81
Restricted Total:	19	0	233	0	0	252
<b>Apartment</b>						
1 BR	94	N/A	33	N/A	N/A	127
2 BR	123	N/A	46	N/A	N/A	169
3 BR	18	N/A	0	N/A	N/A	18
Apartment Total:	235	0	79	0	0	314
<b>Long Term</b>						
Studio	11	1	10	4	0	26
1 Brm	24	9	42	2	0	77
2 Brm	47	8	72	3	1	131
3 Brm	34	7	41	3	0	85
4 Brm	9	2	9	0	0	20
5 Brm+	4	0	1	0	0	5
Long Term Total:	129	27	175	12	1	344
Summary Total						910

## Average Rental Rate Analysis

	Breckenridge/Blue River	Frisco	Dillon/Silverthorne/ Wilderness	Keystone/Summit Cove	Copper Mountain/Other	Summary Average
<b>Restricted</b>						
1 BR	\$ 749.00	N/A	\$ 708.67	N/A	N/A	\$ 728.83
2 BR	\$ 912.00	N/A	\$ 921.50	N/A	N/A	\$ 916.75
3 BR	\$ 1,063.00	N/A	\$ 1,140.50	N/A	N/A	\$ 1,101.75
Restricted Total:	\$ 908.00		\$ 923.56			\$ 915.78
<b>Apartment</b>						
1 BR	\$ 1,051.00	N/A	\$ 1,345.00	N/A	N/A	\$ 1,198.00
2 BR	\$ 1,437.67	N/A	\$ 1,549.00	N/A	N/A	\$ 1,493.33
3 BR	\$ 1,745.00	N/A	N/A	N/A	N/A	\$ 1,745.00
Apartment Total:	\$ 1,411.22		\$ 1,447.00			\$ 1,429.11
<b>Long Term</b>						
Studio	\$ 953.50	\$ 785.00	\$ 905.00	\$ 937.50	N/A	\$ 895.25
1 Brm	\$ 1,357.33	\$ 1,235.00	\$ 1,061.00	\$ 1,350.00	N/A	\$ 1,250.83
2 Brm	\$ 1,685.33	\$ 1,696.67	\$ 1,485.33	\$ 1,184.00	\$ 1,650.00	\$ 1,540.27
3 Brm	\$ 2,089.67	\$ 2,183.33	\$ 1,997.25	\$ 2,425.00	N/A	\$ 2,173.81
4 Brm	\$ 3,090.00	\$ 3,075.00	\$ 3,289.00	N/A	N/A	\$ 3,151.33
5 Brm+	\$ 3,273.50	N/A	\$ 3,400.00	N/A	N/A	\$ 3,336.75
Long Term Total:	\$ 2,074.89	\$ 1,795.00	\$ 2,022.93	\$ 1,474.13	\$ 1,650.00	\$ 1,803.39
Summary Overall Average						\$ 1,571.42

## Vacancy Analysis

	Breckenridge/Blue River	Frisco	Dillon/Silverthorne/ Wilderness	Keystone/Summit Cove	Copper Mountain/Other	Summary Total
<b>Restricted</b>						
1 BR	0	N/A	0	N/A	N/A	0
2 BR	0	N/A	0	N/A	N/A	0
3 BR	0	N/A	0	N/A	N/A	0
<b>Restricted Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Apartment</b>						
1 BR	0	N/A	1	N/A	N/A	0
2 BR	0	N/A	0	N/A	N/A	0
3 BR	0	N/A	0	N/A	N/A	0
<b>Apartment Total:</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Long Term</b>						
Studio	0	0	0	0	0	0
1 Brm	0	0	0	0	0	0
2 Brm	0	0	0	0	0	0
3 Brm	0	0	0	0	0	0
4 Brm	0	0	0	0	0	0
5 Brm+	0	0	0	0	0	0
<b>Long Term Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Summary Total</b>						<b>1</b>

## Weighted Rental Rate Analysis

	Breckenridge/Blue River	Frisco	Dillon/Silverthorne/ Wilderness	Keystone/Summit Cove	Copper Mountain/Other	Summary Weighted Average
<b>Restricted</b>						
1 BR	\$ 749.00	N/A	\$ 700.06	N/A	N/A	\$ 708.02
2 BR	\$ 912.00	N/A	\$ 946.06	N/A	N/A	\$ 943.40
3 BR	\$ 1,063.00	N/A	\$ 1,103.73	N/A	N/A	\$ 1,102.73
<b>Restricted Total:</b>	<b>\$ 867.84</b>		<b>\$ 961.51</b>			<b>\$ 954.45</b>
<b>Apartment</b>						
1 BR	\$ 967.47	N/A	\$ 1,345.00	N/A	N/A	\$ 1,065.57
2 BR	\$ 1,347.86	N/A	\$ 1,549.00	N/A	N/A	\$ 1,402.61
3 BR	\$ 1,730.00	N/A	N/A	N/A	N/A	\$ 1,730.00
<b>Apartment Total:</b>	<b>\$ 1,224.97</b>		<b>\$ 1,463.78</b>			<b>\$ 1,285.06</b>
<b>Long Term</b>						
Studio	\$ 973.27	\$ 785.00	\$ 905.00	\$ 931.25	N/A	\$ 933.31
1 Brm	\$ 1,288.38	\$ 1,227.78	\$ 1,019.00	\$ 1,350.00	N/A	\$ 1,135.96
2 Brm	\$ 1,744.51	\$ 1,631.25	\$ 1,455.06	\$ 1,184.00	\$ 1,650.00	\$ 1,564.95
3 Brm	\$ 2,103.68	\$ 2,192.86	\$ 2,122.78	\$ 2,166.67	N/A	\$ 2,122.46
4 Brm	\$ 3,020.00	\$ 3,075.00	\$ 2,813.78	N/A	N/A	\$ 2,932.70
5 Brm+	\$ 3,060.25	N/A	\$ 3,400.00	N/A	N/A	\$ 3,128.20
<b>Long Term Total:</b>	<b>\$ 1,818.33</b>	<b>\$ 1,717.96</b>	<b>\$ 1,556.40</b>	<b>\$ 1,373.08</b>		<b>\$ 1,661.18</b>
<b>Summary Overall Weighted Average</b>						<b>\$ 1,335.69</b>

Property Name	Year Built	Renovated	# of units	% Occupied	% Leased	Wgt. Avg. Unit Size	Wgt. Avg. Mkt Rent/Unit	Wgt. Avg Mkt Rent/SF	Wgt. Avg. Eff Rent/Unit	Wgt. Avg. Eff Rent/SF	Management Co
Pinewood Village	1997	N/A	55	99%	100%	785	\$1,423	\$1.81	\$1,423	\$1.81	Corum Real Estate Group
Pinewood Village II	2016	N/A	45	100%	100%	593	\$902	\$1.52	\$902	\$1.52	
Breckenridge Terrace	1999	N/A	180	68%	68%	683	\$1,295	\$1.90	\$1,295	\$1.90	
Mountain Creek	1988	N/A	30	100%	100%	810	\$1,008	\$1.24	\$1,008	\$1.24	Pinnacle Landmark Management Group
Straight Creek	1978-80	2006-2012	79	100%	100%	812	\$1,511	\$1.86	\$1,511	\$1.86	
Tenderfoot	1997	N/A	39	100%	100%	613	\$1,885	\$3.08	\$1,885	\$3.08	AMC
AVERAGES						716	\$1,395	\$1.95	\$1,395	\$1.95	Pinnacle

#### Studio Rent Comparables

Property Name	# of Units	Avg. Unit Size	Avg. Eff Rent	Avg. Eff Rent /SF
Pinewood Village	0			
Breckenridge Terrace	0			
Mountain Creek	0			
Straight Creek	0			
Pinewood Village II	9	575	\$ 850	1.48
Tenderfoot	0			
AVERAGES	9	575	\$ 850	1.48

#### 1 Bedroom Comparables

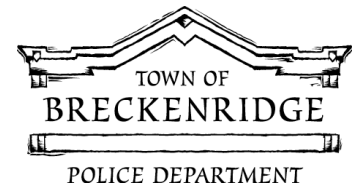
Property Name	# of Units	Avg. Unit Size	Avg. Eff Rent	Avg. Eff Rent /SF
Pinewood Village	21	660	\$ 1,202	1.82
Breckenridge Terrace	72	544	\$ 920	1.69
Mountain Creek	10	780	\$ 949	1.22
Straight Creek	33	550	\$ 1,435	2.61
Pinewood Village II	36	596	\$ 915	1.54
Tenderfoot	0			
AVERAGES	34	626	\$1,084	1.73

#### 2 Bedroom Comparables

Property Name	# of Units	Avg. Unit Size	Avg. Eff Rent	Avg. Eff Rent /SF
Pinewood Village	28	832	\$ 1,510	1.81
Breckenridge Terrace	96	756	\$ 1,490	1.97
Mountain Creek	20	825	\$ 1,038	1.26
Straight Creek	46	1,000	\$ 1,565	1.57
Tenderfoot	6	522	\$ 1,360	2.61
AVERAGES	39	787	\$ 1,393	1.84

#### 3 Bedroom Comparables

Property Name	# of Units	Avg. Unit Size	Avg. Eff Rent	Avg. Eff Rent /SF
Pinewood Village	6	1,000	\$ 1,790	1.79
Breckenridge Terrace	12	937	\$ 1,980	2.11
Mountain Creek	0			
Straight Creek	0			
Tenderfoot	33	629	\$ 1,980	3.15
AVERAGES	17	855	\$ 1,917	\$2.24



## MEMORANDUM

**To:** Mayor and Town Council  
**From:** Shannon Haynes, Assistant Town Manager  
**Date:** February 2<sup>nd</sup>, 2017 (for February 14<sup>th</sup> Council Retreat)  
**Subject:** 2017 Council Goals & Objectives

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In late 2016 Council members were asked to provide priority items for consideration as we discuss 2017 goals. Several Council members submitted items related to additional parking and Highway 9 roadway improvements as well as items related to Trash, Housing, Riverwalk Center and the Riverwalk (walkway).

Near the end of the retreat on February 14<sup>th</sup> we will discuss the goals Council would like staff to focus on in 2017. Given that many of the priority areas are topics on the retreat agenda I expect several notable goals will be set prior to our discussion on Goals & Objectives. With this in mind, I recommend the following:

- Staff will update the 2017 Goals & Objectives with progress since the last review.
- Council may consider adding Goals & Objectives decided upon at and prior to the retreat:
  - o New incremental parking ([Parking & Transportation](#))
  - o Highway 9 improvements ([Parking & Transportation](#))
  - o Housing development ([Workforce Housing](#))
  - o Second Water Plant ([Water Sustainability](#))
  - o Tarn Dam Repair ([Water Sustainability](#))
- Council may consider the following priority items submitted by Council members:
  - o [Sustainability of the Environment](#)
    - Research and recommend a strategy to become 100% renewable
    - Add waste receptacles and trash pickup on the outskirts of town ([Eric](#))
    - Move forward on commercial/residential trash and recycling efforts ([Wendy](#))
      - Determine if “Pay as You Throw” is feasible
      - Commit to improving Town recycling percentage to a respectable rate
  - o [Riverwalk Center Guest Experience](#) – Repaint the Riverwalk Center ([Eric](#))
  - o [Workforce Housing](#)
    - Consider a hard goal regarding units for affordable housing ([Erin](#))

Staff will be available at the retreat to guide the conversation and receive feedback.

# 2016 TOWN COUNCIL GOALS and OBJECTIVES

Rev. 11.1.16

AREA of FOCUS: Parking & Transportation Comprehensive Plan Implementation		
GOAL: <i>Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community</i>		
OBJECTIVES - ACTION		SLT LEAD/ Others
1	Identify internal and external members for a Parking & Transportation Planning Team.	Shannon, Peter, Dennis & James
	Completed; Taskforce and internal planning team continue to work on consultant recommendations.	
2	Review existing and new data on parking, traffic congestion, and utilization of various modes of transportation.	Shannon, Peter, Dennis & James
	Additional data will continue to be collected to determine next steps in decreasing traffic on Park Avenue, as well as assess the impact of increased transit and managed parking in reducing traffic congestion & increasing parking availability.	
3	Determine the most efficient configuration for transportation and parking assets in support of reduced traffic congestion.	Shannon, Peter, Dennis & James
	Many recommendations being implemented during the 2016/2017 season; performance measures will be implemented to determine the success of initiatives.	
4	Engage in public outreach by utilizing both traditional and modern methods of communication and engagement.	Shannon, Peter, Dennis & James
	Spring & Summer community meetings were videotaped and posted on Town website with request for feedback; Fall outreach will include "pop-up" meetings, social media engagement, radio & print media, in person "drop-ins" by a variety of staff. An RFP for transit technology to assist the public in utilizing transit was issued and proposals received. Staff will choose a firm and an implementation plan and schedule will be established.	
5	Establish a comprehensive plan for way-finding and the use of technology	Shannon, Peter, Dennis & James
	In progress; more information needed on available technology options	

<b>AREA of FOCUS: Workforce Housing</b>		
<b>GOAL: Support a diversity of local workforce housing options</b>		
<b>OBJECTIVES - ACTION</b>		<b>SLT LEAD/ Others</b>
1	Implement the 2008 Workforce Housing Action Plan and the recommendations established in the 2013 Housing Needs Assessment	Peter
	Completed items from 2008 action plan: Stan Miller Annexation, Valley Brook Development, Claimjumper Annexation, and Pinewood II (PW2) development. Progress made on additional recommendations including: Development plan for Block 11, dialogue with School District, land banking, housing site inventory, Housing Guidelines, etc. Vetting other proposals as possible code/policy changes are necessary. Progress from the 2013 Needs Assessment includes: proceeding with development projects (Huron Landing and Denison Placer), targeting rental at 60% AMI and less, and working with SCHA on consolidated record keeping (MURT).	
2	Develop additional affordable rental housing units.	Peter
	PW2 is leasing up. Expect 100% occupancy by Oct 1 2016; Huron Landing June 2017 (26 - 2 bdrm units); and Denison Placer II (DP2) Summer 2017 (30 studios/1bdrm units).	
3	Partner with community stakeholders to build more workforce housing	Peter
	CMC is potential partner on DP2, Summit County is partner on Huron Landing; Held one Housing Summit with community partners and one Housing Summit specifically to coordinate Elected Officials. Will be working with the Committee to calculate the cost of housing development, to investigate other potential funding options and partners, and to identify options to control cost in order to leverage the Housing Fund.	
4	Update the Housing Needs Assessment	Peter
	Completed-2016 Updated Needs Assessment projects demand for additional 500 units thru 2020.	
5	Develop building tracts on Block 11.	Peter
	The first development blocks have been created for DP1 and DP2. Subdivision plats have been approved. Awaiting further direction on additional development of Block 11.	

