



SPECIAL MEETING

**BRECKENRIDGE TOWN COUNCIL
SPRING RETREAT**

Tuesday, May 12, 2015; 8:00 AM

Breckenridge Grand Vacations Community Center, 103 South Harris Street

ESTIMATED TIMES:

8:00 - 8:30am	I. BREAKFAST AND COFFEE	
8:30 - 8:45am	II. INTRODUCTION AND OVERVIEW - MAYOR WARNER AND TIM GAGEN	
8:45 - 9:15am	III. FINANCIAL FOLLOW UP	
	Reserves and Fund Balance Review	2
	Marketing Sensitivity Analysis	18
9:15 - 10:00am	IV. PARKING/TRANSIT MASTER PLAN	20
10:00 - 10:15am	V. BREAK	
10:15 - 11:00am	VI. PARKING/TRANSIT DISCUSSION CONTINUED	
11:00am - 12:00pm	VII. FUTURE RECREATION FACILITY IMPROVEMENTS	30
12:00 - 1:00pm	VIII. LUNCH/ EXECUTIVE SESSION- NEGOTIATIONS	
1:00 - 2:00pm	IX. PRELIMINARY CIP REVIEW	39
2:00 - 3:00pm	X. GENERAL DISCUSSION ITEMS AND ANY UPDATES	
	In-Kind Grants Process	69
	Other	
3:00 - 3:30pm	XI. 2015 TOWN COUNCIL GOALS AND OBJECTIVES	
	Update on 2015 Goals	71
3:30 - 4:00pm	XII. OTHER ITEMS	
4:00pm	XIII. TOWN COUNCIL REGULAR MEETING (SEE SEPARATE MEETING PACKET)	

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.

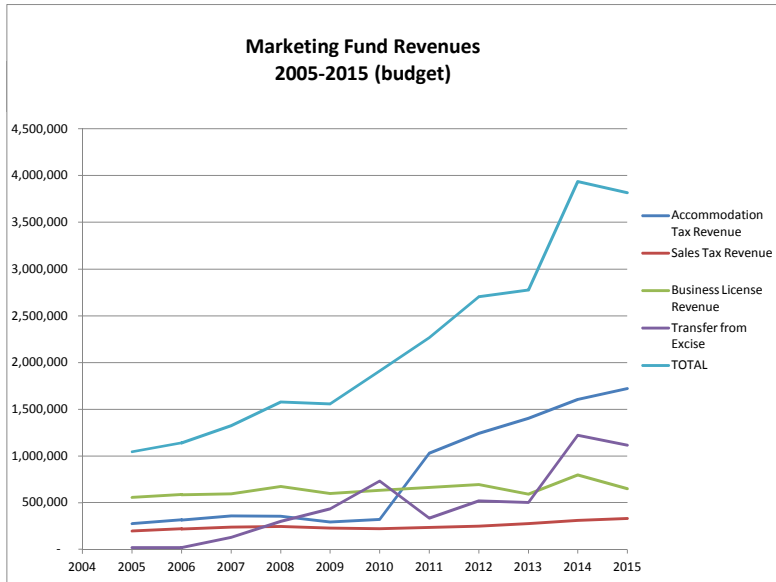
Ten Year Trends in Marketing Fund/Go Breck Funding:

MARKETING FUND REVENUE	2005	2006	2007	2008	2009	2010	1% increase in tax rate (from 0.4 to 1.4%-250% increase)				2014	BUDGETED
							2011	2012	2013	2015		
Accommodation Tax Revenue	275,907	315,072	360,789	356,668	295,507	321,426	1,031,542	1,242,051	1,404,600	1,606,176	1,720,501	
Sales Tax Revenue	195,292	219,008	239,868	244,910	228,043	221,832	234,856	248,653	277,931	311,461	330,900	
Business License Revenue	555,588	585,806	594,905	675,819	598,869	634,665	663,774	693,471	592,093	797,252	648,999	
Transfer from Excise	20,000	20,000	130,000	300,000	435,000	733,296	336,762	519,340	501,643	1,220,638	1,114,500	
Other Income	3,008	2,966	17,891	7,480	345	1,800	78,590	7,378	40,844	3,710	1,236	
TOTAL	1,046,787	1,139,886	1,325,562	1,577,396	1,557,419	1,911,219	2,266,933	2,703,515	2,776,267	3,935,526	3,816,136	

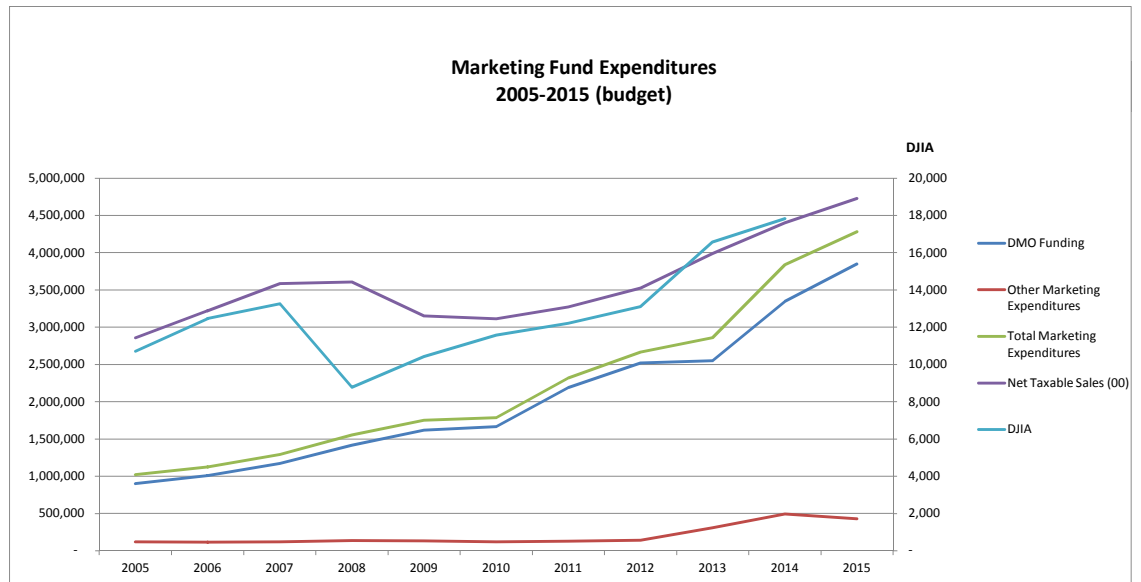
MARKETING FUND EXPENSE	2005	2006	2007	2008	2009	2010	1% increase in tax rate (from 0.4 to 1.4%-250% increase)				2014	BUDGETED
							2011	2012	2013	2015		
DMO Funding	900,199	1,008,638	1,171,949	1,417,144	1,617,608	1,666,098	2,191,087	2,521,988	2,550,000	3,346,000	3,848,654	
Other Marketing Expenditures	119,000	115,924	121,275	136,500	134,930	121,889	128,531	143,284	309,707	493,141	430,918	
Total Marketing Expenditures	1,019,199	1,124,562	1,293,224	1,553,644	1,752,538	1,787,988	2,319,618	2,665,272	2,859,707	3,839,141	4,279,572	

NET TAXABLE SALES	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	BUDGETED
											2015
NET TAXABLE SALES	285,867,065	322,107,245	358,739,555	360,568,442	315,001,951	311,464,356	327,200,542	352,337,052	398,696,089	439,916,958	472,684,626
DJIA	10,718	12,463	13,265	8,776	10,428	11,578	12,218	13,104	16,577	17,823	

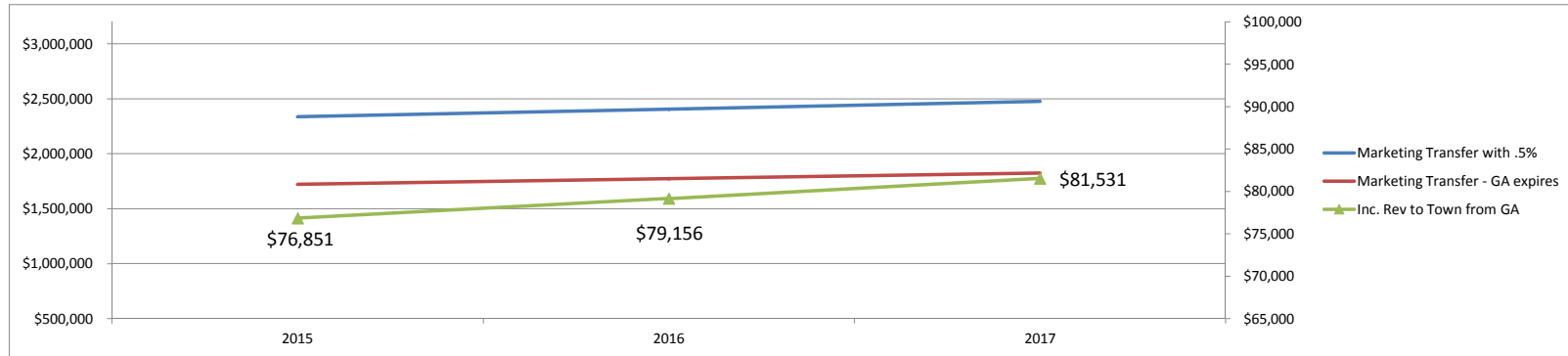
Graph of Revenues



Graph of Expenditures vs. Net Taxable Sales (00)



Marketing Spend Sensitivity Analysis



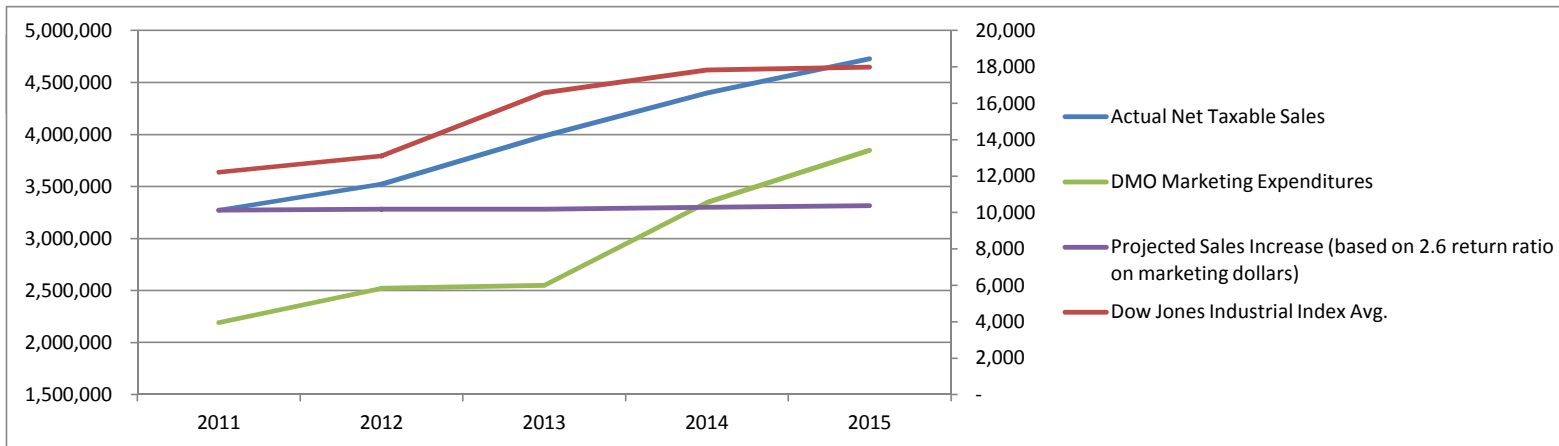
	2015	2016	2017
Marketing Transfer with .5%	\$ 2,334,501	\$ 2,404,536	\$ 2,476,672
Marketing Transfer - GA expires	1,720,501	1,772,116	1,825,280
Difference	614,000	632,420	651,393
Projected Net Taxable with .5%	472,684,626	486,865,165	501,471,120
Projected Net Taxable - GA expires	471,088,226	485,220,873	499,777,499
Difference	1,596,400	1,644,292	1,693,621
Inc. Rev to Town from GA	\$ 76,851	\$ 79,156	\$ 81,531

Council has asked staff to present a sensitivity analysis demonstrating the net taxable sales and tax revenue effects of the Town's marketing spend. The data above assumes the 2.6 return ratio on marginal marketing dollar spend. The data table and graph show the projected impacts of allowing the Gentlemen's Agreement (GA) transfer to marketing of .5% of the 3.4% accommodations tax to expire. Please note the revenue analysis assumes 26% of net taxable sales are in the accommodations sector.

Net taxable sales analysis

	2011	2012	2013	2014	BUDGETED 2015
Actual Net Taxable Sales	\$ 327,200,542	\$ 352,337,052	\$ 398,696,089	\$ 439,916,958	\$ 472,684,626
Dow Jones Industrial Index Avg.	12,218	13,104	16,577	17,823	17,987 *
DMO Marketing Expenditures	2,191,087	2,521,988	2,550,000	3,346,000	3,848,654
Expenditures Increase		330,901	28,012	796,000	502,654
Projected Sales Increase (based on 2.6 return ratio on marketing dollars)		\$ 860,341	\$ 72,831	\$ 2,069,600	\$ 1,306,900
Actual Sales Increase		\$ 25,136,510	\$ 46,359,037	\$ 41,220,869	\$ 32,767,668

* as of 5-5-15



The table and graph above seek to demonstrate the contrast between actual sales activity increases in Town with what a return of \$2.60 per marketing dollar spend would create. This data covers the 5 year period that includes the .5% "Gentlemen's Agreement" transfer of accommodations tax revenues to the marketing fund.

