



**BRECKENRIDGE TOWN COUNCIL
RETREAT**

Tuesday, May 29, 2012; 8:00 AM
Mountain Thunder

ESTIMATED TIMES:

8:00 am	I. BREAKFAST AND COFFEE	
8:30 am	II. COUNCIL NORMS - MAYOR WARNER	
9:00 am	III. INTRODUCTION AND OVERVIEW - TIM GAGEN	
9:10 am	IV. FINANCIALS	
	Current Financials and Budget Status Overview	2
	Business Model and Budget Reset Review	
	Fund Balance Review	7
10:30 am	V. BREAK	
10:45 am	VI. 2013 AND 5-YEAR CIP DISCUSSION	
	2013 CIP Reformat - "Have to" vs. "Could do" list	25
	Median Landscaping	
	Roundabout Sculpture	
	Accelerated Arts District Plan	61
12:00 pm	VII. LUNCH BREAK	
12:30 pm	VIII. TOWN COUNCIL "TOP TEN"	
	Riverwalk Center - Planning/Vision	99
	Ski Area Transit Discussion/Update	
	Public Engagement	
	Confirm Top Ten for 2012/2013	102
2:30 pm	IX. BREAK - GROUP ACTIVITY	
3:00 pm	X. POSSIBLE BALLOT QUESTIONS	
	Term Limits	
	Admissions Tax	103
	Childcare	108
	Other Items ??	
4:00 pm	XI. OTHER ISSUES	

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.

**TOWN OF BRECKENRIDGE
EXCISE TAX FUND
CURRENT YEAR TO PRIOR YEAR COMPARISON
FOR THE 4 MONTHS ENDING APRIL 30, 2012**

33% OF THE FISCAL YEAR HAS ELAPSED

	PRIOR YEAR			2011 vs. 2012 ACTUAL % VARIANCE	CURRENT YEAR					
	YTD ACTUAL	YE TOTAL	% OF YE REC'D/SPENT		YTD ACTUAL	YTD BUDGET	ACTUAL/BUDGET \$ VARIANCE	ACTUAL/BUDGET % VARIANCE	ANNUAL BUDGET	% OF BUDGET REC'D/SPENT
TAX REVENUE										
SALES TAX	4,054,381	12,706,676	32%	96%	4,238,724	4,190,972	47,752	101%	13,684,401	31%
ACCOMMODATIONS TAX	857,119	1,790,093	48%	94%	913,912	878,181	35,731	104%	1,668,701	55%
CIGARETTE TAX	16,539	51,304	32%	102%	16,247	14,035	2,212	116%	44,003	37%
TELEPHONE FRANCHISE TAX	6,352	25,282	25%	8198%	77	5,919	(5,842)	1%	23,500	0%
PUBLIC SERVICE FRANCHISE TAX	140,026	592,916	24%	96%	146,082	166,049	(19,967)	88%	524,299	28%
CABLEVISION FRANCHISE TAX	38,977	154,971	25%	97%	40,147	0	40,147	0%	163,200	25%
MEDICAL MARIJUANA TAX	0	0	0%	0%	12,987	25,188	(12,201)	52%	57,996	22%
REAL ESTATE TRANSFER TAX	1,371,881	3,411,973	40%	209%	656,621	756,041	(99,420)	87%	2,800,001	23%
INVESTMENT INCOME	5,381	22,714	24%	79%	6,787	5,708	1,079	119%	17,124	40%
TOTAL FUND REVENUE	6,490,656	18,755,928	35%	93%	6,031,585	6,042,093	(10,508)	100%	18,983,225	32%
EXCISE TAX DEBT SERVICE										
COP FEES	650	1,950	33%	0%	0	0	-	0%	1,300	0%
2005 COP'S PRINCIPAL	0	165,000	0%	0%	0	0	-	0%	170,000	0%
2005 COP'S INTEREST	68,506	137,013	50%	0%	0	0	-	0%	129,588	0%
2007 COP'S PRINCIPAL	0	135,000	0%	0%	0	0	-	0%	140,000	0%
2007 COP'S INTEREST	66,433	132,865	50%	0%	0	0	-	0%	127,466	0%
TOTAL EXCISE TAX DEBT SERVICE	135,589	571,828	24%	0%	0	0	-	N/A	568,354	0%
TRANSFERS										
TRANSFER TO GENERAL FUND	3,454,032	10,362,096	33%	92%	3,773,640	3,773,644	(4)	100%	11,320,932	33%
TRANSFER TO GOLF FUND	83,332	249,996	33%	82%	101,668	101,668	-	100%	305,004	33%
TRANSFERS TO CAPITAL FUND	470,332	1,835,996	26%	61%	769,832	769,832	-	100%	2,309,496	33%
TRANSFER TO MARKETING	213,365	336,762	63%	93%	228,478	221,196	7,282	103%	420,312	54%
TRFS TO AFFORDABLE HSG FUND	860,356	2,581,068	33%	100%	857,932	857,932	-	100%	2,573,796	33%
TRFS TO SPECIAL PROJECTS FUND	131,668	395,004	33%	102%	129,668	129,668	-	100%	389,004	33%
TOTAL TRANSFERS	5,213,085	15,760,922	33%	112%	5,861,218	5,853,940	(7,278)	100%	17,318,544	34%
TOTAL FUND EXPENDITURES	5,348,674	16,332,749	33%	110%	5,861,218	5,853,940	(7,278)	100%	17,886,898	33%
NET REVENUE OVER EXPENDITURES	1,141,982	2,423,179			170,367	188,153	(3,230)		1,096,327	

**TOWN OF BRECKENRIDGE
GENERAL FUND
CURRENT YEAR TO PRIOR YEAR COMPARISON
FOR THE 4 MONTHS ENDING APRIL 30, 2012**

33% OF THE FISCAL YEAR HAS ELAPSED

	PRIOR YEAR				CURRENT YEAR						
	YTD ACTUAL	YE TOTAL	% OF YE REC'D/SPENT	2011 ACTUAL/ 2012 ACTUAL % CHANGE	YTD ACTUAL	YTD BUDGET	ACTUAL/BUDGET \$ VARIANCE FAVORABLE/(UNFAVORABLE)	ACTUAL/BUDGET % VARIANCE	ANNUAL BUDGET	% OF BUDGET REC'D/SPENT	
REVENUE											
MUNICIPAL COURT PROGRAM	85,187	281,167	30%	83%	102,754	70,524	32,230	146%	223,237	46%	
ADMINISTRATIVE MGT PROGRAM	471	716	66%	0%	0	0	-	0%	0 N/A		
SPECIAL EVENTS/COMM PROGRAM	61,491	550,204	11%	137%	44,764	76,937	(32,173)	58%	478,102	9%	
TOWN CLERK ADMIN PROGRAM	14,956	46,167	32%	93%	16,079	8,739	7,340	184%	26,996	60%	
FINANCE ADMINISTRATION PROGRAM	212	309	68%	249%	85	368	(283)	23%	504	17%	
TRANSIT ADMIN PROGRAM	0	15,000	0%	0%	33,200	47,000	(13,800)	71%	47,000	71%	
TRANSIT SERVICES PROGRAM	164,333	558,208	29%	101%	163,324	146,382	16,942	112%	597,069	27%	
PUBLIC SAFETY ADMIN/RECORDS	14,452	49,480	29%	115%	12,613	40,684	(28,071)	31%	66,755	19%	
PUBLIC SAFETY PATROL SVCS PROG	0	10,000	0%	0%	0	0	-	0%	0 N/A		
PUBLIC SAFETY COMMNTY SVC PROG	358,332	599,507	60%	147%	244,266	171,527	72,739	142%	485,604	50%	
PLANNING SERVICES ADMIN PROGRAM	31,167	113,794	27%	56%	55,984	26,892	29,092	208%	90,479	62%	
ARTS DISTRICT	13,484	40,240	34%	98%	13,807	6,703	7,104	206%	29,700	46%	
BUILDING SERVICES ADMIN PROGRAM	285,084	882,764	32%	165%	173,095	152,169	20,926	114%	450,008	38%	
PUBLIC WORKS ADMIN PROGRAM	200,012	589,246	34%	119%	167,990	148,214	19,776	113%	474,005	35%	
STREETS PROGRAM	12,431	39,191	32%	64%	19,329	11,379	7,950	170%	35,096	55%	
PARKS PROGRAM	11,673	19,537	60%	0%	0	0	-	0%	0 N/A		
FACILITIES ADMIN PROGRAM	47,601	79,754	60%	130%	36,632	16,791	19,841	218%	85,648	43%	
ENGINEERING ADMIN PROGRAM	2,463	4,408	56%	459%	537	858	(321)	63%	2,101	26%	
RECREATION ADMIN PROGRAM	0	61	0%	0%	-211	0	(211)	0%	0 N/A		
RECREATION PROGRAM	141,899	405,097	35%	99%	144,041	129,967	14,074	111%	392,291	37%	
RECREATION OPERATIONS PROGRAM	508,789	1,509,776	34%	107%	473,644	501,586	(27,942)	94%	1,473,517	32%	
NORDIC CENTER OPERATIONS	106,856	184,554	58%	126%	84,863	128,613	(43,750)	66%	161,260	53%	
ICE RINK OPERATIONS PROGRAM	252,982	632,324	40%	109%	231,846	277,047	(45,201)	84%	644,896	36%	
GENERAL REVENUE	5,146,021	15,699,173	33%	96%	5,342,419	5,208,249	134,170	103%	15,362,323	35%	
TOTAL REVENUE	7,459,895	22,310,674	33%	101%	7,361,083	7,170,629	190,454	103%	21,126,591	35%	

**TOWN OF BRECKENRIDGE
GENERAL FUND
CURRENT YEAR TO PRIOR YEAR COMPARISON
FOR THE 4 MONTHS ENDING APRIL 30, 2012**

33% OF THE FISCAL YEAR HAS ELAPSED

	PRIOR YEAR				CURRENT YEAR						
	YTD ACTUAL	YE TOTAL	% OF YE REC'D/SPENT	2011 ACTUAL/ 2012 ACTUAL % CHANGE	YTD ACTUAL	YTD BUDGET	ACTUAL/BUDGET \$ VARIANCE FAVORABLE/(UNFAVORABLE)	ACTUAL/BUDGET % VARIANCE	ANNUAL BUDGET	% OF BUDGET REC'D/SPENT	
EXPENDITURES											
LAW & POLICY MAKING PROGRAM	34,431	119,782	29%	114%	30,214	39,471	9,257	77%	139,008	22%	
MUNICIPAL COURT PROGRAM	64,817	192,266	34%	111%	58,594	66,248	7,654	88%	217,390	27%	
ADVICE & LITIGATION PROGRAM	39,522	135,796	29%	60%	66,394	75,898	9,504	87%	227,725	29%	
ADMINISTRATIVE MGT PROGRAM	206,219	522,688	39%	73%	281,274	223,441	(57,833)	126%	552,743	51%	
HUMAN RESOURCES ADMIN PROGRAM	122,342	384,621	32%	87%	140,469	150,484	10,015	93%	446,638	31%	
SPECIAL EVENTS/COMM PROGRAM	185,261	1,014,423	18%	103%	179,811	254,092	74,281	71%	1,007,246	18%	
TOWN CLERK ADMIN PROGRAM	91,127	263,137	35%	84%	108,304	99,319	(8,985)	109%	302,814	36%	
FINANCE ADMINISTRATION PROGRAM	88,690	291,978	30%	84%	105,156	99,380	(5,776)	106%	312,110	34%	
ACCOUNTING PROGRAM	119,621	328,426	36%	93%	129,214	133,457	4,243	97%	382,192	34%	
TRANSIT ADMIN PROGRAM	69,581	175,852	40%	59%	118,390	97,820	(20,570)	121%	226,410	52%	
TRANSIT SERVICES PROGRAM	718,453	1,726,062	42%	88%	820,181	793,288	(26,893)	103%	2,176,353	38%	
PUBLIC SAFETY ADMIN/RECORDS	328,941	867,299	38%	100%	327,369	316,760	(10,609)	103%	933,233	35%	
PUBLIC SAFETY COMMUNICATN PROG	138,899	305,632	45%	171%	81,358	158,437	77,079	51%	322,231	25%	
PUBLIC SAFETY PATROL SVCS PROG	541,345	1,534,062	35%	108%	500,794	631,657	130,863	79%	1,701,026	29%	
PUBLIC SAFETY COMMNTY SVC PROG	143,893	424,249	34%	105%	137,685	165,938	28,253	83%	491,178	28%	
PLANNING SERVICES ADMIN PROGRAM	363,483	1,041,952	35%	100%	364,362	396,183	31,821	92%	1,151,247	32%	
ARTS DISTRICT	9,006	40,820	22%	70%	12,906	6,220	(6,686)	207%	29,697	43%	
BUILDING SERVICES ADMIN PROGRAM	130,440	372,846	35%	97%	135,101	145,994	10,893	93%	412,601	33%	
PUBLIC WORKS ADMIN PROGRAM	165,755	494,526	34%	114%	144,873	125,060	(19,813)	116%	384,614	38%	
STREETS PROGRAM	581,741	1,805,824	32%	114%	509,174	539,081	29,907	94%	1,503,145	34%	
PARKS PROGRAM	304,375	1,128,348	27%	94%	325,433	344,756	19,323	94%	1,180,840	28%	
FACILITIES ADMIN PROGRAM	463,887	1,291,306	36%	102%	456,656	428,422	(28,234)	107%	1,359,657	34%	
ENGINEERING ADMIN PROGRAM	104,745	303,897	34%	81%	128,864	139,935	11,071	92%	406,940	32%	
CONTINGENCIES	120,850	126,350	96%	56%	215,781	239,332	23,551	90%	277,996	78%	
RECREATION ADMIN PROGRAM	208,633	608,784	34%	101%	206,984	224,688	17,704	92%	646,618	32%	
RECREATION PROGRAM	178,864	634,441	28%	83%	214,626	211,828	(2,798)	101%	703,815	30%	
RECREATION OPERATIONS PROGRAM	534,721	1,658,585	32%	103%	516,862	584,652	67,790	88%	1,816,321	28%	
NORDIC CENTER OPERATIONS	98,694	245,589	40%	101%	98,196	94,394	(3,802)	104%	253,673	39%	
ICE RINK OPERATIONS PROGRAM	334,978	967,765	35%	101%	330,524	355,616	25,092	93%	1,057,364	31%	
LONG TERM DEBT	210,136	419,997	50%	0%	0	0	-	0%	415,312	0%	
GENERAL EXPENDITURES	2,867	662,307	0%	3359%	85	0	(85)	0%	0 N/A		
COMMITTEES	2,217	30,979	7%	184%	1,206	11,205	9,999	11%	55,751	2%	
TOTAL EXPENDITURES	6,708,537	20,121,620	33%	99%	6,746,841	7,153,056	406,215	94%	21,093,888	32%	
REVENUE LESS EXPENDITURES	751,358	2,189,054			614,242	17,573	596,669		32,703		

**TOWN OF BRECKENRIDGE
ALL FUNDS, NET OF TRANSFERS
CURRENT YEAR TO PRIOR YEAR COMPARISON
FOR THE 4 MONTHS ENDING APRIL 30, 2012**

33% OF THE FISCAL YEAR HAS ELAPSED

	PRIOR YEAR			2011 ACTUAL/ 2012 ACTUAL % CHANGE	CURRENT YEAR					
	YTD ACTUAL	YE TOTAL	% OF YE REC'D/SPENT		YTD ACTUAL	YTD BUDGET	ACTUAL/BUDGET \$ VARIANCE FAVORABLE/(UNFAVORABLE)	ACTUAL/BUDGET % CHANGE	ANNUAL BUDGET	% OF BUDGET REC'D/SPENT
REVENUE										
1 GENERAL FUND	3,867,795	11,534,374	34%	112%	3,445,227	3,254,773	190,454	106%	9,379,023	37%
2 UTILITY FUND	1,120,647	3,271,842	34%	114%	981,400	915,709	65,691	107%	2,961,582	33%
3 CAPITAL FUND	49,807	265,285	19%	16%	321,023	238,956	82,067	134%	716,868	45%
4 MARKETING FUND	883,452	2,008,761	44%	98%	897,951	883,309	14,642	102%	2,022,929	44%
5 GOLF COURSE FUND	27,913	2,630,466	1%	74%	37,940	50,260	(12,320)	75%	2,031,201	2%
6 EXCISE TAX FUND	6,490,656	18,755,928	35%	108%	6,031,585	6,042,093	(10,508)	100%	18,983,225	32%
7 HOUSING FUND	239,860	730,318	33%	200%	119,893	127,809	(7,916)	94%	3,256,311	4%
8 OPEN SPACE ACQUISITION FUND	721,828	1,860,502	39%	86%	835,662	710,667	124,995	118%	1,828,710	46%
9 CONSERVATION TRUST FUND	10,004	80,471	12%	94%	10,594	7,584	3,010	140%	33,024	32%
10 GARAGE SERVICES FUND	22,950	115,725	20%	51%	45,399	24,967	20,432	182%	81,494	56%
11 INFORMATION TECHNOLOGY FUND	-	-	0%	0%	-	-	-	0%	-	0%
12 FACILITIES MAINTENANCE FUND	-	-	0%	0%	-	-	-	0%	-	N/A
13 SPECIAL PROJECTS FUND	-	-	0%	0%	-	-	-	0%	-	N/A
TOTAL REVENUE	13,434,911	41,253,674	33%	95%	12,726,673	12,256,127	470,546	104%	41,294,367	31%
EXPENDITURES										
1 GENERAL FUND	5,723,080	16,491,104	35%	100%	5,728,482	6,136,380	407,898	93%	18,037,933	32%
2 UTILITY FUND	465,979	2,728,137	17%	101%	459,434	1,493,198	1,033,764	31%	4,628,564	10%
3 CAPITAL FUND	22,658	1,403,261	2%	19%	120,690	2,989,500	2,868,810	4%	2,989,500	4%
4 MARKETING FUND	861,868	2,309,298	37%	86%	1,004,596	1,001,212	(3,384)	100%	2,525,274	40%
5 GOLF COURSE FUND	526,805	1,819,079	29%	164%	320,261	340,004	19,743	94%	2,273,056	14%
6 EXCISE TAX FUND	135,589	571,828	24%	0%	0	0	-	0%	568,354	0%
7 HOUSING FUND	802,828	2,741,831	29%	99%	810,755	790,067	(20,688)	103%	3,294,336	25%
8 OPEN SPACE ACQUISITION FUND	1,802,998	3,230,897	56%	215%	838,651	359,382	(479,269)	233%	1,688,050	50%
9 CONSERVATION TRUST FUND	0	0	0%	0%	0	0	-	0%	0	N/A
10 GARAGE SERVICES FUND	744,841	1,661,682	45%	115%	648,819	651,545	2,726	100%	1,784,688	36%
11 INFORMATION TECHNOLOGY FUND	319,294	951,032	34%	74%	429,312	402,004	(27,308)	107%	780,242	55%
12 FACILITIES MAINTENANCE FUND	-	51,000	0%	0%	33,810	22,752	(11,058)	149%	76,815	N/A
13 SPECIAL PROJECTS FUND	135,179	329,716	41%	35%	391,275	495,000	103,725	79%	740,000	53%
TOTAL EXPENDITURES	11,541,121	34,288,864	34%	93%	10,786,087	14,681,044	3,894,957	73%	39,386,812	27%
Revenue Less Expenditures	1,893,790	6,964,810			1,940,587	(2,424,917)	4,365,504		1,907,555	

**TOWN OF BRECKENRIDGE
ALL FUNDS
CURRENT YEAR TO PRIOR YEAR COMPARISON
FOR THE 4 MONTHS ENDING APRIL 30, 2012**

33% OF THE FISCAL YEAR HAS ELAPSED

	PRIOR YEAR			2011 ACTUAL/ 2012 ACTUAL % CHANGE	CURRENT YEAR					
	YTD ACTUAL	YE TOTAL	% OF YE REC'D/SPENT		YTD ACTUAL	YTD BUDGET	ACTUAL/BUDGET \$ VARIANCE FAVORABLE/(UNFAVORABLE)	ACTUAL AS A % OF BUDGET	ANNUAL BUDGET	% OF BUDGET REC'D/SPENT
REVENUE										
1 GENERAL FUND	7,459,895	22,310,674	33%	101%	7,361,083	7,170,629	190,454	103%	21,126,591	35%
2 UTILITY FUND	1,120,647	3,271,842	34%	114%	981,400	915,709	65,691	107%	2,961,582	33%
3 CAPITAL FUND	520,139	2,101,281	25%	48%	1,090,859	1,008,792	82,067	108%	3,026,380	36%
4 MARKETING FUND	1,096,818	2,345,522	47%	97%	1,126,429	1,104,505	21,924	102%	2,443,241	46%
5 GOLF COURSE FUND	111,245	2,880,462	4%	80%	139,608	153,248	(13,640)	91%	2,336,196	6%
6 EXCISE TAX FUND	6,490,656	18,755,928	35%	108%	6,031,585	6,042,093	(10,508)	100%	18,983,225	32%
7 HOUSING FUND	1,100,216	3,311,386	33%	113%	977,825	985,741	(7,916)	99%	5,830,107	17%
8 OPEN SPACE ACQUISITION FUND	721,828	1,860,502	39%	86%	835,662	710,667	124,995	118%	1,828,710	46%
9 CONSERVATION TRUST FUND	10,004	80,471	12%	94%	10,594	7,584	3,010	140%	33,024	32%
10 GARAGE SERVICES FUND	710,606	2,178,693	33%	93%	762,979	742,547	20,432	103%	2,234,234	34%
11 INFORMATION TECHNOLOGY FUND	295,488	886,464	33%	102%	291,092	291,092	-	100%	873,276	33%
12 FACILITIES MAINTENANCE FUND	88,364	265,092	33%	97%	91,160	91,160	-	100%	273,480	33%
13 SPECIAL PROJECTS FUND	131,668	395,004	33%	102%	129,668	129,668	-	100%	389,004	33%
TOTAL REVENUE	19,857,572	60,643,324	33%	100%	19,829,943	19,353,435	476,508	102%	62,339,050	32%
EXPENDITURES										
1 GENERAL FUND	6,713,432	20,121,266	33%	100%	6,747,134	7,153,056	405,922	94%	21,093,888	32%
2 UTILITY FUND	642,439	3,257,517	20%	101%	635,450	1,669,214	1,033,764	38%	5,156,612	12%
3 CAPITAL FUND	22,658	1,403,261	2%	19%	120,690	2,989,500	2,868,810	4%	2,989,500	4%
4 MARKETING FUND	865,308	2,319,618	37%	86%	1,008,004	1,004,620	(3,384)	100%	2,810,498	36%
5 GOLF COURSE FUND	545,705	2,535,239	22%	160%	340,685	361,445	20,760	94%	2,334,329	15%
6 EXCISE TAX FUND	5,348,674	16,332,749	33%	91%	5,861,218	5,853,940	(7,278)	100%	17,886,898	33%
7 HOUSING FUND	802,828	2,741,831	29%	99%	810,755	790,067	(20,688)	103%	8,392,210	10%
8 OPEN SPACE ACQUISITION FUND	1,806,230	3,240,593	56%	214%	842,823	355,222	(487,601)	237%	2,625,896	32%
9 CONSERVATION TRUST FUND	14,668	44,004	33%	137%	10,668	14,302	3,634	75%	35,638	30%
10 GARAGE SERVICES FUND	760,377	1,708,290	45%	114%	667,219	669,945	2,726	100%	1,839,888	36%
11 INFORMATION TECHNOLOGY FUND	320,950	956,000	34%	75%	430,292	402,984	(27,308)	107%	2,289,988	19%
12 FACILITIES MAINTENANCE FUND	-	51,000	0%	0%	33,810	22,752	(11,058)	149%	1,533,694	2%
13 SPECIAL PROJECTS FUND	135,179	329,716	41%	35%	391,275	495,000	103,725	79%	740,000	53%
TOTAL EXPENDITURES	17,978,450	55,041,083	33%	100%	17,900,025	21,782,047	3,882,022	82%	69,729,039	26%
	1,879,122	5,602,240			1,929,919	(2,428,612)	4,358,531		(7,389,989)	

Town of Breckenridge

2012

Spring Retreat

Fund Balance 2012- General Fund

TOWN OF BRECKENRIDGE FUND BALANCE REPORT		
<u>GENERAL FUND</u>		
JANUARY 1,2010	FUND BALANCE	\$ 15,518,448
	ACTUAL REVENUE	\$ 24,017,652
	ACTUAL EXPENSES	\$ 20,888,817
	ACTUAL GAIN / (REDUCTION)	\$ 3,128,835
DECEMBER 31,2010	FUND BALANCE	\$ 18,647,283
	TABOR RESERVED FUNDS	\$ (880,067)
	MEDICAL INSURANCE RESERVE	\$ (500,000)
	LOCKBOX RESERVE-OPERATIONS	\$ (4,000,000)
	LOCKBOX RESERVE-DEBT SERVICE	\$ (2,100,000)
	NET FUND BALANCE	\$ 11,167,216
JANUARY 1,2011	FUND BALANCE	\$ 18,647,283
	ACTUAL REVENUE	\$ 22,310,674
	ACTUAL EXPENSES	\$ 20,121,266
	ACTUAL GAIN / (REDUCTION)	\$ 2,189,408
DECEMBER 31,2011	FUND BALANCE	\$ 20,836,691
	TABOR RESERVED FUNDS	\$ (880,067)
	MEDICAL INSURANCE RESERVE	\$ (500,000)
	LOCKBOX RESERVE-OPERATIONS	\$ (4,000,000)
	LOCKBOX RESERVE-OPERATIONS-PPA	\$ (1,200,000)
	LOCKBOX RESERVE-DEBT SERVICE	\$ (21,000)
	NET FUND BALANCE	\$ 8,851,580
JANUARY 1,2012	FUND BALANCE	\$ 20,836,691
	BUDGETED REVENUE	\$ 21,126,591
	BUDGETED EXPENSES	\$ 21,093,888
	BUDGETED GAIN / (REDUCTION)	\$ 32,703
DECEMBER 31,2012	FUND BALANCE	\$ 20,869,394
	TABOR RESERVED FUNDS-REQUIRED	\$ (1,009,379)
	LOCKBOX RESERVE-OPERATIONS-PPA-REQUIRED	\$ (1,200,000)
	DEBT SERVICE-REQUIRED	\$ (171,212)
	MEDICAL INSURANCE RESERVE-DISCRETIONARY	\$ (600,000)
	LOCKBOX RESERVE-OPERATIONS-DISCRETIONARY	\$ (6,990,621)
	DEBT SERVICE-DISCRETIONARY	\$ (754,788)
	BUDGETED NET FUND BALANCE	\$ 10,143,394