**AREA of FOCUS: Recreational Facilities and Amenities****GOAL: *Ensure that Breckenridge continues to maintain, improve, and develop public recreational facilities and amenities***

OBJECTIVES – ACTION		SLT LEAD/ Others
1	Initiate a study to determine the feasibility and cost of constructing a new tennis facility built over existing courts within Kingdom Park and renovating the recreation center to relocate staff offices, add studio /multi-purpose space, add weight / cardio / circuit training space, and implement other facility improvements as identified through the study	Scott
	<i>Feasibility study is complete, owner's rep has been hired and staff is working to implement construction in spring 2017.</i>	
2	Hire an architect to design and prepare construction drawings for a roof to be constructed over the existing outdoor ice rink	Scott
	<i>Completed</i>	
3	Install playground in Kingdom Park	Scott
	<i>Completed</i>	

**AREA of FOCUS: Childcare and Early Learning Centers****GOAL: *Ensure access to affordable quality care for local working families***

<b>OBJECTIVES – ACTION</b>		<b>SLT LEAD/ Others</b>
1	Initiate a study to assess the current and future levels of demand and supply	Peter
	Consultant is finalizing the update to the Child Care Needs Assessment. Final report was completed and delivered to Child Care Advisory Committee and Council in September 2016. The needs assessment indicates that an estimated 40 – 60 new child care slots will be needed by 2025. We will monitor the indicators identified in the report to ascertain when to start the planning process for a new school.	
2	Maintain and enhance the childcare tuition assistance program through ensuring adequate financial assistance is being provided to families that are able to demonstrate the need	Peter
	On-going. Implemented full on-line tuition assistance application submittal and review process saving over 5,000 pieces of documentation. The reporting capabilities of our new software have enabled us to create a baseline for program metrics on our families and use of the program to be monitored over time.	
3	Collaborate with childcare centers to identify and implement best practices in the areas of center operations, fiscal management, and quality of care	Peter
	Hired full-time employee to collaborate with childcare centers and investigate and implement opportunities for shared services, tools for retention of staff and best practices for overall program management. We are actively pursuing opportunities around shared services for HR & Benefits.	
4	Coordinate a public education campaign on the benefits of early learning	Peter
	Develop and implement a public outreach program to share details of program with all identified audiences. In November we will deliver the 1 <sup>st</sup> Annual State of Child Care report which will form the basis of our public outreach campaign to share our work with the community.	
5	Identify long term funding options to ensure childcare centers remain financially sustainable and affordable for families	Peter
	Based on the spring 2016 Town Council retreat we are not pursuing long term funding options (aka ballot initiative) at this time.	



AREA of FOCUS: Riverwalk Center Guest Experience		
GOAL: <i>Identify and implement opportunities for improvements to the Riverwalk Center</i>		
OBJECTIVES - ACTION		SLT LEAD/ Others
1	Initiate a study to outline improvements to the lobby, event space, and restrooms.	Peter
	DTJ Design presented broad options to Council on 5.10.16; Stakeholder meeting held 5.25.16. At August 9, 2016 work session, the Town Council decided not to proceed with this project at this time.	
2	Enhance technical capabilities through improvements to stage infrastructure and rigging.	Brian
	Evaluation by contractor has been completed; major portion of install will be completed in early November. Prep work will take place intermittently in-between existing fall programming.	
3	Improve ticket office space and capabilities.	Peter
	Options are included in DTJ design study.	

<b>AREA of FOCUS: Water Sustainability</b>		
<b>GOAL: <i>Develop and maintain a reliable, sustainable, clean drinking water supply for the Town of Breckenridge and the surrounding service area in the Upper Blue Planning region</i></b>		
<b>OBJECTIVES - ACTION</b>		<b>SLT LEAD/ Others</b>
1	Develop and enhance the water conservation program by educating the users about water use and develop water conservation incentives to users	Tom
	Working with HC3 to develop and perform community wide education on where our water comes from and the need to conserve.	
2	Develop a diversified and sustainable water supply by building a second water plant	Tom
	The second water plant is currently being designed and construction is expected to begin in April of 2017 with completion in the spring of 2019.	
3	Replace portions of the distribution system to minimize leaks and water main breaks	Tom
	The Water Division has an ongoing program in the capital plan to replace leaking pipes and the next project will occur in 2019 after the second water plant is completed.	
4	Improve the existing Gary Roberts water treatment plant with new technology and equipment so that it will be able to operate efficiently into the future	Tom
	The improvements for the Gary Roberts water treatment plant have been identified and are scheduled to begin after the second water plant is constructed and operating reliably.	

<b>AREA of FOCUS: Public Engagement</b>		
<b>GOAL: Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions</b>		
<b>OBJECTIVES – ACTION</b>		<b>SLT LEAD/ Others</b>
1	Website – update and upgrade so it is meeting the needs of our citizens (i.e. obtain feedback, analyze current uses, improve features/functions such as mobile, search, engagement ‘tool’, calendar, etc.)	Kim
	Redesign of main site and additional three subsites (REC, Golf & Free Ride) slated for completion/launch late 2016. All will be mobile-responsive. On-going training planned for contributors to update & improve site regularly.	
2	Video – utilize SCTV-10/SummitNews.com – augment Breck Buzz to include ToB staff and possibly citizens on ‘hot’ topics; develop ‘how to’ short features	Kim
	Incorporating ‘In the Field’ segments as part of Breck Buzz. Provided recordings of parking & transportation community meetings.	
3	State of the Town – enhance ‘printed’ report and add a Town Hall meeting presentation of a high-level overview and Q&A session with full Council	Kim
	January Town Hall meeting was attended by 75+ citizens, was recorded and was available on-line for viewing.	
4	Public Meetings: Coffee Talks – enhance to include Council members on a regular basis, continue to hold monthly. Specific Topics/Issues (ex. Parking & Transit, Housing) – develop & implement outreach/communication plans.	Kim
	Beginning May 2016 Coffee Talk advertisements/PR included Town Council members not just the Mayor & Town Manager. Two of three Parking & Transit Community Meetings (with increased attendance) have been completed. Parking & Transit outreach efforts are on-going, including social media and ‘pop up’ sessions.	
5	Social/Electronic Media – increase fans/followers, provide consistent messaging, experiment with new avenues/products.	Kim
	In 2016, Facebook ‘Likes’ have increased by 42% and Twitter followers increased by 16% from EOY 2015. Utilized Periscope to stream Mayor’s Oath of Office in April & ribbon cutting of Trolley in September. Added LinkedIn (mainly for Job recruitment). Mayor’s Facebook page currently has 512 followers.	

**AREA of FOCUS: Development – City Market**

**GOAL: *Facilitate the redevelopment of the City Market Center shopping center site***

OBJECTIVES – ACTION		SLT LEAD/ Others
1	Develop consensus on the concept site plan for the redevelopment of the property.	Peter
	Completed. Option 7A and 7B were agreed upon.	
2	Generate a financial proforma for the development of the agreed upon development scenario.	Peter
	Completed and reviewed with the Town Council during budget retreat in Oct 2015	
3	Arrive at an agreed upon solution for the redevelopment of the shopping center with the property owner and with City Market, the primary tenant.	Peter
	Town Council delivered terms for Town participation in redevelopment. Those terms were not accepted by the owner. Owner is currently considering options.	

AREA of FOCUS: Human Resources and Talent Management		
GOAL: <i>Reward and recognize employees to support a sustainable and motivated workforce</i>		
	OBJECTIVES – ACTION	SLT LEAD/ Others
1	Conduct a pay and benefits study to assess our standing with comparison entities.	Sherilyn
	<i>Pay study complete and changes implemented in October, including: 1) New pay plan groupings and pay ranges; 2) Pay adjustments to new range minimum for some incumbents; and, 3) Market pay adjustments for some incumbents. Follow up will continue in 2017.</i>	
2	Implement a new performance management system to encourage a shared mindset and reflect the Town's <u>Leadership Values &amp; Philosophies</u> .	Sherilyn & Shannon
	<i>Expected project start 1<sup>st</sup> Qtr 2017</i>	
3	Design a process for developing talent and linking professional interests with Town Vision, Mission and Goals (2 year goal).	Sherilyn
	<i>One leadership roundtable designed to support leaders in creating a culture of performance management was delivered in spring 2016. Lessons learned included how to link the employee's efforts to the 'big picture' mission and town culture. Additional opportunities to be a focus for 2017.</i>	
4	Deliver and facilitate benefit roundtables and training to support and educate employees.	Sherilyn
	<i>HR to design new roundtable learning opportunities for 2017, including educating employees regarding their benefit plan and claim process.</i>	
5	Recognize employee accomplishments in meetings w/department staff, town leaders and others.	ALL SLT
	<i>TM and ATM have outreached to teams and departments and attended team meetings. SLT members continue to work on leadership nominations that support the growth of our internal talent.</i>	

<b>AREA of FOCUS: Sustainability of the Environment</b>		
<b>GOAL: <i>Implement actions that further the Town's efforts towards sustainability and reduction of our community's carbon footprint</i></b>		
	<b>OBJECTIVES - ACTION</b>	<b>SLT LEAD/ Others</b>
1	Increase the number of businesses that participate in SustainableBreck businesses.	Peter
	2016 To Date - Seven new businesses enrolled, three businesses have received certification, and five certified businesses are undertaking major energy upgrades.	
2	Recruit more residential homeowners for participation in the EnergySmart residential program.	Peter
	2016 To Date - 18 new residences in the EnergySmart program, and eight homes undertaking energy upgrades.	
3	Market the use of reusable bags to residents and visitors.	Peter
	Regular advertising through a variety of mediums; bag sales through retail shops. Free bags once again being provided to the lodging community. To date about 140,000 Breck Bags have been distributed in the community. New bag design anticipated in 2017.	
4	Encourage water conservation.	Peter
	Working with HC3 to develop and perform community wide education on where our water comes from and the need to conserve.	
5	Identify and implement new initiatives that can further the Town's sustainability efforts.	Peter
	The Town's Green Team held several LED bulb sales with subsidized discount bulbs. To date 8,000 bulbs have been sold to Breckenridge residents, helping introduce high energy efficient bulbs into many local homes. Town is currently working with a stakeholder's group to develop a strategy for improving diversion rates/recycling volumes (e.g., Save As You Recycle).	
6	Facilitate the construction of a second solar garden.	Peter
	The adopted McCain Master Plan identifies a site for a second solar garden. To date, no offers from solar companies have been financially acceptable. As new Xcel rebate programs are rolled out there may be offers attractive enough to pursue the second garden.	
7	Promote programs that encourage Town employees to utilize alternative transportation	Peter
	The Town's Green Team once again sponsored the Green Commutes program, for a period of almost three months this summer. Forty-four Town employees met their personal goals, reducing car miles traveled by 8,643 miles.	
8	Promote a positive campaign around the use of Town water instead of for purchase water in non-reusable bottles	
	The Green Team is initiating efforts to develop a marketing campaign to encourage visitors to drink Town water and use re-usable water bottles.	



## MEMORANDUM

**To:** Mayor and Town Council  
**From:** Kim Dykstra, *Director of Communications* and Mark Johnston, *Streets & Parks Manager*  
**Date:** February 2, 2017 (*for 2.14.17 Retreat*)  
**Subject:** Median Banners  
**Cc:** *Town Manager Rick Holman & Assistant Town Manager Shannon Haynes*

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Late last year, Council indicated a desire to revisit the median banners. This memo is designed to provide background, costs and considerations to enable Council to have a discussion and to provide direction to staff.

### Background:

As part of the Highway 9 Median Beautification Project, the footprint called for poles that flower baskets would hang from in the summer season (roughly early June thru mid September), and banners would be displayed the remaining nine months of the year. There are ten banners north of Valley Brook Rd. that we do not hang flower baskets on; these banners stay up year around.

Town staff consulted with Breckenridge Tourism Office marketing staff and the following considerations were taken into account for the banner imagery:

- CDOT relayed that no “advertising” is allowed on this section of highway due to federal regulations
- Speed of vehicles – big, simple images are ideal
- Promote year-round activities & images to ‘cross-sell’ seasons
- Highlight iconic events
- Portray wide variety of images (recreation, culture, history, dining, shopping, etc.)
- Photographs vs. ‘clip art’: have great photographers in community; imagery is authentic
- Desire was to use imagery that would be unique and different than surrounding communities that utilize median banners.

A variety of photos were gathered to fit the vertical orientation of the banners as well as to meet the criteria noted above. A portion of photos were provided at no charge as ToB or BTO had rights; however, the remaining photos were negotiated for a minimal fee for three years (through September 2018).

Costs:

The cost of producing the banners was \$7,500 (photo, design, production and printing), not including staff (ToB and BTO) time. The goal was to utilize these banners for three years, so additional production costs would not be incurred annually.

The cost of installation includes closure of one lane of traffic on both southbound and northbound Highway 9 as well as staff time to install, and is estimated at \$2,000 each time.

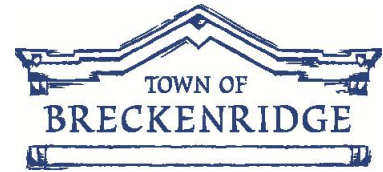
Other considerations:

- Difficult to change out during winter months due to snow on medians.
- Summit County and the Towns only allow for road work in the right of way from May 1<sup>st</sup> to November 1<sup>st</sup> and on a very limited basis.
- Winter traffic control would need to be approved by CDOT.
- Frustrating for drivers (guests and locals) to close lanes during busy seasons.
- Takes PW staff away from other duties and responsibilities to change out banners more than twice a year.

Would Council like to see changes to the banner themes?

Staff will be at the meeting to answer questions and to receive direction.





## MEMORANDUM

**To:** Mayor and Town Council  
**From:** Kim Dykstra, *Director of Communications*  
**Date:** February 6, 2017 (*for 2.14.17 Retreat*)  
**Subject:** Town Logo/Branding  
**Cc:** *Town Manager Rick Holman & Assistant Town Manager Shannon Haynes*

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### Background:

In 2000/01, the Town purchased Cucumber Gulch and launched its first website. The Bell Town Mall was razed, George W. Bush defeated Al Gore in the presidential election, and Apple computer released the iPod. Oh, and the Town's current logo was developed.\*

It has become somewhat challenging to 'fit' the current logo into various applications such as social media mediums and to accurately represent not only the Town's image but also some of the departments' image' (ex. the Recreation Department). In certain formats and sizes, legibility is also an issue. In addition, our community has developed quite a bit since 2000/01.

Branding, or rather re-branding, is a necessary first step in developing (or re-freshing) a logo. The intention of re-branding is to allow us to look at the big picture, to review the current elements (such as mission, etc.), and to update the Town's 'image' that reflects our organization today.

### Pros of Re-Branding

- ✓ Appeal to/tap into different audiences; broaden Town's appeal to variety of audiences.
- ✓ Demonstrates to younger audience that ToB can adapt with the times to better serve their needs.
- ✓ Refreshing – can create excitement about the community's future

### Cons of Re-Branding

- ✓ Can be complicated, time consuming and costly; need to realign/redo a wide variety of elements from graphics, to signage, to uniforms, etc.
- ✓ Can create suspicion and cynicism from citizens.
- ✓ Some of the public may resent the change and speak out negatively about the expense

### Current Situation:

A logo 'refresh' development was approved in the 2017 budget for \$5,000. Before embarking on the 'refresh' path, I wanted to check in with the Council to see if this is the desired direction, or if there is an appetite for a full redesign/branding.