Changes to the 2015 Budget

2014 Rollovers to 2015

<i>Revenues</i>		<i>Expenses</i>	
General Fund-		General Fund-	64,500
	BGVCC Opening	Lomax Mine and Briggie House purchase	32,500
	13,500	Green Team	5,000
		BGVCC Opening	27,000
		Excise Fund-	126,805
		Transfer to Special Projects	126,805
Special Projects-		Special Projects-	(890,388)
	(890,388)	BHA Capital	126,805
Transfer from Excise to Special Projects	126,805	Operations-Arts and Culture	(1,017,193)
Revenue from Cultural Arts	(1,017,193)		
Total	(876,888)	Total	(699,083)

Supplemental Appropriations to the 2015 Budget

<i>Revenues</i>		<i>Expenses</i>	
General Fund	76,081	General Fund	2,170,500
Parkway Center Feasibility Study Reimbursement	25,250	Parkway Center Feasibility Study	50,500
COPs Grant-Year 1	50,831	Loan to Open Space Fund-To Pay Off B&B Loan	2,000,000
		Transit-Black Route	120,000
Excise	-	Excise	1,618,500
		Transfer to Capital	1,618,500
Capital Fund	1,618,500	Capital Fund	1,618,500
Transfer from Excise	1,618,500	Breckenridge Grand Vacations Community Center	544,000
		Breckenridge Theater Addition	720,000
		Barney Ford Dumpster	90,000
		Airport Road Pedestrian Lighting	130,000
		SH 9 Median Landscaping Section "B"	132,000
		Fairview Roundabout	2,500
Open Space Fund	2,000,000	Open Space Fund	2,800,000
Loan from General Fund-To Pay Off B&B Loan	2,000,000	Payoff 2005 B&B Loan	2,700,000
		Hoosier Bike Path	100,000
Special Projects Fund	-	Special Project Fund	15,001
		Wood Chip Pile Processing	15,000
		Recycle Lot Development	1

Gross Total Changes to 2015 Budget

Rollovers	(876,888)	Rollovers	(699,083)
Supplementals	3,694,581	Supplementals	8,222,501
Grand Total	2,817,693	Grand Total	7,523,418

Net Changes to 2015 Budget

Rollovers and first round of supplementals	13,500	Rollovers and first round of supplementals	191,305
Second Round of Supplementals	76,081	Second Round of Supplementals	4,604,001
Grand Net Total Change in Revenue	89,581	Grand Net Total Change in Expense	4,675,306

Round 1-net increase in expense (included in fund balance)	177,805
Round 2-net increase in expense (noted separately)	4,527,920
Total Increase in 2015 Expense	4,705,725

Town of Breckenridge Fund Balance and Reserves Analysis

Budgeted Fund Balance 12/31/15	Required Reserves							Discretionary Reserves and Appropriated Amounts										
	TABOR	PPA	Debt	Dedicated Revenue	Total	Net	Medical	Debt	Operations Reserve	BHA	Equipment	Appropriated	Capital Reserve	Council Policy of 1/24/12	Total	Net	Supplemental Appropriations	New Available Fund Balance
General Fund	23,244,566	1,189,351	650,000	-	1,839,351	21,405,215	600,000		7,029,780						7,629,780	13,775,435	(2,094,419)	11,681,016
Excise Fund	8,361,283			567,228	568,608	7,792,675		564,408					3,910,000 *		4,474,408	3,318,267	(1,618,500)	1,699,767
Sub 1						29,197,890										17,093,702	(3,712,919)	13,380,783
Capital	-				-	-									-	-		-
Special Projects	474,480				-	474,480			50,000						50,000	424,480	(15,001)	409,479
Marijuana	(64,469)				-	(64,469) **									-	(64,469)	-	(64,469)
Sub 2						29,672,370										17,453,713	(3,727,920)	13,725,793
Utility	9,203,792		37,000		37,000	9,166,792								9,166,792	9,166,792	-	-	-
Golf	2,186,132				-	2,186,132				162,000				2,024,132	2,186,132	-	-	-
Cemetery	50,994				-	50,994					50,994			50,994	50,994	-	-	-
Sub 3						41,025,294										17,453,713	(3,727,920)	13,725,793
Garage Fund	6,932,368				-	6,932,368					6,932,368			6,932,368	6,932,368	-	-	-
Information Tech.	783,884				-	783,884					783,884			783,884	783,884	-	-	-
Facilities	2,004,389				-	2,004,389					2,004,389			2,004,389	2,004,389	-	-	-
Sub 4						50,745,935										17,453,713	(3,727,920)	13,725,793
Affordable Housing	9,283,242			741,398	741,398	8,541,844								8,541,844	8,541,844	-	-	-
Open Space	910,358				-	910,358				33,000				877,358	877,358	-	(800,000)	-
Conservation Trust	1,193			1,193	1,193	-								-	-	-	-	-
Marketing	(38,151)				-	(38,151) ***						(38,151)		(38,151)	(38,151)	-	-	-
Child Care	2,489,319				-	2,489,319								2,489,319	2,489,319	-	-	-
TOTAL	65,823,380	1,189,351	604,228	742,591	3,187,550	62,584,836	600,000	564,408	7,029,780	50,000	195,000	9,733,484	3,910,000		45,149,117	17,453,713	(4,527,920)	13,725,793

Sub 1 The totals of the General and Excise funds. These are the most accessible funds for the Town, i.e. they have not been earmarked for specific purposes

Sub 2 This includes the Capital and Special projects fund totals. These funds have been designated for projects by Council, but they are not legally restricted.

Sub 3 Golf and Utility, the Town's enterprise funds, are included in this total. These funds are also not legally restricted, but do exist in enterprise funds and are designated for specific purposes. The operations and fund balances represented by these funds are funded by user fees.

Sub 4 The Town's internal service funds are included in this amount. These fund balances represent reserves for ongoing capital replacement expenses and have been accumulated over the years to service all the other funds' operations

TOTAL Included in this total are the special revenue funds. Part or all of these fund balances are legally designated for specific purposes and cannot be used for any purpose other than those designated.

Budgeted Capital Expenses					RESERVED AMOUNT
2016	2017	2018	TOTAL		
Capital	6,660,000	2,210,000	770,000	9,640,000	
(less) base funding	(2,750,000)	(2,750,000)	(2,750,000)	(8,250,000)	
Transfer from Child Care		-		-	
Total	3,910,000	(540,000)	(1,980,000)	1,390,000	3,910,000

NOTES * Capital expenses are budgeted assuming future revenue streams are adequate to fund at the budgeted level. As such, short and long term budgeted Capital amounts are subject to change. The Capital Reserve column reflects the 3 year funding reserve. The reserve was calculated assuming a base funding level of \$2.75 million annually. The amounts programmed in the CIP prepared for the 2015 budget years 2016-2017 above that level have been reserved.

** The Marijuana Fund was budgeted to a zero fund balance. However, actual revenues were less than projected which will result in a negative fund balance if no changes occur in 2015.

*** The Marketing Fund was budgeted to a zero fund balance. However, actual expenditures exceeded projected which will result in a negative fund balance if no changes occur in 2015.

TOWN OF BRECKENRIDGE
FUND BALANCE REPORT
GENERAL FUND

January 1, 2013	FUND BALANCE	\$	22,443,768
	ACTUAL REVENUE	\$	23,497,229
	ACTUAL EXPENSES	\$	24,423,229
	FUND BALANCE INCREASE/ (DECREASE)	\$	<u>(926,000)</u>
December 31, 2013	FUND BALANCE	\$	21,517,768
January 1, 2014	FUND BALANCE	\$	21,517,768
	ACTUAL REVENUE (PRE-AUDIT)	\$	21,828,324
	ACTUAL EXPENSES (PRE-AUDIT)	\$	20,160,149
	GAIN / (REDUCTION)	\$	<u>1,668,175</u>
December 31, 2014	FUND BALANCE	\$	23,185,943
January 1, 2015	FUND BALANCE	\$	23,185,943
	BUDGETED REVENUE	\$	21,147,961
	BUDGETED EXPENSES	\$	21,089,339
	BUDGETED GAIN / (REDUCTION)	\$	<u>58,622</u>
December 31, 2015	FUND BALANCE	\$	23,244,565
	TABOR RESERVED FUNDS-REQUIRED	\$	(1,189,351)
	PPA RESERVE-REQUIRED	\$	(650,000)
	MEDICAL INSURANCE RESERVE-DISCRETIONARY	\$	(600,000)
	OPERATIONS RESERVE-DISCRETIONARY	\$	(7,029,780)
	BUDGETED NET FUND BALANCE	\$	<u>13,775,435</u>
	2015 SUPPLEMENTAL APPROPRIATIONS	\$	<u>(2,094,419)</u>
	NEW BUDGETED NET FUND BALANCE	\$	<u>11,681,016</u>

TOWN OF BRECKENRIDGE
FUND BALANCE REPORT
EXCISE TAX FUND

January 1, 2013	FUND BALANCE	\$ 12,588,998
	ACTUAL REVENUE	\$ 22,118,556
	ACTUAL EXPENSES	\$ 26,966,833
	ACTUAL GAIN / (REDUCTION)	<u>\$ (4,848,278)</u>
December 31, 2013	FUND BALANCE	\$ 7,740,721
January 1, 2014	FUND BALANCE	\$ 7,740,721
	ACTUAL REVENUE (PRE-AUDIT)	\$ 26,120,174
	ACTUAL EXPENSES (PRE-AUDIT)	\$ 25,976,929
	GAIN / (REDUCTION)	<u>\$ 143,245</u>
December 31, 2014	FUND BALANCE	\$ 7,883,966
January 1, 2015	FUND BALANCE	\$ 7,883,966
	BUDGETED REVENUE	\$ 24,205,134
	BUDGETED EXPENSES	\$ 23,727,839
	BUDGETED GAIN / (REDUCTION)	<u>\$ 477,295</u>
December 31, 2015	FUND BALANCE	\$ 8,361,261
	RESERVED FOR DEBT SERVICE-REQUIRED	\$ (568,608)
	RESERVED FOR DEBT SERVICE-DISCRETIONARY	\$ (564,408)
	CAPITAL RESERVE-DISCRETIONARY	\$ (3,910,000)
	BUDGETED NET FUND BALANCE	<u><u>\$ 3,318,246</u></u>
	2015 SUPPLEMENTAL APPROPRIATIONS	<u>\$ (1,618,500)</u>
	NEW BUDGETED NET FUND BALANCE	<u><u>\$ 1,699,746</u></u>

MARKETING FUND

January 1, 2013	FUND BALANCE	\$	343,321
	REVENUE	\$	2,817,111
	EXPENSES	\$	2,859,742
	INCREASE/ (REDUCTION)	\$	(42,631)
December 31, 2013	FUND BALANCE	\$	300,690
January 1, 2014	FUND BALANCE	\$	300,690
	ACTUAL REVENUE (PRE-AUDIT)	\$	3,963,736
	ACTUAL EXPENSES (PRE-AUDIT)	\$	3,839,141
	INCREASE / (REDUCTION)	\$	124,595
December 31, 2014	FUND BALANCE	\$	425,285
January 1, 2015	FUND BALANCE	\$	425,285
	BUDGETED REVENUE	\$	3,816,136
	BUDGETED EXPENSES	\$	4,279,572
	BUDGETED INCREASE / (REDUCTION)	\$	(463,436)
December 31, 2015	FUND BALANCE	\$	(38,151)

GOLF FUND

JANUARY 1,2013	FUND BALANCE	\$	1,502,938
	REVENUE	\$	2,837,403
	EXPENSES	\$	<u>2,494,967</u>
	INCREASE/ (REDUCTION)	\$	342,436
DECEMBER 31,2013	FUND BALANCE	\$	<u><u>1,845,374</u></u>
JANUARY 1,2014	FUND BALANCE	\$	1,845,374
	PRE-AUDIT REVENUE	\$	2,124,763
	PRE-AUDIT EXPENSES	\$	<u>2,114,140</u>
	INCREASE/ (REDUCTION)	\$	10,624
DECEMBER 31,2014	FUND BALANCE	\$	<u><u>1,855,998</u></u>
JANUARY 1,2015	FUND BALANCE	\$	1,855,998
	BUDGETED REVENUE	\$	2,205,624
	BUDGETED EXPENSES	\$	<u>1,875,490</u>
	BUDGETED GAIN / (REDUCTION)	\$	330,134
DECEMBER 31,2015	FUND BALANCE	\$	<u><u>2,186,132</u></u>

WATER FUND

JANUARY 1,2013	FUND BALANCE	\$ 9,076,031
	REVENUE	\$ 3,483,985
	EXPENSES	\$ 3,506,763
	INCREASE/ (REDUCTION)	\$ (22,778)
DECEMBER 31,2013	FUND BALANCE	\$ 9,053,253
JANUARY 1,2014	FUND BALANCE	\$ 9,053,253
	PRE-AUDIT REVENUE	\$ 4,075,352
	PRE-AUDIT EXPENSES	\$ 3,192,811
	INCREASE/ (REDUCTION)	\$ 882,541
DECEMBER 31,2014	FUND BALANCE	\$ 9,935,794
JANUARY 1,2015	FUND BALANCE	\$ 9,935,794
	BUDGETED REVENUE	\$ 4,419,429
	BUDGETED EXPENSES	\$ 5,151,431
	BUDGETED GAIN / (REDUCTION)	\$ (732,002)
DECEMBER 31,2015	FUND BALANCE	\$ 9,203,792
	FULLY APPROPRIATED FUND BALANCE	\$ 9,166,792
	RESERVED FOR DEBT SERVICE-REQUIRED	\$ 37,000
DECEMBER 31,2015	BUDGETED NET FUND BALANCE	\$ -

