



Town Council AMENDED Work Session

Tuesday, July 14, 2026, 3:30 PM

Town Hall Council Chambers

150 Ski Hill Road

Breckenridge, Colorado

THE TOWN OF BRECKENRIDGE CONDUCTS HYBRID MEETINGS. This meeting will be held in person at Breckenridge Town Hall and will also be broadcast live over Zoom. Join the live broadcast available by computer or phone: <https://us02web.zoom.us/j/83517414335> (Telephone: 1-719-359-4580; Webinar ID: 835 1741 4335). If you need special assistance in order to attend any of the Town's public meetings, please notify the Town Clerk's Office at (970) 547-3127, at least 72 hours in advance of the meeting.

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I. COLORADO SPRINGS UTILITIES CONTINENTAL HOOSIER SYSTEM PROJECT PRESENTATION (3:30-4:00PM)

COLORADO SPRINGS UTILITIES CONTINENTAL HOOSIER SYSTEM PROJECT UPDATE

II. PLANNING COMMISSION DECISIONS (4:00-4:05PM)

PLANNING COMMISSION DECISIONS

III. LEGISLATIVE REVIEW (4:05-4:35PM)

ORDINANCE AMENDING ACCESSORY DWELLING UNIT REGULATIONS (FIRST READING)

DOG PARK-RELATED RULES AND REGULATIONS (RESOLUTION)

TOWN COUNCIL RULES OF PROCEDURE (RESOLUTION)

LITTLE DAISY OPEN SPACE NAMING (RESOLUTION)

IV. MANAGER'S REPORT (4:35-5:00PM)

RED WHITE AND BLUE FIRE PROTECTION DISTRICT UPDATE

PUBLIC PROJECTS UPDATE

MOBILITY UPDATE

SUSTAINABILITY UPDATE

HOUSING UPDATE

OPEN SPACE UPDATE

COMMITTEE REPORTS

BRECKENRIDGE EVENTS COMMITTEE

V. PLANNING MATTERS (5:00-5:10PM)

COMPREHENSIVE PLAN PUBLIC ENGAGEMENT PROCESS UPDATE

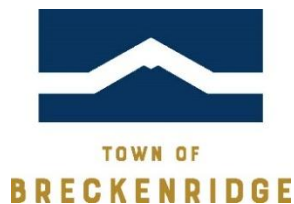
VI. OTHER (5:10-6:00PM)

COYNE VALLEY MURAL UPDATE

ARTS AND CULTURE ORGANIZATIONAL STRUCTURE DISCUSSION

VII. EXECUTIVE SESSION (6:00-6:15PM)

LEGAL ADVICE REGARDING MAGGIE POND SPECIAL DISTRICT PROPOSAL AND RELATED
NEGOTIATIONS



Memo

To: Town Council
From: James Phelps, Director of Public Works
Shannon Cahill, Town Engineer
Date: 07/07/2026 (for 07/14/2026 meeting)
Subject: Colorado Spring Utility- Continental Hoosier Project Update

Town Council Goals (Check all that apply)

- | | |
|--|--|
| ☐ More Boots & Bikes, Less Cars | ☐ Leading Environmental Stewardship |
| ☐ Deliver a Balanced Year-Round Economy | ☐ Hometown Feel & Authentic Character |
| ☒ Organizational Need | |

Summary

Colorado Springs Utility (CSU) is in the pre-application phase of the Continental Hoosier System project (CHS) to enlarge Montgomery Reservoir located in Park County. The goal of the project is to allow the utility to store more water during years of increased runoff while minimizing environmental impacts through redevelopment of an existing reservoir.

Background

If approved, the CHS project would enlarge the Montgomery Reservoir in Park County, Colorado from a 5,699 acre-feet capacity to approximately 13,799 acre-feet. The additional capacity will improve the resiliency, redundancy, and efficiency of this collection system by developing existing water rights.

The overall project schedule is as follows:

- 2026: Permit applications to federal, state, and local entities
- 2027-2028: Permitting decisions
- 2029-2032: Construction

Public outreach/engagement

Public outreach by CSU is ongoing in Park County where the project is located. Stakeholders including Upper Blue Sanitation District, Breckenridge Ski Resort, Blue River Watershed group, and Trout Unlimited have also been engaged by CSU. Additional project information is available at csu.org/CHSproject

Financial Implications

There will continue to be a small amount of staff time allocated for coordination and engagement with CSU on the project. There is no funding or financial contribution from the Town for this project.

Mission: The Town of Breckenridge protects, maintains, and enhances our sense of community, historical heritage, and alpine environment. We provide leadership and encourage community involvement.

Equity Lens

This project is neutral with regard to the Equity Blueprint.

Staff Recommendation

There is no Council action required at this time; this update is informational only.

CSU staff will present an overview of the project at the work session.



Colorado Springs Utilities Continental Hoosier System

Project Update
July 14, 2026

Kim Gortz, Program Manager

Maria Pastore, Project Technical Lead



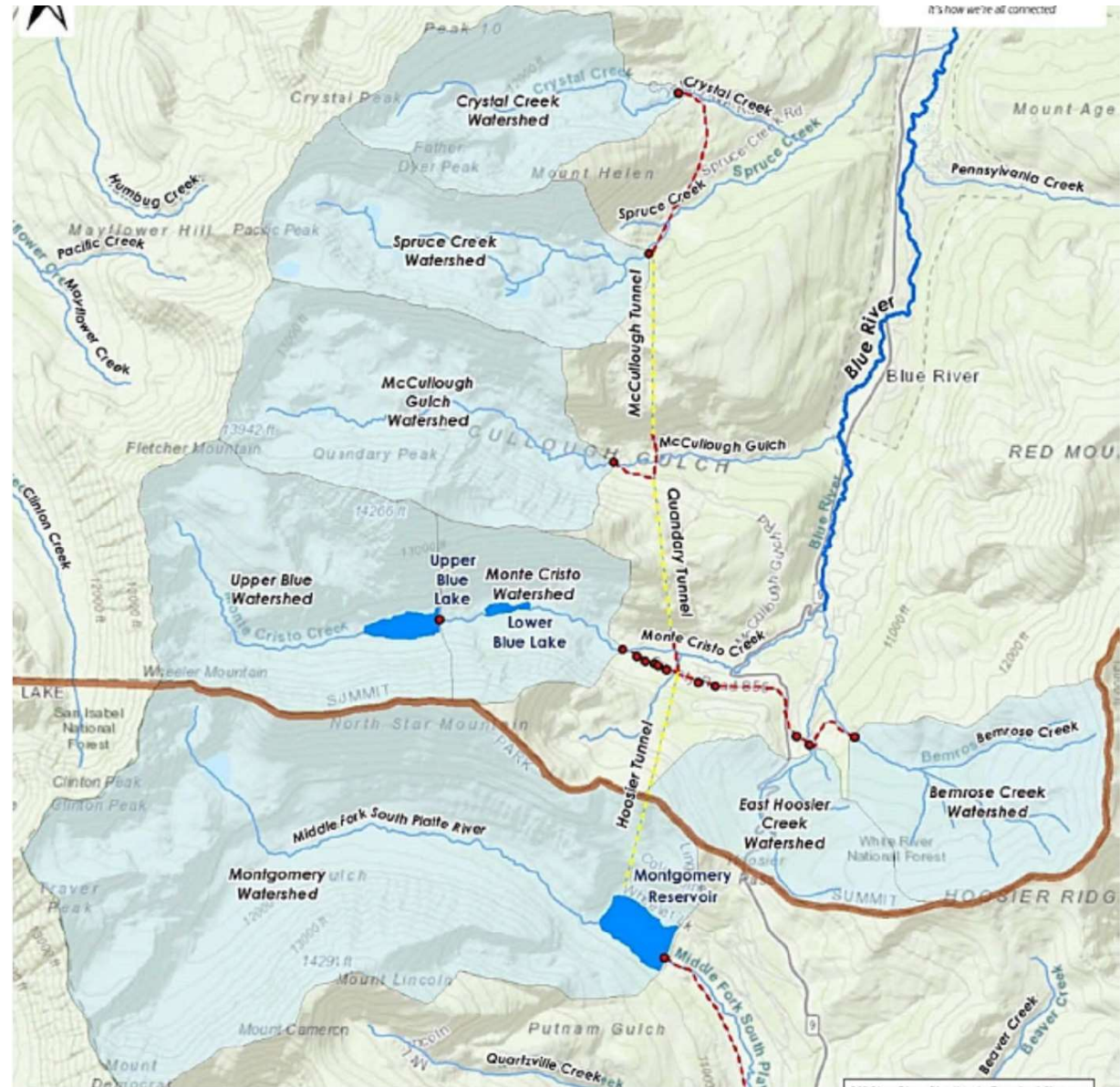
Colorado Springs Utilities

Agenda

1. Purpose and Need
 2. NEPA Process
 3. Project Timeline
- Summit County 1041 Permit

Continental-Hoosier System

- Colorado Springs' first transmountain water diversion project (1950s)
- Divert water from Upper Blue River and Middle Fork South Platte River basins



Project Objective

- Purpose and Need
 - To improve resiliency, redundancy, and efficiency of the Continental-Hoosier collection system
 - Improve water management and ability to serve when Homestake pipeline is out of service
 - Develop water supplies to serve a portion of current and future demands



Project Timeline

2018-2025

Pre-permitting
Blue River MOA
Summit County 1041 “Major Review”

2026

Submit federal, state & local permit
applications

2027-2028

Permitting decisions

2029-2032

Construction in Park County only

Colorado Springs Utilities



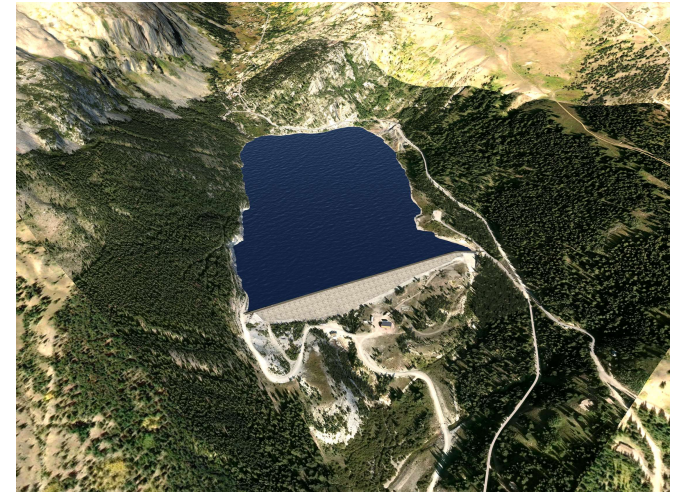
For more information, visit

csu.org/CHSproject

Email:

projectinfo@csu.org

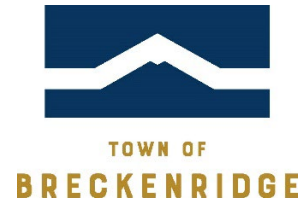
Call: (719) 668-8504



Rendering: Montgomery Reservoir current footprint.



Rendering: Montgomery Reservoir proposed expansion



Memo

To: Breckenridge Town Council
From: Mark Truckey, Director of Community Development
Date: July 8, 2026
Subject: Planning Commission Decisions of the July 7, 2026 Meeting

DECISIONS FROM THE PLANNING COMMISSION MEETING, July 7, 2026:

CLASS A APPLICATIONS: None.

CLASS B APPLICATIONS: None.

CLASS C APPLICATIONS:

1. [Stillson \(Stables Village\) Minor Master Plan Amendment, 710 Wellington Rd., PL-2026-0129](#)

A proposal to amend the split-rail fencing with optional wire mesh design for the Stillson Master Plan to meet the Colorado Wildfire Resiliency Code. The amendment would also allow a slight increase in allowed fence height. *Approved.*

2. [Gonzalez Residence Addition, 128 Royal Tiger Rd., PL-2026-0134](#)

A proposal to construct a 2,833 sq. ft. addition to an existing single family residence with 1,839 sq. ft. of existing density and complete a full exterior remodel. The residence will have 6 (six) bedrooms, 4 (four) full bathrooms, 2 (two) half bathrooms, and a two-vehicle garage. *Approved.*

TOWN PROJECT HEARINGS: None.

OTHER: None.

Breckenridge South



Gonzales Addition,
128 Royal Tiger Rd.

Stillson (Stables Village) Minor
Master Plan Amendment, 710
Wellington Rd.

PLANNING COMMISSION MEETING

The regular meeting was called to order at 5:30 p.m. by Chair Propper.

ROLL CALL

Mike Giller	Mark Leas	Matt Smith	Allen Frechter
Ethan Guerra	Elaine Gort	Susan Propper	

APPROVAL OF MINUTES

With no changes, the June 16, 2026 minutes were approved.

APPROVAL OF AGENDA

With no changes, the July 7, 2026 Planning Commission Agenda was approved.

PUBLIC COMMENT ON HISTORIC PRESERVATION ISSUES:

- None.

CONSENT CALENDAR:

1. Stillson (Stables Village) Minor Master Plan Amendment (CS) 710 Wellington Road; PL-2026-0129
2. Gonzolez Addition (CS) 128 Royal Tiger Road; PL-2026-0134

With no call-ups, the Consent Calendar was approved as presented.

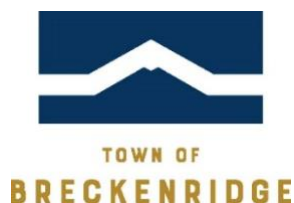
OTHER MATTERS:

1. Town Council Summary

ADJOURNMENT:

The meeting was adjourned at 5:50 p.m.

Susan Propper, Chair



Memo

To: Town Council
From: Clif Cross, Planner II
Date: 07/08/2026 (for 07/14/2026 meeting)
Subject: Ordinance Amending Accessory Dwelling Unit Regulations (First Reading)

Town Council Goals (Check all that apply)

- | | |
|--|--|
| ☐ More Boots & Bikes, Less Cars | ☐ Leading Environmental Stewardship |
| ☐ Deliver a Balanced Year-Round Economy | ☐ Hometown Feel & Authentic Character |
| ☒ Organizational Need | |

Summary

Staff recommends that the Town Council approve the attached code amendments related to Accessory Dwelling Units (ADUs) at first reading. The proposed ordinance reflects direction provided at the June 9, 2026 work session by removing the mandatory deed-restriction requirement for non-incentivized ADUs while maintaining the Town's ability to require deed restrictions when positive points or other Town-approved incentives are requested.