Comparisons:

‘Refresh’:

- Time: 4 – 5 months
- Money: \$5,000 - \$7,500 for development; application (i.e. production of signage, materials, etc.) is additional cost

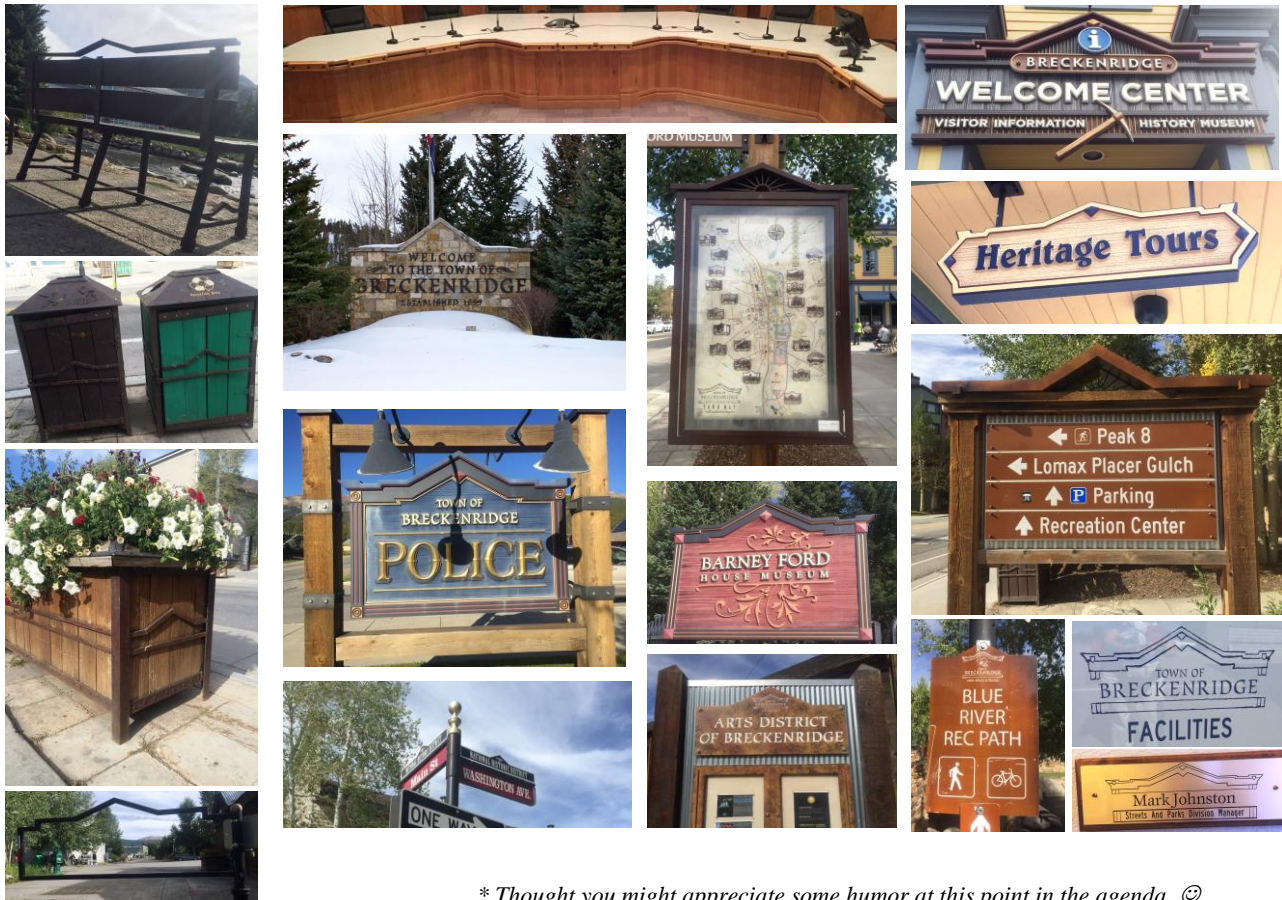
Full Redesign/Branding:

- Time: 8 – 12 months
- Money: \$15,000 - \$45,000 for development; application (i.e. production of signage, materials, etc.) is additional cost (similar to ‘Refresh’)

Other Considerations/Questions for Council:

- ‘Rooftop’ element is prevalent throughout the town, including roof lines, sign outlines, signage, benches, trash/recycling receptacles, flower boxes, sign posts, fences, and more (see examples following)
- Research & Development is vital to the success of this project, including communicating to our stakeholders (i.e. citizens, employees, etc.).
- What does Council see as the Goal of this project?
- Who are the stakeholders that need to be involved in the process?

Staff will be at the meeting to answer questions and to eagerly receive direction.



*\* Thought you might appreciate some humor at this point in the agenda. ☺*

**MEMO**

TO: Town Council

FROM: Town Attorney

RE: Council Bill No. 2 (Solid Waste Collection and Disposal Ordinance)

DATE: February 6, 2017 (for February 14<sup>th</sup> meeting)

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The second reading of the new Solid Waste Collection and Disposal Ordinance is scheduled for your meeting on February 14<sup>th</sup>.

The following changes are proposed to be made the version of the ordinance that was approved on first reading:

1. Section 4-16-12 on Page 13 of the ordinance has been revised to incorporate language from the County's ordinance allowing a solid waste hauler to transport and dispose of solid waste at a licensed disposal facility other than the SCRAP when the SCRAP is closed due to a weather event, an official County holiday, or other special event. Additionally, the exemption language at the end of Section B of Section 4-16-12 has been revised to describe the type of recyclable material to which the exemption applies as "source separated" recyclable materials. This is the description of the exempted materials that the County used at the Council worksession on January 24<sup>th</sup>, and staff believes the term to be appropriate for inclusion in our ordinance.

2. Section 3 on Page 14 of the ordinance has been amended to provide that the ordinance will become effective on April 1, 2017. This is the same date that the County has used in its Solid Waste Ordinance.

3. The "Solid Waste Hauling License Self-Certification Form" (Exhibit "A" to the ordinance) was inadvertently omitted from the version of the ordinance that was approved on first reading. The form has now been inserted into Exhibit "A" to the ordinance. Recall that this form must be signed and submitted by an applicant for a solid waste hauler license pursuant to Section 4-16-7(C) of the ordinance.

I will be happy to discuss this matter with you on Tuesday.



1 ***FOR WORKSESSION/SECOND READING – FEB. 14***

2  
3 Additions To The Ordinance As Approved on First Reading Are  
4 Indicated By **Bold + Double Underline**; Deletions By ~~Strikeout~~

5  
6 COUNCIL BILL NO. 2

7  
8 Series 2017

9  
10 AN ORDINANCE AMENDING TITLE 4 OF THE BRECKENRIDGE TOWN CODE  
11 BY ADOPTING A NEW CHAPTER 16, TO BE ENTITLED “SOLID WASTE COLLECTION  
12 AND DISPOSAL;” DESIGNATING THE SUMMIT COUNTY RESOURCE ALLOCATION  
13 PARK (SCRAP) AS THE EXCLUSIVE SOLID WASTE DISPOSAL SITE FOR ALL SOLID  
14 WASTE GENERATED WITHIN THE TOWN; REQUIRING EACH SOLID WASTE HAULER  
15 OPERATING WITHIN THE TOWN TO OBTAIN AN ANNUAL LICENSE; AND  
16 PROVIDING DETAILS OF THE TOWN’S PROGRAM FOR THE LICENSING OF SOLID  
17 WASTE HAULERS

18  
19 BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF BRECKENRIDGE,  
20 COLORADO:

21  
22 Section 1. Title 4 of the Breckenridge Town Code is amended by the addition of a new  
23 Chapter 16, to be entitled “Solid Waste Collection and Disposal,” which shall read in its entirety as  
24 follows:

25  
26 CHAPTER 16

27  
28 SOLID WASTE COLLECTION AND DISPOSAL

29  
30 SECTION:

- 31  
32 4-16-1: Short Title  
33 4-16-2: Authority  
34 4-16-3: Findings  
35 4-16-4: Intent  
36 4-16-5: Definitions  
37 4-16-6: License Required; Exemptions  
38 4-16-7: Licensing Process  
39 4-16-8: Duties of Licensee  
40 4-16-9: Renewal of License  
41 4-16-10: Suspension or Revocation of License  
42 4-16-11: Review of Decisions  
43 4-16-12: Designated Disposal Site

2017 SOLID WASTE COLLECTION AND DISPOSAL ORDINANCE

1 4-16-13: Penalties; Injunctive Relief

2 4-16-14: No Town Liability

3

4 4-16-1: SHORT TITLE: This Chapter shall be known and may be cited as the “2017 Town Of  
5 Breckenridge Solid Waste Collection and Disposal Ordinance.”

6

7 4-16-2: AUTHORITY: The Town Council finds, determines, and declares that it has the power to  
8 adopt this Chapter pursuant to:

9

10 A. Section 31-15-103, C.R.S. (concerning municipal police powers).

11 B. Section 31-15-401(1)(a), C.R.S. (concerning the power to pass and enforce all  
12 necessary police ordinances).

13 C. Section 31-15-401(1)(b), C.R.S. (concerning the promotion of health or the  
14 suppression of disease).

15 D. Section 31-15-401(1)(c), C.R.S. (concerning the power to declare what is a  
16 nuisance and to abate the same).

17 E. Section 31-15-401(1)(d)(I), C.R.S. (concerning the power to compel removal of  
18 rubbish).

19 F. Section 31-15-501(1)(c), C.R.S. (concerning municipal regulation of business).

20 G. Section 30-15-401, C.R.S. (concerning waste services).

21 H. Section 30-20-107, C.R.S. (concerning the power to designate an exclusive waste  
22 disposal site and facility for the municipality).

23 I. The authority granted to home rule municipalities by Article XX of the Colorado  
24 Constitution.

25 J. The powers contained in the Breckenridge Town Charter.

26 4-16-3: FINDINGS: The Town Council adopts this Chapter based upon the following findings of  
27 fact:

28

29 A. The Town is a home rule municipality with those powers authorized by Article XX,  
30 Section 6, of the Colorado Constitution.

31 B. The Colorado General Assembly has declared that the proper disposal of solid  
32 waste is a matter of mixed statewide and local concern. “Optimal solid waste  
33 management . . . should include . . . local efforts . . . focused toward the reduction  
34 of the volume . . . of the waste stream . . . through source reduction, recycling,  
35 composting, and similar waste management strategies.” The General Assembly

2017 SOLID WASTE COLLECTION AND DISPOSAL ORDINANCE

1 also recognized that “improper disposal of solid wastes poses significant public  
2 health risks, environmental hazards, and long-term liability for the citizens of the  
3 state.” Section 30-20-100.5, C.R.S.

4 C. The Town is empowered by Section 31-15-401(1)(d)(I), C.R.S., “[t]o provide for  
5 and compel the removal of . . . rubbish of all kinds from lots and tracts of land  
6 within such municipalities . . . upon such notice, and in such manner as such  
7 municipalities prescribe by ordinance . . . .”

8 D. The Town is empowered by Section 30-20-107, C.R.S., to designate and approve  
9 by ordinance a solid waste disposal site and facility as its exclusive solid waste  
10 disposal site and facility, and thereafter such site and facility shall be used for the  
11 disposal of discarded solid waste generated from within its jurisdiction.

12 E. The Town is authorized by Section 31-15-103, C.R.S., “to make and publish  
13 ordinances not inconsistent with the laws of this state, from time to time, for  
14 carrying into effect or discharging the powers and duties conferred by this title,  
15 which are necessary and proper to provide for the safety, preserve the health,  
16 promote the prosperity, and improve the morals, order, comfort, and convenience  
17 of such municipality and the inhabitants thereof not inconsistent with the laws of  
18 this state.”

19 F. The Summit County Resource Allocation Park (“SCRAP”) is the only licensed  
20 solid waste disposal facility located in Summit County and is operated by the  
21 County in conjunction with the County’s recycling, composting, and other solid  
22 waste management programs and facilities on County-owned property within the  
23 Summit County Resource Allocation Park Planned Unit Development.

24 G. The Town has the legal authority to adopt ordinances regulating solid waste  
25 disposal, including the performance of solid waste hauling services in the Town.

26 H. Persons or companies in the business of hauling discarded solid waste, including  
27 recyclable materials, within the Town, through their collection and transportation  
28 activities, are able to supply the Town with information necessary for long-term  
29 solid waste management planning and therefore should be required to submit  
30 annual information about their hauling activities to the Town.

31 I. The Town has entered into an Intergovernmental Agreement Regarding Collection,  
32 Transportation and Disposal of Solid Waste in Summit County, Colorado dated  
33 \_\_\_\_\_, 2017<sup>1</sup>, in order to cooperate in the development and  
34 implementation of a licensing and regulation program regarding the provision of  
35 trash hauling services and other community environmental and solid waste  
36 management goals stated therein.

---

<sup>1</sup> Date to be inserted administratively by Town Clerk

1 J. As required by Section 30-20-107, C.R.S., prior to adopting this Chapter the Town  
2 Council held a public hearing to review the disposal method to be used at the  
3 Summit County Resource Allocation Park (SCRAP), as well as the fees to be  
4 charged for such disposal method. The Town Council finds such disposal method  
5 and fees to be reasonable and necessary and in the best interest of the public health,  
6 safety, and welfare.

7 4-16-4: INTENT: It is the intent of this Chapter to:  
8

- 9 A. Promote the state and local solid waste management goals referenced in Section  
10 4-16-3, as well as other applicable solid waste laws, rules, regulations and policies;
- 11 B. Encourage more recycling of certain discarded solid waste materials;
- 12 C. Accurately measure the volume of wastes entering the waste stream to assist in  
13 designing programs to reduce those volumes, and otherwise obtain information for  
14 long-term solid waste management planning;
- 15 D. Protect the health, safety and welfare of the public by providing for the long term  
16 viability of the Summit County Resource Allocation Park (SCRAP);
- 17 E. Maintain and enhance the quality of the environment, conserve natural resources  
18 and prevent pollution by providing a comprehensive and effective program to  
19 regulate solid waste in the Town; and
- 20 F. Protect the health, safety, welfare and well-being of the citizens and property  
21 owners within the Town.

22 4-16-5: DEFINITIONS: For the purpose of this Chapter the following words, terms, and phrases  
23 have the following meanings:  
24

APPLICANT: A person who has submitted an application for license pursuant to this Chapter.

APPLICATION: An application for license submitted pursuant to this Chapter.

DAY: A calendar day, unless otherwise indicated.

GOOD CAUSE (for the purpose of refusing or denying a license renewal under this Chapter):

A. The licensee has violated, does not meet, or has failed to comply with any of the terms, conditions, or provisions of this Chapter; or any other law applicable to licensee; or

B. The licensee has failed to comply with the terms, conditions, or provisions of its solid waste hauler license issued pursuant to this Chapter.