OPEN SPACE FUND

JANUARY 1,2013	FUND BALANCE	\$	569,650
	REVENUE	\$	2,124,928
	EXPENSES	\$	2,067,611
	INCREASE/ (REDUCTION)	\$	57,317
DECEMBER 31,2013	FUND BALANCE	\$	626,966
JANUARY 1,2014	FUND BALANCE	\$	626,966
	PRE-AUDIT REVENUE	\$	2,435,818
	PRE-AUDIT EXPENSES	\$	2,130,046
	INCREASE/ (REDUCTION)	\$	305,772
DECEMBER 31,2014	FUND BALANCE	\$	932,738
JANUARY 1,2015	FUND BALANCE	\$	932,738
	BUDGETED REVENUE	\$	2,694,671
	BUDGETED EXPENSES	\$	2,717,051
	BUDGETED GAIN / (REDUCTION)	\$	(22,380)
DECEMBER 31,2015	FUND BALANCE	\$	910,358
	WELLINGTON ORO RESERVE	\$	33,000
DECEMBER 31,2015	FUND BALANCE	\$	877,358
	2015 SUPPLEMENTAL APPROPRIATIONS	\$	(800,000)
	NEW BUDGETED NET FUND BALANCE	\$	77,358

AFFORDABLE HOUSING FUND*

JANUARY 1,2013	FUND BALANCE	\$	10,392,320
	REVENUE	\$	3,639,796
	EXPENSES	\$	935,433
	INCREASE/ (REDUCTION)	\$	2,704,363
DECEMBER 31,2013	FUND BALANCE	\$	13,096,684
JANUARY 1,2014	FUND BALANCE	\$	13,096,684
	PRE-AUDIT REVENUE	\$	2,398,027
	PRE-AUDIT EXPENSES	\$	1,206,458
	INCREASE/ (REDUCTION)	\$	1,191,568
DECEMBER 31,2014	FUND BALANCE	\$	14,288,252
JANUARY 1,2015	FUND BALANCE	\$	14,288,252
	BUDGETED REVENUE	\$	5,761,603
	BUDGETED EXPENSES	\$	10,766,716
	BUDGETED GAIN / (REDUCTION)	\$	(5,005,113)
DECEMBER 31,2015	FUND BALANCE	\$	9,283,139
	FULLY APPROPRIATED FUND BALANCE	\$	(9,283,139)
DECEMBER 31,2015	FUND BALANCE	\$	-

*Until 2014, the Affordable Housing Fund also encompassed the Child Care program

CHILD CARE FUND

JANUARY 1,2014	FUND BALANCE	\$ 0
	PRE-AUDIT REVENUE	\$ 3,198,323
	PRE-AUDIT EXPENSES	\$ 3,047,089
	GAIN / (REDUCTION)	<u>\$ 151,234</u>
DECEMBER 31,2014	FUND BALANCE	<u>\$ 151,234</u>
JANUARY 1,2015	FUND BALANCE	\$ 151,234
	BUDGETED REVENUE	\$ 3,106,524
	BUDGETED EXPENSES	\$ 768,467
	BUDGETED GAIN / (REDUCTION)	<u>\$ 2,338,057</u>
DECEMBER 31,2015	FUND BALANCE	<u>\$ 2,489,291</u>
	FULLY APPROPRIATED FUND BALANCE	\$ (2,489,291)
DECEMBER 31,2015	FUND BALANCE	<u>\$ -</u>

*The Child Care fund previously existed as a department in the Affordable Housing Fund. It was first broken out into its own fund in the 2014 budget.

MARIJUANA FUND

JANUARY 1,2013	FUND BALANCE	\$ -
	REVENUE	\$ 154,424
	EXPENSES	\$ 46,212
	INCREASE/ (REDUCTION)	<u>\$ 108,212</u>
DECEMBER 31,2013	FUND BALANCE	<u>\$ 108,212</u>
JANUARY 1,2014	FUND BALANCE	\$ 108,212
	PRE-AUDIT REVENUE	\$ 452,533
	PRE-AUDIT EXPENSES	\$ 139,665
	GAIN / (REDUCTION)	<u>\$ 312,868</u>
DECEMBER 31,2014	FUND BALANCE	<u>\$ 421,080</u>
JANUARY 1,2015	FUND BALANCE	\$ 421,080
	BUDGETED REVENUE	\$ 490,704
	BUDGETED EXPENSES	\$ 976,440
	BUDGETED GAIN / (REDUCTION)	<u>\$ (485,736)</u>
DECEMBER 31,2015	FUND BALANCE	<u>\$ (64,656)</u>

*Marijuana taxes were previously collected in the Excise Fund. The Marijuana Fund was established in the 2013 budget cycle.

SPECIAL PROJECTS FUND

JANUARY 1,2013	FUND BALANCE	\$ 104,568
	REVENUE	\$ 1,250,550
	EXPENSES	<u>\$ 1,074,695</u>
	INCREASE/ (REDUCTION)	<u>\$ 175,855</u>
DECEMBER 31,2013	FUND BALANCE	<u><u>\$ 280,423</u></u>
JANUARY 1,2014	FUND BALANCE	\$ 280,423
	PRE-AUDIT REVENUE	\$ 2,925,667
	PRE-AUDIT EXPENSES	<u>\$ 2,649,488</u>
	GAIN / (REDUCTION)	<u>\$ 276,178</u>
DECEMBER 31,2014	FUND BALANCE	<u><u>\$ 556,601</u></u>
JANUARY 1,2015	FUND BALANCE	\$ 556,601
	BUDGETED REVENUE	\$ 2,403,810
	BUDGETED EXPENSES	<u>\$ 2,485,931</u>
	BUDGETED GAIN / (REDUCTION)	<u>\$ (82,121)</u>
DECEMBER 31,2015	FUND BALANCE	<u><u>\$ 474,480</u></u>
	BHA CAPITAL RESERVE	\$ (50,000)
	BUDGETED FUND BALANCE	<u><u>\$ 424,480</u></u>
	2015 SUPPLEMENTAL APPROPRIATIONS	<u>\$ (15,001)</u>
	NEW BUDGETED NET FUND BALANCE	<u><u>\$ 459,479</u></u>

ADDITIONAL BUDGET INFORMATION

1 MILL INCREASE ON A 250,000 PROPERTY

	RESIDENTIAL	COMMERCIAL
Actual Value	\$ 250,000	\$ 250,000
Assessment Rate	7.96%	29.00%
Assessed Value	\$ 19,900	\$ 72,500
1 Mill Tax Rate	0.001	0.001
Additional Tax	\$ 19.90	\$ 72.50

REVENUE GENERATED FROM A 1 MILL INCREASE

Assessed Valuation	\$ 467,130,440
1 Mill Tax Rate	0.001
Revenue (less treasurer fee)	\$ 467,130

REVENUE GENERATED FROM A 1/2% SALES TAX INCREASE

Annual Taxable Sales	\$ 472,685,000
1/2 Sales Tax Increase	0.50%
Revenue	\$ 2,363,425

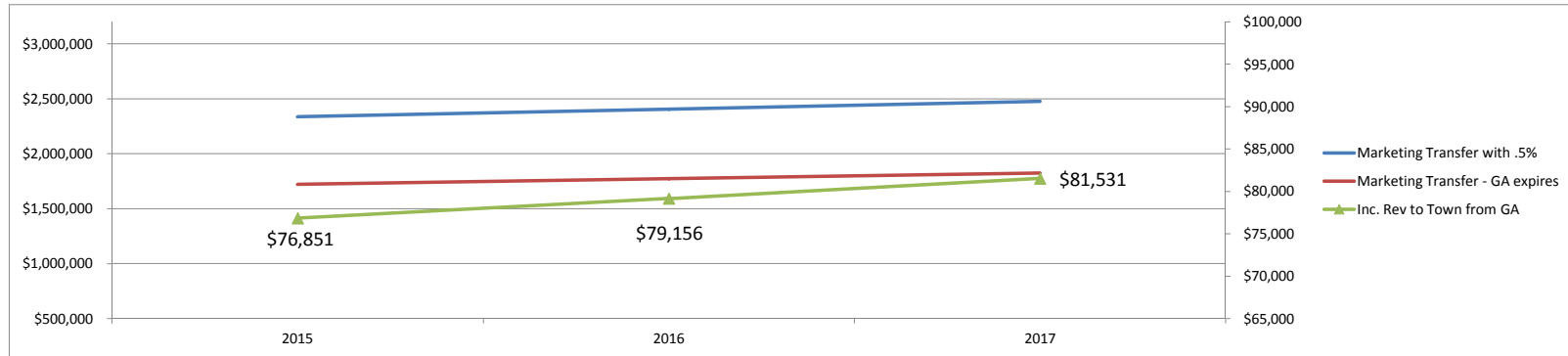
REVENUE GENERATED FROM A 1/2% ACCOMMODATIONS TAX INCREASE

Annual Taxable Sales	\$ 122,890,000
1/2 Accommodations Tax Increase	0.50%
Revenue	\$ 614,450

LIFT TICKET TAX

BRECKENRIDGE PER VISIT SALES (EST)	\$52.00
ESTIMATED SKIER VISITS 2014-2015	1,600,000
LIFT TICKET SALES	\$83,200,000
TAX RATE-BRECKENRIDGE	2.50%
BRECKENRIDGE LIFT TICKET TAX REVENUE (EST)	\$2,080,000

Marketing Spend Sensitivity Analysis



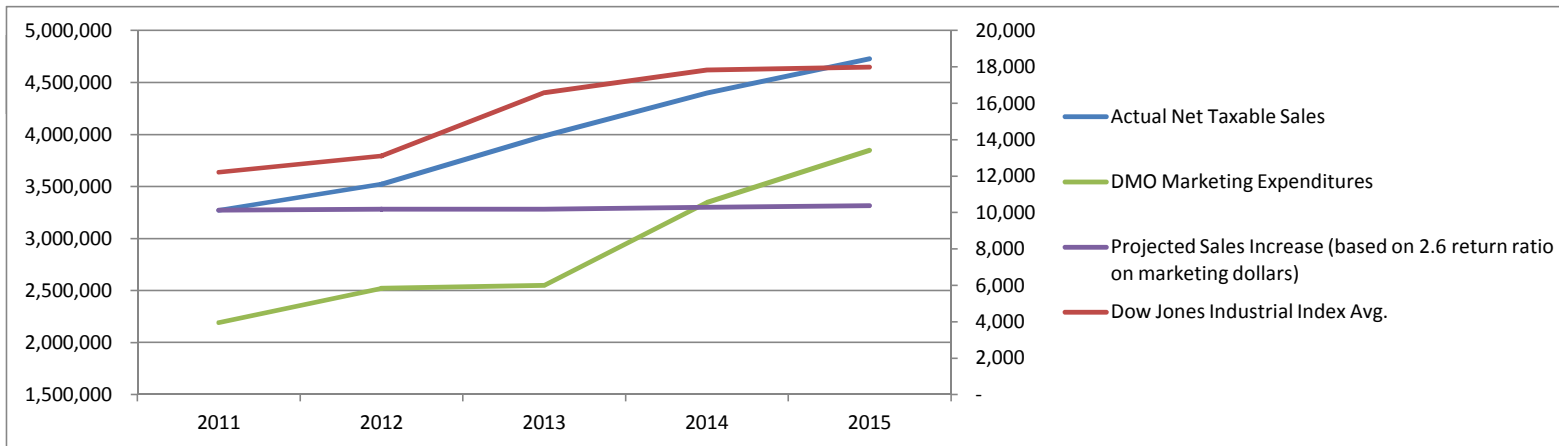
	2015	2016	2017
Marketing Transfer with .5%	\$ 2,334,501	\$ 2,404,536	\$ 2,476,672
Marketing Transfer - GA expires	1,720,501	1,772,116	1,825,280
Difference	614,000	632,420	651,393
Projected Net Taxable with .5%	472,684,626	486,865,165	501,471,120
Projected Net Taxable - GA expires	471,088,226	485,220,873	499,777,499
Difference	1,596,400	1,644,292	1,693,621
Inc. Rev to Town from GA	\$ 76,851	\$ 79,156	\$ 81,531

Council has asked staff to present a sensitivity analysis demonstrating the net taxable sales and tax revenue effects of the Town's marketing spend. The data above assumes the 2.6 return ratio on marginal marketing dollar spend. The data table and graph show the projected impacts of allowing the Gentlemen's Agreement (GA) transfer to marketing of .5% of the 3.4% accommodations tax to expire. Please note the revenue analysis assumes 26% of net taxable sales are in the accommodations sector.

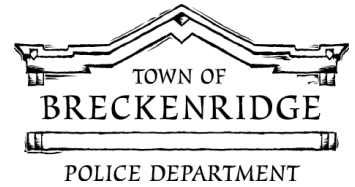
Net taxable sales analysis

	2011	2012	2013	2014	BUDGETED 2015
Actual Net Taxable Sales	\$ 327,200,542	\$ 352,337,052	\$ 398,696,089	\$ 439,916,958	\$ 472,684,626
Dow Jones Industrial Index Avg.	12,218	13,104	16,577	17,823	17,987 *
DMO Marketing Expenditures	2,191,087	2,521,988	2,550,000	3,346,000	3,848,654
Expenditures Increase		330,901	28,012	796,000	502,654
Projected Sales Increase (based on 2.6 return ratio on marketing dollars)		\$ 860,341	\$ 72,831	\$ 2,069,600	\$ 1,306,900
Actual Sales Increase		\$ 25,136,510	\$ 46,359,037	\$ 41,220,869	\$ 32,767,668

* as of 5-5-15



The table and graph above seek to demonstrate the contrast between actual sales activity increases in Town with what a return of \$2.60 per marketing dollar spend would create. This data covers the 5 year period that includes the .5% "Gentlemen's Agreement" transfer of accommodations tax revenues to the marketing fund.



MEMORANDUM

To: Mayor and Town Council
From: Shannon Haynes, Chief of Police
Date: May 6, 2015
Subject: Parking & Transit Retreat Discussion

As Council is aware, staff has been working with a community based Parking & Transit Taskforce for the past five months. During this time staff has periodically presented Council with updates and information related to taskforce recommendations. There was one outstanding survey the results of which had not yet been presented. The survey was intended to gather information related to employee work patterns specific to arrival/departure times and transportation preferences.