Background

Under the current Development Code, residential space that meets the definition of an Accessory Dwelling Unit (ADU) must be deed-restricted for local workforce occupancy. This approach was established prior to the Town's current short-term rental license cap system and associated regulations.

At the April 14, 2026 Town Council work session, staff presented a broader ADU framework that included both non-deed-restricted ADUs and deed-restricted/incentivized ADUs. Council expressed interest in providing additional flexibility but sought further clarity on how certain changes could impact short-term rentals, particularly within Zone 1.

On June 9, 2026, staff returned with a narrower discussion focused on the interaction between ADUs and the Town's short-term rental regulations. Staff reviewed how an existing single-family residence with additional residential space is treated under the current regulations, including bedroom-count review, occupancy limits, licensing requirements, regulatory fees, and the rule that a property receives only one short-term rental license rather than separate licenses for different portions of a home.

Following that discussion, Council supported moving forward with limited code amendments to remove the mandatory deed-restriction requirement for non-incentivized ADUs and expressed interest in monitoring outcomes before pursuing broader ADU changes.

To implement this direction, the proposed ordinance includes several targeted amendments:

Section 9-1-5, Definitions:

- The definition of "Accessory Dwelling Unit" is revised to remove trigger language related to separate access, wet bars, bathrooms, potential sleeping rooms, and detached structures with domestic water

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service. This change reduces unintended classification of spaces as ADUs based solely on certain fixtures or layout characteristics.

- The definition of “Kitchen” is revised to remove the rule limiting one kitchen per dwelling unit. This acknowledges that modern homes may contain multiple food-preparation areas without creating separate dwelling units.
- The definition of “Wet Bar” is streamlined by eliminating overly specific regulatory criteria related to room size, location, voltage, cooktops, and ovens, replacing them with a simplified definition. This reduces confusion and improves code usability.

Policy 24R, Social Community:

- Preserves the points-based deed-restricted ADU pathway by allowing three positive points for a deed-restricted ADU when the unit is encumbered by a restrictive covenant in a form acceptable to the Town Attorney.
- Removes a duplicative one-point award for single-family and duplex residential projects that provide an ADU.

Policy 51A, Accessory Dwelling Unit:

- Retains basic ADU requirements related to density, ownership, and compliance with applicable Town Code requirements.
- The ordinance removes the size limitation tying ADU size to the primary dwelling, providing greater flexibility and supporting the Town’s goal of allowing more practical, functional housing options.
- Removes the mandatory deed-restriction requirement for ADUs when no positive points or other Town-approved incentive is requested.
- Clarifies that a deed restriction or restrictive covenant is required when positive points are awarded for an ADU under Policy 24R, or when otherwise required by another provision of the Code, or a development agreement.
- Preserves the existing workforce occupancy, lease term, rental rate, accommodation unit, and vacancy restrictions for ADUs that receive positive points.

The proposed amendments are intentionally limited in scope. The purpose of this first phase is to allow more flexibility for accessory residential space and to assess whether removing the mandatory deed-restriction requirement increases interest in ADU creation.

Under this two-step approach, the ordinance allows unrestricted ADUs when no Town incentive is requested and the property otherwise complies with Town Code requirements. At the same time, the ordinance maintains the existing points-based deed-restricted ADU pathway, preserving the Town’s ability to require a restrictive covenant when positive points or another incentive is awarded.

Staff intends to monitor ADU activity following adoption, including the number of new units or conversions, whether ADUs are proposed on properties with short-term rental licenses, whether bedroom-count increases are requested, and whether spaces are created through new construction or conversion of existing areas. This information will inform a future discussion on whether additional incentives or code changes are needed for deed-restricted workforce ADUs.

Public outreach/engagement

This item is policy-focused and no formal public outreach has been conducted to date.

Financial Implications

No new financial commitments are proposed at this time outside of staff time to prepare code amendments.

Equity Lens

Providing more flexibility for residential space may create additional ADUs for workforce housing, support multigenerational living, in-home care, aging in place, caretaker housing, and smaller-scale long-term rental

opportunities. The proposed ordinance does not remove the Town's ability to require deed restrictions for ADUs that receive positive points or other Town incentives. A future discussion regarding deed-restricted and incentivized ADUs may provide an additional opportunity to evaluate workforce housing outcomes and equity considerations.

Staff Recommendation

Staff recommends the Town Council approve the proposed Code amendments related to Accessory Dwelling Units at first reading.

Staff will be available at the meeting to answer questions.

COUNCIL BILL NO. ____

Series 2026

Additions To The Current Breckenridge Town Code Are
Indicated By **Bold + Double Underline**; Deletions By ~~Strikeout~~

**AN ORDINANCE AMENDING TITLE 9, CHAPTER 1, SECTION 5, DEFINITIONS;
SECTION 9-1-19-24R, POLICY 24 (RELATIVE) SOCIAL COMMUNITY; SECTION 9-1-
19-51A, POLICY 51 (ABSOLUTE) ACCESSORY DWELLING UNIT OF THE
BRECKENRIDGE TOWN CODE.**

WHEREAS, since 2019, the Town of Breckenridge has regulated accessory dwelling units as deed-restricted units intended for local workforce occupancy; and

WHEREAS, since the requirement that accessory dwelling units must be deed restricted was enacted, the Town has received very few applications to construct accessory dwelling units; and

WHEREAS, accessory dwelling units have the potential to provide much needed local housing and an increase in the stock of accessory dwelling units is likely to result in more of those units being available for local housing over time; and

WHEREAS, as a mechanism to potentially increase the stock of accessory dwelling units in town, the Town Council has expressed interest in allowing additional flexibility for accessory residential space and accessory dwelling units when no Town incentive, positive point award, density relief, fee waiver, or other public benefit is requested by an applicant; and

WHEREAS, the Town has adopted accommodation unit regulations that limit the number of short-term rental licenses, regulate occupancy based on bedroom count, require short-term rental licenses, and establish other applicable regulatory requirements; and

WHEREAS, the Town Council has determined that the existing short-term rental regulatory framework adequately addresses the short-term rental concerns associated with additional residential space in a licensed single-family residence; and

WHEREAS, the Town Council desires to remove the mandatory deed-restriction requirement for non-incentivized accessory dwelling units while preserving the Town's ability to require deed restrictions when positive points or other Town incentives are granted for the provision of an accessory dwelling unit; and

WHEREAS, the Town Council further desires to revise certain definitions and related code provisions to remove barriers to the creation of accessory dwelling units and to avoid placing substantive development regulations within definitions; and

WHEREAS, the Town intends to monitor the creation and use of accessory dwelling units following adoption of this ordinance and may consider additional amendments related to deed-restricted and incentivized accessory dwelling units at a later date.

1
2 **NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE**
3 **TOWN OF BRECKENRIDGE, COLORADO:**
4

5 **Section 1.** That section 9-1-5: DEFINITIONS, be amended by deleting the
6 language stricken and adding the language underlined to read as follows:

7 **KITCHEN:** A room or portion of a room available for the preparation or cooking of food
8 that may include a refrigerator, dishwasher, cooktop, and/or cupboards. ~~Only one (1)~~
9 ~~kitchen is allowed per dwelling unit.~~

10 **RESIDENTIAL USE:** A residential use refers to the occupancy of a dwelling unit as
11 living quarters.

12 **Accessory Dwelling Unit:** ~~A dwelling unit located on the same parcel of land as the~~
13 ~~primary unit that is secondary in size and use to the primary unit. An accessory dwelling~~
14 ~~unit may have a separate kitchen from the primary unit and may be attached or~~
15 ~~detached from the primary unit. Only one (1) accessory dwelling unit is allowed per~~
16 ~~primary unit.~~ **A dwelling unit located on the same parcel of land as a primary unit,**
17 **which is ancillary and subordinate to the primary unit in size and use. An**
18 **accessory dwelling unit may be attached to or detached from the primary unit and**
19 **may include facilities for living, sleeping, sanitation, and food preparation. An**
20 **accessory dwelling unit shall not be separately conveyed from the primary unit.**

21 An accessory dwelling unit exists if:

22 A. ~~An area in the residence has a separate access from the primary dwelling access~~
23 ~~whether through an entryway, mudroom, foyer, garage, outdoors, and direct access~~
24 ~~to parking; and~~

25 B. ~~The area in the residence has a wet bar and has two or more of the following~~
26 ~~features:~~

27 1. ~~Can be converted into a separate dwelling unit with a minor internal or external~~
28 ~~modification (e.g., the addition of a doorway to close off a hallway or the creation of~~
29 ~~a new exterior access);~~

30 2. ~~Has a potential sleeping room as defined by the International Residential Building~~
31 ~~Code; and/or~~

32 3. ~~Has a full bathroom (e.g., shower or bathtub, toilet and sink);~~

33 C. ~~It is a detached structure containing density, it shall be considered an accessory~~
34 ~~dwelling unit unless no domestic water service is provided. If, however, an owner~~
35 ~~executes a restrictive covenant that prohibits the detached structure from being used~~
36 ~~as a short term rental unit, then domestic water service can be provided.~~

37 **WET BAR:** ~~An area of a common room (living room, great room, dining room,~~
38 ~~entertainment room, etc.) within a primary dwelling unit used for the storage of food that~~
39 ~~may include (but not required to install) a refrigerator, a sink, dishwasher, cabinets,~~
40 ~~microwave, and/or a countertop, but shall not include a cooktop or oven. Wet bars shall~~
41 ~~be within common rooms with areas larger than three hundred (300) square feet.~~
42 ~~Hallways shall not be considered in calculation of square footage and a wet bar shall~~
43 ~~not be located within a hallway. A wet bar may not include the installation of two~~

1 hundred twenty (220) volt electrical service. Exception: A wet bar associated with an
2 accessory dwelling unit is considered a kitchen and shall not have cooktop, size or
3 voltage restrictions. An area used for the storage, preparation, or service of food or
4 beverages, which may include a sink, refrigerator, dishwasher, cabinets,
5 microwave, countertop, or similar features.

6 **Section 2.** That section 9-1-19-24R: POLICY 24 (RELATIVE) SOCIAL
7 COMMUNITY, subsection A, "Employee Housing," be amended by deleting the
8 language stricken and adding the language underlined to read as follows:

9 **A. Employee Housing:** It is the policy of the town to encourage the provision of
10 employee housing units in connection with commercial, industrial, and multi-unit
11 residential developments to help alleviate employee housing impacts created by the
12 proposed uses. The schedule for positive points is based on the percentage of
13 employees that a project mitigates. Any project that mitigates more than the required
14 mitigation rate may receive positive points in accordance with the table set forth below.
15 ~~Single family and duplex residential projects may be awarded one (1) positive point for~~
16 ~~providing an accessory dwelling unit.~~

17 **Section 3.** That section 9-1-19-24R: POLICY 24 (RELATIVE) SOCIAL
18 COMMUNITY, subsection F, "Accessory Dwelling Unit," be amended by deleting the
19 language stricken and adding the language underlined to read as follows:

3 x
(0/+1)

F. Accessory Dwelling Unit: Single-
family and duplex residential
developments ~~Developments~~ which
provide employee housing through a
deed-restricted accessory dwelling unit
are encouraged. Positive points shall be
used on the same property as the
accessory dwelling unit. No points shall be
awarded for housing required under section
9-1-19-24A of this chapter (absolute).
Positive points awarded under this
subsection require the accessory
dwelling unit to be encumbered by a
restrictive covenant in a form acceptable
to the town attorney.

20
21 **Section 4.** That section 9-1-19-51A: POLICY 51 (ABSOLUTE) ACCESSORY
22 DWELLING UNIT, be amended by deleting the language stricken and adding the
23 language underlined to read as follows:

24 **9-1-19-51A: POLICY 51 (ABSOLUTE) ACCESSORY DWELLING UNIT:**

1 An accessory dwelling unit shall meet each of the following criteria:

2 ~~A. Be no greater in size than the lesser of:~~

3 ~~1. One third (1/3) of the total density of the primary unit; or~~

4 ~~2. One thousand two hundred (1,200) square feet;~~

5 ~~AB. Conform with section 9-1-19-3A, Policy 3 (absolute) density/intensity, of this~~
6 ~~chapter;~~

7 ~~BC. Title must be held in the same name as the owner of the primary unit; and, and~~
8 ~~the accessory dwelling unit shall not be separately subdivided or conveyed~~
9 ~~apart from the primary unit;~~

10 ~~D. Lessees, including any other occupants and/or family members, must be~~
11 ~~employed at least thirty (30) hours per week in Summit County;~~

12 ~~E. Lease term must be for a period of time not less than six (6) consecutive months~~
13 ~~in a year;~~

14 ~~F. A covenant must be recorded by the owner upon the terms and conditions~~
15 ~~approved by the town including, but not limited to, restricting the use and occupancy~~
16 ~~of the property at a rental rate of one hundred twenty percent (120%) maximum of~~
17 ~~the area median income;~~

18 ~~G. Not be used as an accommodation unit as that term is defined under section 4-1-~~
19 ~~2 of this Code; and~~

20 ~~H. Not be left vacant for a period of thirty (30) or more consecutive days. The town~~
21 ~~may, in its sole and absolute discretion, and in addition to any other remedies,~~
22 ~~require that the accessory dwelling unit be offered for rent.~~

23 ~~C. Comply with all applicable provisions of this Code, including, but not~~
24 ~~limited to, density, parking, building code, and other applicable Town Code~~
25 ~~requirements;~~

26 ~~D. A deed restriction or restrictive covenant shall not be required for an~~
27 ~~accessory dwelling unit unless positive points are awarded for the accessory~~
28 ~~dwelling unit pursuant to section 9-1-19-24R of this chapter, or unless a deed~~
29 ~~restriction or restrictive covenant is otherwise required by another provision~~
30 ~~of this Code, a development agreement, or a condition of approval.~~

31 ~~E. An accessory dwelling unit for which positive points are awarded pursuant~~
32 ~~to section 9-1-19-24R of this chapter shall additionally meet the lease term~~
33 ~~requirements, lessee qualification standards, occupancy restrictions,~~
34 ~~covenant provisions, and all other criteria set forth in the Administrative Rules~~
35 ~~and Regulations adopted by the Division of Housing.~~

36 **Section 5.** Except as specifically amended hereby, the Breckenridge Town
37 Code, and the various secondary codes adopted by reference therein, shall continue in
38 full force and effect.