Fund Balance 2012- Excise

TOWN OF BRECKENRIDGE FUND BALANCE REPORT EXCISE TAX FUND

JANUARY 1,2010	FUND BALANCE	\$ 6,621,893
	ACTUAL REVENUE	\$ 19,447,400
	ACTUAL EXPENSES	\$ 16,589,936
	ACTUAL GAIN / (REDUCTION)	\$ 2,857,464
DECEMBER 31,2010	FUND BALANCE	\$ 9,479,357
	RESERVED FOR DEBT SERVICE	\$ -
	LOCKBOX RESERVE-DEBT SERVICE	\$ (1,100,000)
	PROJECTED NET FUND BALANCE	\$ 8,379,357
JANUARY 1,2011	FUND BALANCE	\$ 9,479,357
	ACTUAL REVENUE	\$ 18,755,928
	ACTUAL EXPENSES	\$ 16,332,749
	ACTUAL GAIN / (REDUCTION)	\$ 2,423,179
DECEMBER 31,2011	FUND BALANCE	\$ 11,902,537
	RESERVED FOR DEBT SERVICE	\$ -
	LOCKBOX RESERVE-DEBT SERVICE	\$ (1,100,000)
	NET FUND BALANCE	\$ 10,802,537
JANUARY 1,2012	FUND BALANCE	\$ 11,902,537
	BUDGETED REVENUE	\$ 18,983,225
	BUDGETED EXPENSES	\$ 17,886,898
	BUDGETED GAIN / (REDUCTION)	\$ 1,096,327
DECEMBER 31,2012	FUND BALANCE	\$ 12,998,864
	RESERVED FOR DEBT SERVICE-REQUIRED	\$ (573,815)
	RESERVED FOR DEBT SERVICE-DISCRETIONARY	\$ (526,185)
	CAPITAL RESERVE-DISCRETIONARY	\$ (4,340,000)
	BUDGETED NET FUND BALANCE	\$ 7,558,864

Sales Tax Overview: Effective January 1, 2011

FOR SALES WITHIN THE TOWN OF BRECKENRIDGE EFFECTIVE JANUARY 1, 2011

RETAIL SALE (MEALS, APPAREL, EQUIP RENTS, ETC.)			\$ 100.00
TAX (8.275%)			\$ 8.28
TAX BREAK DOWN			
STATE	2.900%		\$ 2.90
COUNTY	2.875%		\$ 2.88
TOWN	2.500%		\$ 2.50

STATE RETAINS THE WHOLE 2.90% OR \$2.90
COUNTY RETAINS THE .75% OR \$.75 FOR TRANSIT
COUNTY REMITS TO THE TOWN 2.00% LESS VENDOR FEE OR \$1.93 ALL TO EXCISE FUND
COUNTY REMITS TO THE TOWN 0.125% LESS VENDOR FEE OR \$0.12 ALL TO HOUSING FUND
TOWN RETAINS \$2.50
2.00% LESS 3.33% OR \$1.93 GOES TO THE EXCISE FUND
3.33% OF THE 2.00% OR \$.07 GOES TO THE MARKETING FUND
.50% OR \$.50 GOES TO THE OPEN SPACE FUND

LODGING (MOTEL, HOTEL, CONDO RENTAL<30 DAYS)			\$ 100.00
TAX (11.675%)			\$ 11.68
TAX BREAK DOWN			
STATE	2.900%		\$ 2.90
COUNTY	2.875%		\$ 2.88
TOWN-SALES	2.500%		\$ 2.50
TOWN-ACCOM	3.400%		\$ 3.40

STATE RETAINS THE WHOLE 2.90% OR \$2.90
COUNTY RETAINS THE .75% OR \$.75 FOR TRANSIT
COUNTY REMITS TO THE TOWN 2.00% LESS VENDOR FEE OR \$1.93 ALL TO EXCISE FUND
COUNTY REMITS TO THE TOWN 0.125% LESS VENDOR FEE OR \$0.12 ALL TO HOUSING FUND
TOWN RETAINS \$5.90
2.00% LESS 3.33% OR \$1.93 GOES TO THE EXCISE FUND
3.33% OF THE 2.00% OR \$.07 GOES TO THE MARKETING FUND
.50% OR \$.50 GOES TO THE OPEN SPACE FUND
1.40% OF THE 3.40% ACCOM TAX OR \$1.40 GOES TO THE MARKETING FUND
2.00% OF THE 3.40% ACCOM TAX OR \$2.00 GOES TO THE EXCISE FUND *

Mountain Towns Sales Tax Comparison

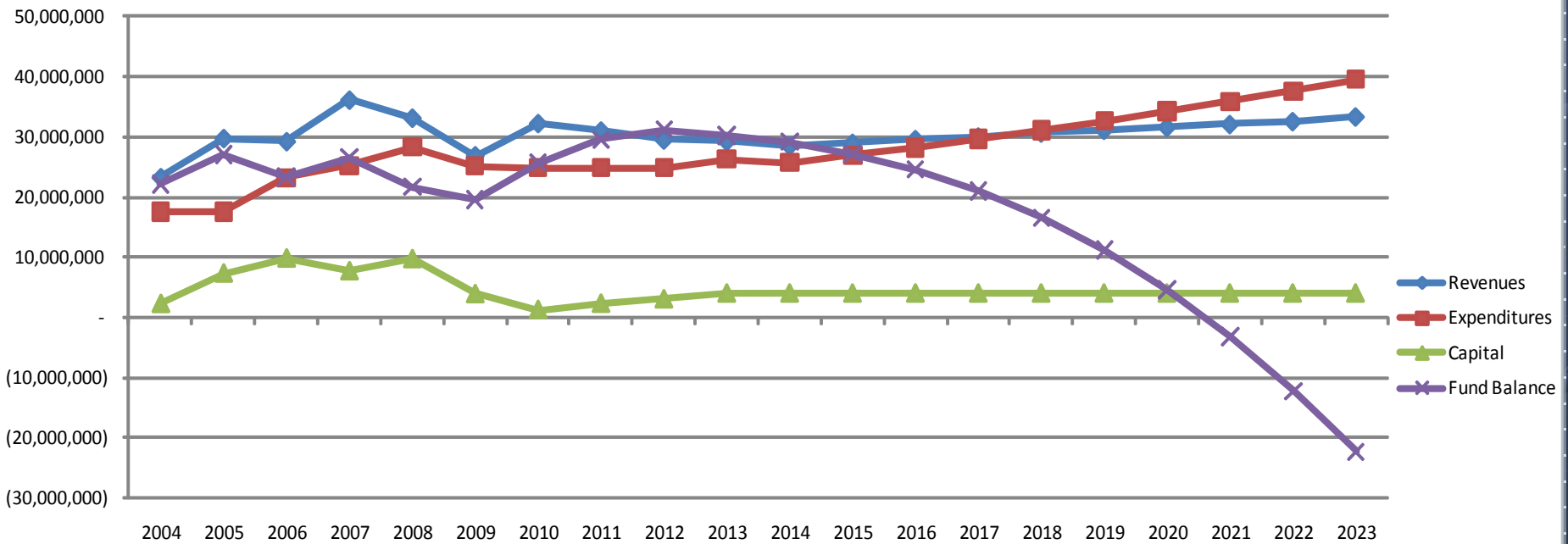
MOUNTAIN TOWNS SALES TAX COMPARISONS									
TOWN	HOME RULE	STATE TAX RATE	COUNTY TAX RATE	SPECIAL DISTRICTS*	TOWN TAX RATE	TOTAL TAX RATE	LODGING TAX	SPECIFICALLY EARMARKED	
ASPEN	YES	2.900%	2.000%	1.500%	2.200%	8.600%	1.000%	1.5% OPEN SPACE, .25% PARKING STRUCTURE & .45% HOUSING	
BOULDER	YES	2.900%	0.650%	1.200%	3.560%	8.310%	1.940%	.15% ON FOOD TO MARKETING, .88% OPEN SPACE, .6% TRANSIT	
BRECKENRIDGE	YES	2.900%	2.000%	0.875%	2.500%	8.275%	3.400%	.5% OPEN SPACE & 1.4666% TO MARKETING	
COLORADO SPRINGS	YES	2.900%	1.000%	1.000%	2.500%	7.400%	2.000%	.1% OPEN SPACE, .4% PUBLIC SAFETY	
CRESTED BUTTE	YES	2.900%	1.000%	0.600%	4.000%	8.500%	4.000%	1.0% FOR TRANSIT	
DENVER	YES	2.900%	0.000%	1.200%	3.620%	7.720%	7.130%	NONE DESIGNATED	
DILLON	YES	2.900%	2.000%	0.875%	2.000%	7.775%	2.000%	NONE DESIGNATED	
ESTES PARK	NO	2.900%	0.800%	0.000%	4.000%	7.700%		NONE DESIGNATED	
FRISCO	YES	2.900%	2.000%	0.875%	2.000%	7.775%	2.350%	NONE DESIGNATED	
GLENWOOD SPRINGS	YES	2.900%	1.000%	0.600%	3.700%	8.200%	2.500%	1.5% CAPITAL & .45% TRANSIT	
GRAND JUNCTION	YES	2.900%	2.000%	0.000%	2.750%	7.650%	3.000%	N/A	
GUNNISON	YES	2.900%	1.000%	0.350%	4.000%	8.250%	4.000%	.75% FOR STREETS & 1.0% FOR CAPITAL	
SILVERTHORNE	YES	2.900%	2.000%	0.875%	2.000%	7.775%	2.000%	1.2% FOR CAPITAL PROJECTS	
SNOWMASS VILLAGE	YES	2.900%	2.000%	1.500%	3.500%	9.900%	2.400%	2.5% MARKETING	
STEAMBOAT	YES	2.900%	1.000%	0.000%	4.500%	8.400%	3.000%	.5% CITY SCHOOLS	
TELLURIDE	NO	2.900%	1.000%	2.000%	4.500%	10.400%	2.000%	.5% HOUSING, .8% OPEN SPACE, 2% AIRLINE GUARANTY ON FOOD	
VAIL	YES	2.900%	1.000%	0.500%	4.000%	8.400%	1.400%	.5% CONFERENCE CENTER & 1.6% CAPITAL PROJECTS	
WINTER PARK	YES	2.900%	1.000%	0.000%	5.000%	8.900%		NONE DESIGNATED	
*SPECIAL DISTRICTS INCLUDE REGIONAL TRANSPORTATION, THE FOOTBALL STADIUM DISTRICT AND THE CULTURAL DISTRICT									

Property Tax Rates

TOWN OF BRECKENRIDGE, COLORADO									
PROPERTY TAX RATES									
ALL DIRECT AND OVERLAPPING GOVERNMENTS									
Fiscal Year	Town of Breckenridge	Summit County	Summit School District	Colorado Mtn. College	Red, White & Blue Fire	Colorado River Water Con.	Middle Park Water Con	Breckenridge San District	Total
1993	6.750	13.210	27.761	3.997	6.067	0.394	0.144	-	58.323
1994	6.750	13.210	30.981	3.997	6.067	0.394	0.144	-	61.543
1995	6.420	12.537	33.110	3.997	5.626	0.383	0.135	-	62.208
1996	6.420	12.564	29.257	3.785	5.625	0.343	0.127	-	58.121
1997	6.030	11.513	26.120	3.944	5.246	0.307	0.110	-	53.270
1998	6.030	11.469	25.597	3.539	4.500	0.309	0.108	-	51.552
1999	5.070	13.101	22.008	3.655	4.500	0.282	0.093	-	48.709
2000	5.070	12.953	21.842	3.997	4.800	0.283	0.093	-	49.038
2001	5.070	12.159	26.428	3.997	5.200	0.253	0.078	-	53.185
2002	5.070	12.081	26.554	3.997	6.200	0.255	0.078	-	54.235
2003	5.070	12.166	27.216	3.997	7.200	0.255	0.078	-	55.982
2004	5.070	12.144	23.832	3.997	7.200	0.252	0.078	-	52.573
2005	5.070	12.404	22.910	3.997	7.200	0.230	0.075	-	51.886
2006	6.070	12.364	22.848	3.997	8.500	0.221	0.075	-	54.075
2007	7.052	11.491	22.090	3.997	8.500	0.191	0.062	-	53.383
2008	7.514	11.448	22.291	3.997	8.500	0.198	0.062	-	54.010
2009	6.939	11.448	22.291	3.997	8.500	0.198	0.062	-	53.435
2010	6.943	11.448	22.291	3.997	8.500	0.198	0.062	-	53.439
2011	6.945	11.448	22.291	3.997	8.500	0.198	0.062	-	53.441
2012	6.945	11.448	22.291	3.997	8.500	0.198	0.062	-	53.441

Revenue/Expense/Fund Balance

FUND BALANCE CHART



Debt Service By Year 2012

TOWN OF BRECKENRIDGE DEBT SERVICE BY YEAR

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
2000 COP's																
Open Space Fund - Land	\$ 399,034	\$ 385,324	\$ -													\$ 3,576,742
General Fund-Schoonover Building	\$ 133,011	\$ 128,441	\$ -													\$ 1,192,249
	\$ 532,045	\$ 513,765	\$ -													\$ 4,768,991
2008 REFUNDING DEBT																
General Fund - Ice Rink	\$ 413,660	\$ 412,660	\$ 415,580	\$ 410,960	\$ 344,990	\$ -										\$ 2,081,760
Golf Course Fund-Expansion	\$ 495,400	\$ 494,200	\$ 497,710	\$ 492,160	\$ 413,170	\$ -										\$ 2,493,130
TOTAL	\$ 909,060	\$ 906,860	\$ 913,290	\$ 903,120	\$ 758,160	\$ -										\$ 4,574,890
99 G.O. DEBT																
Golf Course Fund-Expansion	\$ 166,690	\$ 165,260	\$ 163,510	\$ 166,320	\$ 163,730	\$ -										\$ 5,363,370
General Fund-Ice Rink	\$ 4,360	\$ 4,310	\$ 4,270	\$ 4,350	\$ 4,270	\$ -										\$ 140,090
TOTAL	\$ 171,050	\$ 169,570	\$ 167,780	\$ 170,670	\$ 168,000	\$ -										\$ 5,503,460
2005 B & B BONDS																
Open Space Fund-B & B Mines (3)	\$ 302,257	\$ 297,455	\$ 297,653	\$ 297,711	\$ 297,627	\$ 302,401	\$ 301,894	\$ 301,245	\$ 300,455	\$ 299,523	\$ 298,988	\$ 299,974	\$ 299,182	\$ 298,261	\$ 298,386	\$ 6,508,131
2005 COP'S																
Excise Fund-Police Facility (2)	\$ 298,075	\$ 297,825	\$ 302,013	\$ 299,588	\$ 301,938	\$ 299,963	\$ 297,563	\$ 300,343	\$ 292,743	\$ 299,993	\$ 301,500	\$ 301,938	\$ 301,950	\$ 301,538	\$ 300,063	\$ 5,987,919
2007 COP'S																
Excise Fund - Child Care Facility	\$ 268,065	\$ 268,065	\$ 267,865	\$ 267,465	\$ 271,865	\$ 270,865	\$ 269,665	\$ 268,265	\$ 271,665	\$ 269,665	\$ 267,465	\$ 270,065	\$ 267,265	\$ 269,265	\$ 270,550	\$ 5,376,080
83 CO. WATER BOARD																
Water Fund-Blue River District (1)	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ -	\$ 1,273,104
	\$ 2,541,176	\$ 2,514,164	\$ 2,009,225	\$ 1,999,178	\$ 1,858,214	\$ 933,853	\$ 929,746	\$ 930,476	\$ 925,486	\$ 929,805	\$ 928,577	\$ 932,601	\$ 929,021	\$ 929,687	\$ 868,998	\$ 33,992,575

(1) EQUAL ANNUAL PAYMENTS OF \$60624 THROUGH 2022.
(2) ANNUAL PAYMENTS OF ROUGHLY \$300,000 THROUGH 2025.
(3) ANNUAL PAYMENTS OF ROUGHLY \$300,000 THROUGH 2026.

MARKETING FUND-2012

MARKETING FUND

JANUARY 1,2010	FUND BALANCE	\$	109,488
	REVENUE	\$	1,913,019
	EXPENSES	\$	1,788,213
	ACTUAL GAIN / (REDUCTION)	\$	124,806
DECEMBER 31,2010	FUND BALANCE	\$	234,294
JANUARY 1,2011	FUND BALANCE	\$	234,294
	REVENUE	\$	2,345,522
	EXPENSES	\$	2,319,618
	ACTUAL GAIN / (REDUCTION)	\$	25,904
DECEMBER 31,2011	FUND BALANCE	\$	260,198
JANUARY 1,2012	FUND BALANCE	\$	260,198
	BUDGETED REVENUE	\$	2,423,252
	BUDGETED EXPENSES	\$	2,531,862
	BUDGETED GAIN / (REDUCTION)	\$	(108,610)
DECEMBER 31,2012	FUND BALANCE	\$	151,588

Golf Fund

GOLF FUND

JANUARY 1,2010	FUND BALANCE	\$ 1,213,421
	REVENUE	\$ 2,860,938
	EXPENSES	\$ 2,553,742
	ACTUAL GAIN / (REDUCTION)	\$ 307,196
DECEMBER 31,2010	FUND BALANCE	\$ 1,520,617
	EQUIPMENT REPLACEMENT RESERVE	\$ 66,000
	NET FUND BALANCE	\$ 1,586,617
JANUARY 1,2011	FUND BALANCE	\$ 1,520,617
	REVENUE	\$ 2,880,462
	EXPENSES	\$ 2,535,239
	NET GAIN / (REDUCTION)	\$ 345,223
DECEMBER 31,2011	FUND BALANCE	\$ 1,865,840
	EQUIPMENT REPLACEMENT RESERVE	\$ 132,000
	NET FUND BALANCE	\$ 1,997,840
JANUARY 1,2012	FUND BALANCE	\$ 1,865,840
	BUDGETED REVENUE	\$ 2,336,196
	BUDGETED EXPENSES	\$ 2,334,329
	BUDGETED GAIN / (REDUCTION)	\$ 1,867
DECEMBER 31,2012	FUND BALANCE	\$ 1,867,707
	EQUIPMENT REPLACEMENT RESERVE	\$ 198,000
	NET FUND BALANCE	\$ 2,065,707

Water Fund

WATER FUND

JANUARY 1,2010	FUND BALANCE	\$	7,319,804
	REVENUE	\$	2,965,173
	EXPENSES	\$	2,885,988
	ACTUAL GAIN / (REDUCTION)	\$	79,186
DECEMBER 31,2010	FUND BALANCE	\$	7,398,990
JANUARY 1,2011	FUND BALANCE	\$	7,398,990
	REVENUE	\$	3,271,842
	EXPENSES	\$	3,257,517
	ACTUAL GAIN / (REDUCTION)	\$	14,325
DECEMBER 31,2011	FUND BALANCE	\$	7,413,315
JANUARY 1,2012	FUND BALANCE	\$	7,413,315
	BUDGETED REVENUE	\$	2,961,582
	BUDGETED EXPENSES	\$	3,156,612
	BUDGETED GAIN / (REDUCTION)	\$	(195,030)
DECEMBER 31,2012	BUDGETED FUND BALANCE	\$	7,218,285
	RESERVED FOR DEBT SERVICE-REQUIRED	\$	(37,000)
DECEMBER 31,2012	BUDGETED NET FUND BALANCE	\$	7,181,285

Open Space Fund- 10 Year Pro Forma

OPEN SPACE PRO FORMA

	Audited	Actual											
EXPENDITURES	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Comments	
Land Acquisitions	276,515	489,822	404,450	650,000	669,500	689,585	710,273	731,581	753,528	776,134	799,418	Budget line item 54421-3 % annual growth after 2013-\$404,450 committed so far in 2012 (Last Chance/Hulse claims, UB San Dist. Quandary, Anaconda and Daisy, Juventa lode)	
MBJ Acquisition		1,440,126										Total price \$1.65 million, County contributed 200k	
Cuc Wedge/Claimjumper Acquisition			620,000									Open space fund contribution for entire Wedge parcel and 20% of Claimjumper parcel. County contributed 400k towards Cuc Wedge.	
Wellington/Oro Treatment Plant	145,861	166,799	183,000	188,490	194,145	199,969	205,968	212,147	218,512	225,067	231,819	3k VCUP expenses, and Wellington/Oro treatment plant costs, including part-time operator (25k) and replacement fund (11k annually)	
Debt Service B&B	297,455	297,653	297,710	297,626	302,401	301,893	301,244	300,454	299,523	298,988	299,974	55524, \$4.5ml bond @5% 20 yrs; based on principal and interest payments schedule	
Debt Service Cucumber	385,324												
Nordic-Nature Bldg												Nature/nordic center eliminated for time being to balance budget	
Swan Mt Bike Path		90,000											
Administration	254,897	261,331	263,095	270,988	279,117	287,491	296,116	304,999	314,149	323,574	333,281	51111-51138 (wages and benefits), 52214-53321 (printing and postage), 53372-53374 (training, travel, and BOSAC), 5800 (garage fund), 55512 (liability insurance, 3% annual growth, 53388-53389 (insurance deductibles)	
Legal Services	0	575	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	53352, B&B Consent decree followup	
Consultants	73,173	121,575	91,486	80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	53355, 3% annual growth, Cucumber monitoring (63.6 k for EcoMetrics, 28.8 k for wildlife monitoring, 7k for avian gondola (matched by 7k from BSR))	
Forest management	222,101	109,304	130,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	53359 3% annual growth, forest mgmt, weed control, GH forest mgmt/health planning	
Other contracted services	10,936	4,750	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	53399 surveying and appraisals	
Trails construction and maintenance	87,899	134,910	157,500	162,225	167,092	172,105	177,268	182,586	188,063	193,705	199,516	54426, 54427, 54430, Town trails and landscape construction, GH trails, Friends of Breck, 3% annual growth	
Landscaping (river corridor)		123,742										54430 for Blue River corridor by Block 11	
TOTAL EXP	1,753,425	3,240,593	2,162,241	1,764,779	1,785,568	1,827,305	1,870,169	1,914,197	1,959,428	2,006,440	2,056,400		
REVENUES													
Sales Tax	1,584,516	1,677,541	1,636,300	1,652,663	1,669,190	1,685,882	1,702,740	1,719,768	1,736,965	1,754,335	1,771,878	Based on 1% annual growth	
Interest	12,599	6,851	5,165	4,844	3,261	3,412	3,436	3,234	4,918	6,364	5,441		
B&B Land Sales								425,000				Potential divestiture properties (Williams Placer-revenues split with County)	
TDR Sales	38,088	5,830	10,750	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
Grants	71,160	72,377	75,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	2011: 10k Middle FIDME, 75k State Forest Service (for 2010/2011 work)/2012: 50k from State FS and 25k from SC	
Summit County reimbursement	71,474	74,062	84,500	87,035	89,646	92,335	95,105	97,959	100,897	103,924	107,042	Wellington/Oro treatment plant costs	
Trails map sales	6,253	10	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000		
Miscellaneous	18,120	23,831	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	5k Rental Income (dogsled rides) and 9k W/O zinc sales	
TOTAL REV	1,812,431	1,860,502	1,828,715	1,781,542	1,799,096	1,818,629	1,838,282	2,282,960	1,879,781	1,901,623	1,921,362		
BEG. BALANCE	1,982,517	2,031,303	651,212	317,686	334,450	347,978	339,301	307,415	676,178	596,531	491,714	previous year's balance	
END BALANCE	2,031,303	651,212	317,686	334,450	347,978	339,301	307,415	676,178	596,531	491,714	356,676		

AFFORDABLE HOUSING FUND

AFFORDABLE HOUSING FUND

JANUARY 1,2010	FUND BALANCE	\$	4,215,361
	REVENUE	\$	4,137,220
	EXPENSES	\$	4,119,633
	ACTUAL GAIN / (REDUCTION)	\$	17,588
DECEMBER 31,2010	FUND BALANCE	\$	4,232,949
JANUARY 1,2011	FUND BALANCE	\$	4,232,949
	REVENUE	\$	3,311,386
	EXPENSES	\$	2,741,831
	ACTUAL GAIN / (REDUCTION)	\$	569,555
DECEMBER 31,2011	FUND BALANCE	\$	4,802,504
	SUST. RESERVE	\$	(2,337,017)
	NET FUND BALANCE	\$	2,465,487
JANUARY 1,2012	FUND BALANCE	\$	4,802,504
	BUDGETED REVENUE	\$	5,830,097
	BUDGETED EXPENSES	\$	3,289,968
	BUDGETED GAIN / (REDUCTION)	\$	2,540,129
DECEMBER 31,2012	FUND BALANCE	\$	7,342,633
	DEDICATED REVENUE	\$	(448,400)
	SUST. RESERVE	\$	(2,770,457)
	FUND BALANCE	\$	4,123,776