There were 133 employee respondents and 135 employer respondents for this survey, which was intended to provide insight into the times transit would be necessary at intercept parking lots. The majority of respondents work in the core (Main Street & Ridge Street) and report parking in lots close to their business. Most respondents reported parking in private parking (22%), in permissible lots or on permissible streets (52%), and on Airport Road (5.3%). The remaining 21% of respondents reported parking in impermissible areas – both lots and streets.

Survey data also revealed that most employees are driving to work in both the summer (81%) and winter (85%). A few employees reported riding a bike, walking, taking transit, and/or carpooling with slightly higher biking/walking numbers in the summer.

Respondents were also asked to comment on what might incentivize them to park in an intercept lot, specifically the Satellite lot. More than half of the respondents indicated that they could not be incentivized to park at the remote lot. Reasons included: needing a car for work, not convenient, driving by work to get there, too much extra time. Other respondents were willing to consider utilizing the lot and were interested in the following: free parking, free overnight parking, increased frequency of transit stops, and compensation (i.e. money, gift cards, and coffee).

The above information, as well as data and feedback previously provided, is intended to support a retreat conversation for the purpose of agreeing on a plan to achieve the core goal of increasing the availability of close-in, convenient parking for customers.

During the retreat staff will present, as requested, different parking and transit options for consideration. Topics will be split into four primary areas for the purposes of discussion. These areas are: Parking Management, Parking Structure, Transit, and Ancillary Considerations.

I will be present at the work session on Tuesday, May 12th to facilitate the discussion and assist Council in determining what the final plan will be.



MEMORANDUM

To: Tim Gagen, Town Manager
From: Staff
Date: April 1, 2015
Subject: Outline of Proposed Parking Structure and Parking Management & Transit Options with Cost Estimates

Introduction

The council has set a goal to establish a comprehensive plan for parking and transit for the Town. Over the last several months staff has been working with a community task force to provide recommendations to Council regarding this plan. In preparation for the Council retreat staff has prepared this memo that outlines these potential recommendations and applies cost estimates to them.

Parking Structure

Early in 2014, the Town entered into an agreement for a feasibility study related to a parking structure on the F-Lot parking lot in the Town. The consultant team presented three (3) parking structure options to the Town in May of 2014. For the purposes of this outline, only two (2) of those options will be addressed as Option 3 does not appear to be a viable alternative for consideration.

Current Operation of F-Lot and Tiger Dredge Parking Lots

The Town currently operates two (2) surface parking lots in the core area. The following reflects how those lots currently operate:

Lot	Number of Parking Spaces
F-Lot	189
Tiger Dredge	206
Total Spaces	395

Currently, the Town charges for parking in both of those lots during the ski season, which is approximately 155 days a year. We only charge for parking during an eight (8) hour period from 7 am to 3 pm. The charge for parking is \$3.00/hour or a maximum of \$12.00 for the day. F-Lot is one of our higher occupancy lots and is usually close to full with skiers. Tiger Dredge is generally not as occupied and as a result employee parking (no charge required with employee permit) is allowed. The lot is also utilized by guests accessing the downtown area. There is

currently a 17' grade separation between the two lots with no access points other than a pedestrian path running along the east side of the lots.

Lot Revenues		
	2013-2014 Season	2014-2015 Season YTD (March 20 th)
F-Lot	\$187,587	\$178,242
Tiger Dredge	\$52,065	\$58,848
Totals	\$239,652	\$237,090

F-Lot Parking Structure Proposals

Each of the options proposed by the consultants shows one at-grade (with Park Avenue on the south side) and two underground levels for the structure. As a result of the grade difference between the two lots, the two “below ground” levels are open along the east and north side of the structure. Option 1, which consists of a 511 space structure, is basically confined to current footprint of the F-Lot. This option has three (3) levels of parking, two underground and one at-grade along the south side at Park Avenue. Option 2, which would house 941 spaces, would extend to the north partially into the Tiger Dredge Lot. This option would consist of four (4) levels, two (2) of which are underground, one at-grade adjacent to Park Avenue, and then a smaller 4th level that is one-story above Park Avenue at the south end.

The following grid provides a brief financial overview of each option. The consultant’s prices include all the costs associated with improving Park Avenue (roundabout at Village Road and some turn lanes) and a pedestrian bridge that would cross over Park Avenue from the parking structure to the Village and were estimated in 2014.

F-lot Parking Structure Study

Parking Spaces					
	Parking Structure	Surface Lot*	Total Spaces	Existing Spaces	Net Increase
Option 1	511	165	676	395	281
Option 2	941	93	1034	395	639

*Portion of Tiger Dredge that remains a surface lot

Parking Structure Estimated Costs						
	Site Work	Parking Structure	Traffic Improvements	Owner Contingency	Soft Costs	Total
Option 1	\$2,550,000	\$22,100,000	\$3,210,000	\$2,786,000	\$4,596,900	\$35,242,900
Option 2	\$2,550,000	\$31,800,000	\$3,710,000	\$3,806,000	\$6,279,900	\$48,145,900

Financing Options

There are several potential debt structures to fund the construction of the parking structure. Below is a list of three options:

- **General Obligation Bonds** – The lowest risk form of debt for investors, so has the lowest interest rate. On the downside, GO debt requires an election and the ballot question must include language requesting an approval to raise property taxes sufficiently to service the debt. The Town does not necessarily have to raise property taxes to service the debt, but this backstop lowers the risk to investors.
- **Revenue Bonds** – Does not require an election. Instead, existing and/or proposed revenue streams are pledged for debt service. As such, there is a higher level of risk to investors with this form of debt, and a higher interest rate to the Town.
- **Certificates of Participation (COPs)** – also known as a sale/lease-back agreement. Similar to a mortgage in that an underlying Town asset(s) is pledged to secure the loan. No election is required for this form of debt, but it carries a higher interest rate. The interest rate is high in part because, in the event of default, investors are responsible for liquidating the underlying asset.

Estimated Debt Service

Below is a table summarizing estimated annual debt service amounts for different amounts of borrowing and service terms (length of loan in years). For the purposes of this preliminary analysis, we are using a 4.5% interest rate.

Annual Debt Service Levels (4.5% annual interest rate)		
Borrowed (millions)	Term (years)	
	25	30
\$45	\$3,000,000	\$2,740,000
40	2,667,000	2,432,000
35	2,334,000	2,128,000
30	2,000,000	1,824,000
25	1,667,000	1,520,000

Garage Programming

The investment in a parking structure on the F-lot and Tiger Dredge lot would facilitate additional parking for both skiers and non-skiers. Currently skiers occupy the F-lot to capacity on many days during the winter season. Depending on the number of spaces in a structure there might also be an option to provide limited employee parking. In addition, there may be entities interested in leasing spaces within the structure (e.g. valet parking businesses in the vicinity).

Initial capital investment to build a structure was previously identified. Additionally, there is a need to budget for annual operating expenses, to include: maintenance costs, replacement costs, payment management, and personnel costs. The industry standard is to budget costs on per space basis. Depending on size of the structure these costs are estimated at \$250,000 to \$350,000 per year.

The primary revenue projection provided for discussion assumes the current operational philosophy will remain in place. Currently, pay parking operates during the winter season only, with the exception of overnight parking in specific town lots. Projected revenue assumes this practice will continue or a small fee will be added for summer parking. The addition of non-winter or special event fees would be a change in practice.

Pay Parking Revenue Assumptions

The below pay parking revenue assumptions are based on a winter program of 24 weeks, 7 days/week, with an average occupancy rate of 60% on weekends and 30% on weekdays. An additional \$5 flat summer fee option was included for comparison.

Projected Structure Revenue					
	Structure	Surface Lot	Total	Projected Winter Revenue	Projected Revenue with \$5 Summer
Option 1	511	165	676	\$ 395,695	\$ 493,546
Option 2	941	93	1034	\$ 605,249	\$ 754,921

On-Street Metered Capital Investment and Annual Maintenance/Replacement

The information provided below provides an estimated cost to implement metered parking through the core of Town, to include: Ice House Lot, Tonopah Lot, Courthouse Lot, Exchange Lot (upper, lower and outdoor), Main Street, Ridge Street, Lincoln Avenue, and Adams Avenue. Staff estimates a need for fifty (50) meters in order to properly service these areas. The pay station cost is for a basic, effective machine without upgrades.

Initial Expenses	Quantity	Cost	Total
Pay Station	50	\$ 7,490	\$ 374,500
Installation	50	\$ 250	\$ 12,500
Shipping	50	\$ 135	\$ 6,750
Ground Preparation	50	\$ 300	\$ 15,000
First Year Capital Cost			\$ 408,750
Ongoing Expenses	Quantity	Monthly Fee	Total
Monthly Web Fee	50	\$ 708	\$ 35,400
Maintenance	50	\$ 330	\$ 16,500
Annual Cost			\$ 51,900

The monthly web fee is \$59 per pay station per month. Maintenance costs were estimated using the actual maintenance costs for the CALE pay stations currently owned by the Town.

On-Street Metered Parking Revenue Assumptions

Revenue assumptions were based on the number of spaces located on streets and in the lots noted above. While our goal is to achieve 70% occupancy during busy times, for the purposes of revenue projections a 50% occupancy rate was utilized. We assumed spaces would turnover twice a day, 300 days per year. An average daily rate of \$5.00 was used for projection purposes.

On-Street Metered Parking Revenue	
Number of on-street spaces	645
Occupancy Rate	50%
Turnover Rate	2
Days in Use	300 days
Average Pay Rate	\$5.00
Total Daily Revenue	\$3,225
Total Yearly Revenue	\$967,500

Enhanced Transit Proposal

If changes to the overall parking management plan and the implementation of metered parking are pursued then it will be necessary to consider enhanced transit options. Though enhanced transit is tied to changes in parking, most transit recommendations could be done without all aspects of parking changes. Several options are detailed below.

Employee Intercept Service

Designated employee intercept lots are proposed at the north and south ends of Town. To facilitate moving employees into the core of town from intercept lots transit operations will need to increase. Employee Intercept Service has been estimated based on a split shift (four hours morning/four hours evening) for 8 hours day/52 weeks of the year. However, more information is needed to determine if split shift service will meet employee needs.

The north shuttle would operate from the north end of the Block 11 property and the south shuttle would operate from the Ice Rink parking lot. For both routes the service would be at 20 minute intervals with approximately seven to eight stops along Main Street. It would be necessary to purchase two buses in order to implement this program. The year one capital cost is estimated to be between \$300K and \$900K depending on type of bus purchased. Annual operating costs are expected to be \$241K with additional administrative program support estimated at \$15K and annualized capital replacement costs of \$52.6K to \$163K depending on the type of bus purchased. The total annual operating expense is estimated between \$308.6K and \$419K.

Employee Intercept Lots		
20 minute service, 8 hours a day, 52 weeks per year		
Capital Expense*	Purchase two buses (North/South)	
	Low Est.	\$300K
	High Est.	\$900K
Annual Operating Expense		\$308.6K to \$419K

* Transit low estimate reflects a “Cutaway” bus; high estimate reflected a recommended fleet match.

Return to 2008 Service Levels

The Free Ride currently operates a 24 week/30 minute winter schedule that utilizes five (5) buses and has two (2) additional buses during peak times for a total of seven (7) winter buses. The 28 week summer schedule is streamlined to only two (2) buses and provides 30 minute service for the Purple Route and one hour service for Yellow and Brown Routes. The 2015 budget for the current operation is 2.38M.

In 2008, prior to the reset, the Free Ride provided a year round 30 minute Service Plan – 5 Buses (Yellow, Brown, Purple, Orange and Black) for five routes/52 weeks of the year. If the 30 minute Service Plan was reinstated the additional operational cost would be \$1.07M for a total operational cost of \$3.45M. The additional \$1.07M includes \$250K for administrative program support (i.e. mechanics, dispatchers, etc.). There would be no additional new capital cost or annualized capital replacement costs as the Free Ride already operates this schedule during the winter months.

Return to 2008 Service Levels	
30 minute service, 52 weeks per year	
5 buses	
Capital Expense	
No additional capital expense	
Increase to Annual Operating Expenses	\$1.07M

Future Transit Needs

Continued growth and changes to parking management may necessitate the expansion of current transit routes and/or the addition of new transit service. The transit master plan for the Free Ride identified an additional north route providing service for the northern town limits of Breckenridge. This potential route will likely be warranted as build out continues to the north of Coyne Valley Road. This route could provide service for the Golf Course with approximately five or six stops between there and CMC. The capital need would be two (2) additional 35’ buses at a cost of \$900K for the initial purchase. Two buses would provide 30 minute service for an annual operational cost of \$470K plus \$163K in annual capital replacement costs for a total of \$633k annual cost.

Current ridership data also supports enhanced or additional service on the Yellow and Brown Routes. The Free Ride already schedules a Number 2 bus on both of these routes for peak times during the day. Transit ridership, employees and skiers have continued to increase for both routes. The increase in ridership supports the imminent need for a Number 3 bus during peak times. The annual operational cost is expected to be \$243K for 24 weeks of winter only service plus \$163K in capital replacement costs for a total of 406K annual costs. The capital cost for two new buses is expected to be \$900K.

Future Transit Needs	
Additional Service from CMC to Golf Course - 52 weeks	
Number 3 bus for Yellow & Brown Routes, 24 week/winter service only	
Capital Expense	
North Route Expansion	\$900K
Number 3 Service (Yellow/Brown)	\$900K
Total Capital Expense	\$1.8M
Annual Operating Expense	
North Route Expansion	\$633K
Number 3 Service	\$406K
Total Annual Expense	\$1.039M

F Lot Circulator

An F-Lot circulator or Main Street Express will enhance transportation within the core of Town by providing ten (10) minute service for F-lot and Main Street. This service would consist of one (1) bus that operates six (6) times per hour, eight hours per day, 52 weeks/year. The capital expense would be \$450K for one additional bus. The annual operating cost would be \$123K plus \$81.5K capital replacement costs for total of \$204.5K.