LICENSEE:	The person to whom a solid waste hauler license has been issued pursuant to this Chapter.
RECYCLABLE MATERIALS:	Solid waste from any residential, commercial, or other source that is collected separately for the purpose of such material being re-processed into new or different products or packaging materials, provided that such material have been designated by the licensing authority as recyclable.
RECYCLING:	The process of recovering useful materials from solid waste, including items for reuse.
SOLID WASTE:	All putrescible and non-putrescible solid wastes discarded from any source including recyclable materials. The term “solid waste” shall exclude liquid wastes, sewage, sewage sludge, septic tank or cesspool pumpings; sand, asphalt, concrete, gravel, rock, dirt or other segregated construction materials to be used or reused in any construction project; timber, wood chips or vegetative matter hauled from the property where it is cut; agricultural wastes, solid or dissolved materials in irrigation return flows; industrial discharges which are point sources subject to licenses under the provisions of the Colorado Water Quality Control Act; materials handled at facilities licensed pursuant to the provisions on radiation control in Article 11 of Title 25, C.R.S.; exploration and production waste as defined in Section 34-60-103(4.5), C.R.S., except as such wastes may be deposited at a commercial solid waste facility; excluded scrap metal that is being recycled; shredded circuit boards that are being recycled; discarded or abandoned vehicles or parts thereof; residential appliances; materials used as fertilizers or for other productive purposes; household hazardous wastes; and hazardous materials as defined in the rules and regulations adopted by the Hazardous Materials Transportation Act of 1987.
SOLID WASTE HAULER:	Any person in the business of collecting, transporting to a landfill, disposal site, transfer station or other like facility, or disposing of solid waste, for a fee or other compensation.
SOLID WASTE HAULER LICENSE (OR LICENSE):	A solid waste hauler license issued pursuant to this Chapter.

SUMMIT COUNTY  
RESOURCE ALLOCATION  
PARK (SCRAP):

The solid waste disposal site and facility owned and operated by Summit County, Colorado government, located at 639 Landfill Road, Dillon, Colorado 80435. The County's solid waste drop off facility located at 284 Coyne Valley Road in the Town is part of the SCRAP, and the depositing of solid waste at the Coyne Valley Road facility shall be treated as depositing such solid waste at the SCRAP.

TOWN MANAGER:

The Town Manager of the Town of Breckenridge.

TRANSFER STATION:

A facility at which refuse, awaiting transportation to disposal site, is transferred from one type of containerized collection receptacle and placed into another or is processed for compaction. "Refuse" means all forms of solid waste, including garbage, rubbish, trash, recyclable materials, and similar material.

1

2 4-16-6: LICENSE REQUIRED; EXEMPTIONS:

3

A. No person shall operate as a solid waste hauler within the Town without a current solid waste hauler license.

4

5

B. A solid waste hauler license is non-transferable and non-assignable. Any attempt to transfer or assign a license voids the license.

6

7

C. Each licensee shall offer recycling services to its customers.

8

D. The following are not required to obtain a solid waste hauler license:

9

1. A demolition, construction, or landscaping contractor who produces and transports solid waste in the course of its performance of a project, where the waste produced is merely incidental to the particular demolition or construction work being performed by such contractor. However, any such solid waste shall be disposed of at the Summit County Resource Allocation Park (SCRAP) as required by Section 4-16-12B.

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2. A civic, community, benevolent or charitable nonprofit organization that collects, transports, and markets solid waste for resource recovery solely for the purpose of raising funds for a charitable, benevolent, or civic activity.

16

17

18

3. A property owner or agent thereof who transports solid waste left by a tenant upon such owner's property, so long as such property owner does not collect, transport, or dispose of solid waste for compensation for tenants on a regular or continuing basis. However, any such solid waste shall be

19

20

21

1 disposed of at the Summit County Resource Allocation Park (SCRAP) as  
2 required by Section 4-16-12B.

3 4. Furniture or appliance vendors and their delivery agents who deliver  
4 furniture or appliances sold by such vendor and dispose of the purchaser's  
5 used furniture or appliances being replaced by such purchase.

6 5. A person who transports his or her own solid waste, or who transports solid  
7 waste for another person without compensation. However, any such solid  
8 waste shall be disposed of at the Summit County Resource Allocation Park  
9 (SCRAP) as required by Section 4-16-12B.

10 6. Haulers engaged solely in the transport of discarded materials that are  
11 expressly excluded from the definition of solid waste in Section 4-16-5.

12 4-16-7: LICENSING PROCESS:  
13

14 A. The Summit County Manager's Office is designated as the licensing authority for  
15 solid waste hauler licenses, with licensing decisions subject to review by the Town  
16 Council as provided in this Section.

17 B. A solid waste hauler license shall be valid for one (1) year from the date of approval  
18 unless otherwise specified in such license, and may be renewed as provided in  
19 Section 4-16-9.

20 C. An application for a solid waste hauler license shall be submitted to the licensing  
21 authority along with a completed Solid Waste Hauling License Self-Certification  
22 Form. At time of license application or renewal, each solid waste hauler shall  
23 provide and attest to the truthfulness of the information requested in the Solid  
24 Waste Hauling License Self-Certification Form. An example of such form is  
25 included as **Exhibit A** to this Chapter.

26 D. Within thirty (30) days of receipt of a completed application, the staff of the  
27 licensing authority shall review the application and make a recommendation to the  
28 licensing authority. The licensing authority may make such additional  
29 investigations as deemed necessary and shall refer all applications to the Town  
30 Manager for comment.

31 E. The licensing authority shall issue a solid waste hauler license if the application  
32 meets all applicable requirements and it makes all of the following findings:

33 1. The applicant has successfully completed the Solid Waste Hauling License  
34 Self-Certification Form and such form is true and accurate;

35 2. The applicant has paid the license fee in full at the time of application;

- 1                   3.       The applicant has submitted a complete list of all vehicles to be used for the  
2                   collection, transportation, or disposal of solid waste within the Town along  
3                   with information that identifies such vehicles, including, but not limited to,  
4                   the Department of Motor Vehicle registration forms and license plate  
5                   numbers. Whenever a licensee desires to add or changes vehicles  
6                   authorized to operate within the Town, the licensee shall submit a written  
7                   request for a license amendment to the licensing authority, together with  
8                   identifying information for each new vehicle to be included under such  
9                   solid waste hauler license. The requested amendment shall be approved,  
10                  conditionally approved, or denied in accordance with the provisions of this  
11                  Section in the same manner as a new license application;
- 12                  4.       The applicant has provided adequate evidence of liability insurance in the  
13                  amount shown on the Solid Waste Hauling License Self-Certification Form  
14                  from a company authorized to do business in Colorado;
- 15                  5.       Granting the license will not result in a negative impact to the public’s  
16                  health, safety, and welfare and such license will promote the solid waste  
17                  management goals of the Town and the community. In making such  
18                  determination the licensing authority shall consider:
- 19                       a.       the character of the applicant, its officers, directors, or managers,  
20                       including any prior license violations or criminal convictions;
- 21                       b.       the applicant’s ability to provide solid waste hauling services in the  
22                       Town in a manner consistent with the solid waste management goals  
23                       of the Town;
- 24                       c.       the applicant’s ability to operate in the Town’s high alpine  
25                       environment and, if the applicant has previously done business in  
26                       the Town, any prior complaints received from citizens or property  
27                       owners in the Town; and
- 28                       d.       any statement by the applicant regarding its business plan or efforts  
29                       to support recycling, waste diversion, or other solid waste  
30                       management goals of the Town.
- 31                  F.       The amount of the license fee shall not exceed the cost of administering the solid  
32                  waste hauler licensing program. For 2017, the fee for a solid waste hauler license is  
33                  twenty dollars (\$20). Commencing in 2018, the fee for a solid waste hauler licensee  
34                  shall be fixed by the Town Council as part of its annual budget process for the next  
35                  fiscal year. If, for any reason, the solid waste hauler license fee is not fixed by the  
36                  Town Council as part of its annual budget process, the license fee for the preceding  
37                  year shall continue in full force and effect until changed by the Town Council.

- 1 G. Once the licensing authority approves, conditionally approves, or denies an  
2 application for a solid waste hauler license, it shall promptly notify the applicant in  
3 writing of such decision and the basis therefore.
- 4 H. The applicant may appeal such decision to the Town Council in writing within ten  
5 (10) days of receiving such decision notwithstanding Section 1-19-13(B) of this  
6 Code. Any appeal shall including a written statement of the grounds for such appeal  
7 and any adverse effects that may result.
- 8 I. An appeal to the Town Council pursuant to this Section shall be processed in  
9 accordance with Chapter 19 of Title 1 of this Code.
- 10 J. The Town Council shall approve, conditionally approve, or deny an application  
11 within thirty (30) days of the conclusion of the public hearing on the applicant's  
12 appeal.
- 13 K. The Town Council shall issue a solid waste hauler license when, from a  
14 consideration of the application, the evidence received at the public hearing, and  
15 from such other information as may otherwise be obtained, the Town Council  
16 determines that the applicant is entitled to the issuance of such license under the  
17 standards set forth in this Chapter.
- 18 L. The Town Council shall deny an application for a solid waste hauler license under  
19 this Chapter if it determines that:
- 20 1. Information contained in the application, or supplemental information  
21 requested from the applicant, is found to be false in any material respect;
- 22 2. The applicant is not entitled to the solid waste hauler license under the  
23 standards set forth in this Chapter.
- 24 3. The operation of the proposed business operation is likely to:
- 25 a. create a substantial inconvenience or annoyance to the public; or  
26 b. cause a public nuisance.
- 27 4. The granting of the application will endanger public health or safety.
- 28 M. If the application is denied, the Town Council shall clearly set forth in writing the  
29 grounds for denial.
- 30 N. If the application is conditionally approved, the Town Council shall clearly set  
31 forth in writing the conditions of approval.
- 32 O. If an application is denied the application fee shall not be refunded.

1 4-16-8: DUTIES OF LICENSEE: It is the duty and obligation of each licensee to do the  
2 following:

- 3
- 4 A. Comply with all of the terms and conditions of the license.
- 5 B. Comply with all of the requirements of this Chapter.
- 6 C. Comply with all other Town ordinances that are applicable to the business for  
7 which the license was issued.
- 8 D. Submit an annual report on the weight (in tons) of solid waste, including recyclable  
9 materials by commodity, collected and transported from within the Town. The  
10 licensing authority shall be responsible for designating materials as recyclables for  
11 purposes of the reporting requirements of this Section. The initial list of recyclable  
12 materials is shown in **Exhibit B** to this Chapter, and such list may be changed from  
13 time to time by the licensing authority. Solid waste reports shall be submitted to the  
14 Director, Summit County Solid Waste Department, P.O. Box 3789, Dillon,  
15 Colorado 80435, by February 1st of each year for the period of the previous  
16 calendar year (January 1- December 31).
- 17 E. Indemnify and defend the Town, its officers, employees, insurers, and  
18 self-insurance pool from and against all liability, claims, and demands, on account  
19 of injury, loss, or damage, including without limitation, claims arising from bodily  
20 injury, personal injury, sickness, disease, death, property loss or damage, or any  
21 other loss of any kind whatsoever, arising out of in any manner connected with the  
22 operation of the business for which the license was issued. The licensee shall  
23 investigate, handle, respond to, and to provide defense for and defend against, any  
24 such liability, claims, or demands at the sole expense of the licensee, and bear all  
25 other costs and expenses related thereto, including court costs and attorneys' fees.  
26 The indemnity obligation of this Section E shall survive the expiration or  
27 revocation of the license, and shall continue to be fully enforceable thereafter,  
28 subject to any applicable statute of limitation.

29 4-16-9: RENEWAL OF LICENSE:

- 30
- 31 A. A licensee does not have a vested right or a property right in the renewal of its solid  
32 waste hauler license.
- 33 B. Each solid waste hauler license may be renewed as provided in this Section. The  
34 term of a renewal license shall be one (1) year, unless suspended or revoked as  
35 provided in Section 4-16-10.
- 36 C. An application for the renewal of an existing license shall be made to the licensing  
37 authority not less than forty-five (45) days prior to the date of expiration. No  
38 application for renewal shall be accepted by the licensing authority after the date of

1 expiration. The licensing authority may waive the forty-five (45) day time  
2 requirement set forth in this Section C if the applicant demonstrates an adequate  
3 reason.

4 D. The timely filing of a renewal application shall extend the current license until a  
5 final decision is made on the renewal application.

6 E. At the time of the filing of a renewal application the licensee shall pay a renewal fee  
7 in an amount fixed by the Town Council as part of its annual budget process.

8 F. The licensing authority may refuse to renew a license for good cause; provided,  
9 however, that the licensing authority shall not refuse to renew a license without  
10 holding a public hearing on the renewal application. If a public hearing on a  
11 renewal application is held, notice of such hearing shall be given to the licensee at  
12 least ten (10) days prior to the hearing.

13 G. The licensee may appeal any decision of the licensing authority conditionally  
14 approving or denying its renewal application to the Town Council in writing within  
15 ten (10) days of receiving such decision notwithstanding Section 1-19-13(B) of this  
16 Code. Any appeal shall including a written statement of the grounds for such  
17 appeal and any adverse effects that may result.

18 H. An appeal to the Town Council pursuant to this Section shall be processed in  
19 accordance with Chapter 19 of Title 1 of this Code.

20 I. The Town Council shall approve, conditionally approve, or deny a renewal  
21 application within thirty (30) days of the conclusion of the public hearing on the  
22 licensee's appeal.

23 4-16-10: SUSPENSION OR REVOCATION OF LICENSE:  
24

25 A. A solid waste hauler license may be suspended or revoked for any of the following  
26 reasons:

27 1. Fraud, misrepresentation, or a false statement of material fact contained in  
28 the license application.

29 2. A violation of any Town, state, or federal law or regulation pertaining to the  
30 operation of the business for which the license was issued.

31 3. A violation of any of the terms and conditions of the license.

32 B. The licensing authority shall hold a public hearing to consider whether to suspend  
33 or revoke a solid waste hauler license. A public hearing held by the licensing  
34 authority pursuant to this Section shall be held in accordance with Chapter 19 of  
35 Title 1 of this Code.

- 1 C. In connection with the suspension of a license, the licensing authority may impose  
2 reasonable conditions.
- 3 D. For the purpose of disciplinary action imposed pursuant to this Section, a licensee  
4 is responsible and accountable for the conduct of the licensee’s employees, agents,  
5 and contractors occurring in connection with the operation of the business for  
6 which a license has been issued.
- 7 E. In deciding whether a license should be suspended or revoked, and in deciding  
8 what conditions to impose in the event of a suspension, if any, the licensing  
9 authority shall consider all of the following:
- 10 1. The nature and seriousness of the violation.
- 11 2. Corrective action, if any, taken by the licensee.
- 12 3. Prior violation(s), if any, by the licensee.
- 13 4. The likelihood of recurrence.
- 14 5. All circumstances surrounding the violation.
- 15 6. Whether the violation was willful.
- 16 7. The number of previous violations by the licensee.
- 17 8. Previous sanctions, if any, imposed against the licensee.
- 18 F. The licensee may appeal any decision of the licensing authority suspending or  
19 revoking its license to the Town Council in writing within ten (10) days of  
20 receiving such decision. Any appeal shall including a written statement of the  
21 grounds for such appeal and any adverse effects that may result.
- 22 G. In connection with an appeal taken to the Town Council pursuant to this Section,  
23 Sections A – E of this Section shall apply equally to the Town Council.
- 24 H. No fee previously paid by a licensee in connection with the application shall be  
25 refunded if such license is suspended or revoked.

26 4-16-11: REVIEW OF DECISIONS:  
27

- 28 A. Any decision of the licensing authority pursuant to this Chapter that is not appealed  
29 to the Town Council shall be a final decision of the Town, and may be appealed to  
30 the district court pursuant to Rule 106(a)(4) of the Colorado Rules of Civil  
31 Procedure.