Additional Budget Info

ADDITIONAL BUDGET INFORMATION

1 MILL INCREASE ON A 500,000 PROPERTY

	RESIDENTIAL	COMMERCIAL
Actual Value	\$ 500,000	\$ 500,000
Assessment Rate	7.88%	28.00%
Assessed Value	\$ 39,800	\$ 145,000
1 Mill Tax Rate	0.001	0.001
Additional Tax	\$ 39.80	\$ 145.00

REVENUE GENERATED FROM A 1 MILL INCREASE

Assessed Valuation	\$ 487,271,030
1 Mill Tax Rate	0.001
Revenue (less treasurer fee)	\$ 487,271

REVENUE GENERATED FROM A 1/2% SALES TAX INCREASE

Annual Taxable Sales	\$ 322,000,000
1/2 Sales Tax Increase	0.50%
Revenue	\$ 1,610,000

REVENUE GENERATED FROM A 1/2% ACCOMMODATIONS TAX INCREASE

Annual Taxable Sales	\$ 83,000,000
1/2 Accommodations Tax Increase	0.50%
Revenue	\$ 415,000

NET REVENUE FROM A USE TAX

	2005	2006	2007 (6 Months)
Total Building Valuation	\$ 100,887,514	\$ 113,838,789	\$ 102,030,888
Materials (50% of Total)	\$ 50,433,757	\$ 56,909,896	\$ 51,015,486
Use Tax Expected (2.5% of materials)	\$ 1,260,844	\$ 1,424,247	\$ 1,275,387
Sales Tax on Supplies	\$ 577,875	\$ 788,762	\$ 385,535
Net Revenue Increase	\$ 682,969	\$ 635,485	\$ 889,852

LIFT TICKET TAX

BRECKENRIDGE PER VISIT SALES (EST)	\$48.00
SKIERS VISITS 2010-2011	1,881,000
LIFT TICKET SALES	\$78,818,000
TAX RATE-BRECKENRIDGE	2.50%
BRECKENRIDGE LIFT TICKET TAX REVENUE (EST)	\$1,987,875

Fund Balance Summary

FUND BALANCE SUMMARY								
	FUND BALANCE	2011	2011	FUND BALANCE	2012 BUDGETED	2012 BUDGETED	FUND BALANCE	FUND BALANCES
	January 1, 2011	REVENUE	EXPENSES	January 1, 2012	REVENUE	EXPENSES	December 31, 2012	NET OF BELOW ITEMS
GENERAL FUND	\$ 18,647,283	\$ 22,310,674	\$ 20,121,266	\$ 20,836,691	\$ 21,126,591	\$ 21,093,888	\$ 20,869,394	\$ 10,143,394
EXCISE TAX FUND	\$ 9,479,357	\$ 18,755,928	\$ 16,332,749	\$ 11,902,537	\$ 18,983,145	\$ 17,886,894	\$ 12,998,788	\$ 7,558,788
UTILITY FUND	\$ 7,398,990	\$ 3,271,842	\$ 3,257,517	\$ 7,413,315	\$ 2,961,591	\$ 3,156,590	\$ 7,218,316	\$ - *
GOLF COURSE FUND	\$ 1,520,617	\$ 2,880,462	\$ 2,535,239	\$ 1,865,840	\$ 2,336,193	\$ 2,334,302	\$ 1,867,731	\$ - *
CONSERVATION TRUST FUND	\$ 14,571	\$ 36,471	\$ 44,004	\$ 7,038	\$ 33,028	\$ 32,000	\$ 8,066	\$ -
AFFORDABLE HOUSING FUND	\$ 4,232,950	\$ 3,311,386	\$ 2,741,831	\$ 4,802,505	\$ 5,830,097	\$ 3,289,968	\$ 7,342,634	\$ - **
MARKETING FUND	\$ 234,294	\$ 2,345,522	\$ 2,319,618	\$ 260,198	\$ 2,423,252	\$ 2,531,862	\$ 151,588	\$ - **
OPEN SPACE FUND	\$ 2,031,301	\$ 1,860,502	\$ 3,240,593	\$ 651,210	\$ 1,828,715	\$ 1,700,567	\$ 779,358	\$ - **
CAPITAL PROJECTS FUND	\$ 685,564	\$ 2,101,281	\$ 1,403,261	\$ 1,383,585	\$ 3,026,380	\$ 3,393,126	\$ 1,016,839	\$ - **
GARAGE SERVICES FUND	\$ 3,845,761	\$ 886,464	\$ 1,708,290	\$ 3,023,935	\$ 2,234,231	\$ 1,839,873	\$ 3,418,293	\$ - **
INFORMATION SERVICES FUND	\$ 1,463,471	\$ 886,464	\$ 956,000	\$ 1,393,934	\$ 873,274	\$ 783,163	\$ 1,484,045	\$ - **
FACILITIES FUND	\$ 1,153,222	\$ 265,092	\$ 51,000	\$ 1,367,314	\$ 273,466	\$ 76,813	\$ 1,563,967	\$ - **
SPECIAL PROJECTS	\$ 258,319	\$ 395,004	\$ 329,716	\$ 323,607	\$ 389,004	\$ 698,456	\$ 14,155	\$ - **
	\$ 50,965,699	\$ 59,307,094	\$ 55,041,083	\$ 55,231,709	\$ 62,318,967	\$ 58,817,502	\$ 58,733,174	\$ 17,702,182
*PER COUNCIL POLICY OF 1-24-12								
**THESE FUND BALANCES ARE ARE BUDGETED AS FULLY APPROPRIATED								
Required Reserves and Dedicated Revenues								
							\$ (1,009,379)	
							\$ (1,200,000)	
							\$ (171,212)	
							\$ (573,815)	
							\$ (37,000)	
							\$ (779,358)	
							\$ (448,400)	
							\$ (8,066)	
							\$ (4,227,231)	
							\$ 54,505,944	
LESS Discretionary reserves								
							\$ (600,000)	
							\$ (6,990,621)	
							\$ (754,788)	
							\$ (526,185)	
							\$ (4,340,000)	
							\$ (7,181,316)	
							\$ (1,867,731)	
							\$ (2,770,457)	
							\$ (25,031,098)	
							\$ 29,474,846	
LESS Fully Appropriated Fund Balances								
							\$ (1,016,839)	
							\$ (151,588)	
							\$ (4,123,777)	
							\$ (3,418,293)	
							\$ (1,484,045)	
							\$ (1,563,967)	
							\$ (14,155)	
							\$ (11,772,664)	
							\$ 17,702,182	

Reserves Analysis

	Required Reserves							Discr. & Appropriated	
	Projected 12/31/12	TABOR	Debt	PPA	Dedicated Revenue	Total	Net	Total	Net
General Fund	20,869,394	1,009,379	171,212	1,200,000		2,380,591	18,488,803	8,345,409	10,143,394
Excise Fund	12,998,788		573,815			573,815	12,424,973	4,866,185	7,558,788
Sub 1							30,913,776		17,702,182
Capital	1,016,839					-	1,016,839	1,016,839	-
Special Projects	14,155					-	14,155	14,155	0
Sub 2							31,944,770		17,702,182
Utility	7,218,316		37,000			37,000	7,181,316	7,181,316	-
Golf	1,867,731					-	1,867,731	1,867,731	-
Sub 3							40,993,817		17,702,182
Garage Fund	3,418,293					-	3,418,293	3,418,293	-
Information Tech.	1,484,045					-	1,484,045	1,484,045	-
Facilities	1,563,967					-	1,563,967	1,563,967	-
Sub 4							47,460,122		17,702,182
Affordable Housing	7,342,633				448,400	448,400	6,894,233	6,894,233	0
Open Space	779,358				779,358	779,358	-	-	-
Conservation Trust	8,066				8,066	8,066	-	-	-
Marketing	151,588				-	-	151,588	151,588	-
TOTAL	58,733,173	1,009,379	782,027	1,200,000	1,235,824	4,227,230	54,505,943	36,803,761	17,702,182

Memorandum

TO: Town Council
FROM: Tom Daugherty, Public Works Director
DATE: May 22, 2012
RE: CIP at Retreat

Attached is a draft CIP for 2013. In this draft you will find a 2013 "A&B List", a five year plan and the descriptions of each project. The plan includes the Capital Fund, Water Fund and Golf Funds.

The Water and Golf Funds are enterprise funds that derive a majority, if not all, of their revenue from fees. The Capital Fund is primarily funded by transfers from the Excise Fund and is where all capital projects are funded except for those projects associated with the Water and Golf Fund

I provided a brief memo in April about the CIP that describes the "A&B List" and the five year plan. Each project has a description sheet that describes the project and a list of the potential funds and how many years it will be funded.

We have included projects for the SH9 Median Landscaping as requested at a recent Council work session. We also included dollars in the Art Commission line item for a roundabout sculpture.

The project costs in the draft CIP are very preliminary and will require further investigation before the budget retreat in October. Once staff has some feedback from the Council on these projects we will work on developing more details to give us a higher confidence of the project costs.

**DRAFT
CAPITAL IMPROVEMENT PLAN
2013-2017**

**For the Year Ending
December 31, 2013**

**Presented To:
Breckenridge Town Council**

John Warner, Mayor

Wendy Wolfe

Mark Burke

Mike Dudick

Ben Brewer

Gary Gallagher

Jennifer McAtamney

**Presented by:
Tim Gagen, Town Manager**

Capital Improvement Plan Summary for 2013

	A list			B List	Total of A & B Projects
	Other Funding	Capital Fund	Total cost		
Administration					
Riverwalk Center Master Plan	0	???	???	0	0
TOTAL	0	0	0	0	0

Recreation

Rec Center Major Maintenance	0	0	0	400,000	400,000
Artificial Turf Field*	350,000	535,000	885,000	0	885,000
TOTAL	350,000	535,000	885,000	400,000	1,285,000

Public Works

Roadway Resurfacing	0	400,000	400,000	0	400,000
Main Street/Riverwalk	0	800,000	800,000	0	800,000
SH 9 Median Landscaping	0	340,000	340,000	0	340,000
McCain MP/Implementation	80,000	0	80,000	0	80,000
Harris Street Building (library)	3,000,000	2,750,000	5,750,000	0	5,750,000
Town Hall Improvements	0	100,000	100,000	0	100,000
Four O'clock Roundabout	0	150,000	150,000	0	150,000
TOTAL	3,080,000	4,540,000	7,620,000	0	7,620,000

Community Development

Public Art Commission	0	90,000	90,000	0	90,000
Arts District Improvements*	50,000	493,000	543,000	0	543,000
Blue River Corridor*	350,000	150,000	500,000	0	500,000
TOTAL	400,000	733,000	1,133,000	0	1,133,000

GRAND TOTAL	3,830,000	5,808,000	9,638,000	400,000	10,038,000
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Funding Sources

	Other Funding	Capital Fund	Total Funds
Current Revenue/Reserves	-	5,776,000	5,776,000
McCain Royalties	80,000		80,000
Other funds (County)	3,000,000		3,000,000
Grants	750,000		750,000
Conservation Trust Transfer	32,000		32,000
TOTAL	3,862,000	5,776,000	9,638,000

* Indicates that staff will be applying for grants

Five Year Capital Improvement Plan Summary 2013 to 2017

Dept/Project	2013	2014	2015	2016	2017	TOTAL
Administration						
Riverwalk Center Master Plan	???	-	-	-	-	-
TOTAL	-	-	-	-	-	-

Recreation						
Rec Center Major Maintenance	400,000	-	-	-	-	400,000
Artificial Turf Field*	885,000	-	-	-	-	885,000
Rec Ctr Renovation & Upgrades	-	-	1,000,000	1,000,000	625,000	2,625,000
Water Slide Replacement	-	-	130,000	-	-	130,000
TOTAL	1,285,000	-	1,130,000	1,000,000	625,000	4,040,000

Public Works						
Utility Undergrounding	-	200,000	200,000	200,000	200,000	800,000
Roadway Resurfacing	400,000	420,000	440,000	460,000	480,000	2,200,000
Main Street/Riverwalk	800,000	600,000	-	-	-	1,400,000
SH 9 Median Landscaping	340,000	-	-	-	-	340,000
McCain MP/Implementation	80,000	80,000	80,000	80,000	80,000	400,000
Harris Street Building (library)	5,750,000	-	-	-	-	5,750,000
Town Hall Improvements	100,000	100,000	100,000	-	-	300,000
Four O'clock Roundabout	150,000	-	-	-	-	150,000
Blue River Reclam/ACOE	-	1,750,000	-	-	-	1,750,000
Coyne Valley Road Bridge	-	-	1,500,000	-	-	1,500,000
Childcare Facility #2	-	-	-	-	250,000	250,000
Solar Buy Out	-	-	-	500,000	-	500,000
Core Parking Lot Improvements	-	-	-	150,000	2,000,000	2,150,000
Valley Brook Road Bridge	-	-	-	-	1,450,000	1,450,000
S. Park Avenue Underpass	-	-	-	-	1,650,000	1,650,000
Gondola Lot Development Partnership	-	-	-	-	1,000,000	1,000,000
TOTAL	7,620,000	3,150,000	2,320,000	1,390,000	7,110,000	21,590,000

Community Development						
Public Art Commission	90,000	50,000	50,000	50,000	50,000	290,000
Arts District Improvements*	543,000	409,200	748,000	774,000	687,500	3,161,700
Blue River Corridor*	500,000	-	-	-	-	500,000
TOTAL	1,133,000	459,200	798,000	824,000	737,500	3,951,700

GRAND TOTAL	10,038,000	3,609,200	4,248,000	3,214,000	8,472,500	29,581,700
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Funding Sources						
Current Revenue/Reserves	5,776,000	3,447,200	4,136,000	3,102,000	7,160,500	23,621,700
McCain Royalties	80,000	80,000	80,000	80,000	80,000	400,000
CDOT-S.Park Underpass	-	-	-	-	1,200,000	1,200,000
County share of Harris St Building	3,000,000	-	-	-	-	3,000,000
Grants	750,000	50,000	-	-	-	800,000
Conservation Trust Transfer	32,000	32,000	32,000	32,000	32,000	160,000
Total	9,638,000	3,609,200	4,248,000	3,214,000	8,472,500	29,181,700

* Indicates that staff will be applying for grants

**Town of Breckenridge
Capital Improvement Plan**

Project Name Riverwalk Center Improvements
Department: Administration
Division: Events & Communications
Scheduled Start: 2013
Schedule Completion: 2013

Description:

This project would be to implement improvements identified by the master plan study being conducted in 2012. No value or actual projects have been identified as of the 5-29 retreat.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	0	0	0		0	0
Total	0	0	0		0	0

Project Costs	2013	2014	2015	2016	2017	Total
Design and Construction	0	0	0		0	0
Total	???	0	0		0	0

**Town of Breckenridge
Capital Improvement Plan**

Project Name Major Maintenance and Replacement on Recreation Center
Department: Recreation
Division: Recreation Center
Scheduled Start: 2010
Schedule Completion: 2014

Description:

The Recreation Center was built in 1991. The annual operating budget provides for most of the required routine maintenance from year to year. However, at this stage in the useful life of the facility, some major repairs and replacements need to be undertaken that are outside the scope of the operating budget. A facility assessment was completed in 2006 that identified and prioritized needs so we can plan more specifically for these major repair projects. At this time, from the original list of items identified, 2 maintenance items remain. This includes the skate park resurfacing/upgrades for a total of approximately \$400,000. Other outstanding items that were identified are more appropriate to the Recreation Center renovation project, including administrative space, storage space, the elevator, the lobby wiring and reconfiguration, and programming space.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	400,000	0	0	0	0	400,000
Total	400,000	0	0	0	0	400,000

Project Costs	2013	2014	2015	2016	2017	Total
Design and Construction	400,000	0	0	0	0	400,000
Total	400,000	0	0	0	0	400,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Artificial Turf Field
Department: Recreation
Division: Recreation Center
Scheduled Start: 2012
Schedule Completion: 2012

Description:

In 2007, Summit County ballfield providers jointly contracted for a comprehensive ballfield assessment. This identified long-term maintenance and improvement needs, as well as possible future construction or field expansions. One recommendation was possible construction of a new field, or a synthetic turf field, in Breckenridge. The Summit Recreational Fields Steering Committee is continuing to discuss the long-term options for new or relocated ballfields. To date, research is showing limited affects of altitude on synthetic turf. Maintenance costs are about equal when considering expenses to plow turf fields for an extended season. However, there is an environmental consideration. The Kingdom Park multi-pitch field requires 4 million gallons of water per year plus thousands of dollars worth of pesticides. Synthetic turf requires no water, no pesticides, and is made from recycled materials. A synthetic turf field could easily extend play at Kingdom Park by 2-3 months, plus increase use hours during the peak summer playing season.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	535,000	0	0	0	0	535,000
GOCO Grant	350,000	0	0	0	0	350,000
Total	885,000	0	0	0	0	885,000

Project Costs	2013	2014	2015	2016	2017	Total
Design and Construction	885,000	0	0	0	0	885,000
Total	885,000	0	0	0	0	885,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Recreation Center Upgrades
Department: Recreation
Division: Recreation Center
Scheduled Start: 2013
Schedule Completion: 2015

Description:

The Recreation Center was built in 1991. In 2006, a programming and use assessment was conducted to identify and prioritize future projects. This included major maintenance issues as well as facility use issues. The facility use assessment determined areas of renovation and expansion in order to meet both current and future needs of the community. Council has authorized further study of these possibilities. Issues identified include aquatics expansion, rewiring/reconfiguring the lobby and pro shop space, adding an ADA compliant elevator, expanding programs (fitness & strength training, youth), and other miscellaneous improvements (storage, administrative space, etc.). The following figures are submitted as placeholders to spread possible projects out over 3 years. ***ON HOLD***

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	0	0	1,000,000	1,000,000	625,000	2,625,000
Total	0	0	1,000,000	1,000,000	625,000	2,625,000

Project Costs	2013	2014	2015	2016	2017	Total
Design and Construction	0	0	1,000,000	1,000,000	625,000	2,625,000
Total	0	0	1,000,000	1,000,000	625,000	2,625,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Water Slide Replacement
Department: Recreation
Division: Recreation Center
Scheduled Start: 2014
Schedule Completion: 2014

Description:

The Water slide in the Recreation Center is nearing its life expectancy and will need to be replaced. The caustic environment accelerates the deterioration of the structural elements of the slide which causes the need for the replacement.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	0	0	130,000	0	0	130,000
Total	0	0	130,000	0	0	130,000

Project Costs	2013	2014	2015	2016	2017	Total
Design and Construction	0	0	130,000	0	0	130,000
Total	0	0	130,000	0	0	130,000

Town of Breckenridge Capital Improvement Plan

Project Name Undergrounding of Overhead Utilities
Department: Public Works
Division:
Scheduled Start: On Going
Schedule Completion:

Description:

This project is to underground all of the overhead utility lines in Town. This project is funded through the general fund in conjunction with a 1% excise tax charged on Breckenridge resident's power bills. If the franchise agreement is extended the project will continue until all overhead lines are placed underground.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	0	200,000	200,000	200,000	200,000	800,000
Total	0	200,000	200,000	200,000	200,000	800,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction	0	200,000	200,000	200,000	200,000	800,000
Total	0	200,000	200,000	200,000	200,000	800,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Street Overlays
Department: Public Works
Division:
Scheduled Start: On Going
Schedule Completion:

Description:

This represents a commitment to future street projects, probably in the form of milling and resurfacing. Staff will evaluate which streets will receive the overlay during the 2012 summer.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	400,000	420,000	440,000	460,000	480,000	2,200,000
Total	400,000	420,000	440,000	460,000	480,000	2,200,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction	400,000	420,000	440,000	460,000	480,000	2,200,000
Total	400,000	420,000	440,000	460,000	480,000	2,200,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Main Street/Riverwalk Improvements
Department: Public Works
Division:
Scheduled Start: 2009
Schedule Completion: 2014

Description:

Following the Main Street master plan completed by Design Workshop, project improvements include the following: sanitary sewer system improvements, paving, curb & gutter, storm sewer system, sidewalks, crosswalks, wayfinding, pedestrian spaces, street furniture, event space enhancements, connections to Riverwalk, transit stop improvements, lighting, landscaping and river restoration. This is a multi-year project. The 2013 budget is to complete the remaining intersections at Adams, Jefferson and South park Avenue. This will be the last major detour project. 2014 would be to complete the landscaping between the intersections and finish the project. If we try to combine all the remaining work in one year, Staff does not believe that we can complete the project prior to the July 4 weekend and that would have a big impact on the Main Street businesses. Therefore, we have divided the project over two years.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	800,000	600,000	0	0	0	1,400,000
Total	800,000	600,000	0	0	0	1,400,000

Project Costs	2013	2014	2015	2016	2017	Total
Design and Construction	800,000	600,000	0	0	0	1,400,000
Total	800,000	600,000	0	0	0	1,400,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name SH 9 Median Landscaping
Department: Public Works
Division:
Scheduled Start: 2013
Schedule Completion: 2013

Description:

The Council has identified the median landscaping on SH 9 as a potential project for the CIP. There are various options that are outlined as follows:

HWY 9 Median and Roundabout Landscaping-Options

Options	CIP-Cost	Yearly ongoing cost	Staff Hours	Make no additional capital investment and continue to maintain as we have been.
Option: 1 -No Change	All ready occurred	\$4,301	192	Overseed the medians with additional native grass, plant perennial bulbs and add annual flowers similar to those on Main St.
Option: 2 -Overseed/annuals	\$2,000	\$6,693	192	Overseed the medians with additional native grass, plant perennial bulbs and add annual flowers similar to those on Main St.
Option: 3-Sod/annuals	\$330,440	\$9,785	299	Replace the native grass and perennials with sod.
Option: 4-Pavers/annuals	\$818,165	\$4,536	116	Replace the median native grass and perennials with stone pavers. Replace the roundabout native grass and perennials with sod.
Option: 5-Stamped concrete/annuals	\$464,272	\$4,536	116	Replace the median native grass and perennials with stamped concrete. Replace the roundabout native grass and perennials with sod.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	340,000	0	0	0	0	340,000
Total	340,000	0	0	0	0	340,000

Project Costs	2013	2014	2015	2016	2017	Total
Design and Construction	340,000	0	0	0	0	340,000
Total	340,000	0	0	0	0	340,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Harris Street Building
Department: Engineering
Division:
Scheduled Start: 2013
Schedule Completion: 2014

Description:

The Town has been working with Summit County to place the new south branch of the library in the Harris Street Building. The details of this project will be developed over the summer and corrected before the October budget retreat. The Town has already put \$250,000 in the 2012 CIP for this project. 2013 will place another \$2,750,000 in addition to the County portion of \$3,000,000 to make the total project cost of \$6,000,000.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	2,750,000	-	-	-	-	2,750,000
Other Fund (County)	3,000,000					
Total	5,750,000	-	-	-	-	5,750,000

Project Costs	2013	2014	2015	2016	2017	Total
Design	400,000	-	-	-	-	400,000
Construction	5,600,000	-	-	-	-	5,600,000
Total	6,000,000	-	-	-	-	6,000,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Town Hall Improvements
Department: Public Works
Division:
Scheduled Start: 2013
Schedule Completion: 2015

Description:

The original Town Hall building at 150 Ski Hill Road was constructed in 1979 and an addition was completed in 1990. Now that the Town Hall function will remain at this location staff has identified some improvements needed to keep the building in good condition and functional for staff. Some of these improvements are: remodel after the Engineering Division moves to better function for staff, upgrade the bathrooms, install HVAC. Staff will be reviewing these improvements to have a better description at the October budget retreat.

Project Funding	2013	2014	2015	2016	2017	Total
Other Funds	100,000	100,000	100,000	0	0	300,000
Total	100,000	100,000	100,000	0	0	300,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction	100,000	100,000	100,000	0	0	300,000
Total	100,000	100,000	100,000	0	0	300,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Four O'clock Intersection
Department: Public Works
Division:
Scheduled Start: 2013
Schedule Completion: 2014

Description:

The Council has entered into an InterGovernmental Agreement (IGA) with CDOT to construct a roundabout at Four O'clock and Park Avenue. The total cost of the project is estimated to be \$850,000. The state will be funding \$600,000 and the Town will fund the difference which is estimated to be \$250,000. The Town has already budgeted \$100,000 in the 2011 for this project so another \$150,000 to reach the \$250,000 and is slated for 2013. The project will use the CDOT money first and we do not expect to need the remaining budget until 2013.

Project Funding	2013	2014	2015	2016	2017	Total
Other Funds	150,000	0	0	0	0	150,000
Total	150,000	0	0	0	0	150,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction	150,000	0	0	0	0	150,000
Total	150,000	0	0	0	0	150,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Blue River Reclamation
Department: Public Works
Division:
Scheduled Start: 2011
Schedule Completion: 2012

Description:

This project in cooperation with the ACOE, is intended to reclaim the Blue River through the mined site on the McCain property. Portions of this stretch of the river disappear into the dredge rock, this project is intended to restore that flow to the surface at least seasonally. There will also be ecological and wetland improvements along this reach of the river. The ACOE is conducting a scoping report this summer (2010). Once more information is obtained this budget will be updated. It is unknown if a bridge on Coyne Valley can be apart of the Corps project. We will know more during the scoping report.