F Lot Circulator/Main Street Express	
10 minute service, 52 weeks	
Capital Expense - One Bus	\$450K
Annual Operating Expense	\$204.5K

Free Ride operation of Breckenridge Ski Resort Transit Service

If the Town Free Ride were to ever fully integrate with the Breckenridge Ski Resort (BSR) fix route Transit operation the Town would need to expand services. Current BSR service is operated 28 weeks in the winter and 15 weeks in the summer service. The summer service is a reduced operation with only the Black Route running to support Fun Park operating times.

In the first year of integration the Free Ride would likely operate the current BSR Fleet, incurring no initial capital costs. In subsequent years the capital cost could be \$7.2M for

replacement of the entire sixteen (16) bus fleet. However, an evaluation of the BSR inventory would be necessary to develop a replacement schedule. Eventually all buses would need to be replaced with low floor model buses consistent with current Free Ride inventory which is approximately \$1.304M in annualized replacement costs for 16 buses over a 12 year replacement cycle. Annual operational costs are expected to be \$1.28M, which would provide service for the Blue, Green, Black and Red routes as currently operated by BSR. Approximately \$300K of the \$1.28M in operational cost is associated with the BSR Red route (overflow parking). Additional administrative program support would be \$250K. The total annual cost would be \$2.584M

Free Ride operation of BSR Transit	
28 weeks winter/15 weeks summer	
16 buses	
Capital Expense – No first year capital expense	
Annual Operating Expense	\$2.584M

Summary

In summary, the information and details provided in this memorandum illustrate cost estimates and potential revenue for a parking structure on the F-Lot and metered parking throughout the core of town, as well as costs to enhance transit. The following tables highlight the Capital costs for year one, Annual Operating Costs, and Revenue projects associated with changes in parking management.

PARKING		
Capital Investments - Year One		
	Low Estimate	High Estimate
Parking Structure Pay Control System	\$ 80,000	\$ 300,000
Fifty (50) Pay Stations	\$ 408,750	\$ 408,750
Total	\$ 488,750	\$ 708,750
*Pay control system costs vary depending on system type & size of structure		
Annual Operating Costs		
	Low Estimate	High Estimate
Debt Service (Parking Structure)	\$ 2,000,000	\$ 3,000,000
Parking Structure	\$ 250,000	\$ 350,000
Downtown Metered Parking	\$ 51,900	\$ 51,900
Total	\$ 2,301,900	\$ 3,401,900
Revenue Projections		
	Low Estimate	High Estimate
F-Lot Structure & Tiger Dredge Lot	\$ 395,695	\$ 754,921
Downtown Metered Parking	\$ 967,500	\$ 967,500
Total	\$ 1,363,195	\$ 1,722,421

TRANSIT		
Capital Investments - Year One		
	Low Estimate	High Estimate
Employee Intercept Routes - 2 Buses*	\$ 300,000	\$ 900,000
2008 Service Levels	N/A	N/A
Future Expansion - North end	\$ 900,000	\$ 900,000
Future Expansion - Yellow/Brown	\$ 900,000	\$ 900,000
F-Lot Circulator/Main Street Express	\$ 450,000	\$ 450,000
BSR Routes	N/A	N/A
Total	\$ 2,550,000	\$ 3,150,000
*Transit low estimate reflects a "Cutaway" bus; high estimate reflects a fleet match		
Annual Operating Costs		
	Estimate	
Employee Intercept Routes - 2 Buses*	\$ 308,600 to \$419,000	
2008 Service Levels	\$ 1,070,000	
Future Expansion - North end	\$ 633,000	
Future Expansion - Yellow/Brown	\$ 406,000	
F-Lot Circulator/Main Street Express	\$ 204,500	
BSR Routes	\$ 2,584,000	
Total	\$ 5,206,100 to 5,316,500	

Memo

To: Town Council

CC: Tim Gagen, Rick Holman

From: Michael Barney, Director of Recreation

Date: April 14, 2015

Re: *Summary of Recreation Center Improvements - Public Forum Data /
Feedback and Potential Options for Consideration*

At council's direction, the department initiated a public outreach process to identify what improvements may be needed in our recreation center facility. This process included public open house meetings, solicitation of comments through the front desk of the recreation center, and an online survey process. This MEMO provides a summary of the data and feedback collected from the public regarding the potential renovation / expansion of the recreation center and presents a number of potential options for Council to consider in advance of the budget retreat on May 12.

I Data / Feedback from Public Forum Meetings

The Recreation Department hosted four public meetings at which individuals learned a little about the history and finances of the Recreation Department, learned the scope and costs of previous recreation center improvements as well as outstanding projects / needs, and had the opportunity to prioritize their current needs / desires as users of the facility. These meetings were attended by a total of 75 individuals, about 73% of which stated that they were Breckenridge residents. Though specific demographic data of attendees was not collected, anecdotal observations suggest that the overall attendance was moderately skewed toward the 50+ years of age segment. Youth were very minimally represented, and though parents make up a large segment of our user base, they were also under represented at the meetings. It should also be noted that the tennis community had a strong presence at the meetings and that their interests may be over represented as a proportion of the overall feedback received at the meetings.

Feedback from meeting attendees can best be summarized in two categories as listed below: through their allocation of Breck Bucks and through comments they shared.

Breck Buck Allocations

Each meeting attendee was provided 10 Breck Bucks which they were allowed to allocate toward one of the 10 potential recreation center enhancements shown, or they could write-in a different enhancement and allocate Breck Bucks toward it. There were a total of 650 Breck Bucks allocated as shown in the table below:

Do nothing at this time	1%
Separate Tennis Facility	22%
Additional Fitness Studio Space	15%
Pool Expansion	12%
Additional Multi-Purpose Space	10%
Indoor Playground	8%
Lobby Remodel / Elevator	7%
Expand Climbing Wall	7%
Expand Wellness / Physical Therapy Space	7%
Expand Meeting Space	1%

In reviewing the write-in allocations, the suggestion to create an indoor turf field and the suggestion to create a separate racquet center (inclusive of squash, table tennis, and racquetball courts with tennis courts) both received 2% of the overall Breck Buck allocations. Placing a roof on the outdoor ice rink, a detailed suggestion for a multi-purpose space, and enhanced programs / services for individuals with disabilities all received 1% of the allocations.

Comments Shared

The solicitation of comments through the meetings provided additional support for or elaboration of suggested enhancements as well thoughts on the process itself. Some of these included a request for massage therapy, warmer water pools, dedicated gymnastics space and programming, a café, and a resistance swimming pool feature. Many questions were asked about the budget for the project and the availability of funds. Tennis players in particular, asked about what a separate tennis facility would look and feel like. Some of the comments were centered around the potential for partnerships in the project such as working with the county or corporate entities in the community as was done with the Breckenridge Grand Vacations Community Center. One attendee suggested that covering the outdoor ice rink and creating a second floor there would allow for an expansion of recreational services.

II Data / Feedback Received through Comment Cards and Department Website

In attempting to hear from as many individuals as possible regarding their thoughts and desires for a potential recreation center renovation, the Recreation Department encouraged any individual who was unable to attend a public forum meeting to share their input through our comment card system, or to share input through our website comment feature.

Comment Cards

Through this process 21 comments were received and can be summarized as follows: 33% of the comments were directed toward a request for expanded aquatic amenities, with an additional 14% specifically requesting an outdoor pool. 14% of the comments were directed toward the need for additional studio space, 10% toward the need for a separate tennis facility, and each of the following comments represented 5% of the overall suggestions: expand climbing wall, facility is too crowded, develop an indoor field house, develop an indoor playground, improve the showers, and add the Silver Sneakers senior fitness program.

Expand Aquatics	33%
Outdoor Pool	14%
Expand Studio Space	14%
Separate Tennis Facility	10%
Expand Climbing Wall	5%
Facility is too Crowded	5%
Indoor Field House	5%
Indoor Playground	5%
Improve Showers	5%
Add Silver Sneakers	5%

Website Comments

The department received 37 website submissions through this process, though many of the submissions contained multiple suggestions or comments. As such, each specific suggestion / comment was recorded. In assessing the suggestions / comments received, the need to develop or maintain indoor tennis received the highest percentage at 14%. This was followed by the need for additional studio space at 12%, and then both expanding aquatics, and building an outdoor pool each accounted for 10% of the website comments. The creation of an indoor turf field accounted for 9%, indoor playground, and expanded youth program space each accounted for 5%, and expanded physical therapy space accounted for 4% of

the suggestions / comments. Expanded climbing wall, lobby remodel, expanded hours of operation, additional gymnastics programming, and remodel locker rooms each accounted for 3%.

Maintain Indoor Tennis	14%
Expand Studio Space	12%
Expand Aquatics	10%
Outdoor Pool	10%
Indoor Turf Field	9%
Indoor Playground	5%
Expanded Youth Program Space	5%
Expand Physical Therapy / Wellness Space	4%
Expand Climbing Wall	3%
Lobby Remodel	3%
Expand Hours of Operation	3%
Expand Gymnastics Programming	3%
Remodel Locker Rooms	3%

III Data / Feedback Received through Surveys

The department sent out a survey link through the Active software system to approximately 12,800 individuals who have registered for a program or bought a membership since 2009. There were 576 surveys completed, with 299 write-in additional comments. Respondents stated they were primarily Breckenridge residents and the demographics of respondents appear to be more balanced in terms of age segmentation than those that attended the public meeting forums. 50% of respondents reported that they use the recreation center one or more times per week.

Of particular interest in the survey data, 39% of respondents reported that the recreation center currently meets their needs. 15% of respondents reported that the center currently meets their needs, but only because there is no other options available. Only 8% of respondents expressed that the current recreation center does not meet their needs.

Rec Center Currently Meets My Needs	39%
Rec Center Somewhat Meets my Needs	38%
Rec Center Meets My Needs, But Only Because No Other Option is Available	15%
Rec Center Does Not Currently Meet My Needs	8%

When asked whether the recreation center will continue to meet needs for the next 5-10 years, the percentage of "no" responses increased to 23%, while the "yes" responses dropped to 27%.

When asked if they are supportive of a recreation center renovation at this time, 87% of respondents stated "yes".

Supportive of a Recreation Center Renovation at this Time	87%
Not Supportive of a Recreation Center Renovation at this Time	13%

As a component of the survey, respondents were asked to share their support for the 9 potential enhancements that were shared at the public meeting forums. In assessing the combined percentage of responses of "very important" and "important", the addition of studio space for fitness programming was the most highly prioritized potential enhancement with 68%. The need for additional multi-purpose space was second at 55%. Pool expansion was next with 53% of the responses in the "very important" or "important" categories, followed by expand climbing wall at 44%, separate tennis facility at 43%, indoor playground at 39%, expand physical therapy space at 29%, remodel lobby at 26%, and meeting space was the lowest ranked potential enhancement at 20%.

Amenity	Percentage of "Very Important" and "Important" Responses
Expand Studio Space	68%
Additional Multi-Purpose Space	55%
Aquatics Expansion	53%
Expand Climbing Wall	44%
Separate Tennis Facility	43%
Indoor Playground	39%
Expand Physical Therapy / Wellness Space	29%

Remodel Lobby	26%
Expand Meeting Space	20%

IV Project Options

As was presented in the public forums, the first option to be considered by Council is whether a renovation / expansion of the recreation center should be pursued at this time. Council may choose to table the project for a period of time or request department staff to assimilate and present other data / feedback that will be helpful in guiding future decisions.

Alternatively, Council may elect to pursue and fund the renovation / expansion of specific spaces / amenities or a more comprehensive enhancement of the recreation center. To assist in facilitating the discussion and consideration of these options, the department has developed the concepts below which may be helpful in distinguishing and prioritizing needs and desires and projecting costs.

A. Studio / Space / Staff

Addressing some of the greatest current needs including additional studio space, additional multi-purpose space, and staff office space can be accomplished without pursuing the creation of a separate tennis facility. In this concept, indoor tennis would remain where it is presently located within the center. In recently meeting with architects from Barker, Rinker, Seacat, the firm that provided recommendations in 2006-2008, and the original designers of the building, we have identified the opportunity to potentially expand the building footprint to accommodate these additional spaces. In addition to push outs of the building on the northeast and northwest corners as previously proposed, we have determined that a second floor could potentially be built above the current multi-purpose room. Further analysis would be required to verify this, though the architects felt it was a very likely option. Through these three areas of expansion, the recreation center can gain close to 10,000 square feet. Based on their knowledge of average current construction costs for recreation centers, a projected cost for this option would be near \$3.5M. Whereas the expansion of each three of these spaces are independent from each other, this option could be considered partially or fully. For example, if only the northwest corner expansion is pursued, the center would gain 3500 square feet at a cost of about \$1.3M.

B. Elevator

While not identified as one of the most pressing needs through the public input gathering process, the replacement of the current lift with a true elevator is a priority for the department. The current lift is mechanically unreliable and is not a pleasant experience for anyone that has a need to use it. In addition, if space is added on the second floor of the facility, more individuals with accessibility challenges may want / need increased access to that space. Lastly, an elevator will allow for much improved and safer moving of supplies and equipment to the second floor. Staff currently carries very heavy equipment such as treadmills and elliptical machines up the stairs each year during the weekly closure when we replace this equipment. The cost of replacing the lift with a true elevator is projected to cost near \$200,000.

C. New Tennis Building

The concept of building an enclosure over existing outdoor tennis courts at Kingdom Park and then repurposing the current indoor tennis court space to meet recreation center expansion needs was introduced through the programming study completed in 2006. In assessing this option over the last several months, the department makes the following recommendations. A separate tennis building should include 4 indoor courts. While the department currently has only two indoor courts, based on the development of a pro forma for a separate tennis facility, we believe that the facility could become fully operationally sustainable, covering all labor, supplies and equipment, utilities, and facility fund obligations. A four court facility could also allow two of the courts to be used at times as a multi-activity gym, hosting youth league practices, adult sports, youth programs, and other activities. The projected cost for building a separate tennis facility is near \$2.8M. This concept would then necessarily include the re-purposing of the current indoor tennis court space, allowing for up to 17,500 acquired square feet to address all recreation center needs and desires identified through the public process, other than aquatics, which is shown separately in these concepts. The projected cost for re-purposing the indoor tennis court space is near \$4.5M.