39 **Section 6.** The Town Council hereby finds, determines, and declares that it has
40 the power to adopt this ordinance pursuant to the provisions of: (i) Section 31-35-402,
41 C.R.S.; (ii) Article XIII of the Town Charter; and (iii) the powers possessed by home rule
42 municipalities in Colorado.

1 **Section 7.** The Town Council hereby finds, determines, and declares this
2 ordinance to be in the best interest and preservation of the public health, safety, and
3 welfare.

4 **Section 8.** This ordinance shall be published and become effective as provided
5 by Section 5.9 of the Breckenridge Town Charter.

6 INTRODUCED, READ ON FIRST READING, APPROVED AND ORDERED
7 PUBLISHED IN FULL this ____ day of ____, 2026. A Public Hearing shall be held at
8 the regular meeting of the Town Council of the Town of Breckenridge, Colorado on the
9 ____ day of ____, 2026, at 7:00 P.M., or as soon thereafter as possible in the Municipal
10 Building of the Town.

11 TOWN OF BRECKENRIDGE, a Colorado municipal corporation
12
13
14

15 By: _____

16 Kelly Owens, Mayor

17 ATTEST:

18
19
20 _____

21 Mae Watson, Town Clerk

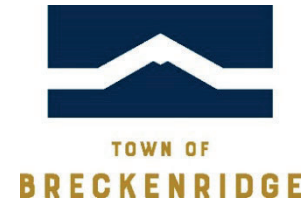
22 APPROVED AS TO FORM:

23
24 _____

25 Town Attorney

Memo

To: Town Council
From: Kristin Brownson, Assistant Director of Public Works
Dawn Layman, Chief of Police
Date: 7/8/2026 (for 7/14//26 work session)
Subject: Dog Park Rules and Regulations



Town Council Goals

- | | |
|--|--|
| ☐ More Boots & Bikes, Less Cars | ☐ Leading Environmental Stewardship |
| ☐ Deliver a Balanced Year-Round Economy | ☐ Hometown Feel & Authentic Character |
| ☒ Organizational Need | |

Summary

As use of the off-leash dog park in Breckenridge continues to grow, Town Council has requested that Town staff propose recommendations to better ensure a safe, healthy, and positive experience for all users. After review, Town staff have determined that adopting clearly defined dog park rules and regulations, without restricting the Town's ability to enforce existing provisions of the Town Code applicable to dogs, is the best approach to achieving these goals. Establishing formal rules and regulations supports public safety and environmental stewardship, aligns with existing Town Code provisions, and improves operational efficiency across departments. The proposed rules encompass the following items: general use of the park, common courtesy, dog control and supervision, health and vaccination requirements, behavior and safety, cleanliness, reporting issues and concerns, as well as clear enforcement authority.

Background

The Town has ordinances governing dogs and dog licensing but not specifically tailored to dog parks. The proposed rules and regulations incorporate some of the items addressed in existing ordinances and add other rules deemed necessary. Adoption of these rules would allow staff to enforce compliance via the administrative enforcement approach contained within, while also retaining the discretion to enforce Code specific violations via the process set forth in Title 6 Chapter 2, without further amendment to the Code. Staff researched dog park rules and regulations from other municipalities to determine what would be appropriate for Breckenridge. The rules are written generally for any Town dog park, in case the Town builds a future dog park in addition to Carter Park.

<https://www.townofbreckenridge.com/community/dogs>

Financial Implications

No financial implications are anticipated due to adoption of the dog park rules and regulations.

Equity Lens

It is the Town's goal to have fair dog park rules for all community members. Any rules signs will be posted in English and Spanish, with a QR code that will direct to the Town website with translation available. These rules will be consistently and fairly enforced.

Staff Recommendation

Staff recommends the Town Council support adopting a Resolution for Dog Park Rules and Regulations. Staff will be available during the work session for questions.

1
2 RESOLUTION NO. _____
3

4 SERIES 2026
5

6 A RESOLUTION ADOPTING DOG PARK RULES AND REGULATIONS
7

8 WHEREAS, Section 11-2-3 of the Breckenridge Town Code authorizes the Town
9 Council to adopt rules and regulations concerning the use of Town Parks; and
10

11 WHEREAS, the term Town Parks includes dog parks and similar recreation areas under
12 the jurisdiction of the town, including Carter Dog Park; and
13

14 WHEREAS, Town Council desires to adopt dog park rules and regulations to better
15 ensure a safe, healthy, and positive experience for all dog park users; and
16

17 WHEREAS, the Town Council finds and determines that the proposed dog park rules and
18 regulations are in the best interests of the public health, safety, and welfare and should be
19 adopted; and
20

21 NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF
22 BRECKENRIDGE, COLORADO, as follows:
23

24 Section 1. Pursuant to the authority granted in Section 11-2-3 of the Breckenridge Town
25 Code, the Town Council hereby adopts the Dog Park Rules and Regulations, a copy of which is
26 marked Exhibit "A", attached hereto, and incorporated herein.
27

28 Section 2. This resolution is effective upon adoption.
29

30 RESOLUTION APPROVED AND ADOPTED this ____ day of ____, 2026
31

32 TOWN OF BRECKENRIDGE, a Colorado
33 municipal corporation
34
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37 By: _____
38 Kelly Owens, Mayor
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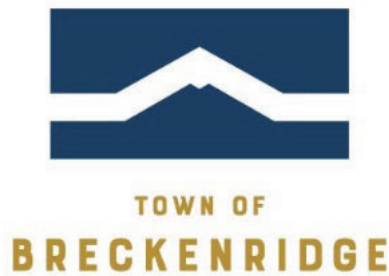
40 ATTEST:
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1 Mae Watson,
2 Town Clerk
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5 APPROVED AS TO FORM:
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Town Attorney
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Dog Park Rules & Regulations

1. General Use

- A. Use of the dog park is at your own risk.
- B. Owners/handlers are always legally responsible for their dog's behavior.
- C. The Town assumes no liability for injury, loss, or damage.
- D. Be respectful and communicate with other dog owners.

2. Dog Control & Supervision

- A. Dogs must always be under voice control and within sight of their handler.
- B. Dogs must not be left unattended.
- C. Limit of 3 dogs per handler.
- D. Dogs must be leashed when entering and exiting the park. (Town code 6-2-6(A))
- E. Dog waste must be picked up and disposed of in the receptacles provided. (Town code 6-2-6(E))

3. Health & Vaccination Requirements

- A. Dogs must be properly licensed per Town of Breckenridge and/or Summit County or if the dog belongs to a non-resident, they must possess proof of vaccination. (Town code 6-2-5)
- B. Dogs must be vaccinated. (Town code 6-2-4)
- C. Dogs must wear collars and current license tags in the park. (Town code 6-2-5)
- D. Dogs must be at least 4 months old.
- E. No dogs with:
 - i. Contagious illnesses
 - ii. Open wounds
 - iii. Parasites (fleas or ticks)

4. Behavior & Safety

- A. Aggressive dogs are not allowed. Any dog displaying aggression must be removed immediately. (Town code 6-2-6(B))
- B. No excessive barking, mounting, or bullying behavior. (Town code 6-2-7(A))
- C. Handlers must intervene at the first sign of conflict.
- D. In the event of a dog bite, the dog's owner shall provide identification and verification of vaccination to the victim.

5. Reporting Issues and Concerns

- A. Report dog bites and aggressive behavior to the Breckenridge Police Department at 970-668-8600
- B. Report any maintenance issues to Public Works at 970-547-3170

6. Enforcement of the Rules and Regulations

- A. The following individuals are authorized to enforce these rules and regulations ("Authorized Personnel")
 - i. Breckenridge Police Department personnel;

- ii. Public Works Department personnel; and
 - iii. Designated contractors or authorized agents
- B. Enforcement Powers. Authorized Personnel may:
 - i. Issue warnings;
 - ii. Direct individuals to comply with the rules and regulations;
 - iii. Require removal of dogs or persons from the Park;
 - iv. Temporarily suspend or revoke Park privileges for a period ranging from ten (10) days to one (1) year;
 - v. Permanently suspend or revoke Park privileges for repeated violations of the rules and regulations after a temporary suspension has already been issued;
 - vi. Document incidents through written reports, photographs, or video; and
 - vii. Refer matters for code or criminal enforcement.
- C. Interpretation of the Rules and Regulations

These rules and regulations shall be interpreted using a “reasonable person” standard. Any ambiguity shall be resolved based on how an ordinary, prudent person would understand and interpret these rules and regulations.
- D. Right to Appeal

Any person subject to suspension may file a written appeal within ten (10) business days of such suspension. Such appeal shall be delivered to the Authorized Personnel issuing the suspension.
- E. Appeal Process

Appeals shall be reviewed and ruled on by the Director of the Breckenridge Public Works Department; the Chief of Police for the Town of Breckenridge; or an appointed hearing officer. The appellant shall have the opportunity to present evidence, submit written statements, and call witnesses where appropriate. A written decision shall be issued within thirty (30) days of the appeal hearing and shall constitute a final administrative action.
- F. Coalescence with Other Laws

These rules and regulations supplement and do not replace any other applicable laws, ordinance, or regulations, including, but not limited to, the Breckenridge Town Code, animal control ordinances, or public nuisance laws.
- G. Administrative Discretion; Non-Prescriptive

Nothing in these rules and regulations limits the Authorized Personnel’s discretion to, among other things, address unique circumstances, consider mitigating or aggravating factors, resolve matters informally when appropriate, or escalate enforcement for public safety concerns. Nothing in these rules and regulations shall limit or restrict Authorized Personnel’s right to enforce the rules and regulations via procedures or processes set forth in the Breckenridge Town Code.
- H. Severability

If any of the provisions of these rules and regulations shall be declared invalid or unenforceable, such invalidity or unenforceability shall not invalidate or render unenforceable the entirety of the rules and regulations, but rather the entirety of the rules and regulations shall be construed as if not containing the invalid or unenforceable provision or provisions.



Memo

To: Town Council
From: Keely Ambrose, Town Attorney
Mae Watson, Town Clerk
Date: 07/02/2026 (for 07/14/2026)
Subject: Resolution to Adopt Council Rules of Procedure and Decorum

Town Council Goals (Check all that apply)

- | | |
|--|--|
| ☐ More Boots & Bikes, Less Cars | ☐ Leading Environmental Stewardship |
| ☐ Deliver a Balanced Year-Round Economy | ☐ Hometown Feel & Authentic Character |
| ☒ Organizational Need | |

Summary

Council is being asked to approve a resolution adopting new revised Council Rules of Procedure and Decorum.

Background

Pursuant to Section 5.1 of the Town Charter, Council is authorized to adopt rules of procedure governing meetings. Previous council rules of procedure had been amended numerous times and the document was due for an update to incorporate current practices and recommendations. A previous version of the new revised Council Rules of Procedure and Decorum was brought to council and approved in 2024, but was never formally adopted. The Town Attorney and Town Clerk worked closely to make any necessary changes to the 2024 version to arrive at the new revised Council Rules of Procedure and Decorum. A work session with Council was held on June 28, 2026, and no changes were requested. There are no changes to what was presented to Council at the work session.

Public outreach/engagement

Rules of procedure are mostly to provide direction and a framework within which Council should operate, so public engagement was not solicited.

Financial Implications

There are no financial implications to the adoption of new council rules of procedure.

Equity Lens

As these rules of procedure are for Council's use, the equity lens doesn't really apply. However, the new rules do address some public participation aspects of council procedure, which will increase fairness and transparency in the public participation process.

Staff Recommendation

Staff recommends that Council adopt the new revised Council Rules of Procedure and Decorum as presented.

Mission: The Town of Breckenridge protects, maintains, and enhances our sense of community, historical heritage, and alpine environment. We provide leadership and encourage community involvement.

1
2 RESOLUTION NO. _____
3

4 SERIES 2026
5

6 A RESOLUTION ADOPTING TOWN COUNCIL RULES OF PROCEDURE AND
7 DECORUM
8

9 WHEREAS, Section 5.1 of the Breckenridge Town Charter provides that the Town
10 Council shall determine the rules of procedures governing its meetings; and
11

12 WHEREAS, the Town Council has previously adopted the "Council Procedures and
13 Rules of Order" to establish written procedures for conducting Town Council meetings; and
14

15 WHEREAS, the Town Council and Staff wish to reorganize and add to the previously
16 adopted rules to reflect current practices and recommendations for council procedures; and
17

18 WHEREAS, the Town Council finds and determines that the efficient and orderly
19 running of council meetings is in the best interest of the public and that new rules and procedures
20 should therefore be adopted.
21

22 NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF
23 BRECKENRIDGE, COLORADO, as follows:
24

25 Section 1. The Town Council Rules of Procedure and Decorum, attached as Exhibit A to
26 this Resolution, are hereby adopted.
27

28 Section 2. This resolution is effective upon adoption.
29

30 RESOLUTION APPROVED AND ADOPTED this 14th day of July, 2026
31

32 TOWN OF BRECKENRIDGE, a Colorado
33 municipal corporation
34
35

36
37 By: _____
38 Kelly Owens
39

40 ATTEST:
41
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43 _____
44 Mae Watson
Town Clerk

1 APPROVED AS TO FORM:

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5 Town Attorney
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COUNCIL RULES OF PROCEDURE

Adopted: July 14, 2026

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1 These Rules of Procedure are established under the authority of the Charter, § 5.1.
2
3

4 **Rule 1. Officers.**
5

6 1.1 Mayor - presiding officer. The mayor shall be the presiding officer at meetings of the council. the
7 mayor shall have all of the powers, rights and privileges of a councilmember including the rights of voting
8 on all questions, making and seconding motions, and taking part in discussions; shall be recognized as
9 the head of the town government for all ceremonial, dignitary, and legal purposes; and shall sign and
10 authenticate all legal instruments which require the approval of council. Charter § 4.3. Additionally, the
11 mayor has such duties as signing plats and other legal instruments approved by the council, making
12 council member committee assignments, and routine administrative responsibilities.
13

14 1.2 Mayor Pro Tem.
15

16 (a) The mayor pro tem shall be elected by a majority vote of council at the first organizational
17 meeting after the election and shall serve at the pleasure of the council for a two-year term. In the absence
18 or disability of the mayor, the mayor pro tem shall perform all duties and have all powers of the mayor. In
19 the event of a vacancy in the office of mayor pro tem, the council shall choose their successor. Charter
20 §4.4.
21

22 (b) Nominations for mayor pro tem may be made "from the floor" by any council member who
23 wishes to propose a name for such position. Any person so nominated can, at this time, withdraw their
24 name from nomination.
25

26 (c) If there is more than one nomination made, the council may use the process for
27 appointments to boards and commissions as set forth in Rule 10 below.
28

29 1.3 Temporary Chair. When both the mayor and mayor pro tem are absent from a meeting, the town
30 clerk shall call the meeting to order, call the roll, and the members present shall elect, by a majority vote
31 of those present, a temporary chair of the meeting. This procedure shall also be followed when the mayor
32 and the mayor pro tem are prohibited from participating in a portion of the meeting due to conflicts. The
33 temporary chair shall serve as presiding officer only until the mayor or mayor pro tem become available to
34 preside over the meeting.
35

36
37 **Rule 2. Category of meetings.**
38

39 2.1 Organizational meeting. The first regular meeting of a newly elected Town Council following the
40 canvass of votes cast and the certification of the election results shall be the organizational meeting. The
41 date and time of an organizational meeting of a newly elected Town Council shall be fixed by motion duly
42 adopted by the previous Town Council, and such meeting need not occur on a second or fourth Tuesday
43 of a month. Notice of the organizational meeting shall be given in the manner normally given for regular
44 meetings of the Town Council. At the organizational meeting, the oaths of office for incoming
45 councilmembers will be administered and a mayor pro tem elected. The organizational meeting shall be
46 deemed a regular meeting of the Town Council for all purposes. Charter § 5.1
47

48 2.2 Regular meetings. The Town Council shall meet in regular session each second and fourth
49 Tuesday of each month at 7:00 P.M. in the Council Chamber at the Town Hall, unless otherwise ordered

by the Town Council. When a regular meeting date falls on a holiday or on a day of special observance which is officially recognized by the Town, such regular meeting shall be held on the following day at the same hour and place. The council, by majority consent, may dispense with the holding of any regular meeting.