There may be an opportunity to utilize the funds from the water deal with Denver Water for environmental improvement projects to complete a smaller portion of the project. Staff will investigate if this is a viable alternative in the coming months.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	0	1,750,000	0	0	0	1,750,000
Total	0	1,750,000	0	0	0	1,750,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction	0	1,750,000	0	0	0	1,750,000
Total	0	1,750,000	0	0	0	1,750,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Coyne Valley Road Bridge
Department: Public Works
Division:
Scheduled Start: 2013
Schedule Completion: 2013

Description:

This bridge would coincide with the relocation of the Blue River project that the Town is doing with the Army Corps of Engineers. This bridge is envisioned to have the bike path under it to eliminate the at-grade crossing at Coyne Valley Road. The ACOE will not build a bridge that is suitable for this purpose as a part of their project.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	0	0	1,500,000	0	0	1,500,000
Total	0	0	1,500,000	0	0	1,500,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction	0	0	1,500,000	0	0	1,500,000
Total	0	0	1,500,000	0	0	1,500,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Child Care Facility #2
Department: Engineering
Division:
Scheduled Start: 2015
Schedule Completion: 2016

Description:

Based on the recent child care assessment the need for a second childcare facility beyond the Valley Brook Childcare Facility. This is a place holder to provide funds for that future facility.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	0	0	0	0	250,000	250,000
Total	0	0	0	0	250,000	250,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction	0	0		0	250,000	250,000
Total	0	0	0	0	250,000	250,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Solar Buy Out
Department: Public Works
Division:
Scheduled Start: 2016
Schedule 2016

Description:

This cost is to purchase the solar arrays that are part of the power purchase agreement.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	0	0	0	500,000	0	500,000
Total	0	0	0	500,000	0	500,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction	0	0	0	500,000	0	500,000
Total	0	0	0	500,000	0	500,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Core Parking Lot Improvements
Department: Public Works
Division:
Scheduled Start: 2012
Schedule Completion: 2013

Description:

This project is intended to build parking facilities in the downtown area. Staff has programmed design and construction money in the amount of \$2,150,000 over the next several years to implement improvements to the Food Kingdom Lot and the F-lot. F-lot is expected to be reconfigured when the Village undergoes its remodel.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	0	0	0	150,000	2,000,000	2,150,000
Other	0	0	0	0	0	0
Total	0	0	0	150,000	2,000,000	2,150,000

Project Costs	2013	2014	2015	2016	2017	Total
Engineer/Design	0	0	0	150,000	0	150,000
Construction	0	0	0	0	2,000,000	2,000,000
Total	0	0	0	150,000	2,000,000	2,150,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Valley Brook Bridge
Department: Public Works
Division:
Scheduled Start: 2016
Schedule Completion: 2016

Description:

This project was identified as a need when looking at the Blue River corridor. A bridge would improve the aesthetics of the corridor and provide a grade separated crossing from the recreation path.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	0	0	0	0	1,450,000	1,450,000
Total	0	0	0	0	1,450,000	1,450,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction	0	0	0	0	1,450,000	1,450,000
Total	0	0	0	0	1,450,000	1,450,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name South Park Underpass
Department: Public Works
Division:
Scheduled Start: 2016
Schedule 2016

Description:

This project is intended to construct an underpass under South Park Avenue connecting the existing Riverwalk on the north side and Main Street Station on the south. CDOT and the Town have construction plans, which are approximately 70% complete. At this time we do not know when we might build this project, because the schedule all depends on when there may be CDOT enhancement funds available. However, for now we have put a placeholder in for construction in 2016. Under enhancement funding CDOT would pay 80% and the Town 20%. Project improvements include the following: a new bridge, pedestrian walkway, rock retaining walls, curb and gutter, lighting and signage.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	0	0	0	0	450,000	450,000
CDOT Funds	0	0	0	0	1,200,000	1,200,000
Total	0	0	0	0	1,650,000	1,650,000

Project Costs	2013	2014	2015	2016	2017	Total
Engineering/Design	0	0	0	0	150,000	150,000
Construction	0	0	0	0	1,500,000	1,500,000
Total	0	0	0	0	1,650,000	1,650,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Gondola Lot Development
Department: Engineering
Division:
Scheduled Start: 2015
Schedule Completion: 2015

Description:

The Gondola Lot Master Plan is completed and the Town has some property included in the development. The scope of the Town’s participation could include the river restoration, parking structure and other public benefits.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	0	0	0	0	1,000,000	1,000,000
Grants						0
Total	0	0	0	0	1,000,000	1,000,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction	0	0	0	0	1,000,000	1,000,000
Total	0	0	0	0	1,000,000	1,000,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name: Public Art
Department: Community Development
Division: Long Range
Scheduled Start: On-going
Schedule Completion: On-going

Description:

This item funds the Breckenridge Public Art Commission for the acquisition, placement and maintenance of the collection, as well as ongoing Commission programs. Ongoing programs funded by this budget include the Gallery at the Breckenridge Theatre, Sculpture on the Blue, other public education projects, and annual Public Art Commission programming. The Commission's goal is to commission one new art piece annually, or to save funding for several years where more iconic pieces are desirable. The Council has indicated that they are interested in seeing a sculpture in the roundabout. The 2012 CIP Budget had \$25,000 for a sculpture in the roundabout. Staff proposes \$75,000 in 2013 for a total of \$100,000 for the sculpture. The proposed budget is as follows:

\$15,000 Ongoing Commission programs
\$75,000 Additional funds for roundabout sculpture
 \$90,000 Total 2013 Public Art budget

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	90,000	50,000	50,000	50,000	50,000	290,000
Total	90,000	50,000	50,000	50,000	50,000	290,000

Project Costs	2013	2014	2015	2016	2017	Total
Ongoing Programs	15,000	15,000	15,000	15,000	15,000	75,000
Acquisition	75,000	35,000	35,000	35,000	35,000	215,000
Total	90,000	50,000	50,000	50,000	50,000	290,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name: Art District Improvements
Department: Community Development
Division: Long Range
Scheduled Start: 2013
Schedule Completion: Ongoing

Description:

This item provides funding for various infrastructure, building, and landscape improvements to the Arts District. An electrical transformer is required in 2013, in order to provide electricity to any new buildings constructed or rehabilitated in the Arts District. 2013 work also includes the Robert Whyte House restoration and the reconstruction of the Burro Barn, with the addition of public restrooms and a laundry space. Overall site improvements for walkways, plazas, landscaping, etc. associated with the new buildings is estimated to cost \$200,000 over the next five years. The five year plan is based on completing Arts District Master Plan and includes:

2013

- Electric Transformer \$ 70,000
- Robert Whyte House \$330,000
- Burro Barn \$143,000

2014

- Mikolitis Barn restoration \$299,200
- Washington Avenue improvements \$110,000

2015

- Dance/Culinary \$440,000
- Expanded Ceramics Studio \$308,000

2016

- Glassblowing/studio space \$396,000
- Gallery, Exhibition/Information \$378,000

2017

- Painting/Printmaking \$330,000
- Photography/Film \$357,500

2018

- Addition to Breckenridge Theatre \$110,000

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	493,000	359,200	748,000	774,000	687,500	3,061,700
Grant Proceeds	50,000	50,000	-	-	-	100,000
Total	543,000	409,200	748,000	774,000	687,500	3,161,700

Project Costs	2013	2014	2015	2016	2017	Total
Construction	543,000	409,200	748,000	774,000	687,500	3,161,700
Total	543,000	409,200	748,000	774,000	687,500	3,161,700

**Town of Breckenridge
Capital Improvement Plan**

Project Name Blue River Corridor
Department: Community Development
Division: Long Range
Scheduled Start: On-going
Schedule Completion: On-going

Description:

In 2008 the Town worked with DTJ Design to develop a plan for improvements to the Blue River corridor between Coyne Valley Road and Valley Brook Road. The plan calls for a series of parks and public places along the river. Staff will be applying for grant funding for some of these improvements this fall through the GOCO Local Parks and Outdoor Recreation grant. The GOCO grant requires a 30 percent local match. Staff intends to apply for \$350,000 in GOCO grant funding, to be matched by \$150,000 of local funding. Improvements planned include installation of the River Eddy Park, the Amphitheatre, and Oxbow Park, including one bridge across the Blue River.

Project Funding	2013	2014	2015	2016	2017	Total
Town Funds	150,000	0	0	0	0	150,000
Grants	350,000					
Total	500,000	0	0	0	0	150,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction	500,000	0	0	0	0	500,000
Total	500,000	0	0	0	0	500,000

**Town of Breckenridge
Capital Improvement Plan**

Water Fund Five Year Capital Improvement Plan Summary 2013 to 2016

Public Works
Water Division
Program #1540

Project	2013	2014	2015	2016	2017	TOTAL
Technology Upgrades	200,000	200,000	200,000	0	0	600,000
Water Main Upgrades	600,000	600,000	900,000	600,000	600,000	3,300,000
Water Capacity Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
TOTAL	2,800,000	2,800,000	3,100,000	2,600,000	2,600,000	13,900,000

FUNDING SOURCES	2013	2013	2014	2015	2016	TOTAL
Utility Fund Revenue/Reserves	800,000	800,000	1,100,000	600,000	600,000	3,900,000
Other – (Loans, Bonds?)	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
TOTAL	2,800,000	2,800,000	3,100,000	2,600,000	2,600,000	13,900,000

**Town of Breckenridge
Capital Improvement Plan
Water Fund Capital**

Project Name Technology Upgrades
Department: Public Works
Division: Water
Scheduled Start: 2009
Schedule Completion: 2015
Program Number: 1540

Description:

Technology developments have improved since the installation of the original equipment. Technology upgrades include PLC electronic control/monitoring, VFD electronic controls, electronic scales, electronic water meters for the pump stations, and automatic flush devices for dead end water mains. They also include water treatment improvements.

Project Funding	2013	2013	2014	2015	2016	Total
Utility Fund Revenue/Reserves	200,000	200,000	200,000	0	0	600,000
Total	200,000	200,000	200,000	0	0	600,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction/Installation	200,000	200,000	200,000	0	0	600,000
Total	200,000	200,000	200,000	0	0	600,000

**Town of Breckenridge
Capital Improvement Plan
Water Fund Capital**

Project Name Water Main Replacement
Department: Public Works
Division: Water
Scheduled Start: 2011
Schedule Completion: 2016
Program Number: 1540

Description:

Water mains are 40 to 45 years old in the areas of Peak 7, Silver Shekel, and Warriors Mark. They occasionally break due to the lack of bedding around the pipe. Repairs can be costly and sometimes minor flooding occurs. Like the Weisshorn project, this project will alleviate those issues. Also included are new interconnects (the Peak 7 system from the Ski Hill Road system and, in Silver Shekel, from Fairview Boulevard to Shekel Lane). A less expensive option would be to repair the mains. However this "repair approach" is not a good service option. There are many factors that impacted our decision to use the "replacement approach." They include public health, capacity, water outages, fire problems, reliability, customer relations, consumer confidence, staff time, traffic, insurance claims, and flooding. Current customers support the concept of garnering potential additional revenues. The nation-wide trend is to improve the infrastructure and the "replacement approach" is consistent with the Town's infrastructure philosophy.

Project Funding	2013	2014	2015	2016	2017	Total
Utility Fund Revenue/Reserves	600,000	600,000	900,000	600,000	600,000	3,300,000
Total	600,000	600,000	900,000	600,000	600,000	3,300,000

Project Costs	2013	2014	2015	2016	2017	Total
Construction	600,000	600,000	900,000	600,000	600,000	3,300,000
Total	600,000	600,000	900,000	600,000	600,000	3,300,000

Town of Breckenridge
 Capital Improvement Plan
 Golf Fund Capital

Golf Fund Five Year Capital Improvement Plan Summary 2012 to 2016

Project	2013	2014	2015	2016	2017	TOTAL
Equipment Replacement	170,000	176,000	174,000	180,000	172,000	872,000
Golf Course Improvements	18,000	10,000	10,000	10,000	10,000	58,000
Operations - Golf Cart Repl.	64,000	64,000	64,000	64,000	64,000	320,000
TOTAL	252,000	250,000	248,000	254,000	246,000	1,250,000

Funding Sources						
Current Revenue/Reserves	252,000	250,000	248,000	254,000	246,000	1,250,000
TOTAL	252,000	250,000	248,000	254,000	246,000	1,250,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Course Equipment
Department: Golf Maintenance
Division: Maintenance
Scheduled Start: 2012
Schedule Completion: 2016

Description:

Ongoing equipment replacement program for all of the golf course maintenance equipment.
 Note: Golf course maintenance equipment is not in the Town garage fund.

New	Cost
1 Skid Steer	65,000
1 Fairway Sprayer	45,000
1 Workman Utility Vehicle	25,000
1 Rough Mower	19,000
1 Site Pro Irrigation Central	9,000
1 Walking Greens mowers	7,000

Project Funding	2012	2013	2014	2015	2016	Total
Current Revenues	170,000	176,000	174,000	180,000	172,000	872,000
Bond Proceeds						0
Other						0
Total	170,000	176,000	174,000	180,000	172,000	872,000

Project Costs	2012	2013	2014	2015	2016	Total
Acquisition	170,000	176,000	174,000	180,000	172,000	872,000
Trade-in Value						0
Total	170,000	176,000	174,000	180,000	172,000	872,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Course Improvements
Department: Golf Maintenance
Division: Maintenance
Scheduled Start: 2012
Schedule Completion: 2016

Description:
 Master Plan: Bunker Repair, Change Tee Irrigation, Trees, Shrubs, Irrigation System Upgrade, Hire Irrigation Designer, Architect 2012

Project Funding	2012	2013	2014	2015	2016	Total
Revenues/Reserve	18,000	10,000	10,000	10,000	10,000	58,000
Bond Proceeds						0
Other						0
Total	18,000	10,000	10,000	10,000	10,000	58,000

Project Costs	2012	2013	2014	2015	2016	Total
Construction	18,000	10,000	10,000	10,000	10,000	58,000
Other						0
						0
Total	18,000	10,000	10,000	10,000	10,000	58,000

**Town of Breckenridge
Capital Improvement Plan**

Project Name Cart Replacement
Department: Golf Operations
Division: Operations
Scheduled Start: 2012
Schedule Completion: 2016

Description:

Our cart fleet typically is turned over every 4 years. 2013 is scheduled to be the next replacement year. This is the anticipated replacement cost .

Project Funding	2013	2014	2015	2016	2017	Total
Revenue/Reserve	64,000	64,000	64,000	64,000	64,000	320,000
Total	64,000	64,000	64,000	64,000	64,000	320,000

Project Costs	2013	2014	2015	2016	2017	Total
Acquisition	256,000	0	0	0		256,000
Total	256,000	0	0	0	0	256,000

Memorandum

To: Town Council
From: Jennifer Cram, Planner III
Date: 5/18/2012
Re: Breckenridge Arts District Future

The Council reviewed the history and vision for the Breckenridge Arts District and its buildings and programming during a site visit and worksession discussion on May 8th. The memo from the May 8th packet is attached for reference. As requested by Council, staff has looked at possible scenarios for construction costs and operational costs associated with maintenance of buildings and programs. We have also included some reports on the economic impacts of art and culture.

Construction Costs

The Arts district is currently at maximum capacity for power. Before any new buildings can come on line within the Arts District a new transformer must be put in place. Once the transformer is completed, staff recommends rehabilitating the remaining three historic structures (Robert Whyte House, Burro Barn, Mikolitis Barn) prior to any new construction. Capital projects are generally managed by the Planning and Engineering Departments. Consideration needs to be given to the number of capital projects that are undertaken each year with regard to management. Based on these considerations, a recommended timeline and associated construction costs are outlined below.

Note: Construction costs for historic rehabilitation are estimated at \$265 per square foot and new construction at \$200 per square foot. New construction may be less depending on final finishes. Additional budget will be needed for planning, engineering and architectural plans. Generally, we add an additional 10% of the construction budget. Please refer to the attached Arts District site plan for building locations and uses

2013 - Transformer = \$70,000

Historic Structure Rehabilitation (Includes construction and 10% for planning, engineering and architectural costs)

2013 - Robert Whyte House = \$330,000 (Possible Grant of \$50,000 from State Historic Fund = \$280,000)

2013 - Burro Barn = \$143,000

2014 - Mikolitis Barn = \$299,200

2014/2015 - Washington Avenue Improvements = \$110,000 (decorative paving, street furniture, landscaping, signage, public art consistent with Main Street Improvements, but unique to district)

New Construction (Includes construction and 10% for planning, engineering and architectural costs)

2015 - Building #1 Dance/ Culinary, 2 stories = \$440,000

2015 – Building #2 Expanded Ceramic Studio, 1 story = \$308,000

2016 – Building #3 Glass Blowing/studios for rent, partial 2 stories = \$396,000

2016 – Building #4 Gallery, Exhibition/Information, 1 story = \$378,400

2017 – Building #5 Painting/Printmaking, 2 stories = \$330,000

2017 – Building #6 Photography/Film, 2 stories = \$357,500

2018 – Addition to Breckenridge Theatre, 1 story = \$110,000

Total = \$3,272,100

Site Improvements

2014-2017 = ~\$20,000 to \$50,000 per project to complete associated walkways, plazas, landscaping, lighting, etc.

Total = ~\$200,000

Total = \$3,472,100

Building Furnishings and Equipment

5% per building = \$154,600

Total Planning/Construction Documents, Construction, Furnishings/Equipment, Site Improvements = \$3,626,700

Harris Street Building and MOU with CMC

As part of the Memorandum of Understanding (MOU) with Colorado Mountain College (CMC), the Town agreed to allow CMC to use the existing ceramic studio, dance studios and photography studio for ten years either in the Harris Street building or in alternate locations like the Arts District. The agreement envisioned a possible collaboration between CMC and the Town with arts programs. This agreement will end in November of 2019. CMC has already moved most of the photography program to the new campus and plans show future expansion at the new campus to include dance and possibly ceramics studios.

We have looked to see if CMC's needs for a dance studio, photography studio and ceramic studio could be accommodated in the Arts District. The Arts District master plan did envision dedicated space for both a photography studio and a dance studio. The existing needs of the CMC dance and photography studios can easily be accommodated in new structures that meet the allowed module size within the Arts District. These uses do not compete with any of the existing Arts District programs and the new studios provide opportunities for revenue generation.

A successful ceramic studio already exists in the Arts District. Unfortunately, the existing ceramic studio is not large enough for the needs of the CMC program. In fact, the square footage of the ceramic studio at CMC exceeds the module size allowed in the Arts District. Combining the logistics of the two programs is complicated with regard to space and time needed for classes, open studio hours necessary to work with clay, storage of materials, maintenance and overall competition of programs.

One way that we could possibly fulfill the obligations of the MOU in the district is to build a new larger ceramic studio. This new studio would be larger than the existing studio in the Arts District with improved lighting and ventilation, and smaller than CMC's existing space in the Harris St. Building, meeting the required module size. These possibilities are reflected in the timeline with associated construction costs noted above.

Operational Costs

Staffing

Currently, the Arts District is staffed with ½ FTE through the Community Development Department. The potential of the Arts District is limited with the staff resources currently available. With the "Reset" business model, we limit programs, marketing, grant applications, etc. commensurate with existing staff resources.

Improvements to the Barney Ford parking lot proposed in 2012, along with the rehabilitation of historic structures through 2014 provide dedicated space for existing programs with opportunities for future growth. It is anticipated that these improvements can be completed with existing staff resources with a modest level of programming. Beyond the rehabilitation of historic structures proposed in 2014, additional staffing will be necessary. At build out, with a significant increase in programming, it is anticipated that 2 FTE's would be needed to administer the Arts District successfully.

Facilities Maintenance

Currently, the existing buildings in the Arts District (Robert Whyte House, Quandary Antiques Cabin, Fuqua Livery Stable) are cleaned and maintained by the Facilities Department, with the exception of the Tin Shop, as it is not owned by the

Town. All cleaning and maintenance costs associated with the Tin Shop program are incurred through the operational budget. Based on the existing budget for Arts District buildings, we have estimated the Facilities budget at build out below.

Current Annual Costs in Arts District for Cleaning, Staff, Snow Removal/Landscaping: \$7,832

Current Annual Repairs/Replacement Fund Costs: \$13,540

Annual Costs at Full Build out for Cleaning, Staff, Snow Removal/Landscaping: \$55,500

Annual Costs at Full Build out Repairs/Replacement Fund: \$95,900

Operational Budget

The operational budget for the Arts District in 2011 was approximately \$30,000. This budget includes utilities, marketing, instructor fees and material fees with regard to expenditures and rent, workshop fees, commissions on artwork sales and contributions with regard to revenues. Contributions include donations and fundraising proceeds. Expenditures equaled revenues in 2011 as recommended by the "Reset" business model.

Operations Expenditures

24% Utilities

20% Marketing

28% Instructor Fees

28% Materials

Operations Revenues

15% Rent

36% Workshop Fees

13% Commissions

36% Contributions/Donations

It is difficult to forecast what the operational budget might be for the Arts District because there are so many unknowns. We can use the expenditures for 2011 with 4 buildings on line, existing programs and marketing with an operational budget of \$30,000 as a starting point. Considering there will be 12 buildings at build out including the Tin Shop, we can take the \$30,000 and multiply that by 3 for an approximate operational cost of \$90,000.

Forecasting possible revenue, again is difficult. There will be at least two buildings within the 12 that have no potential, or limited potential for revenue generation, but associated costs to operate. We looked at potential for rental, workshop fees, and donations if staffed and marketed to its full potential and believe that revenue generation at build out could be approximately \$90,000 annually or more. For instance Anderson Ranch has the facilities, staff and marketing/reputation to bring in \$3,000 per student for an 8 day ceramics workshop. In contrast, the typical fee for a 3 day workshop in the Breckenridge Arts District currently is \$250.

Economic Impact

On May 8th we discussed the vision for the Arts District.

- Create an additional layer of activity for the local community and visitors providing authentic, hands-on experiences for all participants.
- Make Breckenridge a regional arts destination.
- Help to make existing arts organizations and galleries stronger.

We touched on the "Cultural Heritage" tourist and the opportunity to attract new visitors to Breckenridge that will stay overnight, dine and shop. We know from testimonials from our workshop participants that they chose to come to Breckenridge to do more than ski, they wanted to take an art workshop. They chose Breckenridge over another destination for that reason. In 2011 we offered 120 workshops 33.6 % of the participants in those workshops were visitors from beyond Summit county. We accomplished this with minimal marketing at a local level (website, Summit Daily News and flyers/summer guide).

Attached to this memo are several reports on the economic impact of the arts and culture to the economy that we believe will help to paint the picture of the true potential for the Breckenridge Arts District. Below are some of the findings of those studies.

According to the "Arts & Economic Prosperity III, The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences" report completed by the Americans for the Arts in 2005, nationally the arts and culture industry generates \$166.2 billion in economic activity every year, \$103 .1 billion specifically in event-related spending by their audiences. Of the \$166.2 billion in economic activity, \$7.9 billion was generated in local tax revenues.

This report also stated: "Nonprofit arts and culture organizations are active contributors to the business community. They are employers, producers, consumers, and members of chambers of commerce, as well as key partners in the marketing and promotion of their cities and regions".

A 2004 report by The National Assembly of State Arts Agencies notes that 30% or 35.3 million adults say that a specific arts, cultural or heritage event or activity influenced their choice of destination. In fact many travelers will extend their stay because of an arts, cultural or heritage event or activity.

Most cultural travelers want to enrich their lives with new travel experiences.....trips where they can learn something new are more memorable....