1 B. Any decision of the Town Council pursuant to this Chapter shall be a final decision  
2 of the Town, and may be appealed to the district court pursuant to Rule 106(a)(4) of  
3 the Colorado Rules of Civil Procedure.

4 C. The applicant's or licensee's (as applicable) failure to timely appeal a decision  
5 issued by the licensing authority or the Town Council pursuant to this Chapter is a  
6 waiver the applicant's or licensee's right to contest such decision.

7 4-16-12: DESIGNATED DISPOSAL SITE:

8 A. The Town designates the Summit County Resource Allocation Park (SCRAP) as  
9 the exclusive solid waste disposal site and facility for all solid waste generated  
10 within the Town.

11 B. All solid waste generated within the Town shall be disposed of only at the Summit  
12 County Resource Allocation Park (SCRAP) **unless otherwise expressly**  
13 **authorized in accordance with the provisions of this Chapter**; provided,  
14 however, that upon request the licensing authority may exempt from this  
15 requirement, with or without conditions, a solid waste hauler who primarily  
16 transports only ~~one category of~~ **source separated** recyclable material **in**  
17 **accordance with the solid waste management goals and requirements of this**  
18 **Chapter**.

19 C. **If the Summit County Resource Allocation Park (SCRAP) is closed during**  
20 **normally scheduled business hours due to a weather event, an official County**  
21 **holiday, or other special event, solid waste haulers are authorized during such**  
22 **closure to transport and dispose of solid waste in another licensed disposal**  
23 **facility in lieu of depositing such solid waste at the Summit County Resource**  
24 **Allocation Park (SCRAP)**.

25 4-16-13: PENALTIES; INJUNCTIVE RELIEF: It shall be unlawful and a misdemeanor offense  
26 for any person to:

27  
28 A. Fail or refuse to make or file any record, report, or other document required to be  
29 made or filed by this Chapter, or to make any false or fraudulent record or report, or  
30 any false or fraudulent statement in any such document.

31 B. Operate as a solid waste hauler anywhere within the Town without a valid solid  
32 waste hauler license, or to continue to do business during a period of suspension of  
33 such license or after such license is revoked.

34 C. Dispose of any solid waste generated within the Town at any location other than the  
35 designated disposal site as required by Section 4-16-12.

1 D. Any person convicted of having violated an offense described in this Section shall  
2 be punished as set forth in Chapter 4 of Title 1 of this Code.

3 E. If a business is required to have a solid waste hauler license issued pursuant to this  
4 Chapter the operation of such business within the Town without a valid solid waste  
5 hauler license may be enjoined by the Town in an action brought in any court of  
6 competent jurisdiction. In any case in which the Town prevails in a civil action  
7 initiated pursuant to this Section E, the Town may recover its reasonable attorney  
8 fees plus costs of the proceeding.

9 4-16-14: NO TOWN LIABILITY: The adoption of this Chapter and the issuance of solid waste  
10 hauler licenses pursuant to this Chapter shall not create any duty to any person. No person shall  
11 have any civil liability remedy against the Town, or its officers, employees or agents, for any  
12 damage or loss of any kind arising out of or in any way connected with the issuance of any solid  
13 waste hauler license pursuant to this Chapter. Nothing in this Chapter shall be construed to create  
14 any liability or to waive any of the immunities, limitations on liability, or other provisions of the  
15 Colorado Governmental Immunity Act, Section 24-10-101, et seq., C.R.S., or to waive any  
16 immunities or limitations on liability otherwise available to the Town, or its officers, employees or  
17 agents.

18  
19 Section 2. Except as specifically amended hereby, the Breckenridge Town Code, and the  
20 various secondary Codes adopted by reference therein, shall continue in full force and effect.

21  
22 Section 3. This Chapter shall be published as provided by Section 5.9 of the Breckenridge  
23 Town Charter and shall become effective on April 1, 2017.

24  
25 INTRODUCED, READ ON FIRST READING, APPROVED AND ORDERED  
26 PUBLISHED IN FULL this \_\_\_\_ day of \_\_\_\_\_, 2017. A Public Hearing shall be held at the  
27 regular meeting of the Town Council of the Town of Breckenridge, Colorado on the \_\_\_\_ day of  
28 \_\_\_\_\_, 2017, at 7:00 P.M., or as soon thereafter as possible in the Municipal Building of the Town.

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TOWN OF BRECKENRIDGE, a Colorado  
municipal corporation

By: \_\_\_\_\_  
Eric S. Mamula, Mayor

ATTEST:

\_\_\_\_\_  
Helen Cospolich  
Town Clerk

1  
2 Exhibit "A"

3  
4 Solid Waste Hauling License Self-Certification Form

5  
6 **Trash Hauling License**  
7 **Self Certification Form**  
8

9 **The applicant must initial the items below, complete and sign for self-certification:**

10  
11 **Each vehicle operated in the performance of waste hauling services, as licensed**  
12 **under Chapter 16 of Title 4 of the Breckenridge Town Code, is insured through a policy**  
13 **issued by an insurance carrier or insurer, authorized to do business in the State of**  
14 **Colorado, in the sum of not less than \$150,000.00 for damages for or on account of any**  
15 **bodily injury to or the death of each person as the result of any one accident, in the sum**  
16 **of not less than \$150, 000.00 for damages to the property of others as the result of any**  
17 **one accident, and in the total sum of not less than \$400,000.00 for or on account of any**  
18 **bodily injury to or the death of all persons and for the damages to the property of others.**  
19

20 **Each vehicle operated in the performance of waste hauling services, as licensed**  
21 **under Chapter 16 of Title 4 of the Breckenridge Town Code, is maintained in**  
22 **road-worthy and good condition and statements one through five below, where**  
23 **applicable, are correct and true.**  
24

- 25 1. **All compaction and roll-off vehicles designed and used for hauling putrescible (liquid**  
26 **containing) wastes are leak proof at all times during operation.**  
27  
28 2. **All compaction vehicles are regularly maintained to ensure that compaction blades**  
29 **move freely, hopper plugs and seals are in place, in good condition (not cracked), and**  
30 **are leak proof.**  
31  
32 3. **Only vehicles designed to haul putrescible (liquid containing) wastes are used for this**  
33 **purpose. Regular pickups and flat bed vehicles are only used to haul dry wastes.**  
34  
35 4. **All open-bed or open-top vehicles are provided with a tarpaulin of sufficient size to**  
36 **cover all loads entirely, and to be used whenever waste is being transported to avoid**  
37 **littering or loss of load onto the highway.**  
38  
39 5. **If vehicles have sideboards or a tailgate, these components are constructed of**  
40 **permanent materials.**  
41

42 **I have completed the information being submitted above for compliance with Chapter 16 of**  
43 **Title 4 of the Breckenridge Town Code and, based on information and belief formed after**  
44 **reasonable inquiry, I certify that the statements and information contained in this submittal**  
45 **are true, accurate and complete.**  
46

1 **I am aware that failure to provide true and accurate and complete information on this**  
2 **self-certification form constitutes a violation of Chapter 16 of Title 4 of the Breckenridge**  
3 **Town Code, and is punishable by a fine of not more than two thousand six hundred fifty**  
4 **dollars (\$2,650.00) as adjusted pursuant to Section 13-10-113(1)(b), C.R.S.; by**  
5 **imprisonment not to exceed one (1) year; or by both such fine and imprisonment, for each**  
6 **separate violation and may also result in the suspension or revocation of my license.**  
7

8 **Name and Address of Hauling Company:**  
9

10 \_\_\_\_\_  
11 \_\_\_\_\_  
12 \_\_\_\_\_  
13 \_\_\_\_\_  
14 \_\_\_\_\_  
15 \_\_\_\_\_

16  
17  
18 **Authorized Signature:** \_\_\_\_\_  
19

20 **Title:** \_\_\_\_\_  
21

22 **Printed Name:** \_\_\_\_\_  
23

24 **Date:** \_\_\_\_\_  
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Exhibit "B"

List of Materials Designated As Recyclables

Materials may be collected in single stream or source separated form from residential customers covered by this ordinance and shall include the following:

1. Materials: Aluminum cans, tin/steel cans, cardboard (OCC), paperboard, newspaper, magazines, catalogs, junk mail, office paper, and plastic containers #1 and #2 (may be collected separately or comingled in a single container).
2. Glass: If glass is collected, it shall be collected in a separate container or stream and volumes tracked separately.
3. Other Materials: Any other materials collected as recyclable shall be collected in source-separated containers.



## OFFICE OF THE COUNTY MANAGER

970.453.3438 ph | 970.453.3535 f  
www.SummitCountyCO.gov

208 East Lincoln Ave. | PO Box 68  
Breckenridge, CO 80424

February 6, 2017

Mr. Rick Holman, Town Manager  
Town of Breckenridge  
PO Box 168  
1 Ski Hill Road  
Breckenridge, CO 80424

Dear Mr. Holman,

As the County and Towns have considered adoption of Disposal Site Designation ordinances, various technical, financial and policy questions have arisen through the public process. This letter addresses some of the primary questions that we have received.

### **What has SCRAP done to reduce costs and mitigate the revenue loss that has occurred?**

When Timberline Disposal first announced the possibility of building a transfer station in Clear Creek County in 2012, our staff immediately began an aggressive re-evaluation of the various functions and operations of the SCRAP, including how we could reduce expenses. We undertook this analysis not knowing whether Timberline's proposed transfer center in Clear Creek would ever come to fruition. At that time, the County also sent an official letter (attached) to the owners of Timberline, letting them know in very clear terms that we were actively considering a flow-control policy, among other measures, in response to their proposal.

In March 2012, at the direction of the Summit County Commissioners, our staff established the Summit County Zero Waste Task Force, a communitywide stakeholder group comprised of commercial haulers, local Town elected officials, County and Town staff, HC3 staff, resort staff and members of the general public. This group was charged with providing input, identifying strategies and developing plans for SCRAP operations that would serve the needs of the public, the environment and the haulers. This included seeking cost efficiencies, improved operational efficiencies and new revenue opportunities (including grants) for all aspects of day-to-day operations for the landfill, recycling and composting programs. We contracted Laurie Batchelder Adams, past International President of the Solid Waste Association of America (SWANA), to facilitate the group's work from April 2012 through November 2013<sup>1</sup>. During this process, the group helped develop a waste and recycling vision for the community, including answers to the question, "How can we continue to pay for a system that relies on trash revenue when we're trying to reduce trash?"

During this period, Summit County staff continued holding smaller meetings with the haulers to discuss SCRAP operations and policies vis-à-vis their business operations. Timberline Disposal encountered several substantial roadblocks in its efforts to gain approval for a transfer-center site in Clear Creek, and by all accounts, the project lost momentum. We did not learn that the transfer-center was moving forward until Spring of 2016, and did not know if Timberline intended to transport Summit County trash to the Silver Plume site until June, 2016. At that time we evaluated our revenues and expenses, made adjustments including a hiring freeze and deferring capital projects, and began our outreach within the community

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<sup>1</sup> The Zero Waste Taskforce was reconvened in 2014 to address problems associated with glass contamination of other recyclable materials and damage to recycling equipment from glass. Following passage of Disposal Site Designation ordinances in local jurisdictions, the County would reconvene the ZWT to provide guidance on SCRAP operations and finances under the new policy.

regarding our options and intentions to pursue the Disposal Site Designation ordinance.

Based on the work of the Zero Waste Task Force, and continued diligence by SCRAP staff and County leadership, SCRAP has implemented the following cost-savings measures:

- Revised equipment replacement program: SCRAP extended the programmed lifecycles of our most costly equipment (compactor, bulldozer, loaders, etc.). Previously, SCRAP had been replacing equipment at end of warranty, typically at an equipment age of 5 years. The warranty-based lifecycle minimized maintenance and repair expenses and also reduced the operating risks associated with equipment breakdowns. Extending the replacement lifecycle beyond the warranty period has significantly reduced capital costs associated with equipment replacement. We also began utilizing lease-purchase agreements to minimize the need to set aside funds for equipment purchases and to take advantage of historically low interest rates.
- Use of GPS technology to guide compaction work by heavy equipment operators: GPS technology allows us to maximize compaction of waste placed in the landfill, while minimizing use of equipment time. It also ensures that we are maximizing the use of the existing landfill storage space. Both of these efforts help to extend the life of the landfill and the periods of time between large capital construction expenses.
- Outside expertise for long-range plans: SCRAP engaged an engineering consultant to evaluate our existing long range operating plan. A new long range plan was prepared that maximized the use of existing waste storage and spread the construction of new landfill storage space over a 40-year period as opposed to the 10-year period described in the previous plan. The construction of landfill storage is a significant capital cost for SCRAP. By spreading this expenditure over a longer period of time, we are able to minimize the budgetary burden of these costs, thereby allowing us to keep our waste disposal fees lower than they otherwise would be. SCRAP fees have not been increased since 2010, and it is our intent to reduce fees effective April 1, 2017, should disposal-site-designation ordinances be adopted by the majority of our local communities.
- Mulch as cover: We sought and received approval from Colorado Department of Public Health and Environment (CDPHE) to use a mulch material rather than soil as our required daily cover of solid waste in the landfill. This change maximizes the use of storage volume in the landfill, thereby reducing costs associated with constructing storage space.
- In-house environmental monitoring: We in-sourced much of our environmental monitoring and reporting by utilizing properly trained SCRAP staff rather than external consultants, thereby eliminating the associated costs.
- Snow storage: We sought and received permission from CDHPE to receive snow at SCRAP. This has created a new revenue source that has very little associated operating cost.
- Soil disposal: We began accepting clean soil from construction contractors for use as our required weekly soil cover of the landfill. This has eliminated the costs associated with mining soil on-site for this purpose.
- Privatization of County recyclables collection: We eliminated the use of staff time and equipment for the collection and hauling of recyclable materials from County facilities and other facilities. We found private sector haulers could provide this service more cost effectively than SCRAP could. Eliminating this area of our operations allowed us to divest of the associated equipment and better focus staff resources on SCRAP operations.
- Bottle to Bottle program: We eliminated the acceptance of single-stream recycle loads containing glass. Eliminating the handling of material containing glass significantly reduced costs associated with



wear and tear on MRF equipment and also created higher revenue from sale of recycle commodities. Not only were revenues higher, but the reduction in contamination to other recyclables significantly increased the volume of material that was ultimately recycled.

- MRF optimization: We optimized the operation of the existing Materials Recovery Facility to provide processing of single stream recycle materials rather than expending funds to convert to a true single stream facility. This includes utilizing trustees from the Summit County detention facility to sort materials.
- Hauling privatization: We partnered with a commercial trucking company that was making frequent empty truck trips along the I-70 corridor to back-haul our recyclable materials to Front Range buyers. This provided a significant reduction in cost, as compared with SCRAP hauling the material with our own staff and equipment.
- Heating upgrade: We recently upgraded the heating system in the MRF to greatly improve energy efficiency, thereby reducing operating costs.
- Compost program: We implemented a composting operation to divert wood and organic materials from being buried in the landfill, maximizing the use of landfill space. The composting operation is financially self-sustaining and has resulted in over 50,000 tons of material being put to beneficial use rather than being landfilled. That volume alone is the equivalent of more than one year of trash from the entire county.
- Open vacancies: Since June 2016, we have reduced personnel expenses by allowing vacant positions to remain open.
- Grants: We have pursued available grant opportunities to help defray the cost to the operation:
  - CDPHE grant funding to provide education and outreach, including advertising and research of market availability, compost operations and rebates. Over the past few years, HC3 and County staff have received over \$150,000.
  - CDPHE grant funding to support Free Recycle Drop off Centers (\$10,000 annually).