2.3 Special meetings. A "special meeting" is a meeting held at a time other than the designated dates and times of a regular meeting.

(a) Special meetings shall be called by the town clerk on the written request of the mayor, town manager, or any two members of the council, on at least 24 hours' notice communicated to each member of the council. A special meeting, however, may be held on shorter notice if all members of the council are present or have waived notice thereof in writing. Notice of such meeting shall be posted in two public places. Notification on the Town's website is considered notification in a public place. Charter, § 5.2.

(b) No business shall be conducted at a special meeting of the council unless the same has been stated in the notice of such meeting; except that any business which may lawfully come before a regular meeting of the council may be transacted at a special meeting if all members of the council present consent thereto and all the members absent file their written consent, either before or after such special meeting. Any ordinance approved or adopted at such meeting shall require five (5) affirmative votes. Charter § 5.3.

2.4 Work sessions. A work session is a meeting of the council for the purpose of informally discussing and studying council business. No formal action, including the adoption of any proposed policy, position, resolution, rule, or regulation, shall be taken at a work session. With the exception of special meetings or emergency work sessions, work sessions are held on the same day as the regular meeting.

2.5 Emergency meetings. An emergency meeting of the council may be called for the immediate protection of the public health, safety and welfare; provided, however, any action taken at an emergency meeting shall be effective only until the first to occur of (i) the next regular meeting of the council, or (ii) the next special meeting noticed to the public to ratify any emergency action taken. If any emergency action taken is not ratified by the conclusion of the next regular meeting, then such action shall be deemed rescinded. As used in this section, the term "emergency" shall mean an unforeseen combination of circumstances or the resulting state that calls for immediate action.

Rule 3. Open meetings.

3.1 Meetings. All meetings of the council shall comply with the Colorado Open Meetings Law ("COML"), which broadly defines a "meeting" as "any kind of gathering convened to discuss public business, in person, by telephone, electronically, or by other means of communication."

3.2 Notice. Notice to the public of a "meeting" must be provided whenever three or more council members convene. Retreats and similar gatherings to discuss public business are also subject to the notice requirements. Staff meetings are not subject to public meeting requirements, and therefore staff meetings not attended by three or more council members need not be open to the public.

3.3 Meeting location. All meetings of the council shall be held in the council chambers at Town Hall, unless there is a reason for a different location and the location is specified in the notice.

3.4. Executive sessions.

1
2 (a) Procedure. Prior to the council going into executive session the mayor or any council
3 member shall make a motion to go into executive session, including reference to the specific citation(s)
4 to the provisions of Section 24-6-402, C.R.S., which authorize the council to meet in an executive
5 session and an identification of the particular matter to be discussed in the executive session in as much
6 detail as possible without compromising the purpose for which the executive session is authorized. A
7 motion for an executive session must be seconded and requires 2/3 affirmative votes from council to
8 convene in an executive session. No adoption of any proposed policy, position, resolution, rule,
9 regulation, ordinance, or formal action shall occur at any executive session.

10
11 (b) Only matters enumerated in the COML may be discussed in executive session.

12
13 (1) The purchase, acquisition, lease, transfer, or sale of any real, personal, or other
14 property interest; except that no executive session shall be held for the purpose of
15 concealing the fact that a member of the Council has a personal interest in such purchase,
16 acquisition, lease, transfer or sale;

17
18 (2) Conference with an attorney for the Town for the purposes of receiving legal
19 advice on specific legal questions. Mere presence or participation of an attorney at an
20 executive session of the council is not sufficient to satisfy the requirements of this
21 Subsection (2);

22
23 (3) Matters required to be kept confidential by federal or state law or rules and
24 regulations. The council shall announce the specific citation of the statutes or rules that are
25 the basis for confidentiality before holding the executive session;

26
27 (4) Specialized details of security arrangements or investigations;

28
29 (5) Determining positions relative to matters that may be subject to negotiations;
30 developing strategy for negotiations; and instructing negotiators;

31
32 (6) Personnel matters, except if the employee who is the subject of the session has
33 requested an open meeting, or if the personnel matter involves more than one employee,
34 all of the employees have requested an open meeting. The provisions of this subsection
35 (6) shall not apply to discussions of the council concerning any member of the council, any
36 elected official, or the appointment of a person to fill the office of a member of the council or
37 an elected official or to discussions of personnel policies that do not require the discussion
38 of matters personal to a particular employee;

39
40 (7) Consideration of any documents protected by the mandatory nondisclosure
41 provisions of Part 2 of Article 72 of Title 24, C.R.S., commonly known as the "Open
42 Records Act"; except that all consideration of documents or records that are work product
43 as defined in section 24-72-202(6.5), C.R.S. or that are subject to the governmental or
44 deliberative process privilege shall occur in a public meeting unless an executive session is
45 otherwise allowed pursuant to these rules.

46
47 3.5 Public notice of council meetings. The town clerk shall post notice of public meetings outside of
48 Town Hall not less than twenty-four (24) hours in advance of the meeting. The posting shall include the
49 type, date, time and agenda contents of the meeting. The town clerk will also endeavor to the best of
50 their ability to post notice of public meetings on the Town's website; provided, however, that failure to

1 post notice of a meeting on the Town's website shall not nullify or affect actions taken at an otherwise
2 properly noticed council meeting.

3
4 3.6 Mailing list for meetings. The town clerk shall maintain a list of persons who, within the previous
5 two years, have requested notification all council meetings or certain topics to be discussed. The town
6 clerk shall provide reasonable advance written notification of such meetings to such persons at the same
7 time that the Council agenda information for such meetings is provided to council members; provided,
8 however, that unintentional failure on the part of the clerk to provide such notice shall not nullify or affect
9 actions taken at an otherwise properly noticed council meeting. E-mail delivery of a link to the meeting's
10 digital agenda(s) satisfies the requirements of this subsection.

11
12 3.7 Minutes and recording of council meetings. The town clerk shall take written minutes of council
13 regular meetings. Recordings of council work sessions shall serve as the minutes for the work session.
14 The town clerk shall maintain the written minutes and recordings of council meetings in perpetuity.

15
16 3.8 Minutes; recording of executive sessions.

17
18 (a) The minutes of a meeting during which an executive session is held shall reflect the
19 general topic of discussion at the executive session. With the exception of attorney-client conferences,
20 an electronic recording of the actual contents of the discussion during an executive session shall be
21 made by the mayor or presiding officer of the meeting at which the executive session is held as
22 required by Section 24-6-402 (2)(d.5)(II)(A), C.R.S.

23
24 (b) The electronic recording of an executive session shall not be subject to public disclosure
25 or to discovery in any administrative or judicial proceeding, except in an action brought pursuant to
26 Section 24-72-204(5.5)(a), C.R.S. Such electronic recording shall be retained by the town clerk for only
27 ninety-one (91) days after the date of the executive session. If, on such date, the Town has not been
28 served with a summons in an action to review such electronic recording pursuant to Section 24-72-
29 204(5.5)(a), C.R.S., the town clerk shall forthwith cause the electronic recording of the executive
30 session to be destroyed. The mandatory destruction of an executive session electronic recording as
31 provided in this subsection shall be deemed to be part of the Town's record retention and destruction
32 policy.

33
34 (c) The town clerk shall provide an executive session certificate to be included as part of the
35 regular meeting minutes to serve as minutes of the executive session.

36 37 38 **Rule 4. Council Agenda.**

39
40 4.1 Agenda setting. The agenda-setting process for regular Council meetings is an ongoing,
41 combined effort by the manager, council, and the mayor. Council may set priorities for the year during
42 an annual planning session and those priorities will help guide agenda topics. As new priorities are
43 introduced, the town manager will ensure there is significant Council support before assigning staff
44 resources to the topic. In addition to the requirements of open meetings laws, no later than the Friday
45 preceding each regular meeting of the council, the town manager shall ensure the agenda is emailed to
46 council members.

47
48 4.2 Meeting order of business. The council's order of business will generally be as follows:

- 49
50 (1) Call to order and Roll Call
51 (2) Approval of minutes of previous meeting(s)

- (3) Approval of Agenda
- (4) Communications to Council (concerning matters not already scheduled for discussion on the meeting's Agenda);
- (5) Awards
- (6) Proclamations
- (7) Disclosure of Any Conflicts Pertaining to Agenda
- (8) Continued business
- (9) New business
- (10) Planning Commission decisions
- (11) Reports by Town Manager and staff
- (12) Reports by Mayor and Council Members
- (13) Other matters
- (14) Scheduled meetings
- (15) Adjournment

To expedite matters of general importance or for the convenience of the public, the mayor may vary from the established order of business if there is no objection from other members. If any such objection is made, the agenda may be changed only by a majority vote of those council members present at the meeting.

Rule 5. Attendance

Council members should regularly attend meetings. A council seat or the mayor's office becomes vacant upon failure to attend three (3) consecutive regular council meetings unless council for good cause votes to retain them.

Rule 6. Electronic ("Remote") Participation.

Because of the many benefits of attending a meeting in person, it is the preference of the council that members attend meetings in person; electronic participation is not available as a convenience but rather is reserved for emergency and health reasons. Due to procedural constraints, council members may not attend executive sessions or quasi-judicial hearings electronically.

6.1 Electronic participation of individual council members.

(a) A request to participate in a meeting electronically is reserved for personal health reasons or personal emergencies.

(b) A member who needs to appear electronically shall notify the clerk at least two (2) days before the meeting or as soon as reasonably practicable so that arrangements can be made to accommodate such member's electronic attendance at the meeting.

(c) Council members and staff must be able to hear one another clearly, communicate with one another, and hear or read all documents and testimony in a manner designed to provide maximum participation. The presiding officer is authorized to discontinue a member's participation in a meeting if the member's use of the virtual platform results in delays, the communication is unclear, or the member's virtual participation otherwise interferes with the conduct of the meeting.

(d) A council member who participates in a meeting electronically shall be considered to be "present" at the meeting for all purposes, including, without limitation,

1 establishing a quorum and attendance under section 4.8(b) of the Town Charter. Such council
2 member shall also be entitled to vote on all matters coming before council at the meeting as if
3 such council member was physically present at the meeting. All votes shall be conducted by roll
4 call.

5
6 6.2 Electronic participation by staff and outside consultants. Town staff and outside
7 consultants may participate in council meetings electronically at the discretion of the Town
8 Manager.

9
10 6.3 Remote council meetings. If the mayor in consultation with the manager determines that
11 a meeting should be conducted by use of an electronic platform, the presiding officer of the
12 meeting may be present in the council chamber if necessary for efficient operations; provided,
13 however, the presiding officer will initiate and run the meeting remotely in emergency
14 circumstances.

15
16 6.4 Electronic Participation by the public. The town clerk will endeavor to provide an electronic
17 format for the public to watch the council meeting remotely. Any public comment must be
18 provided in person at the council meeting or via written comment before the council meeting.
19 Public comments may not be provided electronically via online meeting platforms during a
20 council meeting.

21 22 **Rule 7. Parliamentary Procedure.**

23
24 These Rules of Procedure shall be the parliamentary authority for all meetings. Any matter not
25 addressed by these Rules of Procedure may be covered by Robert's Rules.

26
27 7.1 Presiding officer. The presiding officer shall be responsible for conducting the meetings of the
28 council in an orderly and democratic manner; shall state every question coming before the council; shall
29 announce the decisions of the council on all subjects; and shall decide all questions of order subject to
30 appeal by council.

31
32 7.2 Quorum. A quorum shall be required to conduct a meeting or take any action. A quorum
33 consists of a simple majority; i.e., a minimum of four of the seven council members must be present in
34 order to hold a regular or special meeting. Council members disqualified from acting upon a particular
35 matter due to a conflict of interest shall not be counted in determining whether a quorum exists with
36 respect to that matter. In the absence of a quorum, a lesser number may continue any matter to the next
37 regular meeting. In the absence of all members, the town clerk may adjourn any meeting for not longer
38 than one (1) week. In the event any meeting is adjourned to a later date, the clerk shall prepare and
39 cause to be delivered to each member of the council timely written notice setting forth the date and hour
40 to which such meeting has been adjourned.

41
42 7.3 Right to the floor. A council member shall not speak while another member has the floor.

43
44 7.4 Right of appeal. Any council member may appeal a ruling of the presiding officer to the council at
45 large. If the appeal is seconded, the member making the appeal may briefly state the reason for the
46 same, and the presiding officer may briefly explain their ruling; but there shall be no debate on the
47 appeal. The presiding officer shall then put the question, "shall the decision of the chair be sustained?" If
48 a majority of the council members present vote "yes," the ruling of the chair is sustained; otherwise, it is
49 overruled.