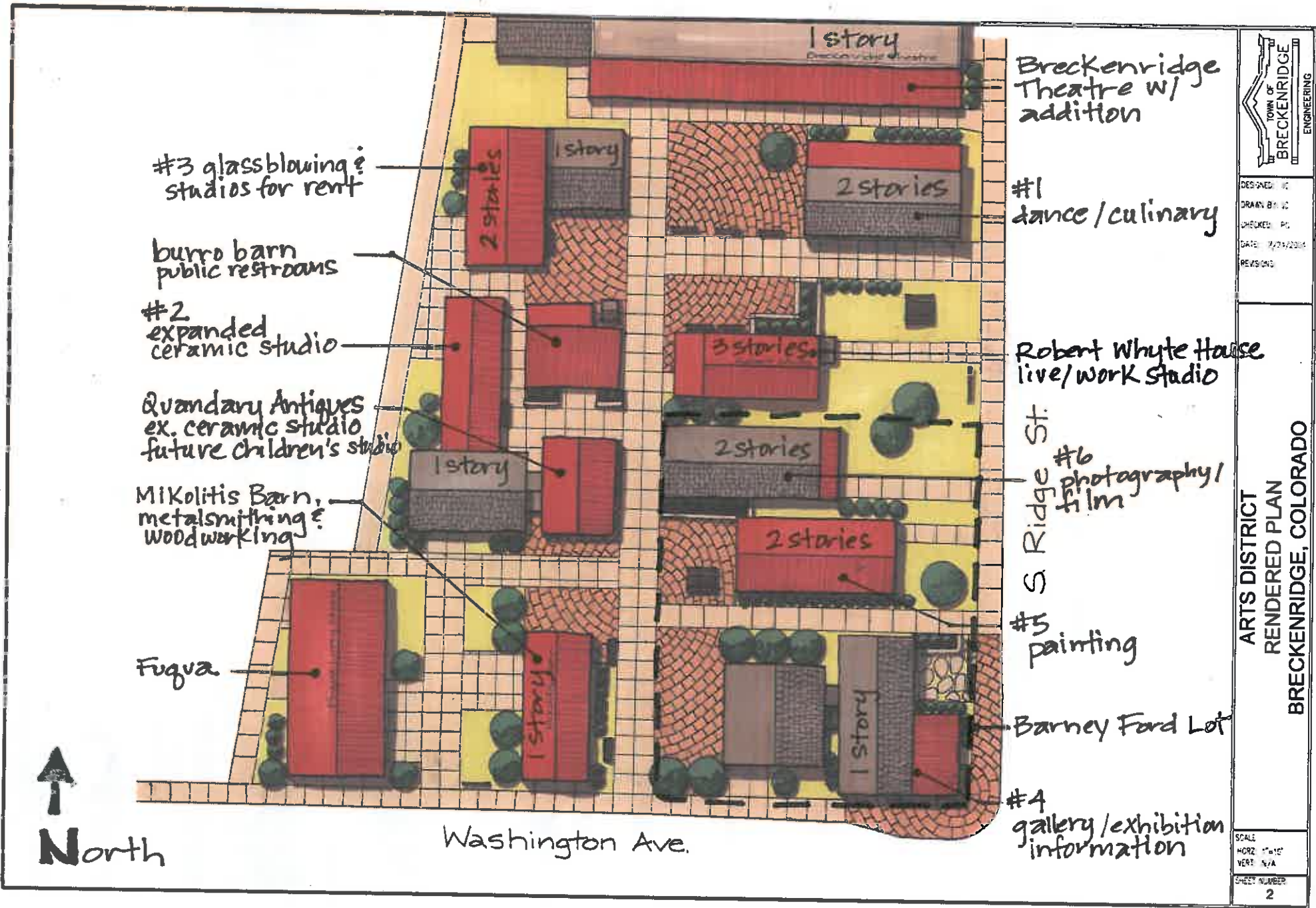
- 81 % of the 146.4 million of all adult travelers attended an arts and culture event while on a trip that was 50+ miles away from home.

Cultural Travelers:

- Spend more \$623 vs. 457 of average traveler
- Use a hotel, motel or B&B 62 % vs. 55 %
- Travel longer 5.2 nights vs. 3.4 nights

According to the San Diego Visitor Profile Study conducted by CIC Research, tourists who participated in an arts and culture activity are likely to have a longer stay (3.8 vs 1.8 days for all visitors) and nearly 60% of these visitors use hotel accommodations. In addition, these visitors spend \$561 per trip as compared with the average tourist's \$235. While these are not Breckenridge numbers, they do illustrate for comparative purposes the differences in spending patterns generated by cultural tourists.

As always, staff will be available to answer further questions.



Breckenridge Theatre w/ addition

#1 dance/culinary

Robert Whyte House live/work studio

#6 photography/film

#5 painting

Barney Ford Lot

#4 gallery/exhibition information

#3 glassblowing & studios for rent

burro barn public restrooms

#2 expanded ceramic studio

Quandary Antiques ex. ceramic studio future children's studio

MIKolitis Barn, metalsmithing & wood working

Fugva

Washington Ave.

North

Existing Arts District Buildings

Breckenridge Theatre –

- Home to the Backstage Theatre Performing Arts Company.
- The Backstage Theatre performs year round.
- The lobby is a small gallery administered by the Breckenridge Public Art Commission featuring local and student artists.
- The facility is also intended for mixed uses and is rented for special events such as the Breckenridge Film Festival
- Master plan proposes addition to expand theatre functions and lobby.

Robert Whyte House –

- The historic Robert Whyte House is currently being leased to resident artists.
- The Robert Whyte House recently received a \$10,000 grant from the State Historic Fund to conduct a Historic Structure Assessment.
- The future plans for the Robert Whyte House include two phases of rehabilitation that will transform the historic structure into a live/work facility for guest artists.

Quandary Antiques Cabin –

- The Quandary Antiques Cabin, although not technically historic, does have social significance to Breckenridge.
- The cabin was donated by Jim and Maureen Nicholls and was relocated from its original location two blocks down Ridge Street to the Arts District in 2008.
- The cabin has been remodeled into a small ceramic studio.
- The ceramic studio offers open studio hours where the public can come in and work on projects of their own and workshops taught by experienced ceramic artists.
- The ceramics program is one of the most successful programs in the Arts District.
- If an expanded ceramic studio is built, the Quandary Antiques Cabin could be converted into a studio especially for children, with tables and chairs, etc. that meet their size requirements.

Fuqua Livery Stable –

- The rehabilitated historic Fuqua Livery Stable opened in August of 2008.
- The project received \$129,000 from the State Historic Fund for restoration toward a total rehabilitation cost of \$600,000.
- The rehabilitation consisted of taking the structure apart carefully in 12 pieces, pouring a new foundation with in-floor heat, erecting structural steel and then putting the structure back together within 1" of historic configuration.
- An innovative glass storefront system was also installed on the interior to exhibit all of the historic walls and allow for year round use.
- The Fuqua Livery Stable received the prestigious Steven H. Hart Award for outstanding efforts in historic preservation in February of 2009.

- The facility provides wonderful space for ongoing workshops in diverse mediums including metalsmithing, painting, printmaking and textiles to name a few.
- Studio 3 within Fuqua is leased to local artists on an annual basis for reasonable rent.

Tin Shop –

- The historic Tin Shop is the first guest artist facility.
- This facility was made possible by a partnership with the Saddlerock Society.
- The Saddlerock Society owns the facility and the Town paid to rehabilitate it and operates the guest artist program through the Arts District.
- Guest artists began working in the Tin Shop in August of 2006.
- Artists are invited to stay at the Tin Shop and work on their medium of choice from one week up to one month.
- The main floor provides a studio space, while the upstairs has a fully furnished studio apartment where artists live during their stay.
- Artists are selected based on the quality of their artwork and proposed public participation program.
- Artists are currently booked through December 2013. A Call to Artists is posted every June.
- Last year the Tin Shop had over 7,000 visitors.

Proposed Arts District Buildings

Historic Structures

Robert Whyte House –

- The existing Robert Whyte house is three stories, with a small basement, main level and upstairs.
- As noted above the Town will complete an HSA in 2012.
- In 2013 it is hoped that the rehabilitation will be completed with help from a Colorado State Historic Fund grant to restore historic fabric and transform the space into a live/work space to rent to visiting artists.
- This will create a live/work space that is owned by the Town.

Robert Whyte House Burro Barn –

- The existing historic barn is currently in pretty bad shape.
- Over the last two years the roof has totally collapsed.
- In 2012 we have budgeted \$15,000 to inventory, catalogue and panelize the existing historic fabric.
- It is hoped that in 2013 we can rehabilitate the structure into public restrooms with a laundry facility to serve the district.
- The structure could also be used for storage of arts district materials.

Mikolitis Barn –

- The existing historic barn is currently being used for storage.
- It is hoped that in 2014 that the structure can be rehabilitated to accommodate metalsmithing and woodworking programs.

New Buildings

Building #1 Dance and Culinary –

- This new structure is envisioned to be two stories, one above grade and one below.
- This building would include a commercial kitchen in the back of the main level to allow the opportunity for culinary classes and also to make the space desirable for rentals.
- The front area would have a beautiful hardwood floor and mirrors for use as a dance studio.
- The lower level would be additional space for dressing rooms, meeting space and storage.
- The combination of these spaces makes it ideal for classes for both culinary and dance as well as rental for special events.

Building #2 Expanded Ceramic Studio–

- This structure is envisioned to be one story, either slab on grade or with a crawl space.
- The structure would provide improved lighting and ventilation and allow for expanded class size than what the existing Quandary Antiques Cabin can accommodate.
- CMC students could take classes within the Arts District for credit.

Building #3 Glassblowing/studios for rent –

- This new structure is envisioned to be partial two stories, one above grade and one below the western portion.
- With the existing grade, the lower level will likely be a walkout to the alley.
- The structure would accommodate a glassblowing studio for demonstrations and workshops.
- It will also include low tech studio spaces that can be rented to local artists.

Building #4 Gallery/Exhibition and Information –

- This new structure is envisioned to be one story.
- This structure would provide a gallery space to exhibit local and visiting artists along with special opportunities for students and children in the Arts District.
- This structure may also include meeting space and office space for future Arts District administration or other arts non-profits.
- The space would also be a point for information on arts programs and where people could register for workshops or purchase tickets for performances.

Building #5 Painting –

- This new structure is envisioned to be two stories, both above grade.
- The main level would be a studio dedicated to painting for workshops, demonstrations and lectures.
- The upper level could be studio space to rent to painters, office and/or storage space.

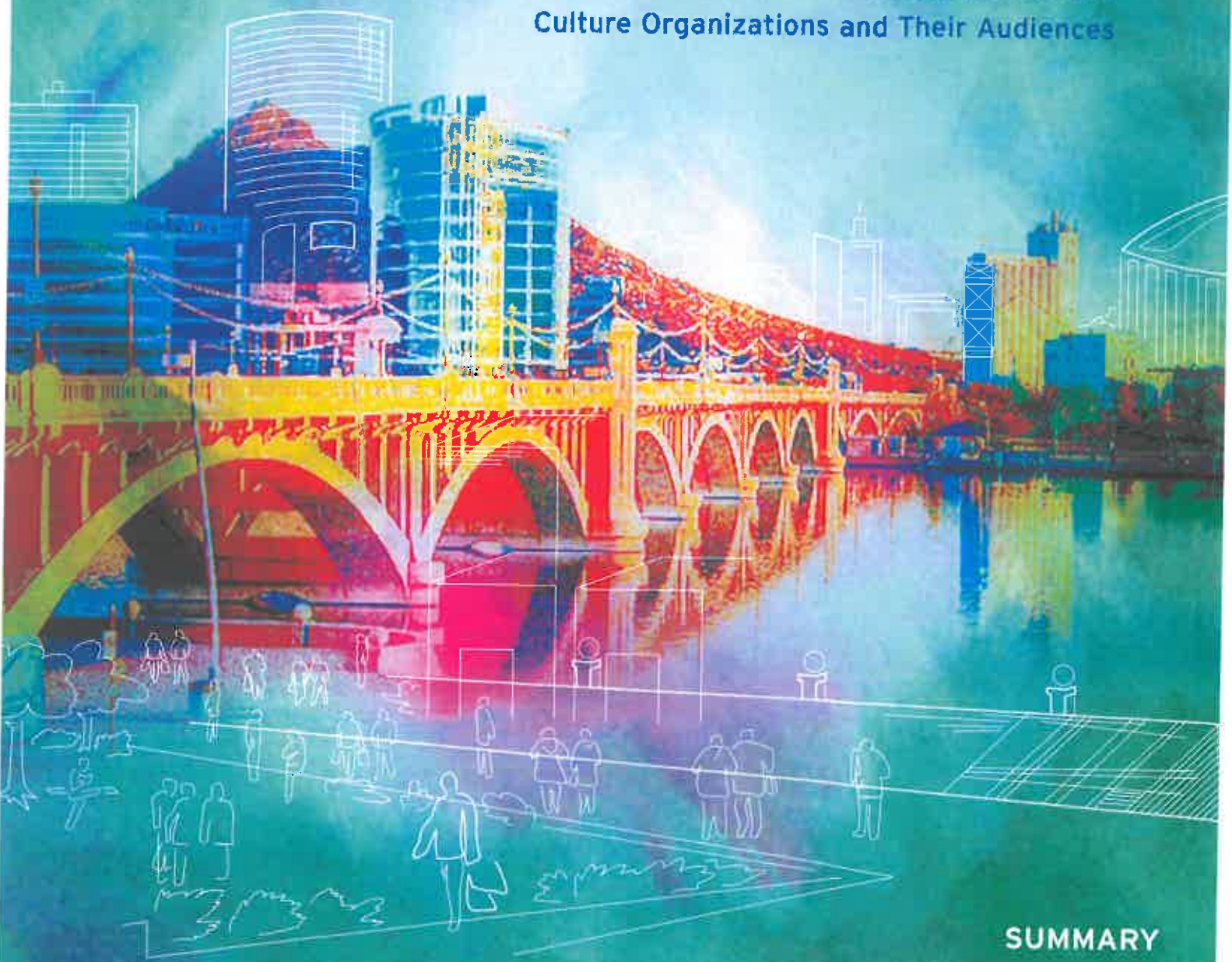
Building #6 Photography/Film –

- This new structure is envisioned to be two stories, both above grade.
- The main level would be a studio dedicated to photography/film for workshops, demonstrations and lectures.
- The upper level could be studio space to rent to printmakers, office space and/or storage space.
- It could also include a small gallery space that can also be used to premier films.



Arts & Economic Prosperity^{III}

The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences

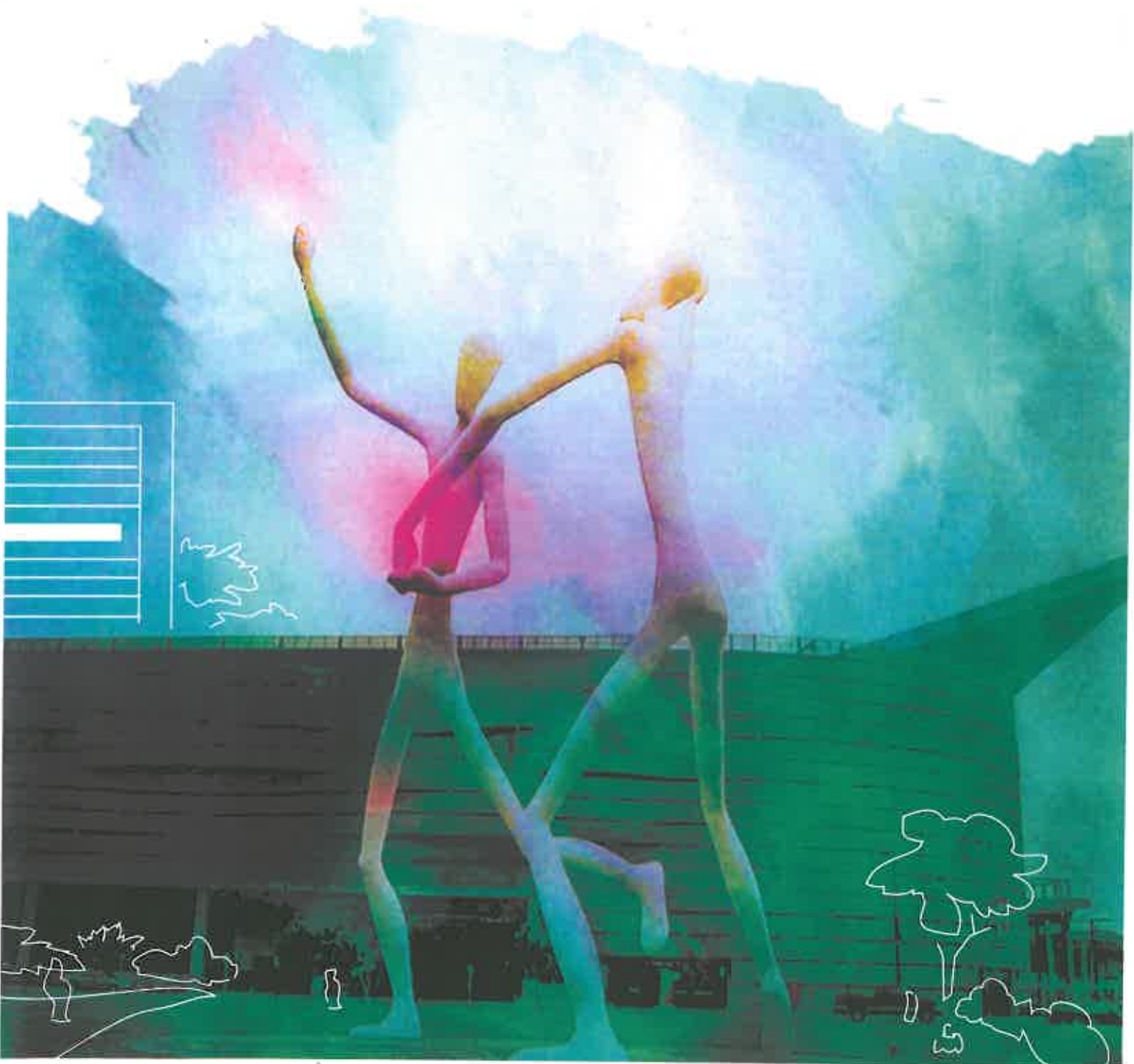


SUMMARY

The findings from Arts & Economic Prosperity III send a clear and welcome message: leaders who care about community and economic development can feel good about choosing to invest in the arts

ROBERT L. LYNCH

President and CEO, Americans for the Arts



The Arts Mean Business

ROBERT L. LYNCH, PRESIDENT AND CEO, AMERICANS FOR THE ARTS

The key lesson from **Arts & Economic Prosperity III** is that communities that invest in the arts reap the additional benefits of jobs, economic growth, and a quality of life that positions those communities to compete in our 21st century creative economy. In my travels across the country, business and government leaders often talk to me about the challenges of funding the arts and other community needs amid shrinking resources. They worry about jobs and the economic performance of their community. How well are they competing in the high-stakes race to attract new businesses? Is their region a magnet for a skilled and creative workforce? I am continually impressed by the commitment to doing what is best for their constituents and to improving quality of life for all. The findings from **Arts & Economic Prosperity III** send a clear and welcome message: leaders who care about community and economic development can feel good about choosing to invest in the arts.

Most of us appreciate the intrinsic benefits of the arts—their beauty and vision; how they inspire, soothe, provoke, and connect us. When it comes time to make tough funding choices, however, elected officials and business leaders also need to have strong and credible data that demonstrate the economic benefits of a vibrant nonprofit arts and culture industry.

Arts & Economic Prosperity III is our third study of the nonprofit arts and culture industry's impact on the nation's economy. Because of their rigor and reliability, results from the 1994 and 2002 studies have become the most frequently used statistics to demonstrate the value of arts and culture locally, statewide, and nationally. This new study is our largest ever, featuring findings from 156 study regions (116 cities and counties, 35 multicounty regions, and five states). Data was collected from an impressive 6,080 nonprofit arts and culture organizations and 94,478 of their attendees across all 50 states and the District of Columbia.

By every measure, the results are impressive! Nationally, the nonprofit arts and culture industry generates \$166.2 billion in economic activity annually—a 24 percent increase in just the past five years. That amount is greater than the Gross Domestic Product of most countries. This spending supports 5.7 million full-time jobs right here in the United States—an increase of 850,000 jobs since our 2002 study. What's more, because arts and culture organizations are strongly rooted in their communities, these are jobs that necessarily remain local and cannot be shipped overseas.

Our industry also generates nearly \$30 billion in revenue to local, state, and federal governments every year. By comparison, the three levels of government collectively

spend less than \$4 billion annually to support arts and culture—a spectacular 7:1 return on investment that would even thrill Wall Street veterans.

Arts & Economic Prosperity III has more good news for business leaders. Arts and culture organizations—businesses in their own right—leverage additional event-related spending by their audiences that pump vital revenue into restaurants, hotels, retail stores, and other local businesses. When patrons attend a performing arts event, for example, they may park their car in a toll garage, purchase dinner at a restaurant, and eat dessert after the show. Valuable commerce is generated for local merchants. This study shows that the typical attendee spends \$27.79 per person, per event, in addition to the cost of admission. When a community attracts cultural tourists, it harnesses even greater economic rewards. Nonlocal audiences spend twice as much as their local counterparts (\$40.19 vs. \$19.53). Arts and culture are magnets for tourists, and tourism research repeatedly shows that cultural travelers stay longer and spend more. Whether serving the local community or out-of-town visitors, a vibrant arts and culture industry helps local businesses thrive.

Right now, cities around the world are competing to attract new businesses as well as our brightest young professionals. International studies show that the winners will be communities that offer an abundance of arts and culture opportunities. As the arts flourish, so will creativity and innovation—the fuel that drives our global economy.

Arts & Economic Prosperity III is great news for those whose daily task is to strengthen the economy and enrich quality of life. No longer do business and elected leaders need to choose between arts and economic prosperity. Nationally, as well as locally, the arts mean business!

In my own philanthropy and business endeavors, I have seen the critical role that the arts play in stimulating creativity and in developing vital communities. As this study indicates, the arts have a crucial impact on our economy and are an important catalyst for learning, discovery, and achievement in our country.

PAUL G. ALLEN

Philanthropist and Co-Founder, Microsoft



Economic Impact of America's Nonprofit Arts & Culture Industry

Every day, the **100,000 nonprofit arts and culture organizations** that populate the nation's cities and towns are making their communities more desirable places to live and work. They provide inspiration and enjoyment to residents, beautify shared public places, and strengthen the social fabric. This study demonstrates that the nonprofit arts and culture industry is also an economic driver in these communities—a growth industry that supports jobs, generates government revenue, and is the cornerstone of tourism.

Nonprofit arts and culture organizations pay their employees, purchase supplies, contract for services, and acquire assets from within their communities. Their audiences generate event-related spending for local merchants such as restaurants, retail stores, hotels, and parking garages. This study sends an important message to community leaders that support for the arts is an investment in economic well-being as well as quality of life.

Nationally, the nonprofit arts and culture industry generates **\$166.2 billion** in economic activity every year—\$63.1 billion in spending by organizations

and an additional \$103.1 billion in event-related spending by their audiences. The impact of this activity is significant, supporting 5.7 million U.S. jobs and generating \$29.6 billion in government revenue.

Arts & Economic Prosperity III is the most comprehensive study of the nonprofit arts and culture industry ever conducted. It documents the economic impact of the nonprofit arts and culture industry in 156 communities and regions (116 cities and counties, 35 multicounty regions, and five states), and represents all 50 states and the District of Columbia. The diverse communities range in population (four thousand to three million)

and type (rural to urban).

Researchers collected detailed expenditure and attendance data from 6,080 nonprofit arts and culture organizations and 94,478 of their attendees to measure total industry spending. Project economists customized input/output analysis models for each study region to provide specific and reliable economic impact data. This study

ECONOMIC IMPACT OF THE NONPROFIT ARTS & CULTURE INDUSTRY (2005) (expenditures by both organizations and audiences)

Total Expenditures	\$ 166.2 billion
Full-Time Equivalent Jobs	5.7 million
Resident Household Income	\$ 104.2 billion
Local Government Revenue	\$ 7.9 billion
State Government Revenue	\$ 9.1 billion
Federal Income Tax Revenue	\$ 12.6 billion

Mayors understand the connection between the arts industry and city revenues. Besides providing thousands of jobs, the arts generate billions in government and business revenues and play an important role in the economic revitalization of our nation's cities.

DOUGLAS H. PALMER

Mayor of Trenton, NJ
President, The United States Conference of Mayors



uses four economic measures to define economic impact: full-time equivalent jobs, resident household income, and revenue to local and state government.

- *Full-Time Equivalent (FTE) Jobs* describe the total amount of labor employed. Economists measure FTE jobs, not the total number of employees, because it is a more accurate measure that accounts for part-time employment.
- *Resident Household Income* (often called *Personal Income*) includes salaries, wages, and entrepreneurial income paid to local residents. It is the money residents earn and use to pay for food, mortgages, and other living expenses.
- *Revenue to Local and State Government* includes revenue from taxes (income, property, or sales) as well as funds from license fees, utility fees, filing fees, and other similar sources.

Arts & Economic Prosperity III focuses solely on nonprofit arts and culture organizations and their audiences. It excludes spending by individual artists and the for-profit arts and entertainment industry (e.g., Broadway or the motion picture industry). Due to the rigor with which the study was conducted, statistical extrapolations of the nation's nonprofit arts and culture sector can be made and are presented in this report.



There is no better indicator of the spiritual health of our city, its neighborhoods, and the larger region than the state of the arts. The arts deepen our understanding of the human spirit, extend our capacity to comprehend the lives of others, allow us to imagine a more just and humane world. Through their diversity of feeling, their variety of form, their multiplicity of inspiration, the arts make our culture richer and more reflective.

Nonprofit Arts & Culture: A Growth Industry

The nation's nonprofit arts and culture industry has grown steadily since the first analysis in 1992, expanding at a rate greater than inflation. Between 2000 and 2005, spending by organizations and their audiences grew 24 percent, from \$134 billion to \$166.2 billion. When adjusted for inflation, this represents a healthy 11 percent increase. Gross Domestic Product, by comparison, grew at a slightly faster rate of 12.5 percent (adjusted for inflation).

Spending by nonprofit arts and culture **organizations** grew 18.6 percent between 2000 and 2005, from \$53.2 billion to \$63.1 billion (a 4 percent increase when adjusted for inflation). Event-related

spending by **audiences** attending a nonprofit arts and culture event increased 28 percent during the same period, from \$80.8 billion to \$103.1 billion, or 15 percent when adjusted for inflation. Audience spending was not studied in the 1992 analysis.

GROWTH OF THE NONPROFIT ARTS & CULTURE INDUSTRY
(U.S. dollars in billions)



Audience expenditure data not collected in 1992.