**Does paying off debt service in the next few years affect or lessen the need for disposal site designation?**

No. A large portion of debt service will be retired in 2017, but the expense reductions provided by retiring this debt service are a fraction of our lost revenue. The funds saved through debt service retirement are required for investment in the deferred capital spending that has occurred and future capital expenditures and should not be used to offset day to day operating costs.

**Is there any reason to hope that there may actually be some cost savings or other benefits to residents and businesses as a result of this ordinance?**

Yes. Adoption of the ordinance will provide SCRAP with a reasonably predictable revenue stream and economy of scale that should allow for the solid waste disposal fees charged by SCRAP to be reduced. The County will begin the public-hearing process to adjust fees this month, and staff will recommend that, in the event of widespread adoption of the ordinance, tip fees be reduced from \$60/ton to \$58/ton for municipal solid waste (MSW, or trash that's collected in a compactor truck) and from \$78/ton to \$72/ton for construction and demolition waste (C&D, or trash that's collected loose in a roll-off container). The ordinance does not set the fees charged to consumers by haulers, but by lowering the fees charged to haulers by SCRAP, we would expect the cost savings to be passed on to consumers.

The Summit County area is served by multiple solid waste haulers competing with each other for market share. The ordinance will create a level playing field for these haulers with respect to landfill tipping fees, potentially resulting in more robust waste-hauling price competition in our market. Additionally, this level

playing field may attract other haulers to our area, leading to further price competition.

### **Has there been any input from other haulers and their customers?**

County staff has received positive comments on the proposed ordinance from several of the locally operating haulers. They recognize that the ordinance creates a level playing field in terms of solid waste disposal costs, and this will allow smaller, locally owned haulers to compete evenly with the larger regional and national corporations. The Summit Daily News conducted a public discussion forum on this topic on December 2, 2016, which was very well attended by Summit county residents and members of the local business community. It was apparent at the forum that there is strong support for recycling and continued compliant landfill operations among residents of the county, both of which are supported by adoption of the ordinance.

The primary input received from haulers has been concern over the current SCRAP operating-hour window. In response, the County is proposing to extend SCRAP operating hours for haulers to a window of 6 a.m. to 6 p.m., Monday through Saturday. And we will work with haulers on an ongoing basis to evaluate the facility schedule. We'll be able to offer this extended operating schedule at no additional labor cost by staggering work schedules for currently authorized staff.

### **What other alternatives to the ordinance have been considered?**

We could increase tipping fees at the landfill, but that would likely drive additional haulers to take trash out of the county, further reducing landfill revenues, continuing a financial downward spiral. This would likely force another round of landfill fee increases and/or operational/hours cuts that would continue to reduce the amount of trash (and therefore revenue) we receive. And encouraging waste to be disposed of at Front Range landfills does not comply with our waste diversion goals.

We have also considered implementing fee collection at the community recycle drop-off locations. Doing so would significantly increase staffing costs, and we do not believe that the additional revenue received would cover these increased costs. Furthermore, we believe that this fee implementation would lead to a reduction in recycling that would be a direct conflict to our goal of moving toward zero-waste.

We have looked at service reductions, including closing the recycling drop-off centers and cutting funding to HC3 for waste-diversion education and outreach. But we heard strongly from the public that these services are highly valued and should not be reduced. Furthermore, such cuts would conflict with our own overarching waste-diversion goals.

Privatization of the landfill has been discussed, and in fact the County has utilized this model in the past. It was found to be financially inefficient, and protection of public and environmental health was inadequate.

There has been support expressed by the public to pay for recycling through a tax, and we will explore the level of community support this spring. But merely eliminating the recycling subsidy would not offset the loss of trash revenue. We would still fall short in funding the ongoing operations and capital investment required for the landfill.

### **Why don't we just close the landfill?**

We can look to Grand County to see the impact of that approach. Grand County's landfill was forced to close, and as a result, tipping fees are about \$95/ton. The cost to haul trash may be marginally viable as long as fuel prices remain relatively low and Front Range landfill tipping fees do not increase. But fuel prices will eventually increase, and as CDPHE enforces compliance standards, Front Range tipping fees are likely to

increase. In addition, with our winter weather and frequent traffic delays to and from the Front Range, it is important that haulers have a local disposal alternative. As the cost of hauling trash outside the county increases, those costs would likely be passed along to the consumer.

**What safeguards are in place to ensure that the County doesn't raise fees or reduce hours arbitrarily?**

SCRAP is operated as a public enterprise in the same way that many of the Towns operate their utilities. Like other public utilities, changes to the operations and fees must be approved through a public hearing process. As with all public enterprises, there are regulations preventing the County from collecting fees that are in excess of those necessary for the sound operation and capital needs of the enterprise. The County has a demonstrated track record of prudence in operating SCRAP, and fees have not been increased since 2010. As described above, we believe that widespread adoption of the ordinance will create financial conditions that will allow fees to be reduced, and the County is committed to pursuing all reasonable fee reductions.

The ultimate safeguard is that each Town will always have the ability to revoke its own ordinance. Without broad implementation of the ordinance across jurisdictions, the finances at SCRAP will again falter. Therefore, the County has great motivation to operate SCRAP and set pricing in a way that serves the community and the haulers well.

The County understands that the Town councils strongly desire to monitor the outcome of the ordinance. Accordingly, the County proposes to conduct annual work sessions with each jurisdiction to discuss SCRAP financials, diversion rates, operations and fees. These sessions would also include discussion of the community's progress toward zero-waste goals and alternative approaches to funding recycling.

If you have any questions about any of the information I've presented, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink that reads "Scott Vargo". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Scott Vargo, County Manager

Attachments:

- Letter to Timberline Disposal, dated February 24, 2012
- Master letter to Zero Waste Taskforce stakeholders, dated March 2012



## OFFICE OF THE COUNTY MANAGER

970-453-2561  
fax 970-453-3535  
Post Office Box 68  
208 East Lincoln Avenue  
Breckenridge, Colorado 80424

February 24, 2012

Timberline Disposal, LLC  
PO BOX 1627  
Dillon, CO 80435

Dear Mssrs. Romine and Whitmer,

As you are aware, Summit County Government has been exploring a number of options to promote our solid waste management goals and sustainability objectives at our solid waste facility in a prudent, cost effective manner. Towards that end, we have met with you several times over the past few months in an effort to get your ideas on potential solutions and determine the impacts to your company and other solid waste haulers in the County of those various solutions. As we explained to you at our meetings on October 11, 2011, and again on January 19, 2012, one of the possible tools available to the County is commonly referred to as "flow control," which would require that most of the solid waste generated within Summit County be disposed of at the Summit County landfill.

During our meetings you stated that your company was looking into the feasibility of developing a trash transfer facility/dirty MRF to redirect solid waste from Summit County to the Front Range. We have also noted a Clear Creek County newspaper's recent article that your company has received certain approvals from the Town of Silver Plume for the development of a transfer facility. I am writing you to confirm Summit County's prior outreach efforts and your knowledge of our ongoing efforts to change Summit County's solid waste management policies. I also want to reiterate our belief that if the County does enact a flow control ordinance, it would likely affect the business model you are considering in your development of a Front Range transfer/disposal facility for Summit County solid waste.

We will continue to look at a variety of options to resolve the issues we are facing, and towards that end we will seek your input individually and as members of a stakeholder group within Summit County designed to develop alternatives that best meet the needs of our community. We hope to have these matters resolved in the near future so that you have the information necessary to make informed business decisions. However, it is quite possible that our discussions with the stakeholder group and the various town councils may occur over the next few months, culminating in the adoption of a plan that will help us accomplish the overall goals of a well-integrated solid waste program for our area. You are obviously free to pursue those business models or facilities as your deem appropriate but we simply want to ensure there

is no misunderstanding regarding the very real possibility that trash from Summit County will be subject to a flow control ordinance in the near future, which may or may not impact your overall business model.

Thank you for your involvement in helping with this effort. We look forward to developing a plan for our County that has the best interests of the public, our businesses and the environment at the forefront.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Thaddeus J. Noll', with a long horizontal flourish extending to the left.

Thaddeus J. Noll  
Assistant County Manager



## OFFICE OF THE COUNTY MANAGER

970-453-2561  
fax 970-453-3535

Post Office Box 68  
208 East Lincoln Avenue  
Breckenridge, Colorado 80424

March 15, 2012

(To whom it may concern),

Summit County is in the process of developing a stakeholder group to provide direction for our recycling and solid waste reduction programs going into the future. The goal of the facilitated stakeholder process will be to develop a vision for recycling and waste diversion programs for our community over the next 5-10 years, along with ideas and recommendations on how best to fund those programs.

As some of you may know, our current business model in solid waste uses funds from “tipping fees” from trash going to the landfill to help pay the cost of our many recycling programs. This model worked quite well for many years as trash volumes continued to climb even as we worked hard to provide more recycling / diversion programs to help curb that growth. The economic downturn resulted in significantly reduced trash volume and also made it very clear that this model is destined to fail because success in the area of waste reduction means decreases in funding for the very programs that helped reduce the waste. With a long term goal of reducing trash and increasing recycling and other diversion programs such as composting organic waste, we need a new model that will work into the future and is tailored to the unique attributes of our Summit County community.

Toward that end, we would like to invite you to participate in the process, which is expected to take about 4-6 meetings over the next few months. The first meeting will be held on April 25<sup>th</sup> at 5:30 pm in the Freemont Room of the Community & Senior Center in Frisco, and is expected to last about 2 hours. Future meeting times and dates will be determined by the group. We value everyone’s input and would like to know how your organization sees our future in this area.

Thank you for your help in this vital community issue.

Sincerely,

Thaddeus J. Noll  
Assistant County Manager

**Summit County Resource Allocation Park**  
**970-468-9263x0, fax 468-9304**  
**Hours of Operation: M-F 7:00 am – 4:00 pm\***  
**Saturdays 7:00 am-noon Closed Sundays**

**Holiday Closures: New Years Day, Mem. Day,**  
**July 4, Labor Day, Thanksgiving, Christmas,**  
**early closure Christmas Eve**

\*With possible wind or lightening closures – call to check  
 must be unloaded & out the gate by posted closing time or double charges will apply.

\*All hand unloaders need to be in 30 min. prior to closure each day. All customers  
<http://www.SummitCountyCO.gov> For more information

**2016 TIPPING FEES (updated 8/18/2016)**

**Effective 1/1/16 additional \$1.17/ton surcharge applied to all trash/landfill items collected under C.R.S. 25-16-104.5 and 6 CCR 1007-2 1.7 \$ .26/ton Contaminated Soil Surcharge**

Car Minimum 0-300 lbs	\$20.00	Tires – With or Without Rim (ea)	
Truck Minimum 301-1000 lbs	\$35.00	23 inches & under	\$10.00
Commercial compacted trash	\$60.00/ton	24 inches & over	\$40.00
Loose tonnage	\$78.00/ton		

**Each load is an isolated material.**

Asphalt (no rebar or mesh)	\$30.00/ton	Minimum charge	\$30.00
Concrete (no rebar or mesh)	\$30.00/ton	Minimum charge	\$30.00
**Clean Structural fill (size 1ft minus)	\$Free if qualifies	Minimum charge	\$ 0.00
**Top Soil (size 1 ft minus)	\$Free if qualifies	Minimum charge	\$ 0.00
Contaminated Soil (& addtl admin chg)	\$78.00/ton	Minimum charge	\$15.00
**Scrap Metal	\$40.00/ton	Minimum charge	\$20.00
**Wood Waste Construction	\$30.00/ton	Minimum charge	\$30.00
**Wood - Slash	\$10.00/ton	Minimum charge	\$10.00
*Wood – Clean Stumps- defined pg 2	\$31.00/ton	Minimum charge	\$15.00
Wood Chips	\$ 5.00/ton	Minimum charge	\$ 5.00
MRF SingleStream adjusted quarterly		Minimum charge adjusted qtrly	
MRF Items source separated	FREE	Appliances (up to 2 - \$ 10 ea)	\$10.00
		3 appliances & up – charged as scrap metal	

All cooling units must have proper documentation that the coolant has been removed by a certified technician and provided at check in.

**\*\*\*Effective 1/1/2015 – Safety 1st Program for Summit Electronic Waste, Household Hazardous Waste (Paint, etc) Fluorescent Bulbs – Free for Summit County Residents – Proof of Residency Required. Pricing applies for Residents outside of Summit County**

**\*\*\*Large quantities of these materials can require appointments, see page 2 for guidelines**

Minimum charge in HHW	\$ 15.00	CPU,monitor,laptops,dvd,vcr (ea)	\$ 9.00
HHW (paint, etc) Residential	\$ 4.00/gallon	TV's large printers & scanner (ea)	\$20.00
HHW (paint, etc) Commercial	\$ 6.00/gallon	Large commercial loads of e-waste & TV's	
Ballast NoPCB\$4.00 ea PCB \$6.00ea – bulbs \$.50/1.00		26" & > charged at \$0.50 lb.	

**Organic Material**

Biosolids	\$33.00/ton	Minimum charge	\$15.00
***Food Scrap, contaminant Free	\$31.00/ton	Minimum charge	\$15.00
*Green Yard Waste	\$31.00/ton	Minimum charge	\$10.00
*Manure (no dirt, rocks, trash)	\$31.00/ton	Minimum charge	\$10.00

\*Not accepted: dirt, rocks, bags, noxious weeds, dog waste, wood or slash for this material. Compost products for landscaping now available for retail sales – small & large quantity pricing available. Ask for pricing. Topsoil blends not guaranteed to be weed or seed free. \*\*\*Food Scrap requires prior approval arrangements.

**All loads must be covered – double charge for uncovered loads. Accepted payment – cash or check with proper identification, credit cards accepted. There is a 75 cents charge & 2.25% convenience fee added to your total to pay with your credit or debit card.**

**\*\*See more specific information on page 2**

**\*\*Criteria for structural fill** – Contains no organic material, no trash, & is free of mud and/or excess moisture. Size – 1 ft. minus. Any material that does not meet the above requirements will be charged the current rate for trash along with applicable surcharges.

**\*\*Criteria for topsoil** – Contains no trash, & is free of mud and/or excess moisture. Size – 1 ft. minus. Any material that does not meet the above requirements will be charged the current rate for trash along with applicable surcharges.

**\*\* Scrap metal** – no contaminants - barbed wire, chicken wire, or rolled fencing, rebar, cable, brake shoes or pads, propane or fuel tanks. Barrels only accepted with lids off or cut open.

**\*\*Slash & Wood** - Construction wood must be separate loads for lower rates – Raw, dimensional lumber only - no treated, creosoted, painted or stained lumber in construction wood. Plywood and OSB no longer accepted at construction wood rate- No metal hardware. No trash or other construction debris in load. Pallets without metal strapping or other contaminants are ok. No tree slash or stumps. Stumps must be separated from slash.