50
51 7.5 Motions.

1
2 (a) Motions are used to give direction to the operation of the Town government.

3
4 (b) Motions are generally introduced by voice. However, if long or involved, motions
5 should be in writing and, in any event, any two (2) members of the council may ask that a
6 motion be put in writing.

7
8 (c) Some discussion may be held on reports, bids, and proposals without a motion
9 being presented.

10
11 (d) Main motions must have a second and have been stated by the presiding officer
12 before debate or discussion.

13
14 (e) Secondary motions are motions that propose to do something regarding the main
15 motion, as to amend, limit, table, or postpone discussion.

16
17 (f) Privileged motions may be brought up at any time and must be decided before
18 returning to other business. Such motions are to adjourn, recess, keep to agreed order of
19 business and motions on questions of privilege or rights.

20
21 (g) The withdrawal of a main motion automatically cancels all of the secondary
22 motions regarding the main motion.

23
24 (h) A motion may be withdrawn before it has been stated by the presiding officer.
25 After a motion has been so stated, such motion may not be withdrawn without a majority vote of
26 the council members present.

27
28 (i) Motions shall be acted upon after they are introduced, seconded (when
29 required), and stated by the presiding officer.

30
31 7.6 Voting.

32
33 (a) A roll call vote by "Yes" or "No" shall be taken upon the passage of all ordinances
34 and resolutions. On all other matters, a voice vote may be taken.

35
36 (b) Every council member present, when a question is put, shall vote either "yes," or
37 "no," unless previously excused by the council for any of the reasons set forth in section 6.7 of the
38 charter or any ordinance of the town pertaining to conflict of interest or disqualification of the
39 council member. Any council member refusing to vote except when not required to do so by the
40 preceding sentence shall be guilty of misconduct in office.

41
42 (c) The minutes shall record how each council member voted on each question, except
43 that where the vote was unanimous it shall only be necessary for the minutes to so state, and the
44 minutes need only reflect if a voice vote passed or failed.

45
46 (d) All roll call votes shall be taken in rotating order, with the presiding officer voting
47 last.

48
49 (e) A council member has the right to change their vote up to the time the vote is
50 announced by the presiding officer; after that, a member may change their vote only by permission

1 of the council, which can be given by general consent, or by the adoption of a motion to grant
2 permission, which motion is undebatable.

3
4 (f) No council member shall be permitted to explain their vote during voting or after the
5 vote is announced.

6
7 7.7 Recess - during meeting. The presiding officer may, at any point in the agenda, declare a recess
8 for a specified time.

9
10 7.8 Adjourning to a later date. Any session of the council may be continued or adjourned from day to
11 day, or for more than one day, but no adjournment shall extend beyond the next regular meeting date.
12 The first order of business at an adjourned meeting shall be the business not concluded at the preceding
13 session of that adjourned meeting. Such adjournment from a regular meeting to a later date shall be by
14 general consent or otherwise by a majority vote of the council members present.

15
16 7.9 Formal council actions; proclamations.

17
18 (a) Resolutions. Resolutions are acts of a relatively permanent nature and will remain in
19 effect until rescinded or amended by the council. Resolutions may be used on formal statements of
20 policy which are not required to be adopted by ordinance, on matters involving lengthy or complex
21 questions, on administrative or executive matters, to approve contracts, and for such other purposes as
22 the Council may determine.

23
24 (1) All resolutions must be introduced in written form, and, except as otherwise
25 provided by law, shall refer to only one subject, shall carry a title stating the subject of the
26 resolution and shall not be subject to a public hearing.

27
28 (2) Following adoption, resolutions shall be numbered chronologically in the order
29 adopted within each calendar year.

30
31 (b) Ordinances. An ordinance is considered the most authoritative form of action the
32 council can take. All legislative enactments shall be in the form of ordinance. An adopted ordinance
33 becomes an established rule or law of the Town and remains in effect until otherwise rescinded or
34 amended by the council.

35
36 (1) In addition to such acts of the council which are required by charter or by
37 ordinance, every act making an appropriation, creating an indebtedness, authorizing the
38 borrowing of money, levying a tax, establishing any rule or regulation for the violation of
39 which a penalty is imposed, or placing any burden upon or limiting the use of private
40 property shall be by ordinance; provided, however, this subparagraph (b) shall not apply to
41 the budget adoption.

42
43 (2) All ordinances shall be introduced in written form, shall carry a title stating the
44 subject of the ordinance, and be confined to one (1) subject, except repealing ordinances.

45
46 (3) Every proposed ordinance must be submitted to and reviewed by the town
47 attorney and every adopted ordinance must bear their certification that it is in correct form.

48
49 (4) With the exception of ordinances approved at special meetings of the Council
50 and emergency ordinances, all ordinances shall require the affirmative vote of the majority
51 of the entire council for final adoption.

i. Emergency ordinances for the preservation of public property, health, welfare, peace, or safety shall require five affirmative votes. No ordinance making a grant of any special privilege, levying taxes, or fixing rates charged by any Town-owned utility shall be passed as an emergency measure.

ii. Any ordinance approved at a special meeting shall require five affirmative votes.

(5) Ordinances may be approved on first reading by a majority vote of those council members present.

(6) Ordinances shall be numbered in the order in which they became effective.

(c) Proclamations. Proclamations may be used to state a position of council and take certain official actions as authorized by the Town Code.

Rule 8. Public hearings.

8.1 Required hearings; quasi-judicial hearings.

(a) Required public hearings shall take precedence over courtesy public hearings if a courtesy public hearing is conducted on matters other than first reading of an ordinance as set forth below.

(b) When an agenda item involves a quasi-judicial hearing, such as call-up hearings or site-specific rezonings, special "due process" rules apply and require that councilmembers:

(1) Follow the legal criteria and apply the criteria to the evidence submitted during the hearing;

(2) Refrain from "ex parte" or outside the hearing contacts; provided, however, if a contact is made outside the hearing, a member shall disclose it on the record at the hearing; and

(3) A council member shall not participate in a hearing where they have a conflict of interest.

8.2 Courtesy public hearings. Courtesy public hearings may be held on first readings of ordinances. The presiding officer in consultation with the manager may offer a courtesy public hearing on other matters on agenda items that will enable the council to consider the measure on its merits and permit opposing points of view to be represented, while avoiding repetitious and irrelevant testimony. When courtesy public hearings are conducted, the presiding officer may limit the public hearing to one hour or such other length of time that is determined reasonable.

8.3 Public hearing procedures. The presiding officer will provide any introductory remarks about procedures so that each side will be given an opportunity to be heard and establish, when determined to be necessary, reasonable time limits for the hearing and reasonable time allocations to be established for public testimony. The presiding officer will follow the below general format:

(a) Open the public hearing;

- (b) Staff presentation;
- (c) Decisionmakers ask questions of staff;
- (d) Applicant/petitioner presentation;
- (e) Decisionmakers ask questions of the applicant;
- (f) Public testimony from anyone signed up to testify;
- (g) Applicant and/or staff respond to questions from public, as requested by decisionmakers;
- (h) Close public hearing;
- (i) Decisionmaker discussion and motion;
- (j) Decisionmaker vote.

Rule 9. General public comment; written communications.

9.1 General public comment.

(a) During the "Communications to Council" portion of the agenda, members of the community may speak on any matter that is not on the agenda for the same night and/or not scheduled for a public hearing.

(b) Each person addressing the council shall sign up on the designated sheet, secure permission of and be recognized by the mayor or presiding officer, give their name and address for the record, and make all remarks to the council at the designated microphone.

(c) Each person shall limit the address to three (3) minutes unless the time is extended by the council.

(d) Since constituent requests may involve matters already under consideration by the town, if made during public comment they will be directed to the manager to determine the appropriate follow-up from staff or council.

(e) Since no formal action is permitted at a work session, the council generally does not accept public comment during a work session portion of the meeting.

9.2 Delegations. When delegations attend council meetings, such delegations shall designate to the presiding officer which persons are to speak for them; yielding of time is not permitted.

9.3 Written communications to council. Written communications to the council are permitted; however unsigned communications will not be forwarded to the council. A copy of any signed written communication to the council which touches upon a quasi-judicial matter pending before the planning commission, or other town agency or board, shall be provided to the commission, agency, or board as well as to any applicant or other person whose rights might be directly affected by the matters raised in

1 such written communication. Written communications shall also be provided to the town clerk for
2 inclusion into the record if they pertain to specific council quasi-judicial or agenda items.

3
4
5 **Rule 10. Decorum.**

6
7 10.1 Intent of rules of decorum. Public participation at all council meetings is welcomed
8 during the time and in the manner outlined in these rules. Council reserves public comment
9 periods and public hearings, whether required by law or provided by council as a courtesy for
10 the public's participation. Council reserves the agenda items for council to deliberate and take
11 action on business items. The purpose of these rules is to provide a safe, secure, transparent,
12 and fair process that ensures an atmosphere of civility that is respectful of diverse opinions.

13
14 10.2 Decorum of members.

15
16 (a) When a member is speaking, other members should not engage in private
17 discourse or commit any other act tending to distract the attention of the Council from the
18 business before it.

19
20 (b) Where a public hearing distinguishes question and comment periods, members
21 should confine their remarks to questions and during the comment period of the meeting
22 members should confine their remarks to the comments. All remarks should be concise,
23 germane to the topic, and members should try to avoid duplication of other comments.

24
25 (c) A member or other speaker should not impugn or demean another member of
26 council, a Town employee, or a public speaker.

27
28 10.3 All attendees; public comment speakers. All attendees whether in person or participating
29 online shall:

30
31 (a) Silence their cell phone, pager, tablet, computer, or any other electronic device to
32 avoid disrupting the meeting.

33
34 (b) Engage in civil discourse and shall not threaten or otherwise impede or disrupt
35 the orderly conduct of the meeting, including failing to obey any lawful order of the presiding
36 officer to be seated, or to refrain from addressing council.

37
38 (c) In accordance with the fire code occupancy limits and to allow for a safe exit,
39 unless addressing the council or entering or leaving the room, an attendee must remain seated
40 in the seats provided for the audience. Examples of safety or code violations include blocking,
41 sitting, lying, or standing in a manner that interferes with doors, aisles or ramps or entering the
42 well of the council meeting chambers without prior authorization.

43
44 (d) A speaker at public comment must not make impertinent, slanderous,
45 threatening, or profane remarks to any member of the council, staff, attendees, or the general
46 public.

47
48 10.4 Enforcement of decorum. The presiding officer of council, as applicable, is responsible
49 for maintaining the order and decorum of meetings. These enforcement rules are in addition to
50 the authority held by a peace officer or fire marshal in attendance.

1 (a) The mayor, presiding officer, chair, or Town Manager may interrupt any speaker
2 who is violating the rules of decorum or otherwise disrupting a meeting.

3
4 (b) The mayor, presiding officer, chair, or Town Manager should attempt to provide a
5 verbal warning to any attendee who is violating the rules of decorum, but the verbal warning is
6 not required as a condition of removing an offender from the council chambers.

7
8 (c) In addition to any other authority of the presiding officer or chair, the presiding
9 officer may call a recess during which time the members of the council may be instructed by the
10 mayor or presiding officer to leave the meeting room.

11
12 (d) If necessary for the safety of the council and public, the presiding officer may
13 order the council chambers cleared of anyone violating these rules or all attendees.

14
15
16 **Rule 11. Appointment to boards and commissions.**

17
18 (a) The Mayor will appoint council members to serve as council representatives on certain
19 boards and commissions.

20
21 (b) Nominations for public positions on boards and commissions will be facilitated
22 by staff pursuant to internal policy set by Council. Council may vote to fill such public appointments to
23 boards and commissions by secret ballot; provided, however, the identity of the person voting and the
24 position taken in such vote is subject to disclosure to the public upon request. After the votes are cast,
25 the manager will collect, count the votes, and announce the results.

26
27 (c) The affirmative vote of a majority of all council members in office shall be required to fill all
28 positions for members of the public on Town boards and commissions. If any of the nominees receives
29 the vote of the majority of the entire council members in office on the first ballot, they shall be declared
30 elected without further Council action.

31
32 (d) If none of the nominees receives such a majority vote at the end of the first balloting, the
33 candidate receiving the fewest number of votes will be dropped as a candidate unless the elimination of
34 such name (or names in cases of a tie vote) would leave only one candidate for the office. This process
35 will continue until one candidate receives the majority vote of the entire council members in office.

36
37 (e) If nominations to boards and commissions are closed with no more candidates being
38 nominated than there are positions to be filled, the candidate(s) nominated shall thereby be appointed and
39 no balloting shall be required.

40
41
42 **Rule 12. Suspension of rules.**

43
44 Any provision of these Rules of Procedure not governed by the town charter may be temporarily
45 suspended at any meeting of the council by a two-thirds (2/3) vote of the council members in office or
46 may be temporarily suspended by general consent if a temporary suspension is presented by the
47 presiding officer and if there are no objections from any member of council.

48
49
50 **Rule 13. Amendments.**

1 Any provision of these Rules of Procedure not governed by the town charter may be amended by a two-
2 thirds (2/3) vote of the council members in office. Any proposed amendments shall be submitted in
3 writing to each member of council at least two (2) weeks in advance of the council meeting at which such
4 amendments are to be considered. The adoption of amendments shall be done by resolution.
5

6 7 **Respectful Workplace Policies.**

8 9 **I. Reasonable accommodations.**

10
11 The Town may provide reasonable accommodation and waive or modify provisions of these Rules of
12 Procedure for the benefit of any meeting participant or member of the public with a disability.
13

14 **II. Anti-discrimination and anti-harassment.**

15
16 The council strictly prohibits discriminatory practices, including sexual and other unlawful harassment.
17 Any sexual or other unlawful harassment, whether verbal, physical, or environmental, is unacceptable
18 and will not be tolerated in the workplace. Council encourages the reporting of all perceived incidents of
19 unlawful harassment, regardless of the position of the alleged offender. Anyone complaining of
20 harassment pursuant to this policy may submit their complaint to the manager, the town attorney or a
21 human resources representative. The council prohibits retaliation against individuals for filing a complaint
22 or for participating in an investigation of a complaint under this policy.
23

Memo

To: Town Council
From: Duke Barlow, Open Space & Trails Manager
Date: 7/8/2026 (for 7/14/2026)
Subject: Little Daisy Open Space Naming (Resolution)

Town Council Goals (Check all that apply)

- | | |
|--|--|
| ☐ More Boots & Bikes, Less Cars | ☐ Leading Environmental Stewardship |
| ☐ Deliver a Balanced Year-Round Economy | ☐ Hometown Feel & Authentic Character |
| ☒ Organizational Need | |

Summary

With the recent completion of the [McCain Open Space Final Report and Management Plan](#), and the tentatively scheduled opening of the property to public access in spring 2027 looming, staff discussed the naming of the “McCain” Open Space property with BOSAC during their June 15, 2026 meeting. BOSAC, by a vote of 5:1:1, recommended “Little Daisy Open Space” as a proposed name for Council consideration.