THE PANEL OF 25: ECONOMIC IMPACT TREND COMMUNITIES

Twenty-five communities participated in the 2000 and 2005 economic impact studies (surveying both organizations and audiences). Twenty-three of the 25 communities had aggregate increases in nonprofit arts and culture organization expenditures, with an average growth of 58.0 percent. Event-related spending by audiences grew an average of 50.4 percent, with just five communities experiencing declines. When taken together, annual economic activity grew 49.7 percent, expanding well ahead of not just the national arts and culture industry growth rate of 24 percent, but ahead of the nation's Gross Domestic Product as well. The following are the 25 communities in this analysis:

Anchorage, AK
Boise, ID
Boulder, CO
Broward County, FL
Chandler, AZ
Columbus/Franklin County, OH
Dover, DE
Erie County, PA
Forsyth County, NC

Ft. Collins, CO
Glendale, CA
Homer, AK
Indianapolis, IN
Lehigh Valley, PA
Mesa, AZ
Miami-Dade County, FL
Minneapolis, MN
Newark, NJ

Phoenix, AZ
Portsmouth, NH
St. Cloud, MN
St. Louis, MO
Tempe, AZ
Walnut Creek, CA
Westchester County, NY

NONPROFIT ARTS & CULTURE ORGANIZATIONS

Nonprofit arts and culture organizations are active contributors to the business community. They are employers, producers, consumers, and members of chambers of commerce, as well as key partners in the marketing and promotion of their cities and regions. Spending by nonprofit arts and culture organizations nationally was estimated at \$63.1 billion in 2005. This output supports 2.6 million U.S. jobs, provides \$57.3 billion in household income, and generates \$13.2 billion in total government revenue.

IMPACT OF NONPROFIT ARTS & CULTURE ORGANIZATIONS

Total Expenditures	\$ 63.1 billion
Full-Time Equivalent Jobs	2.6 million
Resident Household Income	\$ 57.3 billion
Local Government Revenue	\$ 2.8 billion
State Government Revenue	\$ 3.5 billion
Federal Income Tax Revenue	\$ 6.9 billion

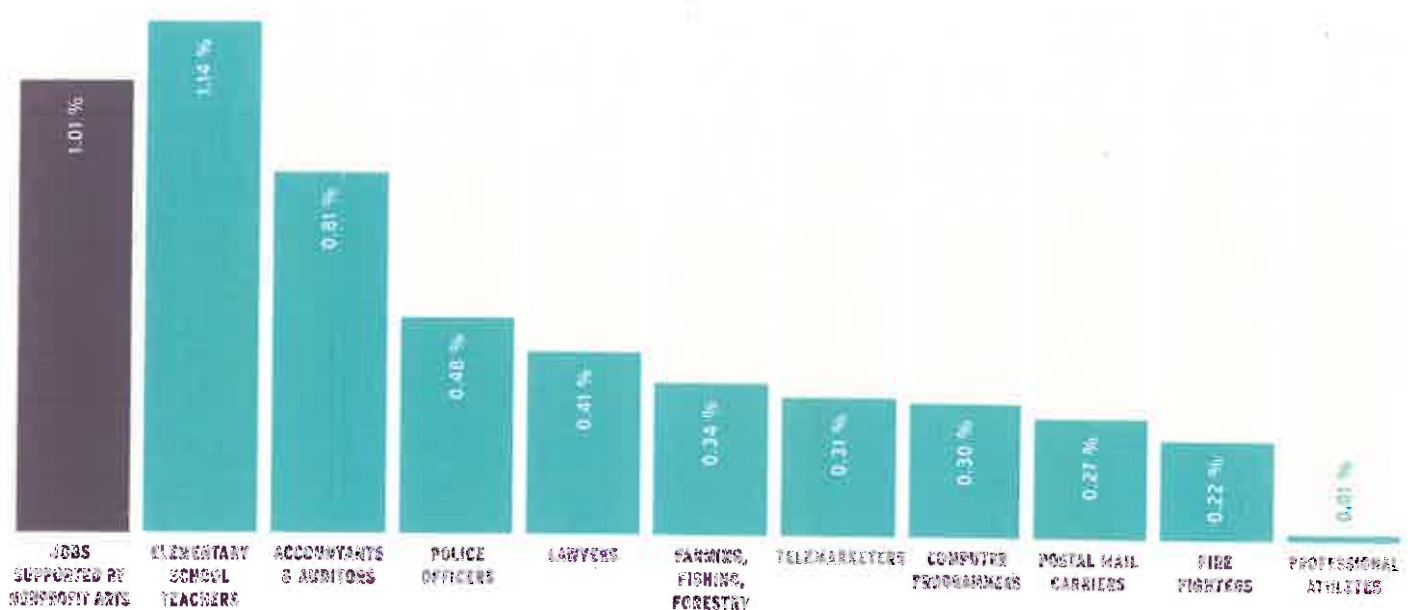
INDUSTRY EMPLOYMENT COMPARISONS

Spending by nonprofit arts and culture organizations provides rewarding employment for more than just artists, curators, and musicians. It also directly supports builders, plumbers, accountants, printers, and an array of occupations spanning many industries.

In 2005, nonprofit arts and culture organizations alone supported 2.6 million full-time equivalent jobs. Of this total, 1.3 million jobs were a result of "direct" expenditures by nonprofit arts organizations, representing 1.01 percent of the U.S. workforce.¹⁴ Compared to the size of other sectors of the U.S. workforce, this figure is significant.

Nonprofit arts and culture organizations support more jobs than there are accountants and auditors, public safety officers, even lawyers, and just slightly fewer than elementary school teachers. The chart below provides a helpful context for the large number of jobs directly supported by nonprofit arts and culture organizations. It must be noted that the arts and culture jobs represent portions of multiple industry sectors (e.g., musicians, designers, accountants, printers), whereas the comparison groups are single job classifications.

PERCENTAGE OF U.S. WORKFORCE (2005)



DIRECT & INDIRECT ECONOMIC IMPACT: HOW A DOLLAR IS RESPENT IN A COMMUNITY

Arts & Economic Prosperity III uses a sophisticated economic analysis called input/output analysis to measure economic impact. It is a system of mathematical equations that combines statistical methods and economic theory. Input/output analysis enables economists to track how many times a dollar is “resent” within the local economy, and the economic impact generated by each round of spending. How can a dollar be resent? Consider the following example:

A theater company purchases a gallon of paint from the local hardware store for \$20, generating the direct economic impact of the expenditure. The hardware store then uses a portion of the aforementioned \$20 to pay the sales clerk’s salary; the sales clerk respends some of the money for groceries; the grocery store uses some of the money to pay its cashier; the cashier then spends some for the utility bill; and so on. The subsequent rounds of spending are the indirect economic impacts.

Thus, the initial expenditure by the theater company was followed by four additional rounds of spending (by the hardware store, sales clerk, grocery store, and the cashier). The effect of the theater company’s initial expenditure is the **direct economic impact**. The subsequent rounds of spending are all of the **indirect impacts**. The **total impact** is the sum of the direct and indirect impacts.

Note: Interestingly, a dollar “ripples” very differently through each community, which is why each study region has its own customized economic model.

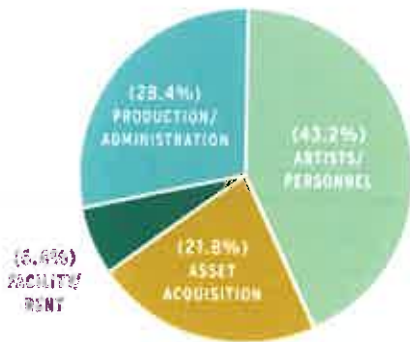
Across America, cities that once struggled economically are reinventing and rebuilding themselves by investing in art and culture. Both are proven catalysts for growth and economic prosperity. By creating cultural hubs, nonprofit art businesses help cities define themselves, draw tourists, and attract investment. Federal support for America’s nonprofit cultural organizations must go on if we hope to continue enjoying the substantial benefits they bring.

LOUISE M. SLAUGHTER
U.S. House of Representatives (NY)
Co-Chair, Congressional Arts Caucus

A LABOR-INTENSIVE INDUSTRY

Dollars spent on human resources typically stay within a community longer, thereby having a greater local economic impact. The chart below demonstrates the highly labor-intensive nature of the arts and culture industry. Nearly half of the typical organization's expenditures are for artists and personnel costs (43.2 percent).

EXPENDITURES BY NONPROFIT ARTS & CULTURE ORGANIZATIONS (2005)



Audience Spending

The arts and culture industry, unlike many industries, leverages a significant amount of event-related spending by its audiences. For example, a patron attending an arts event may pay to park the car in a garage, purchase dinner at a restaurant, eat dessert after the show, and return home to pay the babysitter. This generates related commerce for local businesses such as restaurants, parking garages, hotels, and retail stores. Total event-related spending by nonprofit arts and culture audiences was an estimated

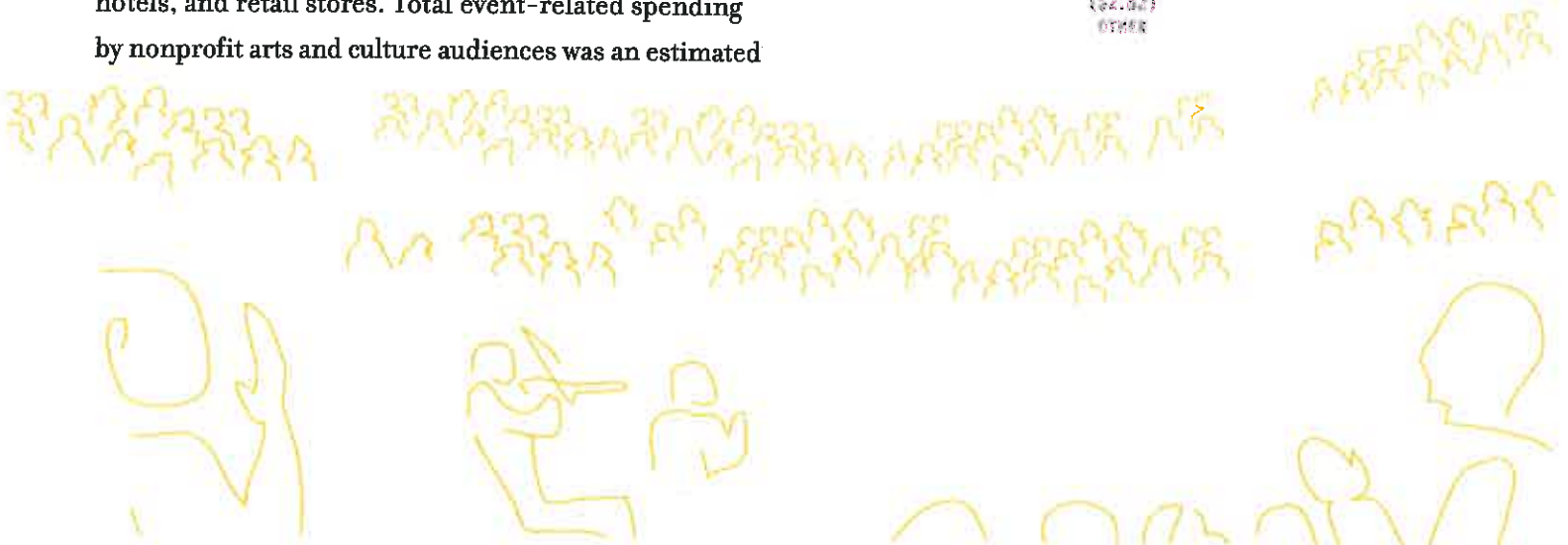
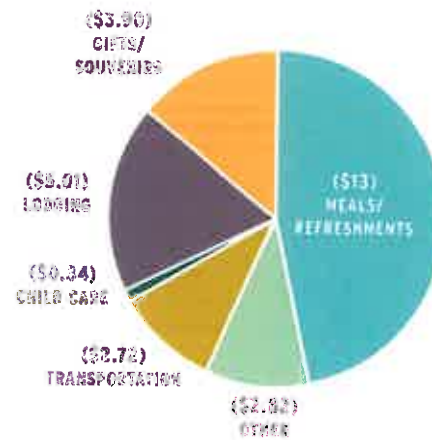
IMPACT OF NONPROFIT ARTS & CULTURE AUDIENCES

Total Expenditures	\$ 103.1 billion
Full-Time Equivalent Jobs	3.1 million
Resident Household Income	\$ 46.9 billion
Local Government Revenue	\$ 5.1 billion
State Government Revenue	\$ 5.6 billion
Federal Income Tax Revenue	\$ 5.7 billion

\$103.1 billion in 2005. This spending supports 3.1 million full-time jobs in the United States, provides \$46.9 billion in household income, and generates \$16.4 billion in government revenue.

Nationally, the typical attendee spends an average of \$27.79 per person, per event, in addition to the cost of admission. Businesses that cater to arts and culture audiences reap the rewards of this economic activity.

NONPROFIT ARTS & CULTURE ATTENDEES SPEND \$27.79 PER PERSON ABOVE THE COST OF ADMISSION



LOCAL VS. NONLOCAL AUDIENCES



While the ratio of local to nonlocal attendees is different in every community, the national sample revealed that 39 percent of attendees traveled from outside of the county in which the event took place (nonlocal) and 61 percent were local (resided inside the county).

VISITORS SPEND MORE

In addition to spending data, researchers asked each of the 94,478 survey respondents to provide their home zip codes. Analysis of this data enabled a comparison of event-related spending by local and nonlocal attendees. Previous economic and tourism research has shown that nonlocal attendees spend more than their local counterparts. This study reflects those findings.

Local audiences, who live in the county in which the event occurred, spent an average of \$19.53 per person, per event in addition to the cost of admission. Nonlocal attendees, those who live outside the county, spent twice this amount, or \$40.19 per person.

As would be expected, nonlocal attendees spent significantly more in the categories of lodging, meals, and transportation. These findings demonstrate that when a community attracts arts and culture tourists, it harnesses significant economic rewards.

EVENT-RELATED SPENDING BY LOCAL VS. NONLOCAL AUDIENCES



NONPROFIT ARTS & CULTURE ATTENDEES SPEND \$27.79 PER PERSON

CATEGORY OF EXPENSE	RESIDENT AUDIENCES*	NONRESIDENT AUDIENCES*	ALL AUDIENCES
Meals/Refreshments	\$10.77	\$16.35	\$13.00
Gifts/Souvenirs	\$3.32	\$4.78	\$3.90
Lodging	\$1.08	\$10.91	\$5.01
Child Care	\$0.34	\$0.33	\$0.34
Transportation	\$1.62	\$4.37	\$2.72
Other	\$2.40	\$3.45	\$2.82
Total	\$19.53	\$40.19	\$27.79

* Residents are attendees who live within the county in which the cultural event occurred; nonresidents live outside of the county.



This report reinforces why many cities and towns across the nation are stepping up to support the continued growth of arts and culture. Not only do the arts provide a much needed social escape for many in our communities—they also help drive local economies. Having an abundance of unique arts and events means more revenue for local businesses and makes our communities more attractive to young, talented professionals—whose decisions on where to start a career or business are increasingly driven by quality of life and the availability of cultural amenities.

BART PETERSON

Mayor of Indianapolis, IN
President, National League of Cities



ARTS & CULTURE TOURISTS SPEND MORE AND STAY LONGER

As communities compete for a tourist's dollar, arts and culture have proven to be magnets for travelers and their money. Local businesses are able to grow because travelers extend the length of their trips to attend cultural events. Travelers who include arts and culture events in their trips differ from other U.S. travelers in a number of ways.³¹

Arts and culture travelers:

- Spend more (\$623 vs. \$457)
- Use a hotel, motel, or bed-and-breakfast (62 percent vs. 55 percent)
- Spend \$1,000 or more (19 percent vs. 12 percent)
- Travel longer (5.2 nights vs. 3.4 nights)

A 2001 research study by the Travel Industry Association of America and Partners in Tourism³² indicates that:

- 65 percent of all adult travelers attended an arts and culture event while on a trip that was 50+ miles away from home.
- 32 percent of these cultural travelers stayed longer because of the event.
- Of those that stayed longer, 57 percent extended their trips by one or more nights.



ARTS VOLUNTEERISM

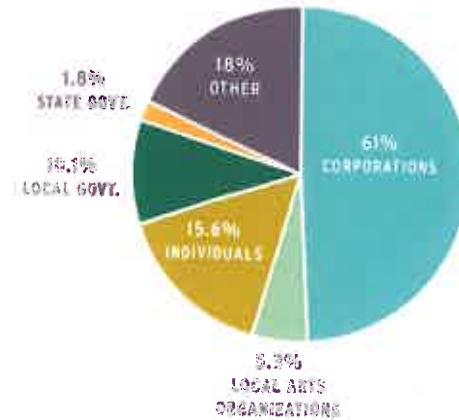
Arts & Economic Prosperity III reveals a significant contribution to nonprofit arts and culture organizations as a result of volunteerism. The average city and county in the study had 5,174 arts volunteers who donated 191,499 hours to nonprofit arts and culture organizations, a donation valued at \$3.4 million.⁷ The 6,080 responding organizations had an average of 125 volunteers who volunteered 45.3 hours each, for a total of 4,857 hours per organization. While these arts volunteers may not have an economic impact as defined in this study, they clearly have an enormous impact on their communities by helping arts and culture organizations function as a viable industry.

IN-KIND CONTRIBUTIONS

The organizations surveyed for this study provided data about their in-kind support (e.g., donated assets, office space, airfare, or advertising space). Seventy-one

percent of the responding organizations received in-kind support, averaging \$47,906 each during the 2005 fiscal year. Corporations were the largest provider of in-kind services.

SOURCES OF IN-KIND CONTRIBUTIONS TO NONPROFIT ARTS & CULTURE ORGANIZATIONS



Conclusion

Nonprofit arts and culture organizations in the United States drive a \$166 billion industry—a growth industry that supports 5.7 million full-time jobs and generates nearly \$30 billion in government revenue annually. Arts and culture organizations—businesses in their own right—leverage significant event-related spending by their audiences that pumps vital revenue into restaurants, hotels, retail stores, parking garages, and

other local businesses. This study lays to rest a common misconception: that communities support arts and culture at the expense of local economic development. In fact, communities are investing in an industry that supports jobs, generates government revenue, and is the cornerstone of tourism. This report shows conclusively that, locally as well as nationally, the arts mean business.

About This Study

The **Arts & Economic Prosperity III** study was conducted by Americans for the Arts to document the economic impact of the nonprofit arts and culture industry in 156 communities and regions (116 cities and counties, 35 multicounty regions, and five states), representing all 50 states and the District of Columbia. The diverse communities range in population (four thousand to three million) and type (rural to urban). The study focuses solely on nonprofit arts and culture organizations and their audiences. Public arts councils and public presenting facilities/institutions are included, as are select programs embedded within another organization (that have their own budgets and play substantial roles in the cultural life of communities). The study excludes spending by individual artists and the for-profit arts and entertainment sector

(e.g., Broadway or the motion picture industry). Detailed expenditure data was collected from 6,080 arts and culture organizations and 94,478 of their attendees. The project economists, from the Georgia Institute of Technology, customized input/output analysis models for each study region to provide specific and reliable economic impact data about the nonprofit arts and culture industries, specifically full-time equivalent jobs, household income, and local and state government revenue.

156 LOCAL AND REGIONAL STUDY PARTNERS

Americans for the Arts published a Call for Participants in 2005, seeking communities interested in participating in the **Arts & Economic Prosperity III** study. Of the more than 200 participants that expressed interest, 156

As Chairman of the Oklahoma Chamber of Commerce, I visited almost every city and town in the state. There is a visible difference in places with an active cultural community. I see people looking for places to park, stores staying open late, and restaurants packed with customers. The business day is extended and the cash registers are ringing.

KEN FERGESON

Chairman and CEO, NBanC
Past President, American Bankers Association

The arts have been and continue to be an important part of Arizona's culture. By igniting the mind, the arts can spark new ways of thinking, communicating, and doing business.

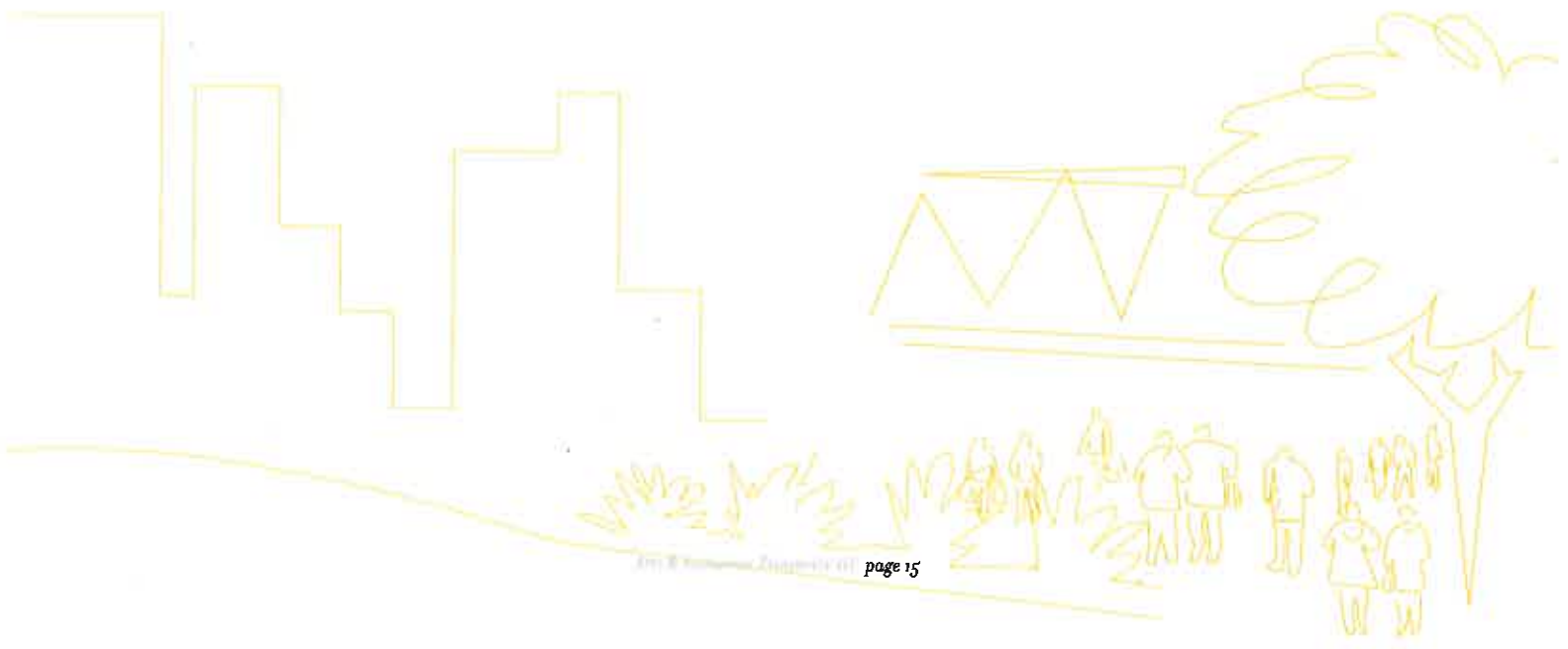
JANET NAPOLITANO
Governor of Arizona
Chair, National Governors Association

agreed to participate and complete four participation criteria: 1) identify and code the universe of nonprofit arts and culture organizations in their study region; 2) disseminate, collect, and review for accuracy expenditure surveys from those organizations; 3) conduct audience-intercept surveys at a minimum of 18 diverse arts events; and 4) pay a modest cost-sharing fee (no community was refused participation for an inability to pay).

SURVEYS OF ORGANIZATIONS

Each of the 156 study regions attempted to identify its complete universe of nonprofit arts and culture organizations using the Urban Institute's National

Taxonomy of Exempt Entity codes as a guideline.^{iv} Eligible nonprofit arts and culture organizations—those whose primary purpose is to promote appreciation for and understanding of the visual, performing, folk, and media arts—received a web-based survey. Sent via e-mail, the survey collected detailed information about their fiscal year 2005 expenditures in more than 40 expenditure categories, including labor, local and nonlocal artists, operations, materials, facilities, and asset acquisition. Data was collected from 6,080 organizations for this study. Response rates for the 156 communities averaged 41.3 percent and ranged from 10.4 percent to 100 percent. Responding organizations had budgets ranging from a low of \$0 to a high of



The arts benefit communities as well as individuals. Cities and towns with flourishing cultural activities attract business and tourists and provide tremendous incentives for families. There are wonderful models in Massachusetts and across the country of communities that have integrated cultural institutions into revitalization efforts. They have strengthened their economies and greatly improved quality of life in their neighborhoods.

Edward Kennedy

U.S. Senate (MA)
Co-Chair, Senate Cultural Caucus

\$159.2 million. Each study region's results are based solely on the actual survey data collected, not on fiscal projections. The less-than-100 percent response rates suggest an understatement of the economic impact findings in most of the individual study regions.

SURVEYS OF AUDIENCES

Audience-intercept surveying, a common and accepted research method, was completed in 152 of the 156 study regions to measure spending by audiences at nonprofit arts and culture events. Patrons were asked to complete a short survey while attending an event. A total of 94,478 attendees completed the survey for an average

of 673 surveys per community. The randomly selected respondents provided itemized expenditure data on attendance-related activities such as meals, souvenirs, transportation, and lodging. Data was collected throughout the year (to guard against seasonal spikes or drop-offs in attendance) as well as at a broad range of events (a night at the opera will typically yield more spending than a Saturday children's theater production, for example). Using total attendance data for 2005 (collected from the organization surveys), standard statistical methods were then used to derive a reliable estimate of total expenditures by attendees in each community. The survey respondents provided



information about the entire party with whom they were attending the event. With an average travel party size of three people, this data actually represents the spending patterns of more than 280,000 attendees, significantly increasing the reliability of the data.