Beginning 7/1/11 we have instituted a lower rate for clean, isolated stump loads. No dirt, rocks, or additional logs or slash can go into the dedicated stump pile, **CLEAN STUMPS ONLY**. The price is \$31.00/ton. Loads will be inspected, & contaminated loads will be charged at the loose trash rate, along with applicable surcharges and additional hauling fees.

**\*\*Chip product** – There is a 2-inch maximum size requirement to qualify for the chip price. The price defaults automatically to the slash rate if product does not meet these criteria. Also, no contamination in the load – no trash, limbs, log ends, rocks or dirt.

**\*\*\*Colorado Law, SB 12-133** bans landfill disposal of certain electronics waste from all sources, even residential. Effective 7/1/13. This facility does have a fee based collection service & uses certified R2, E-Steward recycling companies. Items include: television sets, central processing units, computer monitors or peripherals, printers or fax machines, laptops, notebooks, ultra & net books, tablets, dvd, vcr players, video display screens > 4 inches. C.R.S. Title 30, Article 20, Part 1 and 10. CRS Title 25 Article 17 Part 3

**Quantities that require appointments: 50 gallons or more of HHW, 30 Ewaste units (cpu,tv,monitors, etc), & more than 50 fluorescent bulbs in a given delivery. Please call 970-468-9263x0 for scheduled appointment.**

Dig outs - \$60.00

Contaminated Soil Analyses will require additional admin charges – to be determined case by case

Special handling rates may apply for any special equipment or handling needs - \$60.00 per 15 minutes.

Asbestos free sampling inspection reports signed by a certified engineer are required 14 days in advance of estimated delivery date for all building demolition projects including mobile home demolition. This includes abatement manifests for any material outlined for special handling in the report. Reports should be faxed to 970-262-3626, Neither friable nor non-friable asbestos is accepted at this facility. Call 970-468-9263x0 for more information.



# MEMORANDUM

OPEN SPACE & TRAILS

To: Town Council

From: Open Space & Trails Staff

Date: February 14, 2017

Re: Coyne Placer Valley Lot B Encroachment Easement – 2<sup>nd</sup> Reading



---

The Town of Breckenridge and Summit County jointly purchased the 11.62-acre Coyne Placer Valley Lot B in May 2016. It was recently discovered that a water well, thought to be located on an adjoining lot, is actually located on open space property. A new survey, attached, shows a well located approximately 15 feet over the property boundary. The well serves adjoining Lots 3, 4, and 5.

Summit County has been working with the homeowners of Lots 3, 4, and 5, who have formed a well association, and has drafted a perpetual easement agreement for continued use and maintenance of the well. Because the granting of an easement represents a perpetual property right, the Town requires approval via ordinance.

Town Council introduced the encroachment issue and approved the easement ordinance on first reading at its January 24<sup>th</sup> meeting. The ordinance for the second reading is attached. There are no changes to the ordinance from first reading.

1 ***FOR WORKSESSION/SECOND READING – FEB. 14***

2  
3 ***NO CHANGE FROM FIRST READING***

4  
5 COUNCIL BILL NO. 3

6  
7 Series 2017

8  
9 AN ORDINANCE AUTHORIZING THE GRANTING OF A WELL EASEMENT TO THE  
10 LOWER COYNE PLACER VALLEY WELL ASSOCIATION

11  
12 WHEREAS, the Lower Coyne Placer Valley Well Association has requested the granting  
13 of a well easement over, across, and through certain real property jointly owned by the Town and  
14 Summit County government; and

15  
16 WHEREAS, Summit County government has determined that it should grant the  
17 requested easement; and

18  
19 WHEREAS, the Town Council of the Town of Breckenridge has determined that it also  
20 should grant the requested easement; and

21  
22 WHEREAS, the Town Attorney has informed the Town Council that, in his opinion,  
23 Section 15.3 of the Breckenridge Town Charter requires that granting of such easement be  
24 authorized by ordinance.

25  
26 NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF  
27 BRECKENRIDGE, COLORADO:

28  
29 Section 1. The Town Manager is hereby authorized, empowered, and directed to execute,  
30 acknowledge, and deliver to the Lower Coyne Placer Valley Well Association a well easement,  
31 in substantially the form which is marked **Exhibit “A”**, attached hereto, and incorporated herein  
32 by reference.

33  
34 Section 2. The Town Council hereby finds, determines and declares that it has the power  
35 to adopt this ordinance pursuant to the authority granted to home rule municipalities by Article  
36 XX of the Colorado Constitution and the powers contained in the Breckenridge Town Charter.

37  
38 Section 3. This ordinance shall be published and become effective as provided by  
39 Section 5.9 of the Breckenridge Town Charter.

40  
41 INTRODUCED, READ ON FIRST READING, APPROVED AND ORDERED  
42 PUBLISHED IN FULL this \_\_\_\_ day of \_\_\_\_\_, 2017. A Public Hearing shall be  
43 held at the regular meeting of the Town Council of the Town of Breckenridge, Colorado on the  
44 \_\_\_\_ day of \_\_\_\_\_, 2017, at 7:00 P.M., or as soon thereafter as possible in the  
45 Municipal Building of the Town.

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TOWN OF BRECKENRIDGE, a Colorado  
municipal corporation

By: \_\_\_\_\_  
Eric S. Mamula, Mayor

ATTEST:

\_\_\_\_\_  
Helen Cospolich, CMC,  
Town Clerk

## **COYNE VALLEY WELL EASEMENT**

This COYNE VALLEY WELL EASEMENT is made and entered into as of this 12th day of December, 2016, by and between the Board of County Commissioners of the County of Summit, State of Colorado, whose address is P.O. Box 68, Breckenridge, CO 80424 and the Town of Breckenridge, Colorado whose address is P.O. Box 168, Breckenridge, CO (hereinafter collectively referred to as “Grantor”) and the Lower Coyne Placer Valley Well Association whose address is P.O. Box 3184, Breckenridge, CO 80424 (hereinafter referred to as “Grantee”).

### **RECITALS**

1. The Grantor owns a parcel of real property known as Parcel B Coyne Placer Valley Subdivision, located in Section 24, Township 6 south, Range 78 West of the 6<sup>th</sup> P.M., County of Summit, State of Colorado (“Property”).
2. An existing well and 1 inch water line serving the Grantee is located on the Property, and the Grantee wishes to continue access and maintenance to the existing well and water line.
3. For good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Grantor has this date bargained, conveyed, delivered, transferred and sold, and by these presents does bargain, convey, deliver, transfer and sell to Grantee, its successors and assigns a perpetual easement in the location described and depicted on Exhibit A (“Well Easement”) attached and incorporated herein, in, under, and across the Property.
4. The easement is granted for the purpose of providing for the continued operation and maintenance of the well and water line located on the Property, together with the full right and authority of Grantee, its successors, licensees, lessees, contractors or assigns and its and their agents and employees to enter at all reasonable times upon the easement premises to repair, remove, replace, reconstruct, inspect, improve, and maintain such well, water line, and associated infrastructure in substantially their current location, design and configuration.
5. Grantee shall exercise the rights herein granted to it with due care and all damage to the Property occurring hereunder shall be paid for or repaired at the expense of the Grantee. Should Grantee disturb the surface of the lands encumbered by this Coyne Valley Well Easement during the exercise of the rights granted hereunder, Grantee shall restore the surface of the Well Easement and/or the Property to a state that is substantially equivalent to its original level and condition. Grantee shall revegetate the disturbed surface area with native grasses, and Grantee shall be responsible for restoration of landscaping or any other improvements. Grantee shall bear all costs of ensuring that no infestations of noxious weeds occur on Grantee disturbed areas.

6. Grantee shall indemnify, hold harmless and defend the Grantor, its successors and assigns, from and against any claim or liability including court costs arising from acts or omissions of the Grantee, its officers, employees, agents, contractors or subcontractors, in connection with the use authorized by this Coyne Valley Well Easement. Grantor does not waive and reserves all protections available under the Governmental Immunity Act, § 24-10-101 C.R.S., et seq., or any other provision of law.
7. In the event Grantee shall abandon its right herein granted or ceases to use the Well Easement for the purpose for which it was intended for a period of two years, all right, title, and interest hereunder of the Grantee shall cease and terminate and Grantor shall hold said premises, as the same may then be, free from the rights so abandoned.
8. Upon the abandonment or the termination of the easement by the Grantee, Grantee shall within a reasonable time remove all of its structures and improvements located on the Property and shall restore the Property to its natural condition, unless otherwise agreed to in writing by the parties.
9. Grantee, its employees, agents, and contractors, shall comply with all applicable laws, rules, regulations, or ordinances in the exercise of any rights granted hereunder.
10. Venue for any dispute regarding this Coyne Valley Well Easement or the Property shall be proper only in the District Court for Summit County, Colorado.
11. This Easement does not and shall not be deemed to confer upon or grant to any third party any right to claim damages or to bring any lawsuit, action or other proceedings against either party because of any breach hereof, or because of any terms, covenants, agreements or conditions contained herein.

**WHEREFORE** the parties have executed this Easement as of the date first stated above.

**GRANTOR:**  
**BOARD OF COUNTY COMMISSIONERS**  
**Of the County of Summit, State of Colorado**

By: \_\_\_\_\_  
 Thomas C. Davidson, Chair

STATE OF COLORADO     )  
   ) ss.  
 COUNTY OF SUMMIT     )

The foregoing was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 2016 by Thomas C. Davidson, as Chair of the Board of County Commissioners of Summit County, Colorado.

WITNESS my hand and official seal.

My commission expires: \_\_\_\_\_

\_\_\_\_\_  
Notary Public

**GRANTOR:  
TOWN OF BRECKENRIDGE, COLORADO**

By: \_\_\_\_\_  
Rick G. Holman, Town Manager

STATE OF COLORADO )  
 ) ss.  
COUNTY OF SUMMIT )

The foregoing was acknowledged before me this \_\_\_ day of \_\_\_\_\_, 2016 by Rick G. Holman, as Town Manager for the Town of Breckenridge, Colorado.

WITNESS my hand and official seal.

My commission expires: \_\_\_\_\_

\_\_\_\_\_  
Notary Public

**GRANTEE:  
LOWER COYNE PLACER VALLEY WELL ASSOCIATION**

By: \_\_\_\_\_  
Lisa LaRue

STATE OF COLORADO )  
 ) ss.  
COUNTY OF SUMMIT )

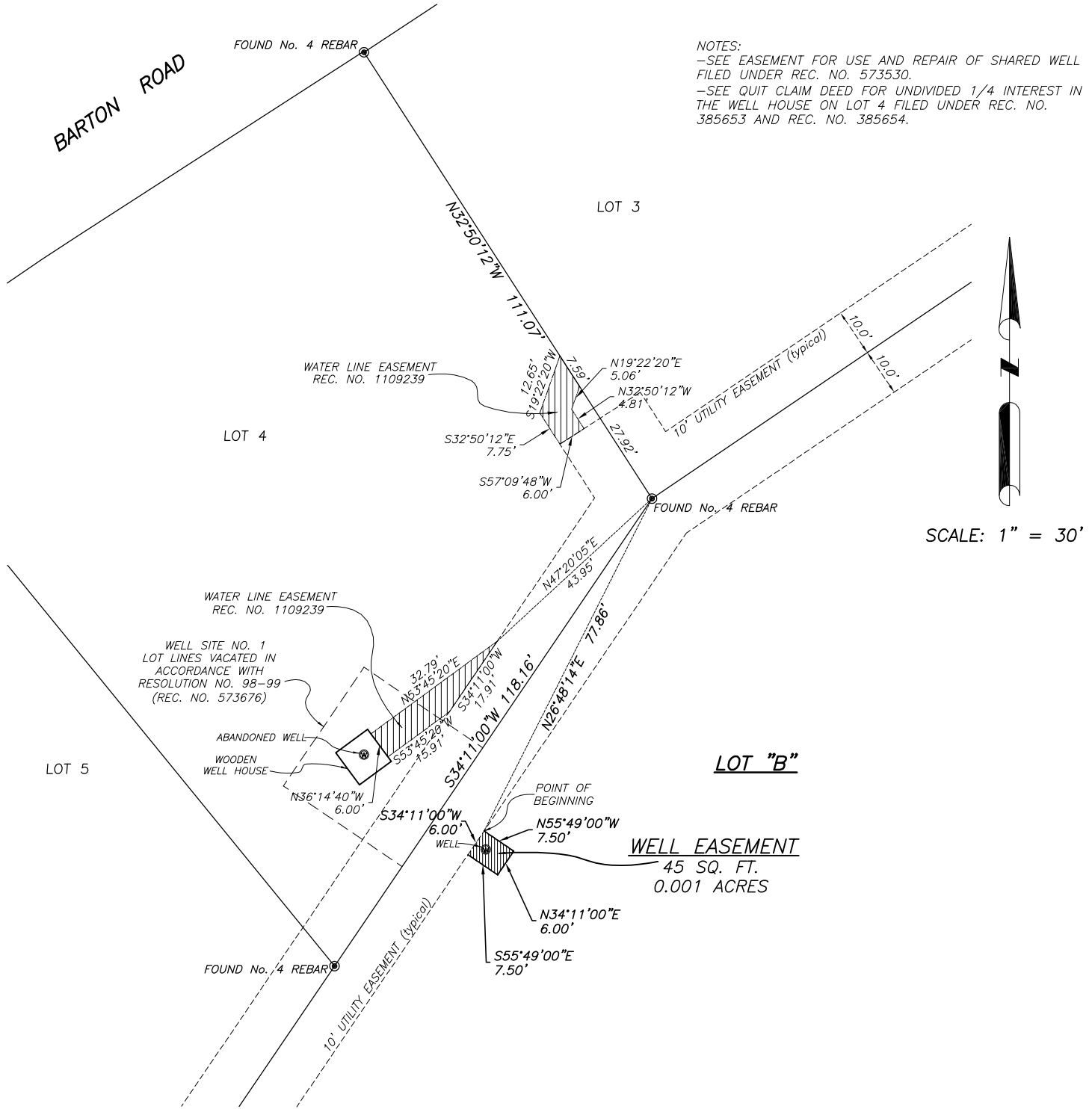
The foregoing was acknowledged before me this \_\_\_ day of \_\_\_\_\_, 2016 by Lisa LaRue, as Manager of the Lower Coyne Placer Valley Well Association.

WITNESS my hand and official seal.

My commission expires: \_\_\_\_\_

\_\_\_\_\_  
Notary Public

**EXHIBIT A**  
**LOT "B", COYNE PLACER VALLEY,**  
**COUNTY OF SUMMIT, STATE OF COLORADO**

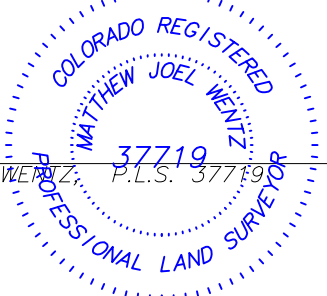


LEGAL DESCRIPTION

A Well Easement on Lot "B", Coyne Placer Valley, County of Summit, State of Colorado, being more particularly described as follows:

Beginning at point on the east line of the 10' utility easement of said lot "B", whence the NE corner of Lot 4 bears N26°48'14"E 77.86'; thence along the 10' utility easement line, S 34°11'00" W a distance of 6.00'; thence S 55°49'00" E a distance of 7.50'; thence N 34°11'00" E a distance of 6.00'; thence N 55°49'00" W a distance of 7.50' to the point of beginning. Described easement contains 45 square feet or 0.001 acres more or less.