Background

Resolution 2014-13 established certain guidelines for the naming of Town-owned assets. For areas of public open space, like the McCain parcel, Town Council is the entity responsible for officially naming such parcels, in general



McCain Parcel
Redevelopment

- Little Daisy Open Space
- Public Works/ Snow Storage
- Skiier Parking
- Proposed Recpath Alignment



accordance with the guidelines set forth in Resolution 2014-13. For brevity's sake, this staff report won't repeat all of the guidelines for naming that are set forth in the resolution, but overall the goal is to give priority to names carrying geographical, historical, or cultural significance to the area in which the property is located, or to the Town as a whole, including individuals. As discussed further below, staff and BOSAC discussed a number of alternatives and have worked to arrive at a name that is significant to the history of the Town of Breckenridge.

Since 2021, when \$115,000 of Town Open Space funds were allocated to dedicate 15 additional acres of the McCain property as open space, BOSAC has been discussing programming on the approximately section of open space slated for public use (as outlined in Figure 1,

50 acres of combined open space on the larger property. These discussions included efforts to select a new name for

Figure 1

1

Mission: The Town of Breckenridge protects, maintains, and enhances our sense of community, historical heritage, and alpine environment. We provide leadership and encourage community involvement.

approximately 20 acres) to be recommended to Council for formal approval. In 2023, with input from the Breckenridge Social Equity Advisory Commission (BSEAC) and Breckenridge History (BH), these re-naming efforts were paused to allow time for staff to engage the Ute Nation to learn more about their historical use of the Upper Blue River basin, potentially leading to a name recommendation for the McCain Open Space properties to honor this tribal history.

As we have learned from BH, the process of engagement with the Ute tribe is long and nothing that we expect to conclude anytime soon, although BH is committed to continued engagement. As such, BH supports the Town moving forward with a renaming of the “McCain” Open Space parcel with the understanding that any new name, as well as others across the Town, may be subject to change in consideration of continued engagement with Ute partners.

Renaming of the “McCain” Open Space was discussed during a joint meeting with BOSAC and Council on January 27, 2026 during which Council encouraged BOSAC to revisit the renaming discussion with the goal of providing a name recommendation to Council. BOSAC revisited the issue during their June 15, 2026 meeting and considered themes relating to geography, history, and restoration. Through their discussion, BOSAC settled on three potential names: Little Daisy after a Town-owned mining claim in French Gulch, Willow Bender after a book written by Helen Rich, a female resident of Breckenridge during the Gold Rush described as a “authentic chronicler of historic Breckenridge” by BH, and El Prado as a Spanish translation for “the meadow” and previously recommended by our hired consultant during the McCain Open Space planning process. Ultimately, BOSAC voted in support of naming the property Little Daisy by a vote of 5:1:1, pointing to the name’s whimsical, creative feel and, perhaps, to the ability to appreciate natural beauty during the Town’s environmentally impactful mining era. Also noted was support for the potential inclusion of Willow Bender and El Prado as names for feature areas or trails within the Open Space parcel.

BOSAC had previously expressed support for naming the McCain Open Space Little Daisy in 2023 but concerns regarding confusion and duplicity with the Little Daisy mining claim led to the dismissal of this suggestion at the time. It has since been determined that, because the official address of the Little Daisy mining claim (500 Prospect Gulch Road) does not include the claim name itself, concerns over confusion and duplicity are inconsequential.

Finally, [The Town’s Naming Policy](#) dictates that Council shall approve any naming of Town-owned property by resolution.

Public outreach/engagement

While the McCain Open Space planning process included extensive public engagement efforts, including multiple surveys and open houses, staff did not receive any specific feedback related to naming.

Financial Implications

There are no financial implications associated with BOSAC’s recommendation for Council to formally approve “Little Daisy Open Space” as the official name for the “McCain” Open Space property.

Equity Lens

By engaging BH and BSEAC in the naming process, BOSAC and staff have worked to ensure that all affected groups have been considered and support BH’s guidance to name the property now with an understanding that continued engagement with Ute partners could lead to future renaming considerations.

Staff Recommendation

Staff recommend Council consider BOSAC’s recommendation to approve formally naming the “McCain” Open Space property Little Daisy Open Space, via the attached resolution.

1 ***FOR WORKSESSION/ADOPTION – July 14***

2
3 RESOLUTION NO. ____

4
5 Series 2026

6
7 A RESOLUTION NAMING PORTIONS OF TRACTS A-2 AND C-2, MCCAIN
8 SUBDIVISION NORTH OF COYNE VALLEY ROAD, EAST OF THE BLUE RIVER,
9 SOUTH OF LOT 2 MCCAIN SUB, AND WEST OF MCCAIN DRIVE THAT ARE
10 DESIGNATED AS TOWN OPEN SPACE PROPERTY, “LITTLE DAISY OPEN SPACE”.

11
12 WHEREAS, by Resolution No. 13, Series 2014 the Town Council adopted certain
13 policies to establish a systematic and consistent methodology for the naming of Town-owned
14 properties; and

15
16 WHEREAS, the Town owns and operates the portions of tracts A-2 and C-2, McCain
17 Subdivision north of Coyne Valley Road, east of the Blue River, south of Lot 2 McCain Sub, and
18 west of McCain Drive that are designated as Town open space property (together, “the
19 property”); and

20
21 WHEREAS, the Town Council has been requested to formally name the property to
22 “Little Daisy Open Space;” and

23
24 WHEREAS, the Town of Breckenridge Open Space Advisory Commission (“BOSAC”)
25 considered the name “Little Daisy Open Space” at its June 15, 2026 meeting and recommended
26 that the Town Council adopt “Little Daisy Open Space” as the name for the property; and

27
28 WHEREAS, the Town Council has considered the requests, and finds and determines that
29 the portions of tracts A-2 and C-2, McCain Subdivision north of Coyne Valley Road, east of the
30 Blue River, south of Lot 2 McCain Sub, and west of McCain Drive that are designated as Town
31 open space property be formally named “Little Daisy Open Space; and

32
33 WHEREAS, in considering this naming request the Town Council has given due and
34 proper consideration to the policies and procedures set forth in Resolution No 13, Series 2014.

35
36 NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF
37 BRECKENRIDGE, COLORADO:

38
39 Section 1. The property shown on Exhibit A to this Resolution shall be known as the
40 Little Daisy Open Space.

41
42 Section 2. The property name established in Section 1 of this resolution may be changed
43 by the Town Council in accordance with Section 6 of Resolution No. 13, Series 2014, or any
44 successor resolution or naming policy of the Town.

45
46 Section 3. This resolution is effective upon adoption.

1
2
3 RESOLUTION APPROVED AND ADOPTED this ____ day of ____, 2026.
4

5 TOWN OF BRECKENRIDGE
6
7

8
9 By: _____
10 Kelly Owens, Mayor
11

12 ATTEST:
13
14
15

16 _____
17 Mae Watson
18 Town Clerk
19

20 APPROVED IN FORM
21
22
23

24 _____
25 Town Attorney Date
26
27
28
29
30

Exhibit A



McCain Parcel Redevelopment

- Little Daisy Open Space
- Public Works/ Snow Storage
- Skier Parking

--- Proposed Recpath Alignment



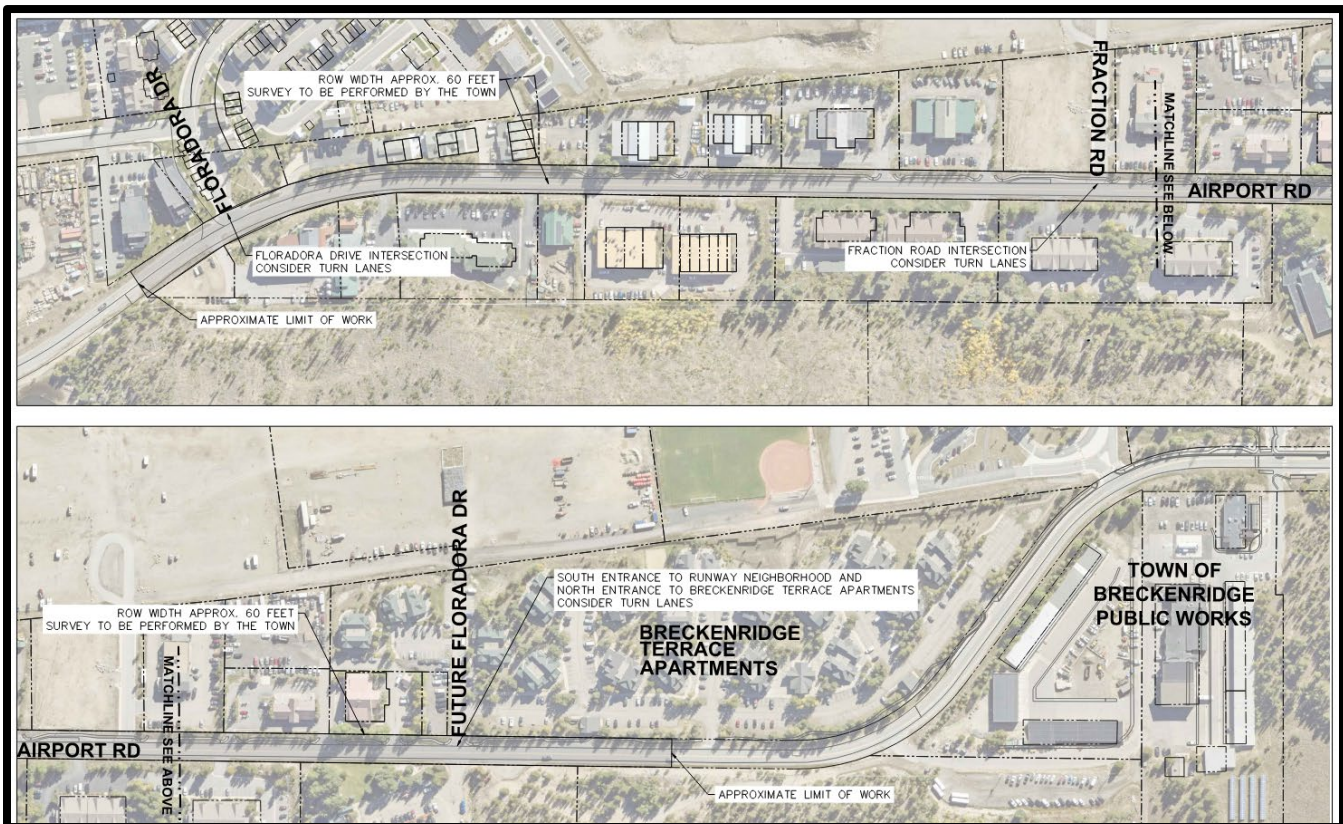
0 160 320 640 Feet

Memo

To: Town Council
From: Town Staff
Date: 7/6/2026 (for the 7/14/2026 work session)
Subject: Public Projects Updates

Airport Road Improvements

Staff has issued a Request for Proposal for design of the Airport Road Improvements between the north entrance to Breckenridge Terrace to the Floradora Drive intersection near the Breckenridge Distillery. The project scope includes public outreach, conceptual design options for presentation to the Town Council, and final construction documents.



Plan view of approximate limits of work for the Airport Road Improvements. Survey will be performed to confirm right of way width and current easement locations.

Schedule: Proposals are to be submitted to Town for review by Thursday, July 23, 2026. The Town will then schedule interviews as needed and plan to select a consultant for design by the end of August. Construction is anticipated to begin in 2028 and to be phased over two years.

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Budget: The current project budget is described below. The construction cost estimate will be revised during the design phase to reflect current construction costs once improvement options are selected.

Project Funding	
Prior Years Budget Rollover (Design)	\$621,889
Future Capital Fund (Construction 2028/2029)	\$3,750,000
Future Housing Fund (Construction 2028/2029)	\$3,750,000
TOTAL Funding	\$8,121,889

Silver Queen Waterline Replacement & Extension

This water infrastructure project will upgrade the existing waterline between the Silver Queen storage tank near White Cloud Drive and the eastern side of the Broken Lance Drive loop. A new water line will also be connected from Broken Lance Drive toward State Highway 9 to the existing water main. This project is needed to replace the aging water main to a larger 16" main, as well as to maintain service and adequate pressure during the rehabilitation of the Gary Roberts Water Treatment Plant.

Staff has developed online resources for residents and hosted in-person meetings to share information about the project. Two open house events occurred on June 22nd and June 24th. Staff also plans to hold two more events in April 2027 for the start of the Phase 2 work. The Town's Communications team is assisting Engineering staff with updates for the construction.

Schedule: Schofield Excavation was selected as the contractor for the work. The construction portion of the project is anticipated to be phased over two years, with a smaller amount of work for Phase 1 taking place starting July 20, 2026, and the remaining work completed as Phase 2 in 2027.

Visit www.TownofBreckenridge.com/SilverQueen for schedule updates.

Budget:

Project Funding	
2026 Utility Fund (Phase 1)	\$5,355,000
TOTAL Funding	\$5,355,000

Public Outreach: BreckRoads Update

The [BreckRoads](http://www.BreckRoads.com) website is live with 2026 project information and highlights both private and public projects that will be impacting travel on our roadways. Please visit www.BreckRoads.com for the latest information. BreckRoads will be updated weekly or as needed through the construction season (May 1st through October 31st).

Asphalt and Concrete Rehabilitation

The 2026 Asphalt and Concrete Rehabilitation project was awarded to the low bidder Columbine Hills Construction. Project locations for 2026 include: Highlands Drive, Rounds Road, Forest Hills Drive, and transit stop repairs on Airport Road near the Justice Center. The current Roads Conditions Survey map is available on the Town's Engineering Department website and linked [here](#).