D. Aquatics

Several concepts have been previously identified for a potential expansion of the aquatics area of the facility, and through the public process, an outdoor pool was also identified as a desired amenity. Whereas the department has significant concerns about the sustainability of an outdoor pool which may only be open for 12 weeks per year, we have discussed some options with the architects that would provide a summer outdoor pool feel while still allowing for winter enclosure and year round use. Whether an expansion of the aquatics facilities consists of this summer outdoor pool concept or of one of the designs developed in 2006, the projected cost for an aquatics expansion is between \$2 - \$4M depending upon scope. This would include a rebuild of the existing sauna and steam rooms so as to enlarge them and switch the entries from the locker rooms to the pool area.

E. Outdoor Ice Rink

In meeting with a group that has recently approached Council to discuss the possibility of building a roof to cover the existing outdoor ice arena and rebuild the outdoor rink building, I wanted to include this concept as it relates to the recreation center project. The vision for this project would be to demolish parts of the existing building toward the west, and re-build the facility, adding a second floor which would create a team training center. The team training center would include a large open space that would allow for groups and teams to permit the space for their training activities. This space could include fitness equipment, video simulation type training aids, a small turf area, and other features conducive to functional based training. The rebuilt facility would also be designed so as to allow space for a type of Mountain Biking base camp, with bike wash stations outside, trail maps, and information on the town's trail system. The projected cost for the roof over the outdoor rink is \$1M, based on a previous study, and the projected cost for the rebuild of the building is near \$3.75M, based on work done to date by Matt Stais Architecture.

V Summary and Conclusions

As presented in this MEMO, Council has many options to consider in regards to potential enhancements of recreation amenities prior to the upcoming budget retreat in May. While the Recreation Department does experience intense pressure on specific amenities or spaces within its facilities at times, overall, we are fortunate as a community to have great public recreation resources that generally meet our needs. Regardless of any decisions made by Council, the department will continue to manage these resources to the best of our ability to provide quality facilities, services, and programs to our residents and guests.

In assessing all the public feedback and data collected to date through this process combined with my knowledge of our current needs, I encourage Council to consider the following in making your decisions on how best to proceed. If you elect to pursue any enhancements at this time, I believe the most pressing needs to be addressed should include expanding studio space, expanding staff office space, and expanding multi-purpose space to support a variety of programming. The most effective way to address this without building a separate tennis facility and re-purposing the current indoor tennis court space would be to add on to the current building as possible. This could potentially create up to an additional 10,000 square feet of space in the recreation center to address these most pressing needs. This should also include a replacement of the current lift with an elevator. Some expressed needs and desires would not be met by this approach such as expanded physical therapy / wellness space, the creation of an indoor playground, lobby remodel, and expanded climbing wall.

The option of building a separate tennis facility and re-purposing the existing indoor tennis court space could allow for all of the expressed needs and desires to be met if Council were to pursue that option, albeit at a much higher cost. The addition of up to 17,000 square feet would enable the creation of more dedicated studio space, more multi-purpose space, expanded free weight and cardio space, enhanced physical therapy / wellness space and if combined with a lobby remodel, could address an indoor playground, and the issue of physically separating the youth program space from the front desk / lobby. This option would position the recreation center to be successful in fully meeting community needs for the next 20 years. It would also create a self-standing tennis center, which with a new business model, I believe, could function as an enterprise fund, in which the center would generate sufficient revenues to cover all of its operating expenses. The ability to utilize two courts as a type of MAC gym would also provide a venue for youth and adult indoor sports programming.

In assessing the potential for enhancing / expanding the aquatics area of the recreation center, the concept of an outdoor pool appears to be the most preferred option by the community. Designing the pool in a manner that allows for it to still be utilized year round is a preference for the department. It should be noted however that aquatics, or “wet” expansions of recreation centers are the most costly additions, typically running two to three times the cost of “dry” expansions.

As with the options for the recreation center, the options proposed by members of the community for the outdoor ice arena will certainly enhance the Town’s offerings, though the proposed enhancements are not critical at this time. The creation of a Team Training / Performance Center in lieu of any enhancements at the recreation center will have some positive effects in that it will decrease some heavy usage by organized teams during the winter months in particular, when the recreation center is most busy. Organized teams will be able to conduct much of their activities there, taking some pressure off of the

stretching areas and studios at the recreation center. The proposed roof over the outdoor ice arena will eliminate the need for clearing snow in the winter, eliminate weather related closures, and enhance summer programming such as the Putt & Play Junction, by protecting the venue from afternoon rain showers.

I will be presenting all of this information at the Town Council work session on April 14th, and can address any questions you may have at that time.

Memorandum

TO: Town Council

FROM: Tom Daugherty, Public Works Director

DATE: 4/30/2015

RE: 2016 CIP

Attached is the draft 2016 Capital Improvement Plan (CIP). This includes the planned capital expenses for the Capital Fund, Water Fund and Golf Fund.

The 2016 CIP comprises projects that the Council has seen before or is recommended by staff. Some of the projects are shown in the plan without any expenses and is intended to provide a framework for the Council while discussing future capital projects.

Each project has a description page that briefly explains the projects. In addition, the costs for initial implementation and ongoing operational costs are put into the project sheet if the information is available. Staff will work towards more detailed costs, where needed, prior to the October retreat.

CAPITAL IMPROVEMENT PLAN 2016-2020

**For the Year Ending
December 31, 2016**

**Presented To:
Breckenridge Town Council**

John Warner, Mayor

Wendy Wolfe

Mark Burke

Erin Gigliello

Ben Brewer

Gary Gallagher

Elisabeth Lawrence

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

Capital Improvement Plan Summary for 2016

	A list			B List	Total of A & B Projects	Annual Impact on Operational Budget
	Other Funding	Capital Fund	Total cost			
Administration						
Riverwalk Center Park/Lobby	0	4,200,000	4,200,000	0	4,200,000	??
0	0	4,200,000	4,200,000	0	4,200,000	0

Recreation

Recreation Facilities Improvements	0	0	0	0	0	??
0	0	0	0	0	0	0

Public Works

Utility Undergrounding	0	0	0	0	0	0
Roadway Resurfacing	0	1,100,000	1,100,000	0	1,100,000	0
South Park/Airport Road Lighting	0	0	0	0	0	??
Four O'clock Landscaping	0	180,000	180,000	0	180,000	??
Pinewood Sidewalk Connection	0	0	0	0	0	??
McCain MP/Implementation	100,000	0	100,000	0	100,000	0
Blue River Reclamation	240,000	560,000	800,000	0	800,000	0
Solar Buy Out	0	620,000	620,000	0	620,000	-61,000
TOTAL	340,000	2,460,000	2,800,000	0	2,800,000	-61,000

Community Development

Blue River Parks	0	0	0	500,000	500,000	???
TOTAL	0	0	0	500,000	500,000	0

GRAND TOTAL	340,000	6,660,000	7,000,000	500,000	7,500,000	-61,000
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Funding Sources

	Other Funding	Capital Fund	Total Funds
Current Revenue/Reserves	-	6,616,000	6,616,000
McCain Revenues	100,000		100,000
Open Space Fund (Blue River Reclaim)	240,000		240,000
Conservation Trust Transfer	44,000		44,000
TOTAL	384,000	6,616,000	7,000,000

Five Year Capital Improvement Plan Summary 2016 to 2020

Dept/Project	2016	2017	2018	2019	2020	TOTAL
Administration						
Riverwalk Center Park/Lobby	4,200,000	-	-	-	-	4,200,000
0	4,200,000	-	-	-	-	4,200,000

Recreation						
Recreation Facilities Improvements	-	-	-	-	-	-
Field House	-	-	-	-	9,000,000	9,000,000
TOTAL	-	-	-	-	9,000,000	9,000,000

Public Works						
Utility Undergrounding	-	200,000	-	200,000	-	400,000
Roadway Resurfacing	1,100,000	800,000	820,000	840,000	860,000	4,420,000
South Park/Airport Road Lighting	-	-	-	-	-	-
Four O'clock Landscaping	180,000	-	-	-	-	180,000
Pinewood Sidewalk Connection	-	-	-	-	-	-
McCain MP/Implementation	100,000	100,000	90,000	42,752	42,752	375,504
F-lot Parking Structure	-	-	-	-	-	-
Blue River Reclamation	800,000	1,800,000	-	-	-	2,600,000
Childcare Facility #2	-	-	-	-	250,000	250,000
Solar Buy Out	620,000	-	-	-	-	620,000
Valley Brook Bridge	-	-	-	-	3,000,000	3,000,000
S. Park Avenue Underpass	-	-	-	-	3,000,000	3,000,000
Gondola Lot Development Partnership	-	-	-	-	1,000,000	1,000,000
TOTAL	2,800,000	2,900,000	910,000	1,082,752	8,152,752	15,845,504

Community Development						
Blue River Parks	500,000	-	-	-	-	500,000
TOTAL	500,000	-	-	-	-	500,000

GRAND TOTAL	7,500,000	2,900,000	910,000	1,082,752	17,152,752	29,545,504
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Funding Sources						
Current Revenue/Reserves	6,616,000	2,210,000	770,000	990,000	10,160,000	20,746,000
McCain Royalties	100,000	100,000	90,000	42,752	42,752	375,504
Open Space Funds (Blue River Reclaim)	240,000	540,000	-	-	-	780,000
Open Space Funds (Blue River Parks)	45,000	-	-	-	-	45,000
GOCO Grant for Blue River Parks	350,000	-	-	-	-	350,000
CDOT-S. Park Underpass	-	-	-	-	2,400,000	2,400,000
Other Entities for Field House	-	-	-	-	4,500,000	4,500,000
Conservation Trust Transfer	50,000	50,000	50,000	50,000	50,000	250,000
Total	7,401,000	2,900,000	910,000	1,082,752	17,152,752	29,446,504

Project Name Riverwalk Center Lobby Improvements
Department: Administration

Description:

This project would be to implement improvements to the lobby identified by the master plan. The original report from Semple Brown estimated the lobby expansion at \$8,000,000. After reviewing that information they have discovered that the number is a result of an error and the actual number is \$3,000,000 to \$3,500,000 but the estimate is old and construction costs have increased. Staff estimates that costs have increased 20% over the last few years so the Architects estimate has been adjusted upwards to \$4,200,000. Staff has put the lobby addition into the 2016 projects for the Council to consider.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	4,200,000	0	0	0	0	4,200,000
Total	4,200,000	0	0	0	0	4,200,000

Project Costs	2016	2017	2018	2019	2020	Total
Design and Construction	4,200,000	0	0		0	4,200,000
Total	4,200,000	0	0		0	4,200,000

Operational cost considerations:

The scope of this project is dependant on the outcome of the F-lot development study. Some of the items identified are additional park space and a lobby addition to the Riverwalk Center. The lobby addition would increase the operational costs by approximately \$16,000 that include utilities, maintenance, labor and cleaning. Some improvements have been identified relative to improving the bank along the river but these improvements are not expected to impact the operational budget.

Project Name Recreation Facility Improvements
Department: Recreation

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. Issues identified include aquatics expansion, rewiring/reconfiguring the lobby and pro shop space, expanding programs (fitness & strength training, youth), and other miscellaneous improvements (storage, administrative space, etc.).

The Recreation Department recently conducted a public engagement process to determine the needs and desires the recreation facility users. In addition, a group of Ice Rink users have proposed some improvements to the outdoor rink and the associated building. The Council will be discussing these issues and making a determination if any improvements are wanted and which improvements those might be. Staff will update this project summary for the October budget retreat.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	???	???	0	0	0	0
Total	0	0	0	0	0	0

Project Costs	2016	2017	2018	2019	2020	Total
Design and Construction	???	???	0	0	0	0
Total	0	0	0	0	0	0

Operational cost considerations:

This project has not been developed to the point that a operational cost impact can be determined.

Project Name Field House
Department: Recreation

Description:

The Council has expressed an interest to develop a field house. This project is intended to be a partnership of other entities, like the school district and the other municipalities, that will provide a year round facility for sports such as soccer, lacrosse, rugby as well as general use by the public. The original construction and operational cost are based on a field house in Eagle County that was built recently.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	0	0	0	0	4,500,000	4,500,000
Other entities	0	0	0	0	4,500,000	4,500,000
Total	0	0	0	0	9,000,000	9,000,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction	0	0	0	0	9,000,000	9,000,000
Total	0	0	0	0	9,000,000	9,000,000

Operational cost considerations:

We would expect the Field House to increase operational costs by \$600,000 per year due to utilities, maintenance, and operational time.

Project Name Undergrounding of Overhead Utilities
Department: Public Works

Description:

This project is to underground all of the overhead utility lines in Town over time. This project is funded through the general fund in conjunction with a 1% excise tax charged on Breckenridge residents' electric bills. The project will continue until all overhead lines are placed underground. The funding is shown to be every other year because the 1% excise money is generated at a rate that cannot support a project every year. The \$200,000 from the Town is used to pay for placing the other utilities that may be on the pole underground at the same time as the electric lines. The Town does not have a similar funding source for those utilities other than electric.

The next project is expected to take place in 2017.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	0	200,000	0	200,000	0	400,000
Total	0	200,000	0	200,000	0	400,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction	0	200,000	0	200,000	0	400,000
Total	0	200,000	0	200,000	0	400,000

Operational cost considerations:

This project is not expected to impact operational costs.