INPUT/OUTPUT ANALYSIS

To derive the most reliable economic impact data, input/output analysis is used to measure the impact of expenditures by nonprofit arts and culture organizations and their audiences. This is a highly regarded type of economic analysis that has been the basis for two Nobel Prizes in economics. The models are systems of mathematical equations that combine statistical methods and economic theory in an area of study called econometrics. The analysis traces how many times a dollar is respent within the local economy before it leaks out, and it quantifies the economic impact of each round of spending. This form of economic analysis is well suited for this study because it can be customized specifically to each community.

We in the public sector need to keep in mind what an important role the arts play in economic development. Part of a community's vibrancy is defined by its arts and culture quality and diversity. All the things we do at county level to support the arts can make a difference, and I encourage county officials to step up to make sure their communities understand the linkage between local economic development and the arts.

Linda Langston

Linn County Supervisor (IA)
Chair, Arts Commission, National Association of Counties

On a personal level, I recognize the joyous celebration I experience from the arts and as a policy-maker, I recognize the tremendous economic contribution of the arts, from the most sophisticated urban center to the most precious rural community.

Leticia Van de Putte

Texas State Senate
President, National Conference of State Legislatures



NATIONAL ESTIMATES

To derive the national estimates, the 116 city and county study participants—multiregions and states are excluded from this analysis—were first stratified into six population groups, and an economic impact average was calculated for each group. Second, the nation's largest 12,662 cities were assigned to one of the six groups based on its population, as supplied by the U.S. Census Bureau. Third, each city was assigned the economic impact average for its population group. Finally, the values of the cities were added together to determine the national economic impact findings. The two largest U.S. cities, New York and Los Angeles, each with more than \$1 billion in organizational expenditures, were excluded from this study to avoid inflating the national estimates. In addition, Laguna Beach, CA, and Teton County, WY, were removed when calculating the national estimates due to their comparably high levels of economic activity in the population category.

North Dakota's participation in this study shows the economic impact the arts can have in rural and urban economies alike. We look forward to the state arts council further exploring the role of arts in rural economic development.

Jack Dalrymple

Lieutenant Governor of North Dakota

Chair Elect, National Lieutenant Governors Association

LEARN MORE ABOUT

ARTS & ECONOMIC PROSPERITY III

Visit www.AmericansForTheArts.org/EconomicImpact to access free resources you can use to help make the economic case for arts funding and arts-friendly policies in your community:

- A downloadable and customizable PowerPoint presentation that effectively communicates this study's findings.
- Arts & Economic Prosperity III Highlights Pamphlet.
- Arts & Economic Prosperity III Summary Report.
- Arts & Economic Prosperity III National Report, complete with national and local findings, background, scope, and methodology.
- A press release announcing the study results.
- Sample Opinion-Editorials.

The Arts & Economic Prosperity Calculator is a handy tool that enables users to estimate the economic impact of their organization.

ENDNOTES

¹This figure includes only income tax paid on the \$104.2 billion in resident household income at the rate of 12.1 percent, the average percentage of adjustable gross income paid to the Internal Revenue Service in 2004 (latest data available).

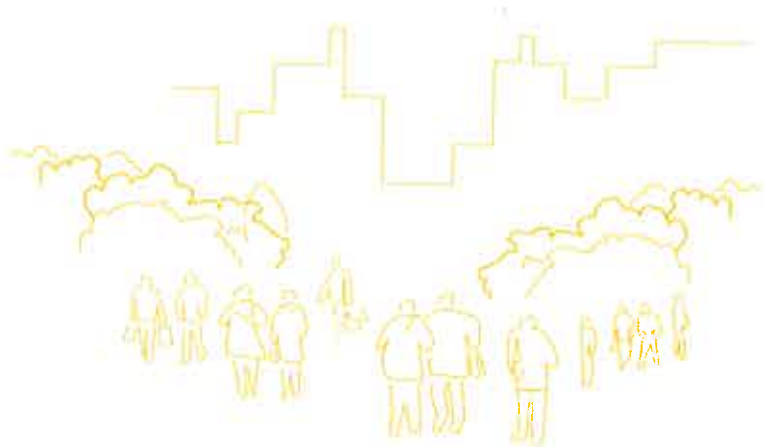
²The U.S. Department of Labor Bureau of Labor Statistics reports that there were 130,307,840 nonself-employed individuals in the U.S. workforce during 2005.

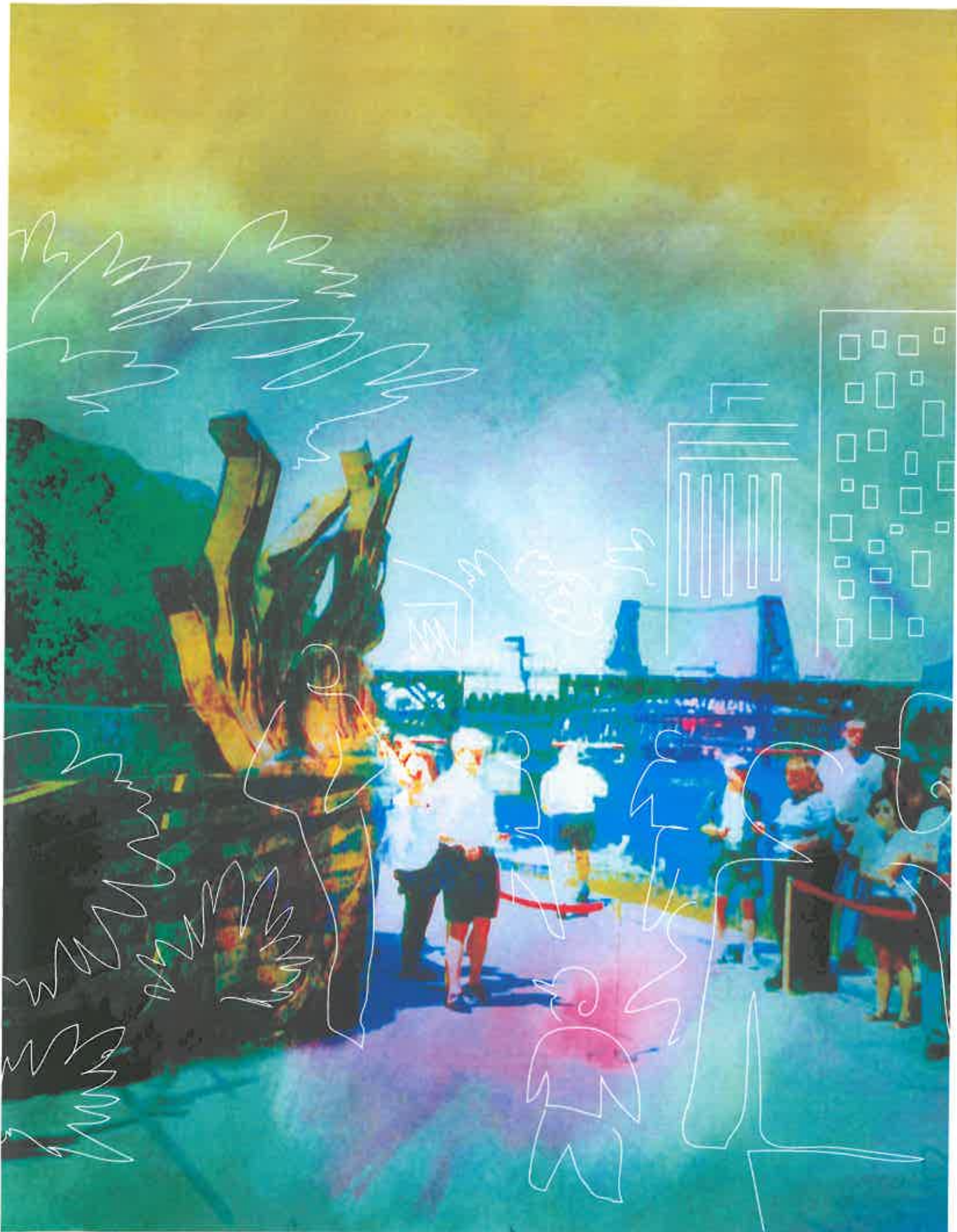
³The Historic/Cultural Traveler, 2001 (TravelScope Survey).

⁴Americans for the Arts, 2002.

⁵Independent Sector, 2007.

⁶National Taxonomy of Exempt Entities—developed by the National Center for Charitable Statistics at the Urban Institute—is a definitive classification system for nonprofit organizations recognized as tax exempt by the Internal Revenue Code. This system divides the entire universe of nonprofit organizations into 10 broad categories, including "Arts, Culture, and Humanities." The Urban Institute reports that 94,314 nonprofit arts and culture organizations were registered with the IRS in 2005, up from 74,446 in 1999.





Acknowledgements

Americans for the Arts wishes to express its gratitude to the many people across the country who made **Arts & Economic Prosperity III** possible and assisted with its development and production. Special thanks to the Paul G. Allen Family Foundation, the John D. and Catherine T. MacArthur Foundation, and The Ruth Lilly Fund for Americans for the Arts for their financial support. Our local and statewide project partners contributed both time and financial support to the study.

ALABAMA

Cultural Alliance of Greater Birmingham

ALASKA

Anchorage Cultural Council
Homer Council on the Arts

ARIZONA

Chandler Center for the Arts
City of Mesa Arts and Cultural Division
City of Phoenix Office of Arts and Culture
City of Tempe Cultural Services Division
Tucson Pima Arts Council

ARKANSAS

Walton Arts Center (Northwest Arkansas)

CALIFORNIA

Arts Council Silicon Valley (Santa Clara County)
Arts Council of Sonoma County
City of Fullerton Cultural Affairs
City of Glendale Department of Parks,
Recreation, and Community Services
City of Pasadena Cultural Affairs Division
City of Walnut Creek Department of Arts,
Recreation, and Community Services
Cultural Council of Santa Cruz County
Laguna Beach Alliance for the Arts
North Coast Cultural Coalition
(Humboldt County)
Riverside Arts Council
San Francisco Arts Commission
Santa Barbara County Arts Commission

COLORADO

Arts Alive Fort Collins
Bee Vradenburg Foundation (Colorado Springs)
Boulder Arts Commission
City of Loveland Museum and Gallery
Gunnison Council for the Arts

CONNECTICUT

Greater Hartford Arts Council

DELAWARE

Delaware Division of the Arts

DISTRICT OF COLUMBIA

Cultural Alliance of Greater Washington
D.C. Commission on the Arts and Humanities

FLORIDA

Bay Arts Alliance (Bay County)
Broward County Cultural Division
City of Gainesville Department of Parks,
Recreation, and Cultural Affairs
City of Orlando Office of Communications
and Neighborhood Enhancement
City of Winter Park Department of Planning
and Community Development
MyRegion.com (in Partnership with United
Arts of Central Florida)
Orange County Arts and Cultural Affairs Office
Palm Beach County Cultural Council
Pinellas County Cultural Affairs Department

GEORGIA

City of Atlanta Bureau of Cultural Affairs
City of Savannah Department of Cultural Affairs

HAWAII

Maui Arts and Cultural Center

IDAHO

Boise City Arts Commission
Wood River Arts Alliance

ILLINOIS

Champaign County Arts, Culture, and
Entertainment Council
Illinois Arts Alliance (Chicago)

INDIANA

Arts Council of Indianapolis
Community Foundation of Saint Joseph County

IOWA

Iowa Cultural Corridor Alliance (Cedar Rapids)

KANSAS

Salina Arts and Humanities Commission
The Arts Council (Sedgwick County)

KENTUCKY

Fund for the Arts (Louisville-Jefferson County)

LOUISIANA

Shreveport Regional Arts Council

MAINE

Portland Arts and Cultural Alliance

MARYLAND

Arts & Humanities Council
of Montgomery County
Baltimore Office of Promotion and the Arts
Prince George's County Arts Council

MASSACHUSETTS

City of Pittsfield Office of Cultural Development

MICHIGAN

Arts Council of Greater Kalamazoo

MINNESOTA

Arrowhead Regional Arts Council
(Arrowhead Region)
Arts and Culture Partnership (Saint Paul)
Central Minnesota Arts Board
(Central Minnesota)
East Central Arts Council
(East Central Minnesota)
Five Wings Arts Council
(Brainerd Lakes Region)
Lake Region Arts Council
(Minnesota Lake Region)
Metropolitan Regional Arts Council
(Minnesota Twin Cities' Metro Region)
Minneapolis Division of Cultural Affairs
(Minneapolis)
Minnesota Citizens for the Arts
(State of Minnesota)
Northwest Regional Arts Council
(Northwest Minnesota)
Prairie Lakes Regional Arts Council
(South Central Minnesota)
Region 2 Arts Council
(North Central Minnesota)
Southeast Minnesota Arts Council
(Southeast Minnesota)
Southwest Minnesota Arts and Humanities
Council (Southwest Minnesota)
St. Cloud Arts Commission (St. Cloud)
St. Croix Valley Community Foundation
(Washington and Chisago Counties)

MISSISSIPPI

Meridian Arts Council (Lauderdale County)

MISSOURI

St. Louis Regional Arts Commission

MONTANA

Missoula Cultural Council

NEBRASKA

Lincoln Arts Council

NEVADA

City of Las Vegas Division of Leisure Services (Clark County)

NEW HAMPSHIRE

Art-Speak (Portsmouth/Seacoast Area)

NEW JERSEY

Newark Arts Council
New Brunswick Cultural Center

NEW MEXICO

Doña Ana Arts Council

NEW YORK

Arts and Cultural Council of Greater Rochester
Arts Council in Buffalo and Erie County/Niagara
Erie Regional Coalition
Orange County Department of Planning
Suffolk County Department of Economic
Development, Film & Cultural Affairs
Ulster County Arts Council
Westchester Arts Council

NORTH CAROLINA

Arts and Science Council of
Charlotte/Mecklenburg
The Arts Council of Winston-Salem
and Forsyth County
Asheville Area Arts Council
United Arts Council of Greensboro
United Arts Council of Raleigh and Wake County

NORTH DAKOTA

Lake Agassiz Arts Council
Minot Area Council of the Arts
North Dakota Council on the Arts

OHIO

Fine Arts Fund (Cincinnati Region)
Greater Columbus Arts Council
Mansfield Fine Arts Center

OKLAHOMA

Arts and Humanities Council of Tulsa

OREGON

Arts Council of Southern Oregon
Regional Arts and Culture Council (Portland)

PENNSYLVANIA

Arts Council of Erie
Bradford County Regional Arts Council
Citizens for the Arts in Pennsylvania
Cultural Council of Luzerne County
Greater Philadelphia Cultural Alliance
Greater Pittsburgh Arts Council

Jump Street (Greater Harrisburg)
Lackawanna County Council on Education
and Culture
LancasterArts
Laurel Arts (Somerset County)
Lehigh Valley Arts Council

RHODE ISLAND

City of Providence Department of Art,
Culture, and Tourism

SOUTH CAROLINA

Cultural Council of Richland
and Lexington Counties

SOUTH DAKOTA

Dahl Arts Center/Rapid City Arts Council

TENNESSEE

Metropolitan Nashville Arts Commission

TEXAS

Abilene Cultural Affairs Council
City of Austin Economic Growth
and Redevelopment Services Office

UTAH

Utah Shakespearean Festival (Iron County)

VERMONT

Arts Council of Windham County
Flynn Center for the Performing Arts
(Greater Burlington)

VIRGINIA

Alexandria Commission for the Arts
Arlington County Cultural Affairs Division
Arts Council of Fairfax County

WASHINGTON

Allied Arts of Whatcom County
Bainbridge Island Arts and Humanities Council
City of Seattle Office of Arts and Cultural Affairs
Tacoma Economic Development Department

WEST VIRGINIA

Oglebay Institute (Wheeling)

WISCONSIN

Cultural Alliance of Greater Milwaukee
Fox Cities Performing Arts Center
(Northeast Wisconsin Region)
Oshkosh Opera House Foundation
Overture Center for the Arts (Dane County)
St. Croix Valley Community Foundation
Viterbo College/School District of La Crosse
Wausau Area Performing Arts Foundation
(Marathon County)
Wisconsin Arts Board

WYOMING

Center for the Arts (Teton County)

A study of this magnitude is a total organization effort; appreciation is extended to the entire board and staff of Americans for the Arts. The Policy and Research Department was responsible for the production of this study—Randy Cohen, Benjamin Davidson, Elizabeth McCloskey, Matthew Pena, Eulynn Shiu, and Mareta Wester.





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The following national organizations partner with Americans for the Arts to help public- and private-sector leaders understand the economic and social benefits that the arts bring to their communities, states, and the nation.

PARTNERS:



NATIONAL CONFERENCE
OF STATE LEGISLATURES
The Center for State & Local Policy



Americans for the Arts is the nation's leading nonprofit organization for advancing the arts in America. Established in 1960, we are dedicated to representing and serving local communities and creating opportunities for every American to participate in and appreciate all forms of the arts.



A growing number of visitors are becoming special-interest travelers who rank the arts, heritage and/or other cultural activities as one of the top five reasons for traveling. These visitors are known as cultural tourists. Since 1998, the Travel Industry Association of America (TIA) and Partners in Tourism have collaborated on research that illuminates the scope of this demographic trend in travel. The fact sheet below summarizes key findings in the latest report by TIA and Smithsonian Magazine, *The Historic/Cultural Traveler, 2003 Edition*.

How many cultural tourists are there?

Nearly 118.1 million American adults say they included at least one of fifteen arts, humanities, historic or heritage activities or events while traveling in 2002. This equates to more than half of the U.S. adult population (56%). One quarter of these cultural travelers take three or more of these trips per year. In fact, historic/cultural travel volume is up 13 percent from 1996, increasing from 192.4 million person-trips to 216.8 million person-trips in 2002.

What do we mean by cultural heritage tourism?

Cultural heritage tourism is based on the mosaic of places, traditions, art forms, celebrations and experiences that portray this nation and its people, reflecting the diversity and character of the United States. Travelers who engage in cultural tourism activities visit the following:

- art galleries, theater and museums
- historic sites, communities or landmarks
- cultural events, festivals and fairs
- ethnic communities and neighborhoods
- architectural and archaeological treasures

Thirty percent or 35.3 million adults say that a specific arts, cultural or heritage event or activity influenced their choice of destination. In fact, many travelers will extend their stay because of an arts, cultural or heritage event or activity.

Who are the cultural travelers?

Most cultural travelers want to enrich their lives with new travel experiences. This is particularly true among those aged 18-34, 75 percent of whom agreed that trips where they can learn something new are more memorable to them.

- The demographic profile of the cultural heritage travel segment today is younger, wealthier, more educated and more technologically savvy when compared to those surveyed in 1996.
- Generation X and Y'ers (ages 18-34), are more apt than Matures aged 55+ to agree that trips where they can learn something new are more memorable to them (75% vs. 63%).
- Households headed by Baby Boomers (ages 35-54) are most likely (41%) to participate in these activities.

How do cultural travelers compare to all U.S. travelers?

Eighty-one percent of the 146.4 million U.S. adults who took a trip of 50 miles or more away from home in the past year can be considered cultural tourists. Given this large volume of travelers, cultural/heritage tourism generates millions of dollars for destination communities in spending on shopping, food, lodging and other expenses. This can be attributed in part to the fact that cultural/heritage trips are likely to last seven nights or longer. In a nutshell, cultural tourists compared to the average U.S. traveler

- Spend more: \$623 vs. \$457
- Are older: 49 vs. 47
- Are more likely to be retired -- 20 percent vs. 16 percent
- Are more likely to have a graduate degree: 21 percent vs. 19 percent
- Use a hotel, motel or B&B -- 62 percent vs. 55 percent
- Are more likely to spend \$1,000+/-: 19 percent vs. 12 percent
- Travel longer: 5.2 nights vs. 3.4 nights
- Travel by air: 19 percent vs. 16 percent

Top Ten States Visited by Cultural/Historic Travelers in 2002:

- | | |
|-----------------|-------------------|
| 1) California | 6) Virginia |
| 2) Texas | 7) Illinois |
| 3) New York | 8) Tennessee |
| 4) Florida | 9) North Carolina |
| 5) Pennsylvania | 10) Georgia |

Memorandum

To: Town Council
From: Jennifer Cram, Planner III
Date: 4/26/2012
Re: Breckenridge Arts District Update

History

The Breckenridge Arts District began in 2001 with the purchase of the Shamus O'Toole's Saloon. The Town partnered with the Backstage Theatre Company to renovate the building into a small theatre. The facility opened in 2002. Also in 2002, the Town purchased the properties on the corner of South Ridge Street and East Washington Avenue. The Town began to master plan the properties shortly thereafter for a vibrant Arts Campus with the help of Harry Teague Architects and Mathew Stais Architect.

The Town embarked on developing an Arts Campus understanding that our average visitors are looking for hands-on experiences in addition to recreation when making their decisions as to where they travel. We also became aware of another visitor, the "Cultural Heritage Tourist", which is interested in cultural offerings. In addition, we wanted to create a community asset for locals.

Vision for Arts District

- Create an additional layer of activity for the local community and visitors providing authentic, hands-on experiences for all participants.
- Make Breckenridge a regional arts destination.
- Help to make existing arts organizations and galleries stronger.

The Arts Campus currently includes four historic structures. One of these structures, the Fuqua Livery Stable, has already been restored. The other historic structures are planned to be restored and adapted into artists studios appropriate for a variety of mediums. The adaptive reuse of historic structures into artist's studios allows the integrity of the structure to be preserved while allowing for a vibrant new use that allows the structures to live again. New structures that are sympathetic to the historic character are also proposed along with decorative walkways and plazas, landscaping, street furniture sculpture and signage to connect all of the facilities and form a year round arts campus.

The Arts District of Breckenridge Master Plan was adopted in 2004 as a correlative document to the Town's Master Plan and Development Code. A complete copy of the master plan is accessible on line at www.breckarts.com.

Existing Arts Campus

To date the existing Arts District Campus includes the Breckenridge Theatre (121 S. Ridge St.), home to the Backstage Theatre Co., the historic Robert Whyte House (127 S. Ridge St.), the Quandary Antiques Cabin/Ceramic Studio (131 S. Ridge St.), the historic Fuqua Livery Stable (110 E. Washington Ave.) and the historic Tin Shop (117 E. Washington Ave. owned by the Saddlerock Society). The newly remodeled Riverwalk Performing Arts Center is also an integral part of the growing Arts District as the western anchor. The attachment titled "Existing Arts District Buildings" identifies how each of these buildings is currently being used to further the vision for the Arts District.

The existing Arts Campus hosts guest artists, resident artists, arts workshops in a variety of mediums for children, teens and adults, along with cultural special events. These events include a grand celebration each summer with a sidewalk chalk art contest, face painting, artist's demonstrations, and make and take projects for the kids. We look forward to walking the Council through each of the facilities during the site visit on May 8th at 2 pm.

Future Arts Campus

Proposed 2012 Infrastructure Improvements

The approved CIP budget for 2012 includes the following:

- Robert Whyte House burro barn: Work in 2012 includes starting the rehabilitation process for the collapsed burro barn behind the Robert Whyte House including, inventory of historic fabric, panelizing the historic fabric for stabilization and developing plans for rehabilitation in the near future into public restrooms for special events, or storage at a minimum. The amount budgeted for this project is \$15,000.
- Robert Whyte House rehabilitation Phase I: Since the CIP budget was planned and approved for the Robert Whyte House, the Town has received a \$10,000 Historic Structure Assessment (HSA) grant to assess the structure and prepare recommendations for rehabilitation. This assessment will be completed in 2012. The completed HSA is a prerequisite for applying for a rehabilitation grant from the Colorado State Historical Fund. Thus, exterior rehabilitation work will not begin until the Historic Structure Assessment is complete. However, interior work to create an ADA Accessible bathroom is approved in the CIP budget for 2012. The amount budgeted for the Phase I rehabilitation is \$120,000. The \$120,000 budgeted in 2012 may be not be fully spent and will roll over to 2013 to complete the rehabilitation. The complete rehabilitation (Phases I and II) includes work to stabilize the foundation, restoration of siding, roof, windows and doors, and then interior rehabilitation to include an ADA accessible bathroom and a live/work space for guest artists.
- Barney Ford Parking Lot: Improvement of this parking lot within the Arts District includes definition of parking spaces with paving, decorative stone borders to match Main Street Improvements, landscaping, street furniture, informational kiosk, a permanent pit for pit-firing and a woodfire kiln to enhance the ceramics program. Plans for these improvements have been started with proposed construction late summer/early fall 2012. Although the approved master plan shows three new structures in this location, the completion of these improvements would not hinder the construction of buildings in the future if desired. The construction of any buildings in this location on the campus was proposed as part of the last phases to preserve parking for as long as possible. In essence, these improvements help to better define the Arts District and improve space for existing programs without placing any additional burden on existing staff resources. The amount budgeted for the parking lot improvements is \$150,000.

It should be noted that a transformer is required before any additional facilities can be introduced into the Arts District, as we are at capacity for power. A transformer is proposed for 2013 at the cost of approximately \$70,000.

The Rest of the Master Plan

Based on the schematic in Exhibit C of the master plan there are six new structures proposed. All of these structures meet the required module size of 1,300 square feet maximum above grade as outlined in the Historic District Guidelines. Proposed structures provide dedicated space to painting, printmaking, photography, glassblowing and dance/culinary along with small studios for rent to local and guest artists. Please see the attached site plan for locations and proposed uses of studios. Thus, if built out, the Arts District will include performance at the Breckenridge Theatre, music at the Riverwalk Center, as well as, visual arts - ceramics, painting, printmaking, glassblowing, photography, metalsmithing, woodworking and dance.