Schedule: Work is slated to begin in July and continue throughout the summer and early fall. Roadwork for the Highlands neighborhood is currently being targeted for late August.

Budget: The current project budget is \$2.9M.

Project Funding	
Prior Years Budget Rollover	\$400,000
2026 CIP	\$2,500,000
TOTAL Funding	\$2,900,000

Blue River Pathways: Sawmill Pedestrian Connection

The Sawmill Pedestrian Connection Project was awarded to the low bidder Columbine Hills Construction. This project creates an important east/west connection from the existing pedestrian bridge near the South Gondola Parking Garage, through the Sawmill Parking Lot and Wellington Parking lot, to N. Main Street. The project includes the reconfiguration of both the Sawmill and Wellington Parking lots based on the Blue River Pathways Master Plan concept for this segment.

Staff will be performing door-to-door public outreach to adjacent businesses once a construction schedule is determined. Communications staff will assist in social media messaging as needed.

Schedule: Staff is working with the contractor to establish a construction schedule and project timeline. Construction will have a start date after the 4th of July holiday weekend (anticipating a mid-July start date).

Budget: The current project budget is \$400,000.

Project Funding	
2026 CIP	\$400,000
TOTAL Funding	\$400,000

Carter Park Dog Park

The second phase of Carter Park improvements began last month with repairing the sod in the park area where the irrigation lines were placed. Landscaping will continue with plantings in the area between the pavilion and the dog park entrance, a shade structure, and a pathway within the dog park to improve wheelchair accessibility. Later this summer, we will connect the drainage from the pavilion to the dog park and address the deteriorating driveway.

Budget:

Project Funding	
2025 CIP Prior Spending Authority	\$250,000
2026 CIP	\$250,000
TOTAL Funding	\$500,000

Fiber 9600

As part of this year's construction, contractor Peak Communications, is installing conduit on Broken Lance, Columbine, and preparing for the Hwy 9 crossing. We plan to install conduit in the trench with the Silver Queen water line project, which will connect to existing conduit along Broken Lance. We are also connecting to Main Street Station and have tentative agreements with other HOAs in this area to connect to Fiber9600. We are also installing fiber infrastructure for the new housing developments at Runway and the Breckenridge Grand Vacation developments at the North Gold Rush lot, Woods Drive, and Entrada.

The following multi-dwelling units (MDUs) recently signed bulk contracts with Allo:

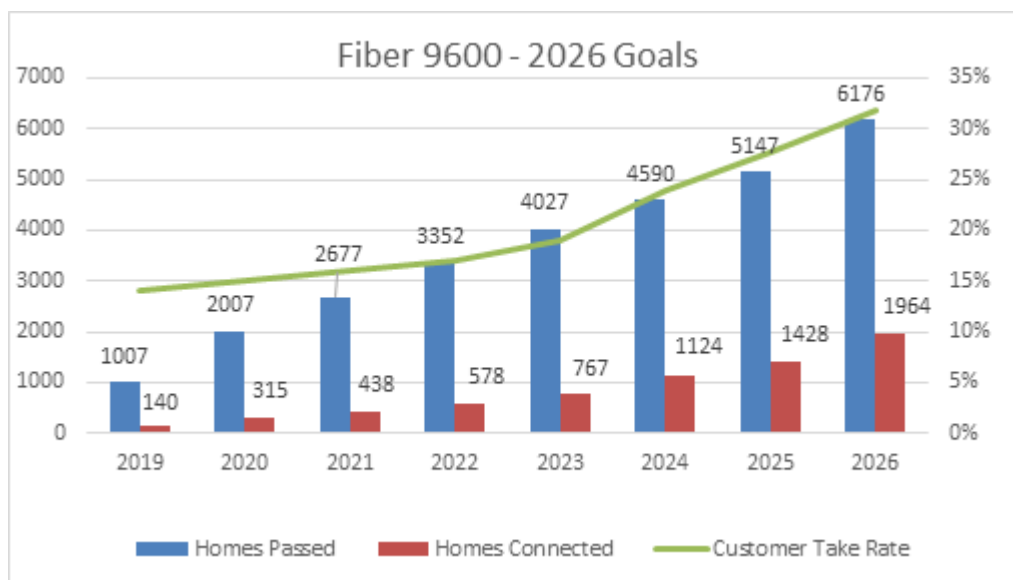
- Tall Pines (25 units)
- Sunset Townhomes (13 units)
- Four O'clock Lodge (31 units)
- Powder Ridge (27 units)

Mission: The Town of Breckenridge protects, maintains, and enhances our sense of community, historical heritage, and alpine environment. We provide leadership and encourage community involvement.

-Mountainwood (24 units)

We also connected to one of the Miller Flats buildings and are in discussions to connect to the CMC Dennison Commons buildings.

At the last update, we had 1,365 customers connected to Town Fiber. We recently received updated numbers from Allo showing that we now have 1,428 customers. This figure equates to a bump in take rate from 26.5% to 27.7%. Our goal for 2026 is to get to 1,964 customers, equating to a 31.8% take rate (a 20% increase from the original 2025 end of year numbers). We will be passing about 1,000 homes (MDUs, condos, businesses, etc.) with the 2026 construction. So far this summer, we have connected to 46 residential and 27 business customers.



Budget:

Project Funding	
2026 CIP	\$1,150,000
TOTAL Funding	\$1,150,000



TOWN OF
BRECKENRIDGE

Memo

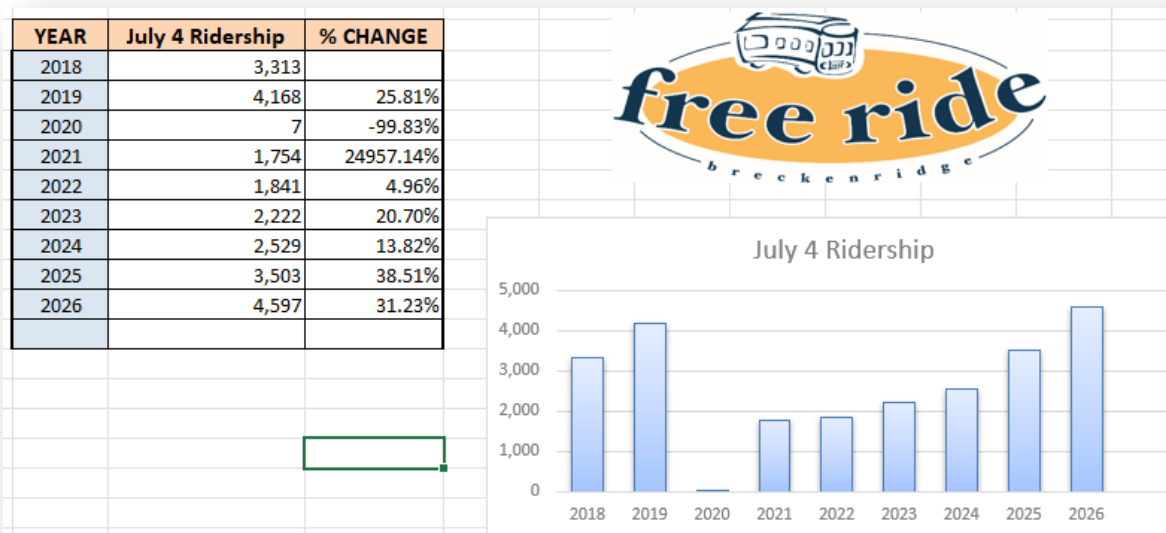
To: Town Council
From: Mobility Staff
Date: 7/7/2026 (for the 7/14/2026 work session)
Subject: Mobility Update

Breck E-Ride

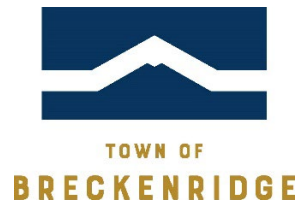
The e-bikeshare program has continued to see strong ridership with 13,210 trips made YTD through 7/5/2026, over a 20% increase compared to the same period last year. In June, E-Ride partnered with the Social Equity Advisory Commission for a *Cafesito* event targeting outreach to Spanish-speaking community members, providing in-person assistance on how to create an account and use the service. On *Bike To Work Day* (6/24), the E-Ride offered a free rides coupon that was redeemed for 77 free trips, promoting use of the e-bikeshare for commuting and daily transportation needs. On the 4th of July, the E-Ride set a record for its highest single-day ridership ever, with 732 trips taken, as people used the bikes to navigate the various special events and programming happening around town. For the entire Friday-Saturday-Sunday holiday weekend, 1,598 trips were made via the e-bikeshare program. Staff is working to prepare the annual E-Ride survey that is planned to go live from July 17th through July 31st.

Breck Free Ride

On the 4th of July, ridership set a record of 4,597 riders, beating 2019 fourth of July ridership by 10%. A notable difference in boarding and alighting was that, apart from the Transit Center seeing 23% of total riders moving through, ridership was evenly spread across the entire system. On a normal day, we tend to see spikes of riders at specific stops, like City Market, Breck Terrace, the Ice Rink, etc. On this day, we saw a very steady flow of 2-5% of all riders spread between stops across the system.



For the month of June, transit ridership was up 23% compared to June 2025. This is the first month of 2026 that we've seen increased ridership compared to the prior year, with the first few days of July trending similarly.



Memo

To: Town Council
From: Jessie Burley, Sustainability + Parking Manager
Date: 7/1/26 (for 7/14/26 meeting)
Subject: Sustainability Update

Climate and Energy

Status Report on Gas Planning Pilot

The Town of Breckenridge, in partnership with Xcel, is actively participating in the Gas Planning Community (GPC) initiative authorized by HB24-1370. As one of five communities selected for the pilot, Breckenridge is collaboratively working with the utility to identify and prioritize neighborhood-scale projects that reduce reliance on natural gas, aligning directly with the [SustainableBreck Plan's goal to decrease natural gas use](#) and the Mountain Energy Project's objective to lower peak gas demand during the coldest days of winter through alternative energy projects.

Key points:

- The initiative evaluates projects that avoid expanding the gas system, replacing the existing system, or that may decommission a portion of the gas system.
- Breckenridge has several projects under review, including the thermal energy network, alternatively the electrification of Town Hall, Beaver Run Resort, Peak 9 snowmelt, and others, that are designed to reduce gas demand and support community clean energy goals.
- Projects will be ranked using a matrix that considers gas demand reduction, cost-effectiveness, alternative energy availability, and equity.
- Community engagement and customer support are essential for project success; ongoing research is underway and community outreach will commence once projects are selected and approved by utility regulators.
- The Town and its partners will continue to refine and advance these projects, seeking approval for implementation on or before June 2027.
- This work positions Breckenridge as a leader in reducing local natural gas demand and managing winter peak demand, supporting both local and regional sustainability objectives.
- Participation in the pilot will allow the community to leverage utility funding support to complete projects.

Xcel filed a progress report to the Public Utility Commission (PUC) on June 1, 2026. More information about the gas planning docket can be found in the Public Utility Commission's [E-Filing system](#) under proceeding 25M-0269G. As staff and Xcel evaluate projects through the project matrix, we will return to Council to provide updates and seek approval on project recommendations.

Mountain Energy Project

At the June 9th work session, Council directed staff to work on a Mountain Energy Project FAQ to help answer questions received from the public. Staff have developed the FAQ which will be accompanied by a press release scheduled to go out following the 4th of July holiday.

The next MEP Working Group meeting will take place on July 9th. Staff will provide a verbal update on the outcome of that meeting.

New construction or retrofit project owners seeking Mountain Energy Project rebates should visit [Mountain Energy Project | Projects Near You](#) for application details.

Solarize Summit

Solarize Summit has returned to Breckenridge this year with enhanced local rebates for both solar panels and battery storage. This is a great opportunity to shave peak time-of-use charges and lower household utility bills with clean energy. Breckenridge's solar rebate has increased to \$2,000 per customer, with an additional \$500 available for deed restricted properties, for a total available rebate of \$2,500. Since 2019, more than 340 Summit County households and businesses have participated in this trusted community program to move toward solar powered energy independence. Residents and businesses looking for a simple, low-pressure experience are encouraged to [sign up for a free solar site assessment today](#).

All-Electric Workforce Housing

At the May 26, 2026 worksession, Council asked about the affordability of using heat pumps in new construction related to Town projects. Below is a summary of the Town's approach to our workforce housing energy and affordability strategy.

The Town has not extended new natural gas infrastructure to workforce housing developments since 2019 in order to support long-term affordability for owners and tenants and to align with the SustainableBreck Plan goal to reduce natural gas use.

Recent workforce housing projects have been built to all electric standards and designed to be net zero, using cold climate heat pumps for space heating and electric water heating. Projects are paired with onsite solar PV systems that offset, on a net annual basis, the electricity costs of the unit. Coupled with tight building envelopes built to the Town's advanced building energy code, this approach stabilizes long-term operating costs for residents: the solar PV generation offsets much of the electricity required for heating and hot water, helping to reduce utility bills and shield from price volatility over the life of the home. By avoiding new natural gas service, the Town also avoids costly long-term infrastructure commitments that would otherwise increase future housing expenses.

In a recent grant report to DOLA, Gorman provided utility cost savings data for Vista Verde I. During the 6-month reporting period from June-December 2025, the project achieved \$8,814 in total utility cost savings for the common area meters. After covering the project's on-site energy demand, Vista Verde's solar arrays exported 209,858 kWh of renewable electricity to the grid, resulting in additional bill credits to tenants.

All electric construction provides a predictable, affordable energy pathway for workforce households, reduces exposure to volatile fossil fuel prices, and supports the Town's adopted sustainability goals. These choices directly contribute to reducing overall natural gas consumption communitywide, lowering winter peak demand, and enhancing the resilience and cost-effectiveness of local housing for the people who live in Breckenridge.

Mountain IDEAL Recertification

The Town of Breckenridge will undergo its next [Mountain IDEAL destination stewardship](#) recertification this summer. Mountain IDEAL is a third-party sustainability certification program specifically designed for outdoor recreation and resort communities, providing a rigorous framework for environmental stewardship, climate action, responsible tourism, and community resilience. It is administered in partnership with the Center for Sustainability at Walking Mountains and recognized by the Global Sustainable Tourism Council (GSTC).

Breckenridge was first certified in 2020, becoming one of the first communities in the US to achieve this designation. Certification must be renewed every few years, requiring the Town to demonstrate continued progress across sustainability planning, community engagement, climate mitigation, resource conservation, and responsible destination management.