Project Name Street Overlays
Department: Public Works

Description:

This represents a commitment to future street projects, probably in the form of milling and resurfacing. The Council has set a goal of having the pavement condition rated at a 7 based on the Town pavement rating system. The inspection of the roads happens yearly and it is expected that a large number of roads, parking lots and concrete will drop below the 7 rating in 2016. We expect the funding to drop back in future years but the needed funding will be re-evaluated every year.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	1,100,000	800,000	820,000	840,000	860,000	3,560,000
Total	1,100,000	800,000	820,000	840,000	860,000	3,560,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction	1,100,000	800,000	820,000	840,000	860,000	3,560,000
Total	1,100,000	800,000	820,000	840,000	860,000	3,560,000

Operational cost considerations:

This project is part of an ongoing reinvestment in our streets in order to keep our roads in a condition that is acceptable to our community. While it is difficult to determine the operational costs that this project reduces the amount of maintenance needed which reduces our operational costs.

Project Name South Park/Airport Road Lighting
Department: Public Works

Description:

The Council has asked to improve the lighting at the pedestrian crossing on South Park Avenue in front of the Village and on Airport Road due to the increase pedestrian activities in that area. This project would identify the appropriate amount of lighting to improve the visibility of pedestrians crossing the road at Village and to make it attractive for pedestrians to use Airport Road sidewalk. The South Park Avenue project may not be necessary if the F-lot Parking Structure project moves forward because this issue will be addressed with the pedestrian bridge across Park Avenue. Staff will be presenting options to the Council which may include a component to be completed in 2016.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	???	0	0	0	0	0
Total	0	0	0	0	0	0

Project Costs	2016	2017	2018	2019	2020	Total
Construction	???	0	0	0	0	0
Total	0	0	0	0	0	0

Operational cost considerations:

This project will increase the cost of electricity and man-hours needed to maintain the lights. The annual operating costs is estimated at ???

Project Name Four O'clock Roundabout Landscaping
Department: Public Works

Description:

The Four O'clock roundabout is expected to be completed in 2016 and the project funding does not include landscaping because CDOT will not pay for any landscape improvements other than native grass. The Town has identified this intersection for a high level landscape application because it is located in the middle of Town and the entrance to the Riverwalk Center.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	180,000	0	0	0	0	180,000
Total	180,000	0	0	0	0	180,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction	180,000	0	0	0	0	180,000
Total	180,000	0	0	0	0	180,000

Operational cost considerations:

This project will increase the cost of man-hours and materials needed to keep the landscaping looking good. The annual operating costs is estimated at ???

Project Name Pinewood Sidewalk Connection
Department: Public Works

Description:

This project would place a sidewalk on the west side of Airport Road between Pinewood 1 and Pinewood 2. The sidewalk adjacent to the Pinewood 1 property does not extend to the northern edge of the property. The Pinewood 2 project will be building the sidewalk to the edge of southern property line. A gap will remain between the existing sidewalk and the sidewalk that Pinewood 2 will be installing. This project will build a sidewalk to fill the gap and make the sidewalk continuous along that section of the west side of Airport Road. Staff will establish a project scope and budget this summer that will be included in the budget retreat CIP.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	???	0	0	0	0	0
Total	0	0	0	0	0	0

Project Costs	2016	2017	2018	2019	2020	Total
Construction	???	0	0	0	0	0
Total	0	0	0	0	0	0

Operational cost considerations:

This project will increase the cost of man-hours needed to plow snow during the winter and occasional concrete replacement due to wear and tear. The annual operating costs is estimated at ???

Project Name McCain Property Improvements
Department: Public Works

Description:

The McCain property has a concept plan prepared by staff. The funds generated by the rents are to implement projects on the McCain property as they arise. There are not any projects identified currently. The rents are anticipated to be reduced in 2019 because some leases are ending that year so the expenses will also reduce.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	0	0	0	0	0	0
Rents	100,000	100,000	90,000	42,752	42,752	375,504
Total	100,000	100,000	90,000	42,752	42,752	375,504

Project Costs	2016	2017	2018	2019	2020	Total
Construction	100,000	100,000	90,000	42,752	42,752	375,504
Total	100,000	100,000	90,000	42,752	42,752	375,504

Operational cost considerations:

This project does not have an impact on operational costs at this time. Once a more detailed master plan is completed, staff will better understand the support needed for the property and a better assessment can be done.

Project Name F-lot Parking Structure
Department: Public Works

Description:

The Council will be discussing the future of parking and transit at the 5-12-15 retreat and this item will be updated for the October retreat based on the results of the Council discussion. A study was conducted by OZ Architecture and was previously reviewed by the Council in 2014. This is a place holder for a project.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	0	0	0	0	0	0
Total	0	0	0	0	0	0

Project Costs	2016	2017	2018	2019	2020	Total
Construction	0	0	0	0	0	0
Total	0	0	0	0	0	0

Operational cost considerations:

Operational costs will be established once the parking plan has been established.

Project Name Blue River Reclamation
Department: Public Works

Description:

This project 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 and this project is intended to restore that flow to the surface more frequently. There will also be ecological and wetland improvements as part of this project for this reach of the river. A site plan for the McCain property is currently being developed and this project is the key to the other development projects.

The project was started in 2015 and is in progress. The total project cost was estimated by a local contractor in 2014 and the cost of construction has increased so an additional \$300,000 has been shown in 2016 and 2017 to cover the expected increase in construction costs.

The Council has also funded 30% of this project from the Open Space Fund.

A remaining phasing is as follows.

2016 - Excavation, liner, armament and culvert crossing between the CMC and north of Coyne Valley Road - \$800,000

2017 - Bank construction, topsoil re-vegetation and aquatic habitat construction to complete the

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	560,000	1,260,000	0	0	0	1,820,000
Open Space Fund	240,000	540,000	0	0	0	780,000
Total	800,000	1,800,000	0	0	0	2,600,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction	800,000	1,800,000	0	0	0	2,600,000
Total	800,000	1,800,000	0	0	0	2,600,000

Operational cost considerations:

This project will likely not have a substantial impact on operational costs.

Project Name Child Care Facility #2
Department: Engineering

Description:

Based on the child care assessment, a second childcare facility is needed beyond the Timberline Childcare Facility. This is a place holder to provide funds for that future facility.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	0	0	0	0	250,000	250,000
Total	0	0	0	0	250,000	250,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction	0	0		0	250,000	250,000
Total	0	0	0	0	250,000	250,000

Operational cost considerations:

This is not expected to have an ongoing operational cost to the Town if it follows the business model of the existing child care facilities. They pay their own utilities and capital replacement costs.

Project Name Solar Buy Out
Department: Public Works

Description:

This cost is to purchase the solar arrays that are part of the power purchase agreement. 2016 is the first year that the Town purchase the solar arrays.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	620,000	0	0	0	0	620,000
Total	620,000	0	0	0	0	620,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction	620,000	0	0	0	0	620,000
Total	620,000	0	0	0	0	620,000

Operational cost considerations:

This project would eliminate the costs of purchasing the electricity generated by these solar panels. We estimate the annual operational savings to be \$61,000 per year after we consider energy savings, rec credits and maintenance costs..

Project Name Valley Brook Bridge
Department: Public Works

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	2016	2017	2018	2019	2020	Total
Town Funds	0	0	0	0	3,000,000	3,000,000
Total	0	0	0	0	3,000,000	3,000,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction	0	0	0	0	3,000,000	3,000,000
Total	0	0	0	0	3,000,000	3,000,000

Operational cost considerations:

This project will increase our operational cost due to maintenance of some of the traffic components such as guardrail and signage. We estimate these costs to be \$1,500 per year.

Project Name South Park Underpass
Department: Public Works

Description:

This project is 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 is dependant on when CDOT funds will be available. However, for now, we have put a placeholder in for construction in the fifth year of the CIP. CDOT funding programs typically fund 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	2016	2017	2018	2019	2020	Total
Town Funds	0	0	0	0	600,000	600,000
CDOT Funds	0	0	0	0	2,400,000	2,400,000
Total	0	0	0	0	3,000,000	3,000,000

Project Costs	2016	2017	2018	2019	2020	Total
Engineering/Design	0	0	0	0	300,000	300,000
Construction	0	0	0	0	2,700,000	2,700,000
Total	0	0	0	0	3,000,000	3,000,000

Operational cost considerations:

This project would increase our utility and maintenance costs by \$3,000 per year.

Project Name Gondola Lot Development
Department: Engineering

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. The amount shown below is a placeholder.

Project Funding	2016	2017	2018	2019	2020	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	2016	2017	2018	2019	2020	Total
Construction	0	0	0	0	1,000,000	1,000,000
Total	0	0	0	0	1,000,000	1,000,000

Operational cost considerations:

We would expect the Gondola Lot development to increase our operational costs because the Town would be maintaining a portion of the development's improvements. We expect an additional \$2,000 in direct costs and an extra 100 maintenance hours per year.

Project Name Blue River Corridor
Department: Community Development

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 in 2015 through the GOCO Local Parks and Outdoor Recreation grant. The GOCO grant requires a 30 percent local match. Staff intends to apply for maximum amount of \$350,000 in GOCO grant funding in 2016, to be matched by \$150,000 of local funding. Improvements planned will eventually include installation of the River Eddy Park, the Amphitheatre, and Oxbow Park, including one bridge across the Blue River.

The Council has discussed that funding of this project will partially come from the Open Space Fund at an amount of 30% of Towns match to the GOCO grant.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	105,000	0	0	0	0	105,000
Open Space Fund	45,000	0				45,000
Grants	350,000	0	0	0	0	350,000
Total	500,000	0	0	0	0	500,000

Project Costs	2016	2017	2018	2019	2020	Total
Design	0	0	0	0	0	0
Construction	500,000	0	0	0	0	500,000
Total	500,000	0	0	0	0	500,000

Operational cost considerations:

The final design of these parks have not been completed and may impact our estimate of operational cost impacts.

Water Fund Five Year Capital Improvement Plan Summary 2014 to 2018

Public Works
Water Division

Project	2016	2017	2018	2019	2020	TOTAL
Capacity Projects	1,500,000	10,000,000	17,000,000	0	0	28,500,000
Technology Upgrades	225,000	225,000	225,000	150,000	0	825,000
Water Main Upgrades	110,000	70,000	120,000	690,000	990,000	1,980,000
TOTAL	1,835,000	10,295,000	17,345,000	840,000	990,000	31,305,000

FUNDING SOURCES	2016	2017	2018	2019	2020	TOTAL
Utility Fund Revenue/Reserves	1,835,000	7,295,000	345,000	840,000	990,000	11,305,000
Loan for 2nd Water Plant	0	3,000,000	17,000,000	0	0	20,000,000
TOTAL	1,835,000	10,295,000	17,345,000	840,000	990,000	31,305,000

Project Name Water Capacity
Department: Public Works
Division: Water

Description:

This project is to continue the design for the second water treatment plant. This project would be for the costs to complete the design of the water plant, pumps, pipes and permit process for the plant. The 2015 CIP provided \$1,500,000 and 2016 adds another \$1,500,000. A total of \$27,000,000 will be shown in years 2017 and 2018 for construction.

Project Funding	2016	2017	2018	2019	2020	Total
Utility Fund Revenue/Reserves	1,500,000	7,000,000	0	0	0	8,500,000
Loan for Construction		3,000,000	17,000,000	0	0	20,000,000
Total	1,500,000	10,000,000	17,000,000	0	0	28,500,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction/Installation	1,500,000	10,000,000	17,000,000	0	0	28,500,000
Total	1,500,000	10,000,000	17,000,000	0	0	28,500,000

Operational cost considerations:

The operational costs for this project are expected to increase operating expenses approximately \$500,000 per year.

Project Name Technology Upgrades
Department: Public Works
Division: Water

Description:

This project is to upgrade the technology on the existing system. These improvements include modern controls and remote monitoring of the system to allow water operators to more efficiently and effectively run the water system and keep the system up to date.

2016 - 2019 SCADA upgrade to PRV vaults

Project Funding	2016	2017	2018	2019	2020	Total
Utility Fund Revenue/Reserves	225,000	225,000	225,000	150,000	0	825,000
Total	225,000	225,000	225,000	150,000	0	825,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction/Installation	225,000	225,000	225,000	150,000	0	825,000
Total	225,000	225,000	225,000	150,000	0	825,000

Operational cost considerations:

This project is an ongoing upgrade to existing systems that really reduces the amount of staff time needed to operate the plant and system. The net result is that these improvements allow staff to perform their jobs more efficiently which frees up time to take on other tasks. There are not any direct operational cost impacts.

Project Name Water Main Replacement
Department: Public Works

Description:

Some of the older waterlines in our system require replacement to prevent continued water main breaks. Staff has developed a plan for the next five years to replace some of these lines as follows:

2016 - Valve replacments

2017 - Valve replacments

2019 - Silver Sheckel water main replacments

Project Funding	2016	2017	2018	2019	2020	Total
Utility Fund Revenue/Reserves	110,000	70,000	120,000	690,000	990,000	1,980,000
Total	110,000	70,000	120,000	690,000	990,000	1,980,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction	110,000	70,000	120,000	690,000	990,000	1,980,000
Total	110,000	70,000	120,000	690,000	990,000	1,980,000

Operational cost considerations:

Staff estimates that once all of these improvements are completed that the water main breaks will be reduced by 4 breaks per year. A water main break costs approximately \$15,000 per break which results in a repair cost savings of \$60,000 per year. Water productions will be saved at approximately 4 million gallons per year. It currently costs the Town approximately \$3/1,000 gallons which translates to \$12,000 in production savings per year. We estimate a total savings of \$72,000 per year. Staff time will also be saved at an estimated 100 hours per year. It will take several years to replace the lines and realize the operational costs savings.