I, MATTHEW J. WENTZ, A COLORADO REGISTERED LAND SURVEYOR, DO HEREBY CERTIFY THAT THIS LEGAL DESCRIPTION AND EXHIBIT DRAWING IS BASED ON A SURVEY MADE BY ME AND UNDER MY SUPERVISION, AND IS TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE AND BELIEF. THIS DRAWING DOES NOT REPRESENT A MONUMENTED LAND SURVEY.



MATTHEW J. WENTZ, P.L.S. 37719

NOTICE: According to Colorado law you must commence any legal action based upon any defect in this survey within three years after you first discover such defect. In no event, may any action based upon any defect in this survey be commenced more than ten years from the date of the certification shown hereon.

<b>SUMMIT</b> LAND SURVEYING, INC.		P.O. BOX 24212 SILVERTHORNE, CO 80497 970-513-0156
SCALE: 1" = 30'	DATE: 12/05/16	JOB NO. 151394
DRAWN BY: MJW	CHECKED BY: MJW	DRAWING NO. 151394EXH2



**MEMO**

**TO:** Mayor & Town Council  
**FROM:** Rick Holman, Town Manager  
**DATE:** February 9, 2017  
**SUBJECT:** Committee Reports for 2-14-2017 Council Packet

---

**Recreation Advisory Committee**                      **January 19, 2017**                      **Scott Reid/Jenise Jensen**

---

The Recreation Advisory Committee held its bimonthly meeting on January 19, 2017. Committee members include Judy Farrell, Marty Ferris, Toby Babich, Amy Perchick, and Larry Willhite. Staff present included Jenise Jensen and Scott Reid. The following agenda items were covered:

- **Recreation Advisory Committee Position Recruitment** – Toby Babich reviewed with the committee the process that would be followed to interview prospective candidates. The committee then interviewed a total of four candidates for two posted vacancies. Each candidate was thanked for their interest in serving and encouraged to remain active in recreation and provide feedback, regardless of selection. After the interviews, it was determined that Scott Reid, Director of Recreation, would call all candidates with selection information.
  - Katie Ahern and Max Bonenberger were selected to fill the two vacancies.
- **Department Updates** – Scott reviewed current progress on the Recreation Center renovation with the committee members. He also discussed the proposed adjustment to Recreation Center operating hours with opening at 5:30am on Monday-Friday, year-round. The committee endorsed this adjustment.
- **Committee Feedback** – The committee shared feedback on departmental offerings. It was requested that more ice time be allotted for practicing figure skating, so that the program can continue to grow. Currently there is very limited availability, with only one afternoon time. It was requested that more ice time be offered to accommodate kids after school. Scott advised he would look into this request.
- **Next Meeting(s):** March 9, 2017\*  
\*Note: the March meeting has been rescheduled from the third Thursday of the month to this date, due to a conflict with another Town meeting.

---

**Breck Forward Taskforce**                      **January 31, 2017**                      **Shannon Haynes**

---

Current Representatives: Brandon Gonski, Peyton Rogers, Robin Theobald, David Levinson, Jeri Heminghaus, James Phelps, Gary Shimanowitz, Dan Corwin, Julie Chandler, Currie Craven, Hal Vatcher, Marsha Cooper/Amy Evans, Rob Neyland

- **Review of First Six Weeks of Paid Parking Data**  
The taskforce spent the majority of the meeting reviewing and discussing paid parking from the first six weeks of operation. In general, the first six weeks of data demonstrate occupancy numbers around or below the desired target of 85%, with a few exceptions. As a result, the taskforce recommended continuing with the same rate structure and operational time frame (10am to 8pm).

The police department is working on installation of larger zone numbers on kiosks. Task force members asked for review and improvement in the following:

- Zones are not listed on signs at the corner of each block
- Need better information on the 10am start time

- **Areas of Concern**  
While considering paid parking data, two areas of concern were also discussed. These included French Street parking and use of the BGVCC lot. With regard to French Street, there has been some concern regarding the number of vehicles parking on French – employees and users of free parking. Given this concern, the taskforce recommended changing the free, time limited parking from 3 hours to 2 hours with a no re-parking restriction in an initial attempt to reduce use. Employee and residential parking would remain the same. The group also noted there may be a need to limit the number of employee permits issued for the 2017/2018 season.

The police department continues to receive complaints that the BGVCC parking is being utilized by individuals not accessing the community center. The group discussed the different users and a variety of options. Taskforce members did not develop a unified recommendation and police department staff will consider the issues and develop solutions.

- **Transit**  
James Phelps provided a brief update on Free Ride use. Specifically, the group discussed utilization of the Ice Rink and Satellite lots. While the Ice Rink is being used by employees on the south end of town, the Satellite lot employee parking area is underutilized. The group agreed the Satellite lot should be promoted and messaged more effectively.
- **Roundabouts/Structure**  
The group was provided preliminary information on the upcoming Council discussion regarding upgrades and improvements to Highway 9 and the addition of incremental parking. Considerations for additional parking included: Ice Rink, F-lot, and E. Sawmill. The group was generally supportive of a structure on the Ice Rink and/or F-lot, but expressed concerns with the E. Sawmill lot. The group further suggested consideration of a structure on the Satellite lot or at the Recreation Center and the potential of gondola type system to move people from place to place.
- **Miscellaneous**  
Taskforce members expressed concerns about the functioning of the Barnes Dance at the light at Ski Hill and Main causing a significant backup in traffic. Chief McLaughlin will be working with public works to install signs for pedestrians and reassessing.

**Next meeting: TBD**

<b>Committees*</b>	<b>Representative</b>	<b>Report Status</b>
CAST	Mayor Mamula/ Erin Gigliello	No Meeting/Report
CDOT	Rick Holman	No Meeting/Report
CML	Rick Holman	No Meeting/Report
I-70 Coalition	Rick Holman	No Meeting/Report
Mayors, Managers & Commissioners	Mayor Mamula/ Rick Holman	No Meeting/Report
Liquor and Marijuana Licensing Authority	Helen Cospolich	No Meeting/Report
Summit Stage Advisory Board	James Phelps	No Meeting/Report
Police Advisory Committee	Chief McLaughlin	No Meeting/Report
CMC Advisory Committee	Rick Holman	No Meeting/Report
Recreation Advisory Committee	Jenise Jensen/Scott Reid	Included
Workforce Housing Committee	Laurie Best	No Meeting/Report
Child Care Advisory Committee	Jennifer McAtamney	Included as a separate attachment
Breckenridge Events Committee	Kim Dykstra	No Meeting/Report
Parking and Transit Taskforce (Breck Forward)	Shannon Haynes	Included

**Note:** Reports provided by the Mayor and Council Members are listed in the council agenda.

\*Minutes to some meetings are provided in the Manager's Newsletter

The Child Care Advisory Committee held their monthly meeting on January 4th, 2017. Committee members present included Mike Connelly, Johanna Gibbs, Erin Gigliello, Greta Shackelford, and Anne Marie Chapin. Town staff/representatives present were Peter Grosshuesch, Laurie Best and Jennifer McAtamney.

The December Meeting Report was approved and signed by Mike Connelly.

The following agenda items were covered:

**Change the AMI Cap or Controlling Costs for All?**

Given our program goal to ensure families are not cost-burdened regardless of their income and amount of care they use, the committee had a philosophical conversation on whether our policy discussions and program efforts should focus on our current needs based approach or work to control the costs for all families who are using care.

The committee is concerned about preserving our workforce and with annual tuition increases of 3% worry that families in our community may not be able to afford to stay even with the good work we are doing. In light of the research we have done on the budgets of our working families the data indicates that many of our families are on the tipping point even with tuition assistance. Our program provides assistance when you are spending 13 – 16 % of your gross income child care, even with assistance it is still a significant annual expense especially on top of the cost of housing and healthcare here in Summit County. We know our program has been successful in keeping families in the community and we want to make sure it continues to help to preserve our community.\*

After much discussion we determined that it is likely we will need to continue our work with cost burdened families and with the schools to control costs wherever possible to level the expense for all families because we acknowledge that the current model of 3% annual increase in tuition is probably not a model that is viable for working families over time.

Given these concerns we need to continue our work with an eye to the following:

- Ensure that things are fair and equal between the schools for a level playing field.
- Ensure that families can access the available child care spaces.
- Do what we can to control the rising costs for all families.

\*2016 Survey indicates that 46% of families would leave the county if they could not afford child care.

**Ideal Budgets & Training and Staff Development**

When examining the budgets of our local centers we could see that many budget items like benefits, professional development and program costs had been cut over time in order to minimize tuition increases. The committee wanted to see what an ideal budget looked like. To this end Greta & Jennifer met and using the common budgets of all schools as a baseline we did an exercise to implement the quality initiatives based on the Colorado Shines Quality Rating and Improvement System (QRIS). We focused on teacher wages, benefits, professional development for staff, & contract services for children. For revenue we initially budgeted at 100% of potential revenue but best practices would have you budgeting to 85 – 90% of max revenue due to the vagaries of work schedules and family's changing needs.

We continue to be challenged by teacher recruitment and retention, looking at wage data and other employment offerings here in the county we know that our average salaries of \$15.64/hour are below where they should be especially when we see other key positions like bus drivers being offered \$18/hour plus benefits. Additionally salaries have not kept pace with our initial program goals of a fair wage for a teacher that is competitive with the entry level salary for a first year Summit School District teacher with 4 year degree and their teaching certificate. To properly frame this it is important to note that a elementary school teacher works for the school year of late August – early June including school breaks and an early childhood educator works year round so when using that same annual salary the base hourly wage is not equivalent. At ~ \$19/hour for Early Childhood Educator vs. \$26/hour for a School Teacher.

In our budget exercise using this guiding principle we plugged in \$19.23/hour for the average salary with the assumption that some starting teachers would be lower and more experience teachers with special education or masters degrees would be earning more but in the end it would average in at that \$40,000 for full time.

In addition to increased salaries we also budgeted for benefits with an estimated monthly premium of \$400/person. This cost is for a low end high deductible health care plan but no dental, vision or retirement services. We want to note that since that meeting we have learned that Carriage House is losing three teachers with tenure of 3 – 6 years. It is due to a variety of factors including lack of benefits unfortunately the competitive job market is making it even more difficult to find new teachers.

For professional development we included the budget to send two teachers and a director to a typical two year early education course budgeting for 1 year of that. We also included our current PD budgets which are subsidized by the ECO through the Apple Tree Fund. The Apple Tree Fund is part of Right Start tax dollars and is there to help teachers access Credential and other professional development programs. For this program Applicants can apply for up to \$225/course (maximum \$450/semester) which limits access to the deeper and more extensive training opportunities which we budgeted for.

In our programming line item we included Contract Services which is an ongoing retainer with an Occupational Therapist, Speech Therapist & Physical Therapist. These professionals spend time in the classroom observing and working with kids who are having delays or specific developmental issues that teachers or parents have identified. This is an important resource and hallmark of a quality program because early intervention is key in addressing developmental issues during these critical years.

Once completed this budget was in the red even at 100% of capacity with our current tuition rates. As a follow up we will examine what the rates and/or future increases will be needed to support these initiatives. In terms of additional revenue opportunities we briefly touched on the idea of hiring a grant writer and believe that it is possible that this type of position could pay for itself. We need to look more closely at how to leverage state wide grants to create collective impact while acknowledging that grants are well suited for professional development and capital requests but not likely for ongoing operating expenses.

### **Capacity and Waitlists**

As we have discussed in recent months capacity issues may be heating up with growing waitlists for infants and toddlers as demand is outstripping our current supply of slots.

In terms of addressing capacity here in the Upper Blue we are not at a point to kick off work on new center but believe if birth rates and good economic times continue that this time line will compress. We will continue to monitor this closely.

In the interim we do believe we can help to increase capacity incrementally. As mentioned previously we are looking into subdividing an existing oversized classroom at Carriage House which would provide 8 new toddler slots. Martha has met with licensing and we have cleared the first hurdle there. Jennifer has a meeting scheduled with Martha next week to go over these requirements as well as look at what other items are needed to ensure that Carriage House, the oldest of our three large centers is seen as modern and fresh alongside our other partner schools.

We also reached out to the ski area regarding the Peak 8 Children's center and the destruction of the Ullr Building where the Children's Center is currently located. Their current plan is to move these kiddos to the Children's Center at the Maggie and then they will be returning to Peak 8 in 2019 when the new building is slated to be completed and turned back over to the ski area for those purposes. (We have since learned that while Peak 8 will be taking infants and toddlers the employee children will not be returning to Peak as that center will be for guest children only)

We also discussed the link between child care and housing. Based on our analysis of the connection between workforce housing and child care we determined that at anytime 10% of families in a neighborhood would be using tuition assistance. As we continue to develop housing projects we need to be mindful that those targeted at families and even 2b/2b condo projects like Monarch Townhomes are likely impact capacity as well as tuition assistance.

### **Update on Wellness Benefit Efforts/Shared Services & Increased Capacity**

The wellness benefit/partnership with ECO and the Summit County Community Care Clinic is being reviewed by attorneys for signature. The hope is to roll it out later this month. Included with the announcement to teachers will be a FAQ put together by the Care Clinic to make sure everyone is clear on what is covered and how it will work. Right now it is structured to provide unlimited office visits to the Care clinic which includes well care, acute care and behavioral health. The program will be piloted for this year and the Care Clinic will provide reports on usage so the ECO Board can evaluate the success and whether or not to continue it.

### **Outreach & partnership updates**

Since our last meeting, Jennifer has met with health and human services, remaining council members and is scheduled to attend our partner school staff and Board meetings to share the work we have been doing. In addition to these meetings we have a panel discussion with the Board of Trustees at the Summit Foundation and a presentation to the Ambassadors at their February meeting.

We have also identified a new group to reach out to. We are receiving calls from families who are having their first babies, some of them have no idea of the child care landscape here in Summit County and the fact that the Town has Tuition Assistance available. This is concerning, because many of these families may not even do the deeper research to find out all that is available here in the Upper Blue. To address this Jennifer will be reaching out to the local birthing classes to find out how we can engage these families. It was also suggested that we work on presenting at a Monday night Senior Dinner at the Senior Center and the Business Services Committee at the BTO.

### **Meeting Conclusions**

After an extensive discussion the committee directed Jennifer to work on refining the data and information to determine how these initiatives if pursued would impact tuition, our tuition assistance program, and the child care fund proforma. To that end we will work on the following items.

- Develop a salary schedule based on education, early childhood credentials and experience that is competitive in the market place to address recruitment and retention, analyze how this impacts tuition.
- Continue to work with Trinet and Tech Insurance to gather cost info for providing professional benefits to teachers
- Work with Martha at Carriage House to put together a budget to subdivide the classroom to provide for 8 additional toddler spots and refresh/update the school.
- Examine the potential impacts to our tuition assistance budget if we raise the AMI cap to align with our Housing Program and provide assistance for families who are cost burdened but currently have income above the 150% cap.
- Analyze the 3% annual increases in tuition and how that impacts affordability over a five year period.

Meeting adjourned at 4:52 p.m.

**Next meeting: February 4<sup>th</sup>**