First priority is the rehabilitation of all historic structures - Robert Whyte House, burro barn and Mikolitis Barn. We estimated this work would take place over the period of about ten years, thereby accommodating the improved parking area and associated outdoor amenities. The cost for historic rehabilitation is very hard to anticipate as each structure and proposed finishes is unique. Our best guess without architectural plans is \$265 per square foot, or \$594,000 for Robert Whyte, burro barn and Mikolitis. In order to construct additional Arts District structures as proposed in the master plan, we estimate an approximate cost of \$200 per square foot, or about \$400,000 to \$480,000 per 2 story structure, meeting the maximum 1,300 square foot module size above grade. This cost may be less depending on finishes.

Council has had ongoing debates about the loss of parking vs. completing all or part of the master plan even though the Exchange parking structure was originally built to replace the parking that would be lost if structures were built in the Barney Ford lot. Required parking for the Arts District at build out was calculated to be fulfilled with on-street parking along Washington Avenue, the alley and in the Exchange parking lot.

Operating Costs

In addition to the cost of construction for the rehabilitation of historic structures and new structures, Council has been concerned about the operational expenses both existing and future for utilities, maintenance, staffing, marketing, etc. required to make the Arts District successful. Currently, administration of programs and facilities (Robert Whyte House, Quandary, Fuqua and Tin Shop) are staffed with ½ FTE in the Community Development Department and through the Community Development budget and not through Arts District revenues. Operational expenses including workshop materials, instructor fees, utilities and marketing have been 100% covered since 2010 through rent, workshop fees, donations and fundraising. The operating budget proposed for 2012 is \$29,697. The Facilities Department budgets for ongoing cleaning and maintenance of the existing facilities. The Facilities budget dedicated to the Arts District for 2012 is \$21,372. If existing buildings are rehabilitated and new buildings are constructed in the Arts District, immediate new expenses will be incurred for operating and maintenance that the current budget will not cover. Using the “Reset” business model we can anticipate that some operating expenses will be covered through new program revenues. Additional staffing associated with expanded programming will need to be incrementally increased as well. To what extent staffing can be covered through program revenues will need to be investigated.

Harris Street Building and MOU with CMC

The Town acquired the Harris Street Building in November of 2009. As part of the Memorandum of Understanding (MOU) with Colorado Mountain College (CMC), the Town agreed to allow CMC to use the existing ceramic studio, dance studios and photography studio for ten years either in the Harris Street building or in alternate locations like the Arts District. The agreement envisioned a possible collaboration between CMC and the Town with arts programs. This agreement will end in November of 2019. CMC has already moved most of the photography program to the new campus and plans show future expansion at the new campus to include dance and possibly ceramics studios.

With discussion about future use of the Harris Street building we have looked to see if any of the uses noted above, along with a possible movie theatre, could be accommodated in the Arts District. The Arts District master plan did envision dedicated space for both a photography studio and a dance studio. The existing needs of the CMC dance and photography studios can easily be accommodated in new structures that meet the allowed module size within the Arts District. If constructed, these spaces could be leased to CMC for the duration of the agreement and still accommodate Arts District uses as planned. These uses do not compete with any of the existing Arts District programs and the new studios provide opportunities for revenue generation.

A successful ceramic studio already exists in the Arts District. The ceramics program is one of the most successful programs in terms of revenue generation, participation and number of drop-ins by visitors. It has also been a driving force in our success with private donations. Unfortunately, the existing ceramic studio is not large enough for the needs of the CMC program. In fact, the square footage of the ceramic studio at CMC exceeds the module size allowed in the Arts District. Combining the logistics of the two programs is complicated with regard to space and time needed for classes, open studio hours necessary to work with clay, storage of materials, maintenance and overall competition of programs.

One way that we could possibly continue the success of the Arts District program and fulfill the obligations in the MOU until 2019 is to build a new larger ceramic studio. This new studio would be larger than the existing studio in the Arts District with improved lighting and ventilation, and smaller than CMC’s existing space in the Harris St. Building, meeting the required module size. This studio would provide space for the continued success of the Arts District program and the space to offer CMC students the opportunity to receive credit for taking ceramics classes in the Arts District.

If the Council also wanted to entertain a movie theatre, a structure could be constructed below grade. The approximate cost to construct a ceramics and dance studio is \$400,000 to \$480,000 per structure based on \$200 per square foot as

noted above. The approximate cost for a below grade movie theatre is \$625,000 based on an approximate 2,500 square foot building and \$250 per square foot. If these are something to be explored, staff can do some additional concept work.

Summary

The potential to develop a vibrant arts campus in Breckenridge that is a regional arts destination is real. The vision that the Council has had to date is exemplary and acknowledged with the recent honorable mention for the Governors Arts Award. It is possible to construct facilities to meet the needs of the MOU with CMC that that do not hinder the continued success of Arts District programs.

Staff looks forward to guiding the Council through various details of the master plan on May 8th.



M E M O

Date: May 22, 2012 (for 5.29.12 retreat)
To: Mayor and Town Council Members
Cc: Town Manager, Assistant Town Manager
From: Director of Communications
RE: Riverwalk Center: Comprehensive Visioning

Background/Studies:

Starting back in the 1980s, the community began talking about the feasibility of a performing arts center in Breckenridge. The Town took it to the next step by conducting a number of studies which demonstrated the desire and the economic impact for this type of a facility. In 1992, the Town was successful in securing the bid to host the National Repertory Orchestra (NRO) which subsequently led to the construction of the Riverwalk Center with a seasonal tent, which also provided a home for the existing Breckenridge Music Institute. The following studies have been conducted over the past 15 years to examine economic impact, community interest, and expansion of programming relative to the Riverwalk Center.

- Summer Special Events Research (RRC, 1997) a survey of local businesses – the Breckenridge Music Festival (encompassing the NRO and BMI) increased summer business and a desirable demographic of guests; however, more diversity of programming was desired.
- Breckenridge Citizen Survey (RRC, 1998) - a year-round performing arts center was considered “most important” of community interest and affirmed residents’ interest in cultural entertainment as well to sustain revenue growth.
- Breckenridge Year-round Performing Arts Center/BYPAC Facilities Feasibility Study (Webb, 2000) - showed support for a year-round facility to bring in a diverse mix of programs that are accessible to a number of users at an affordable price, or free for maximum public benefit.
 - Possible expanded uses:
 - *Film Series* (classic, travelogues, etc.)
 - *Arts & Entertainment Presenters* (capturing performers that are ‘routing through’; could include small productions, popular music, dance)
 - *Civic, Business & Community Events* (speakers for chamber development/leadership, industry meetings, training sessions, recitals)
 - *New Programming* (such as a Shakespearean festival or repertory company developed through university partnerships).

- Recommendations for current situation:
 - Improvements to the RWC (major issues of sound, temperatures, loading dock location, lack of adequate stage and technical capabilities, seasonal operation) – *largely ‘solved’ with the ‘New Roof’ in 2008/09*
 - Indoor theater with 400 seats - *perhaps led to Eileen & Paul Finkel Auditorium in the CMC facility*
 - Arts production center with a 150-seat theatre - *basically served by the Town’s transformation of Shamus O’Toole’s into the Breckenridge Theater, home of the Backstage Theatre*

- Breckenridge Vision Plan (2002) - *“a cohesive and diverse community where art, architecture and cultural events and facilities improve the community experience for residents and visitors, offer diverse and affordable programming, and promote Breckenridge as a year-round cultural center for the region.”* A reoccurring issue – from both year-round and seasonal residents - was the lack of a year-round performing arts facility. Specifically noted by the second-homeowners was to capitalize on our proximity to the Front Range to attract larger social and cultural events, including a ‘reasonable’ share of “funky” community events and concerts. Other public comments called for the development of a year-round facility that offers diversity and is affordable, promotes community education and is an intellectual draw, is a multi-use, year-round event production facility, and attracts more music concerts.

- Arts District Master Plan (Harry Teague, 2004) and RWC Improvement Evaluation Report (Teague, 2006) – further supported the desire of the community to continue to improve the arts offerings, through the formation of the Arts District and the improvements to the RWC, leading to a \$1.1 million contribution from the community towards a new roof and other basic improvements.

Current Situation:

During the summer of 2011, there were a total of 67 performance days and 104 rehearsals over the course of 95 days. During the fall/winter/spring of 2011/2012, the RWC hosted a total of 23 events over 38 event days (Snow Sculpture and conferences are multiple day events). In addition, the outside area around the RWC (Tiger Dredge lot and lawn) are used for events, such as car shows, art show, Town Party, Duck Races, Oktoberfest children’s activities, Nike/Dew Tour Rail Jam, ISSC, and Boy Scout’s Christmas tree sales.

The current operating philosophy of the RWC:

- Host of NRO and BMF
- Diverse, yet affordable programming, including a wide variety of music, nonprofit fundraisers, limited film and theater, overflow for conferences, receptions/dinners, special event (ISSC) hosting, and more
- Compliment the Arts District as the western anchor and providing performing arts

Community members and potential users have identified other possible uses for the Riverwalk Center amphitheater, lawn and parking lot:

- Concerts (AEG Concert Series, Winter series, etc.)
- Dance
- Speaker Series
- Film
- Theatre/musical theatre
- Opera
- Conferences/Meetings
- Weddings
- Park space

However, the following issues have been raised that illustrate the shortcomings of the RWC

- Bathrooms outside – especially difficult during non-summer events/functions
- Parking lot (Tiger Dredge) congested during summer evening concerts/functions
- Sound equipment is limited and not suitable for amplified concerts
- Lack of sound amplification & video capability on the lawn
- Lack of availability during peak summer nights
- Lack of staffing year-round

Where we are headed:

Since constructing the auditorium roof, there have been continued expectations from the community regarding the expansion of programming at the RWC, and Council has had various discussions on how to better utilize this facility as well as the surrounding area. At the November 2011 retreat, discussion ensued about formulating a comprehensive vision; at the March 13, 2012 work session, Council gave approval for an RFP to develop a comprehensive vision and action plan for the RWC and the surrounding ‘open space’ holistically as they represent the ‘last’ open space in the heart of Breckenridge.

RFP Scope:

1. *Visioning* including outreach to the community (stakeholders, current and potential users, attendees, non-users)
2. *Evaluation* of current facility & surrounding area – what is the current programming, pros/cons of current business model, how to maximize the interior space (technical, programming, audio/visual, acoustics, etc.), how the exterior fits in to the overall vision (i.e. parking, park space, access, facilities, bathrooms), what other uses can be accommodated, how to strengthen into the Arts District
3. *Options* of various business models and facility improvements with ROI (costs – both capital and operating as well as the feasibility)

The initial cost estimate for this study is expected to come in around \$75,000 to \$90,000. The actual capital expenses will depend upon the results. Currently there is \$230,000 in the CIP for this item, plus \$50,000 for RWC bathroom remodeling. Staff is looking to move forward with this Comprehensive Vision and looks forward to Council’s input and direction.

MEMORANDUM

To: Mayor and Town Council
From: Town Manager's Office
Date: May 22, 2012
Subject: "Top Ten" List Update for Spring Retreat

At the spring retreat on May 29, 2012, we will spend some time on the Council's "Top Ten" list. Some of the items on the list have dedicated discussion time, others I will briefly update for you in this memo:

- 1) Riverwalk Center – We will have dedicated discussion time for this item.
- 2) Amusement Tax – As part of the morning financial discussion you will see a memo that provides an analysis of admissions tax in other communities. We have also allocated time for discussion on any potential ballot issues the Council may wish to discuss.
- 3) Old Harris Street Bldg (former CMC bldg). The Council is aware that Anderson Halas Architects out of Golden, Co was selected to perform phase one of the design/fit test for this building. Recently the initial part of phase one was completed, both the Council and the County feel comfortable the library would be feasible in the building, although not enough space is left remaining for a Town Hall function. We are proceeding ahead with the remaining part of this first phase which will include additional space analysis, more programming, finalizing the investigation of current structure, cost estimating and modeling. All of phase one is scheduled to be completed by the first week in July.
- 4) Sustainable Breck Biz (formerly "Plastic Bags") – The council just received an update on this program at their May 22nd council meeting.
- 5) Summit Stage – Council continues to receive updates from James Phelps and Tim Gagen regarding Summit Stage issues and business. Technical Memo #2 has been released.
- 6) Long Term Water Planning – Meeting is being scheduled with Colorado Springs Utilities to discuss potential water project.
- 7) Traffic Management – Nothing new to report since our last update in April
- 8) Fund Balances – This will be part of the financial discussion at the retreat.
- 9) Public Engagement Process - There is time dedicated to discuss this item at the retreat.

When we discuss the "Top Ten" list at the retreat, staff would like to hear from the council if there are any additional items they would like to add to the list.

INTEROFFICE MEMORANDUM

TO: TOWN COUNCIL
CC: TIM GAGEN, TOWN MANAGER; RICK HOLMAN, ASSISTANT TOWN MANAGER
FROM: CLERK AND FINANCE DIVISION
SUBJECT: ADMISSIONS TAX ANALYSIS
DATE: 05/09/2012

1.) What are admissions tax rates in other communities?

Admissions Taxes				
Municipality	Sports Events	Entertainment events	Cover Charges	Other admissions
Arvada	none	4% in lieu of sales tax	4% in lieu of sales tax	none
Aurora	3.75% sales tax	3.75% sales tax	3.75% sales tax	none
Boulder	5% in lieu of sales tax	5% in lieu of sales tax	5% in lieu of sales tax	none
Colorado Springs	none	none	none	2% on movies
Denver	10% at city-owned facilities	10% at city-owned facilities	10% at city-owned facilities	10% at city-owned facilities
Edgewater	15% in lieu of sales tax	15% in lieu of sales tax	15% in lieu of sales tax	15% in lieu of sales tax
Glendale	3.5% in lieu of sales tax	3.5% in lieu of sales tax	3.5% in lieu of sales tax	none
Lakewood	none	none	2% if licensed to sell alcohol	2% on movies
Larkspur	6% in lieu of sales tax	6% in lieu of sales tax	6% in lieu of sales tax	6% in lieu of sales tax
Lone Tree	4% in lieu of sales tax	4% in lieu of sales tax	4% in lieu of sales tax	4% in lieu of sales tax
Longmont	none	none	2.95% sales tax	none
Northglenn	3% in lieu of sales tax	3% in lieu of sales tax	3% in lieu of sales tax	3% in lieu of sales tax
Pueblo	none	none	none	3% for movies
Steamboat Springs	none	none	4.5% sales tax	none
Thornton	3.75% sales tax	3.75% sales tax (some exemptions)	3.75% sales tax	3.75% sales tax
Westminster	none	none	3% if licensed to sell alcohol	3% for bowling, movies, & live displays
Wheat Ridge	4% in lieu of sales tax	4% in lieu of sales tax	4% in lieu of sales tax	none

2.) What other communities charge tax on lift ticket sales?

Area	Tax	Taxing Entity	Comments
Vail, CO	4%	Local	General fund-mainly transportation
Mt. Crested Butte, CO	4%	Local	Ski ticket applicable thru "admissions tax" (for transportation and marketing)
Snowmass, CO	1%	Local	Transportation
Durango, CO	0%	n/a	Never have looked into topic
Steamboat Springs, CO	0%	n/a	Looked into in the 90s but never followed through; believe that tax payers would not vote for it.
Telluride, CO	0%	n/a	May be in conversations with Mountain Village in the near future.
Mountain Village, CO	0%	n/a	Was brought up at the last Town Council meeting as joint tax with Telluride.
Winter Park, CO	0%	n/a	Never have looked into topic
Aspen, CO	0%	n/a	Aspen and County have discussed issue before- never went forward, believed it to be "anti-social" for tourism and difficult to implement with their municipal boundaries.
Park City, UT	7.4%	1.4% city; 4.65% state; 0.35% county	
Jackson, WY	0%	n/a	Never have looked into topic
Sun Valley, ID	6%	State	
Heavenly, CA	0%	n/a	
Northstar, CA	0%	n/a	
Killington, VT	7%	6% VT State tax; 1% local	
Eagle Crest, AK	5%	Local	Reappears on ballot every 5 years (applies to ALL services); ski area owned by City of Juneau
Boyne Mountain, MI	6%	State	
Whistler, BC	12%	5% Federal, 7% Provincial	
Stevens, WA	8.6%	6.5% State; 2.1% Local	
Crystal Mountain, WA	7.8%	6.5% State; 1.3% Local	

3.) How is the tax currently working in Vail?

In Vail, the occupation tax (not a sales tax) was passed by ordinance in 1966 at a rate of 2%. In 1992, this amount was increased to 4% in an amending ordinance. The occupation tax is based upon consideration for the right to the occupancy of a seat or position on any ski lift or ski tow operated in the Town. It is charged using Vail Resorts calculation of skier visits and average consideration for a skier day, instead of charging a sales tax based upon tickets sold in the Town of Vail. The calculation methodology of the tax as a percentage applied per scan to an average daily rate that adjusts through the season, is clarified by Vail Associates to the Town of Vail in a 2003 memo. This method allows for the tax to be applied to use by a season pass holder that purchased the pass in Denver, but decides to utilize the pass on occasion in Vail. In fact, for all lift tickets sold by Vail Resorts, it is unknown at the time of sale which resort(s) the ticket will be used at, since all tickets products that they offer are valid at multiple resorts.

Within the Town of Vail's ordinance, it is undefined as to a specific purpose that the tax funds will be utilized. However, in a 1992 memo from Vail Associates to the Vail Town Council, it is stated by Vail Resorts, that it is their intent for the funds to be used for the purpose of a Town and valley-wide transportation system. This is a result of the fact that in Vail, the ski area does not provide this service to its guests. Additionally, it is noted by the Town of Vail Transit Department that the revenue funds transit operations and not transit capital.

4.) What do we know about Beaver Creek?

The Beaver Creek transportation system has 2 major components – the parking lot bus system and Dial-a-Ride (DAR). The parking lot bus system takes day skiers from the parking lots and overflow areas to the lifts in Beaver Creek. DAR moves people around within the resort between lodging, lifts, retail and restaurants. The system is jointly funded by the Beaver Creek Resort Company (BCRC) and the Beaver Creek Metropolitan District (BCMD). They each pay roughly half the total cost. BCRC gets its funding from real estate transfer fees, sales assessments (like a sales tax) and lodging assessments. Lift ticket sales contribute to the sales assessment. BCMD gets all of its funding from real estate property taxes. The transportation system is run by Vail Resorts under contract to BCMD. BCRC pays BCMD for its share of the cost. Maintenance on all buses is provided by the Town of Avon under contract to BCMD for parking lot buses and to Vail Resorts for DAR buses. Some limited bus service directly into BC from the Avon transportation center is provided by the Town of Avon and the Gondola at the Westin is jointly funded by BCRC, the Town of Avon, and the Westin.

When Beaver Creek's parking lots get full, overflow parking occurs on Prater Road by permission from BCMD and on Route 6 by permission from CDOT. There is also an overflow parking lot at the BC rodeo grounds in Avon. It is rare that there is a day when these overflow options could not handle the volume of cars. However, that doesn't mean that people don't park in other areas in Avon and walk or take a bus to the gondola or Avon transportation center.

5.) What types of sales would an admissions tax apply to in the Town of Breckenridge?

- Lift ticket sales
- Summer Fun Park revenue
- Bar and restaurant cover charges
- Theaters - Speakeasy theater, Backstage theater, CMC theater
- Sleigh ride revenue
- Event tickets sales (including Riverwalk ticket revenue)

Ticket revenue for Town of Breckenridge concerts					
	2008	2009	2010	2011	2012 (BUDGET)
Revenue	\$400,096	\$380,951	\$468,486	\$472,296	\$352,504
<i>4.5% tax</i>	<i>\$18,004</i>	<i>\$17,143</i>	<i>\$21,082</i>	<i>\$21,253</i>	<i>\$15,863</i>

6.) How much revenue can we estimate that an admissions tax would generate?

Breckenridge effective ticket price (est) ¹	\$40.00
Skier Visits (2007-2008)	1,630,000
Skier Visits (2008-2009)	1,528,000
Skier Visits (2009-2010)	1,614,000
Skier Visits (2010-2011)	1,633,000
Skier Visits (2011-2012)	1,488,000
Breckenridge Lift Ticket Sales 2010-2011 ²	\$65,320,000
Breckenridge Lift Ticket Sales 2011-2012 ²	\$59,520,000

¹ average ticket price estimate based upon \$48.13 for all of Vail Resorts

² based estimate of Breckenridge effective ticket price

Lift Ticket Tax	
Tax Rate	Tax from 2011/2012 lift ticket sales*
1%	\$595,200
2%	\$1,190,400
2.5%	\$1,488,000
3%	\$1,785,600
4%	\$2,380,800
4.5%	\$2,678,400

7.) What is our current cost of Transit?

<u>Revenues</u>	2006	2007	2008	2009	2010	2011	2012
Advertising	3,677	8,568	5,766	4,060	10,111	6,833	5,000
IGA	0	90,450	390,634	519,750	519,750	438,375	479,067
Projects - Grants							60,000
Operating Grant	49,395	94,973	0	95,000	213,000	113,000	113,000
Admin Grant						15,000	15,000
	53,072	193,991	396,400	618,810	742,861	573,208	672,067
<u>Expenses</u>	1,711,254	1,843,641	2,667,141	2,284,104	2,369,156	1,901,914	2,397,744
<u>General Fund Support</u>	1,658,182	1,649,650	2,270,741	1,665,294	1,626,295	1,328,706	1,725,677

8.) What is our potential future cost by taking over all local transit operation (including routes currently run by the ski area)?

We have been awarded a CDOT grant for a 5304 Planning Study to have a consultant come in and do such an analysis, of which the Ski Area supported. The study is nearing the project end. At time of the Town Council retreat, the Technical Memorandum 2 of this study should be available. There will be a more in-depth identification of the project findings at that time.

In the past, the Ski Area has given us estimates of between \$750,000 and \$1 M to operate their transit service, but no details were provided.

9.) What revenue (besides RETT) does Vail currently contribute to the Town as a result of their operations?

Due to the confidential nature of sales tax information, this cannot be disclosed in the Town Council packet. However, the information can be made available in a Town Council executive session, if desired.

MEMO

TO: Breckenridge Town Council

FROM: Laurie Best-Community Development Department

RE: Breckenridge Childcare Program/Taskforce Update

DATE: May 22, 2012 (for May 29th retreat)

In 2007 the Town Council endorsed a plan to address childcare issues in the community. The plan was in response to concerns that were being raised by 1) families who couldn't find care for their children because the Centers were full (and Kinderhut was closing), 2) local Centers that were experiencing serious budget shortfalls, aging buildings, high staff turnover, and new State licensing requirements, and 3) the local business community concerned about recruiting and retaining employees. For many years the Town had been assisting the Centers with land and cash, but a new approach would be necessary to provide a long term solution, and to retain families and workforce in the community.

Program Overview:

A Task Force was created in 2006 and a multi-pronged approach was ultimately endorsed by the Council. Since the issues with childcare involved capacity, business practices, and affordability, the plan included several different components including:

- Construction of Timberline Learning Center to offset slots that were lost due to the closing of Kinderhut and to address the wait list of over 400 children
- Salary supplements and debt relief paid directly to the Centers to address budget, building maintenance, and staff retention issues which occurred because Centers were not covering their costs with tuition and therefore could not adequately compensate their staff or pay for building maintenance, upkeep and repairs (Note that the debt relief was provide to the Centers in 2007 and the salary supplements will end in 2012)
- Creation of a scholarship program to assist local cost burdened families as Centers raised rates and passed the true cost of care onto the user

The plan provided more focus, transparency, and predictability for the Town's investment in Childcare with a 'needs based' approach for families, that also enabled the Centers to cover their costs, including maintenance, emergencies, and reserves.

2011 Program/Taskforce

In 2011 the Task Force was reconvened to review and evaluate the Scholarship Program, specifically to evaluate the Program guidelines and eligibility, to evaluate opportunities for cost savings and efficiencies, and to identify long term funding options. The Task Force meets approximately once a month and consists of representatives from the local Centers, a Town Council representative, and staff from the Town and from Early Childhood Options. The Task Force's focus has been long term funding issues, but they have also worked to improve the reports and data concerning scholarships, to review and evaluate the impact of childcare investment (not only on the families, but the community at large), and to improve the 2012 Program Guidelines. The 2012 Scholarship Enrollment period begins in June and this year Centers will be required to participate in Early Learning Ventures, a County-wide childcare service platform, that should improve reports and tracking of scholarship families/data. The Task Force will also be expanded to include representation from the business community.

Long Term Funding for Scholarship Program

In 2011 the scholarship program served approximately 230 children in 179 families. The majority of the families (91%) earn less than 120% of the AMI and all of the families either live and/or work in Breckenridge/Upper Blue. There are 159 local businesses with employees served by the program. The scholarship program cost approximately \$490,000 in 2011. There is approximately \$2.7 million in the Childcare Fund Balance, but given there is no dedicated long term funding, the Task Force supports a ballot issue in the Fall of 2013 as a way to establish a dedicated revenue stream. Should the ballot option be pursued, the Task Force would recommend a voter survey in advance (late 2012) to determine community support and to determine if there is a community preference for property or sales tax. The Task Force will continue to meet, to oversee the program, and based on direction from the Council will be available to participate in a campaign subject to campaign finance regulations.

The Task Force looks forward to input from the Council, and Staff and will be available at your retreat if there are any questions regarding the Scholarship Program, the Task Force, or the long term funding issues.