Golf Fund Five Year Capital Improvement Plan Summary 2014 to 2018

Project	2016	2017	2018	2019	2020	TOTAL
Equipment Replacement	170,000	170,000	170,000	175,000	175,000	860,000
Golf Course Improvements	18,000	10,000	10,000	10,000	10,000	58,000
Operations - Golf Cart Repl.	82,500	82,500	82,500	82,500	82,500	412,500
Irrigation Replacement	2,170,000	0	0	0	0	2,170,000
TOTAL	2,440,500	262,500	262,500	267,500	267,500	3,500,500

Funding Sources						
Current Revenue/Reserves	2,440,500	262,500	262,500	267,500	267,500	3,500,500
TOTAL	2,440,500	262,500	262,500	267,500	267,500	3,500,500

Project Name Course Equipment
Department: Golf Maintenance

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 and the equipment list will be established prior to the budget retreat in October.

New	Cost

Project Funding	2016	2017	2018	2019	2020	Total
Current Revenues	170,000	170,000	175,000	175,000	180,000	870,000
Total	170,000	170,000	175,000	175,000	180,000	870,000

Project Costs	2016	2017	2018	2019	2020	Total
Acquisition	170,000	170,000	175,000	175,000	180,000	870,000
Total	170,000	170,000	175,000	175,000	180,000	870,000

Project Name Course Improvements
Department: Golf Maintenance

Description:

The project fund improving the existing course as outlined in the Master plan performed by the Golf staff. These improvements include: Bunker Repair, Change Tee Irrigation, Trees, Shrubs.

Project Funding	2016	2017	2018	2019	2020	Total
Revenues/Reserve	18,000	10,000	10,000	10,000	10,000	58,000
Total	18,000	10,000	10,000	10,000	10,000	58,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction	18,000	10,000	10,000	10,000	10,000	58,000
Total	18,000	10,000	10,000	10,000	10,000	58,000

Project Name Cart Replacement
Department: Golf Operations

Description:

Our cart fleet typically is turned over every 4 years. 2017 is scheduled to be the next replacement year. This is the anticipated replacement cost .

Project Funding	2016	2017	2018	2019	2020	Total
Revenue/Reserve	82,500	82,500	82,500	82,500	82,500	412,500
Total	82,500	82,500	82,500	82,500	82,500	412,500

Project Costs	2016	2017	2018	2019	2020	Total
Acquisition	0	330,000	0	0	0	330,000
Total	0	330,000	0	0	0	330,000

Project Name Irrigation Replacement
Department: Golf Operations

Description:

The original 18 hole golf course was built in 1984. The irrigation system is aging and the cost to maintain is increasing with time. The original design did not consider water conservation. New technologies also exist that will reduce water usage and labor requirements to keep the golf course at a high quality. The project will be designed in 2014 and construct in 2016 depending on what works best for the business at the Golf Course.

Project Funding	2016	2017	2018	2019	2020	Total
Revenue/Reserve	2,170,000	0	0	0	0	2,170,000
Total	2,170,000	0	0	0	0	2,170,000

Project Costs	2016	2017	2018	2019	2020	Total
Construct	2,170,000	0	0			2,170,000
Total	2,170,000	0	0	0	0	2,170,000



MEMO

TO: Town Council
FROM: Director of Communications
DATE: May 6 (*for May 12, 2015 retreat*)
RE: In-kind Grant Process

As you prepare for your continued discussion regarding in-kind use of Town facilities and services, staff wanted to provide Council background and points to consider when making decisions.

Background:

The Town has provided financial and in-kind support to our local non-profit organizations (NPO) since at least 1995. The cash grants process has been handled by a Council committee, and the in-kind applications were reviewed and decided upon by Town departments according to what their specific budgets would allow, as staff understands that there is also an expectation for the facilities to achieve financial goals.

Last fall, in order to better understand the full amount of support the Town provides to the NPOs, the Council committee reviewed the in-kind requests and the department's recommendations. This coincided with the formation of the Breckenridge Creative Arts (BCA), which is operating the Town's cultural assets, namely the Riverwalk Center, Arts District campus and The Speakeasy Theater.

Fees for NPOs to use Town-managed facilities are established annually as part of the budget process. Traditionally, the in-kind grant requests include waived or discounted fees and/or gift certificates for these facilities and/or programs (Carter Park Pavilion, Recreation Center, Nordic Center, Ice Arena, Golf Course, Rec fields, Riverwalk Center, Breckenridge Theater, lots, etc.) for fundraisers or for staff/volunteer functions. In addition, NPOs request a variety of services such as snow removal from lots (childcare facilities), Main Street banner, etc.

Historically, the Town departments award a portion of the NPO's requests. For example, for the Breckenridge Backstage Theatre's Labor Day production at the Riverwalk Center, only three days of rentals were waived, although BBT requested all rehearsal and performance days be waived; the Continental Divide Land Trust requests four days of Carter Park for the 'Wild About Colorado' festival to which only three days of rental was waived; and Summit Youth Hockey requested 51.25 hours of ice time for various events and clinics, and only 34 hours were granted.

Currently, the Recreation Department's philosophy is to provide consistency in their awards the same amount of gift certificates to all organizations that request passes (four 6-punch passes) and to provide the same amount of hours to the various NPOs providing youth programs (i.e. soccer, baseball, softball and hockey). In addition, REC provides the early learning centers similar values of REC products and services.

The golf course consistently grants two rounds of golf with cart to the in-kind requests from local organizations. The one and only 'no charge' event is The Summit Foundation Golf Tournament held annually in early June; they also offer a special discounted rate for fundraising tournaments which is available on certain dates.

In 2013, the Town granted \$42,625 of in-kind value to 25 organizations; in 2014, \$35,000 of in-kind was granted to 19 agencies; and in 2015, \$72,000 worth of in-kind was granted to 25 NPOs. Historically, most of the NPOs ask for multiple requests. For instance, for 2015, 25 organizations made 85 requests. NOTE: these figures do NOT include the In-kind support provided to the various special events.

Just for background/comparison, here is the data from the Town's cash grant program: in 2013, \$363,445 was requested and \$290,000 was granted (including \$10k from Open Space Fund and \$25k for Flight for Life) to 33 organizations; in 2014, \$398,250 was requested and \$265,000 was granted (including \$11k from Open Space) to 30 NPOs; and in 2015, \$353,070 was requested and \$271,580 was granted (including \$14,500 from Open Space) to 30 agencies.

Research of other municipalities:

At the April 28th Work Session, Council was presented highlights of the research of how ten other municipalities handle in-kind requests. In a nutshell, four do not offer any in-kind services, four have a 'formal' process, and three have 'nothing formal'. Only one provides the facility rental, labor, and equipment (in-house) at no charge to a limited number per year, eight offer reduced rates to NPOs ranging from 'minimal' to 65% of full rate for rental and at least three ask the NPO to cover 'hard' costs.

Suggestions/Options:

- Develop a Tiered System similar to BCA's levels:
 - a) Resident Companies (BMF, NRO, BBT & BFF); 2) NPOs that directly serve and provide a measurable benefit to Upper Blue residents; and 3) other NPOs and For Profit Organizations that produce a special event, concert or production that has marketing value.
 - b) Develop Funding Criteria for each tier; then assign an entity to review and provide recommendations to Council. For example, Tier 1 requests for cultural facilities to be reviewed by BCA Board, Tier 2 by Council Grants & Scholarship Committee, and Tier 3 by Breckenridge Events Committee.
 - c) Facility rental fees would be waived in one, two or all three cases IF recommended by the reviewing entity; however, direct costs (i.e. chair moves, cleaning, outsourced production costs, etc.) would be paid for by the applicant.
- Develop a process for Emerging Opportunities process for special circumstances that arise that cannot be handled during the annual grants process. Pros: flexible and responsive. Cons: could set precedence.

Staff will be in attendance to answer questions and receive direction. Thank you.



2015 Town Council Goals and Objectives Spring Retreat

The following is a year-to-date summary report on the Council's Goals and Objectives

1) **Riverwalk Center Operations and Improvements**

The phase-one audio/visual and interior upgrades to the performance area were completed this past summer. Future decisions on additional expansion will be driven by decisions relative to Tiger Dredge and F-Lot parking along with other capital projects.

2) **Sustainable Breck Programs and Initiatives**

Progress continues to be made on a number of SustainableBreck initiatives. We now have 35 businesses enrolled in the SustainableBreck Business certification program. Nineteen of those businesses have been certified, which requires the business to implement sustainability and energy efficiency upgrades to their operations. In 2015 we have initiated a gold/silver/bronze certification program, with additional incentives provided to businesses that undertake further upgrades. Regarding the Town's Reusable Bag program, about 50,000 Breckenridge Bags have been distributed to visitors and residents through the lodging and retail communities in the last year (100,000 since the program's start in October 2013). Staff is now asking lodging companies to share in the cost of new bag orders. Several lodging companies recently purchased Breckenridge Bags with their lodging logo placed on the bags. Disposable bag use in retail stores is down slightly (about 3 percent) in the comparison months of Nov/Dec/Jan. Meanwhile taxable sales for those months were about an 11% increase, so the relative use of disposable bags is down considerably. The EnergySmart residential program, kicked off in conjunction with High Country Conservation Center in 2014, has proved popular, with 41 residences in Town receiving energy audits in 2014 and 14 of those homes undertaking energy retrofit projects. Another 11 homes have already received audits in 2015. The Town's Green Team continues to promote popular employee programs such as Green Commutes, while the Town is also working closely with Summit County on the development of a new improved recycling facility on Coyne Valley Road.

The Town currently owns 247 kW out of the 1000 kW solar gardens constructed in Town. Out of that 247 kW, the Town is committing approximately 75 kW dedicated to the Pinewood 2 rental housing to offset electrical costs for all tenants. Between the kW's owned at the solar gardens and the PPA solar installments on Town buildings, the Town is saving over \$90,000 a year in electrical costs.

3) **Parking/Transit/Traffic Management-**

Staff has been presenting updates to the Town Council on the recommendations coming from the Parking/Transit Task Force that has been meeting for the past 5 months. A cost analysis was developed and presented to the Council and this is a separate topic of discussion at the May 12th retreat.

4) **Long Term Water Planning –**

Staff has been working with the Council representative to address “Statements of Opposition” relative to previous Water Rights cases. While significant progress has been made in the past 2 months, those issues are still not finalized. Easement for the new water intake is currently being negotiated with Denver Water and we are looking to begin the preliminary stages of design for the new plant by fall of this year.

5) **Public Engagement Process**

Since mid-October 2014, ToB’s Twitter reach increased 25% for a total of 2,477 ‘followers’; ToB’s Facebook page ‘followers’ saw a 64% increase for a total base of 1,511 fans; and the EngageBreckenridge ‘tool’ posted four topics and grew to 1,148 participants. Successful public outreach included the inaugural Mayor’s State of the Town: 2014 which was published in the Summit Daily News, Special Election FAQs, the Future of the Rec Center open houses, the Grand Opening of the BGV Community Center & SC So Branch Library as well as the North Main St. gas leak.

6) **Long-Term Affordable Housing**

The current focus of the program is to address the shortage of affordable housing (particularly rental units) by planning and developing new projects. There are several projects underway, including Pinewood 2, Denison Placer, and CR450.

The LIHTC financing structure for Pinewood 2 has been finalized and construction of the 45 unit apartment is anticipated to start in May 2015 and be completed by August 2016. A local general contractor (Compass) was selected to build the project which will target households earning less than 60% AMI. Construction management and property management will be handled by Corum Real Estate Group. Corum will start accepting applications for the wait list in the spring of 2016 approximately three months before estimated completion.

Staff is also working with CMC on a possible partnership to develop additional rental units south of the existing campus. A design firm (Coburn) is under contract and is working with the Town and CMC to delineate a site, calculate the yield, and prepare a schematic design. Our goal for this project is approximately 60 or more units targeted for low AMI where there is significant need (40-60% AMI). Because of the lower AMI and the project size, this is considered a good candidate for 9% LIHTC. Staff expects to present a schematic plan, along with options for the business deal and financing, to the Council this summer. Depending on the final cost and financing this CMC/TOB project could be a 2016 construction start, but the LIHTC process could delay construction to 2017 or later. As part of this project Coburn is also preparing an infrastructure/grading/rock removal plan for Block 11 so the Town will be better prepared to move forward with Block 11 design and development in the next few years.

CR 450 is the third project underway. This is a partnership with Summit County. A design firm (Matt Stais) is under contract to design the housing development. It is anticipated that this project will include approximately 30 units to be priced 60-80% AMI. The goal is to complete schematic design this summer and to develop more refined cost estimates and then define the roles/responsibilities of the Town and County. In addition the project team will be making recommendations on whether this site is best suited for rental versus for-sale

units. We anticipate that entitlements could be secured over the winter and a 2016 construction start is feasible.

The Town has recently established a joint working group with the Summit School District to explore possible partnerships in affordable housing.

7) **Long-Term Affordable Childcare**

Staff has been working with the Advisory Committee to implement the program changes that were approved by the Council. One of the changes involved program staffing changes. The services previously provided by Early Childhood Options will be taken in house and will be assigned to a newly created part time Town position within the Recreation Department (Child Care Enrollment Administrator). The new central administration services approved by the Council will be provided by an independent contractor. It is anticipated that the new Town employee and the independent contractor will both be on board by May 1st. The immediate focus will be to prepare for the upcoming round of scholarships and to have the updated Rules, Regulations, Applications, and Processes available to the public on June 1. Funding has been secured through 2018 to continue with the current level of childcare programming.

8) **Recreation Facilities Future Improvements**

In 2014 the Town primarily focused on two major projects at the recreation center. The new artificial turf field and the new skatepark were both successfully completed in October and are open for use. A "Grand Opening" is scheduled to occur on June 13, 2015 for the skatepark. Recreation staff held a number of community open houses and on-line surveys to determine user needs and priorities for future recreation facility improvements or additions. The needs analysis has been presented to the Town Council and will be discussed and considered at a future date.

9) **Parkway Center Redevelopment**

The Town is partnering with the property owner to examine what redevelopment opportunities may exist in the future. A financial feasibility study is currently underway.