This summer's recertification process includes:

- Updating and submitting documentation across all required IDEAL criteria;
- Demonstrating progress on Town priorities such as clean energy, emissions reduction, and waste diversion;
- Highlighting new initiatives completed since our last certification;
- Preparing for our onsite audit scheduled for September, during which third-party auditors will evaluate our programs, policies, and implementation.

Completion of the recertification process ensures Breckenridge remains in good standing as a certified sustainable destination and reaffirms the Town's long-term commitment to environmental leadership and community wellbeing.



Memo

To: Breckenridge Town Council Members
From: Mae Watson, Town Clerk
Date: 7/6/2026
Subject: Committee Reports

The following committee reports have been submitted and included:

- Breckenridge Social Equity Advisory Commission

Committees*	Representative	Report Status
Summit Stage Advisory Board	Matt Hulsey	No Meeting/Report
Police Advisory Committee	Staff	No Meeting/Report
Recreation Advisory Committee	Molly Boyd	No Meeting/Report
Transit and Parking Advisory Committee	Matt Hulsey	No Meeting/Report
Liquor and Marijuana Licensing Authority	Tara Olson	No Meeting/Report
Breckenridge Social Equity Advisory Commission	Flor Cruz	INCLUDED
Communications	Staff	No Meeting/Report

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



Breckenridge Social Equity Advisory Commission

June 19, 2026, 5:30pm

Breckenridge Town Hall
Council Chambers
150 Ski Hill Road
Breckenridge, CO

*Striving for racial and social equity for all by removing barriers and
facilitating opportunities to thrive*

I. Call to Order

Chair Burns called the meeting to order at 5:30pm.

Roll Call

Present: Jordan Burns, Abigail Martinez, Carlos Lopez, Ujala Vatas, Michelle Mahoney, Steve Gerard

Virtual: Jotwan Daniels, June Walter

Absent: Isaura Cirillo

Discussion/Approval of Agenda

Motion to Approve: Commissioner Vatas Seconded: Commissioner Mahoney

Discussion/Approval of the Minutes

Motion to Approve Minutes: Commissioner Mahoney, Seconded: Commissioner Vatas

II. Staff Summary

i. Rec Center Kaizen Software Update

Staff shared that the Rec Center has transitioned to a new system ("Kaizen") for passes, after-school, and summer camp programs. All families must re-submit documents and create new accounts. Staff are available to assist, and step-by-step instructions are online. For those without smartphones, printable QR codes are available for physical passes. The new system aims to improve billing clarity, scholarship application, and financial assistance tracking.

ii. Town Party Update

The Commission and staff expressed gratitude to Breck Create for a successful Town Party, noting positive feedback from community members who said it was the "best one yet."

iii. Town Comprehensive Plan Update

Staff shared that the Comprehensive Plan process continues with ongoing community engagement and feedback. Special thanks were given to Carlos Lopez for serving as a panelist and delivering a powerful message at the recent event.

iv. Town of Breckenridge Wildfire Communications Update

Commissioners were reminded to share wildfire safety messaging, especially given current drought conditions. Staff shared that county-wide efforts are underway to unify messaging across towns and noted that materials are available in both English and Spanish. Commissioners discussed the importance of distributing information to short-term rental guests and using bilingual communication.

III. Presenters

i. Cultural Planning Group (CPG) & Julia Puester, Assistant Town Manager - Arts and Culture Master Plan (Arts 9600') Community Engagement

Assistant Town Manager, Julia Puester, introduced consultants from the Cultural Planning Group (CPG), who presented the community engagement activities schedule for the Town's 10-year Arts & Culture Master Plan. CPG described their multi-day engagement process, which included interviews, small group sessions, and pop-up activities like a "Thread of Us" community art experience and an interactive coin poll.

Commissioners emphasized the need for broad outreach, especially to underrepresented groups, and suggested additional locations like Vista Verde, City Market, the post office, the library, and the movie theater. They also suggested more days or hours for engagement. The Commission also highlighted the importance of accessibility, visual and interactive plan presentations, and ensuring the voices of youth, the BOEC, and diverse community members were included. The discussion concluded with exploring how the cultural master plan could provide accessible artistic experiences that connect with people's backgrounds and senses.

IV. Social Equity Discussion

i. BSEAC Open House

Community Development Assistant Director, Chris Kulick, provided a brief update on the comprehensive plan process and upcoming community events. Kulick, staff, and the Commission discussed hosting a "carne asada" Open House event which would serve as a community celebration and a place to gather community feedback for the Comprehensive Plan. The Commission agreed to replace the July meeting with this event.

ii. Subcommittee Updates

Chair Burns noted that subcommittee notes and updates were available in the meeting packet and encouraged commissioners to reach out via email with questions.

iii. Upcoming Community Events

Chair Burns reminded the Commission about the upcoming community events.

V. Upcoming Council Items

VI. Upcoming Agenda Topics

VII. Other Matters

VIII. Public Comment (Non-Agenda Items)

Chair Burns adjourned the meeting at 7:04pm.

DRAFT

Memo

To: Breckenridge Town Council Members
From: Jon Dorr, Assistant Director of Recreation
Date: 7/8/2026 (for the 7/14/26 work session)
Subject: Breckenridge Events Committee

The Breckenridge Events Committee met on July 8, 2026. Below you will find the meeting minutes and a link to the SEPA calendar. Early summer events were reviewed with positive feedback. 4th of July animation was talked in detail with great successes and opportunities for improvement for next summer. There are no additional items of note.

Minutes
Breckenridge Events Committee
Wednesday, July 8, 2026
Right event, right time, right result

Attending: Michele Chapdelaine, Jeff Edwards, Lucy Kay, Dave DePeters, Kelly Sanders, Dick Carleton, Jon Dorr, Dave Feller, Jen Mehlin, Karlie McLaughlin, Ken Miller, Carter Nelson, Neal Kerr, Cait McClusie, Kelly Sanders, John Douglas, John O' Connor, Jackie Stone

Guests: Majai Bailey, Becca Reniers, Garrison Green, Suzanne Lifgren, Hayden van Andel, Jacob Ojeda, Gena Osborn, Tina Cunningham, Mike McCormack

- I. **Michele Chapdelaine called the meeting to order at 9:01am.**
 - a The Committee Chair took roll call.
 - b A motion was made to approve the June 3, 2026 meeting minutes
- II. **Review Past Events**
 - a 6.5.26 Town Party
 - Resident Focused: well attended by residents, no concerns
 - b 6.7-9.6.26 Breckenridge Sunday Markets @ Main Street Station (Rocky Mtn Events) – *no concerns*
 - c 6.11-12.26 RAM Legacy in Action Day and Sponsor Brunch (BGV)
 - Fundraising: 225 volunteers with 790 volunteer hours
 - d 6.11-13.26 Breck Pride (Breck Create)
 - Resident Focused: pride march and drag brunch were two highlights
 - e 6.12-8.28.26 BBQ at the Base Summer Concert Series @ Beaver Run - *no concerns*
 - f 6.14 - 8.16.26 NRO Summer Music Festival – *no concerns*
 - g 6.18-9.17.27 Farmers Market on Ridge St – *no concerns*
 - h 6.18 -9.24.26 AirStage Apres (ASA) – *no concerns*
 - i 6.24.26 Bike to Work Day (Breck Rec)

- Resident Focused: 60 attendees, good attendance across the county
- j 6.26-28.26 Breckenridge Agave Festival @ Main Street Station (Rocky Mtn Events) – *no concerns*
- k 7.2-6.26 Independence Day Festival @ Beaver Run
 - Build Business: brought in 200+ room nights than last year, representing a 20% occupancy bump
- l 7.2-4.26 43rd Annual Breckenridge July Art Festival – *no concerns*
- m 7.4.26 Breck Create 4th of July (Arts District Animation/Concert/Drone Show)
 - Build Business: activations across town were popular. Drone show feedback: amplify music, keep businesses/restrooms open longer, people disliked ads. Overall still seemed well received and well attended.
- n 7.4.26 4th of July Parade
 - Resident Focused: 37 floats in parade (42 registered) with several Denver sports mascots and a local marching band. Parade took just under an hour.
- o 7.4.26 Firecracker 50 Bike Race
 - Build Business: Pond crossing on July 3rd (fundraising for SCRG) was extremely popular with estimated thousands in attendance. 501 runners in Independence 10K. Start on Main St for the 10K was very well received. Firecracker 50 was limited to one loop at 25 miles due to smoke, but had great feedback from riders, vendors, and local businesses.

III. Review Upcoming Events – BEC reviewed upcoming events and had no concerns

- a 7.11.26 Breckenridge Beer Festival @ Beaver Run
- b 7.12.26 Bloom: A Community Yoga Flow @ RWC
- c 7.16.26 A Creative & Culinary Affair – (Breck Create)
- d 7.24-25.26 Breckenridge Food & Wine Festival @ MSS
- e 7.27-31.26 The Summit 200 Ultra Marathon
- f 7.31.26 Backstage Theatre Annual Gala
- g 8.6-8.26 25th Annual Breckenridge August Art Festival
- h 8.8.26 Rev up Support for SHS Car Club
- i 8.9-15.26 Breck Epic
- j 8.15.26 RWB Safety Day
- k 8.20-23.26 BIFA
- l 8.21-22.26 Wine Classic
- m 8.28-30.26 Bacon & Bourbon

IV. General Updates and Discussion

- a Breck Epic Fee Waiver Approval
 - Breck Epic has submitted their annual request to use a portion of Steven C West ice rink parking lot during their event. Already have permission from ice rink management and waiver was unanimously approved by SEPA committee.
 - BEC supported moving forward with Breck Epic fee waiver
- b Event producers Denver/Boulder seeing some political intrusion at their events. Could be good to have town staff talk to event producers. Set a precedent on what is approved or not.

V. Review Agenda Items for next BEC Meeting, Wednesday, August 5.

- a Discussion regarding setting precedents to address potential political intrusions at events

VI. Meeting adjourned at 9:54 am

The Breckenridge Events Committee evaluates events according to the following (strategic) criteria:

- **Build Business** - An event designed to drive revenue for greater business community.
- **Branding/Media** - An event designed to draw external media (national & international) promoting the Breckenridge brand.
- **Fundraising** - An event designed to raise awareness and funding for a non-profit organization's mission.
- **Resident Focused** - An event designed specifically for residents vs. an event more broadly marketed to visitors and residents.

Memo

To: Town Council

From: Mark Truckey, Community Development Director
Chris Kulick, Assistant Community Development Director

Date: July 7, 2026 (for meeting of July 14, 2026)

Subject: Comprehensive Plan Public Engagement Process Update

Summary

Town staff will provide an update of the Town of Breckenridge Comprehensive Plan public engagement process.

Background

The Comprehensive Plan serves as an overall guiding document for the Town, setting policy direction on growth and development issues faced by the community. The Comprehensive Plan will address a series of issues but will particularly focus on setting the stage for future land use and development decisions. State law requires that jurisdictions have an adopted Comprehensive Plan. The Town of Breckenridge Comprehensive Plan was last updated in 2008. Recent laws enacted by the state legislature have set forth new requirements for the information that must be included in Comprehensive Plans and have set a deadline of December 31, 2026 for compliance.

Public Engagement

We are well into the initial phase of the Comprehensive Plan amendment, having evaluated the existing plan and gathered key baseline information. To date, we have hosted two Advisory Committee meetings focused on community-wide visioning and programming for two selected redevelopment sites, F-Lot and City Market. The third Advisory Committee meeting is scheduled for July 15.

Public engagement has been varied, ranging from in-depth stakeholder interviews to open-ended pop-up events. Completed engagement activities include:

- [Kick-off, speaker event](#), featuring Mike Douglas, Carlos Lopez-Angeles and Nancy Gedeon (sold out event at the Eclipse Theatre)
- Pop up Outreach Events
 - Town Party
 - Farmers' Market
 - Morning at the Crown
 - Bus to Work Day
 - Bike to Work Day
- Spanish Speaking Focus Group
- High School Focus Groups
- Stakeholder Interviews

Engagement planned for July includes:

- The Carne Asada at Vista Verde – a joint effort with the Breckenridge Social Equity Advisory Committee
- Pop up events
 - Transit (Riding Buses)
 - Breckenridge Mountain Camp Pick Up
 - Childcare Center Pick Up
 - Young Adult Happy Hour

To date, we have received initial feedback from over 800 participants. In addition to our in-person engagement efforts, virtual opportunities for engagement are available through shapewhathappensinbreck.com.

Throughout this initial public engagement phase, we have made a deliberate effort to reach varied demographic groups to develop a more inclusive and representative plan. We are proud of our expanded capacity to engage

Spanish-speaking residents, drawing on bilingual staff, Advisory Committee members, translators, and consultants to hold conversations and collect feedback in Spanish.

As our initial engagement concludes, we are beginning to analyze the input collected to identify trends and common themes among community members. These findings will be explored further in phase two of public engagement, through a statistically valid survey, tentatively scheduled to be released in late summer, and through the Discovery and Immersion Outreach event, scheduled for September 22–25 at the Riverwalk Center. This immersion lab is designed to help the public envision redevelopment options for key sites within Town. Upon completion of phase two of the public engagement process, public input will be synthesized and refined to formulate draft plan policy language. Staff and our consultant team will be coming to the August 25th Council meeting to provide a more in-depth overview of all our public engagement to date, along with outlining the next steps in the planning process, in particular the Discovery and Immersion Outreach event.

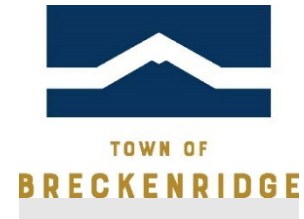
Equity Lens

The public engagement process has focused on outreach to typically underrepresented segments of our population with the goal of identifying and mitigating disparities relevant to the Comprehensive Plan scope.

Staff Recommendation

Staff will be happy to answer any questions related to the Comprehensive Plan public engagement process at the worksession.

Memo



To: Town Council
From: Kristin Brownson, Assistant Public Works Director
Date: July 7, 2026 (for July 14, 2026 work session)
Subject: Coyne Underpass Mural



Town Council Goals

- | | |
|--|---|
| ☐ More Boots & Bikes, Less Cars | ☐ Leading Environmental Stewardship |
| ☐ Deliver a Balanced Year-Round Economy | ☒ Hometown Feel & Authentic Character |
| ☒ Organizational Need | |

Summary

The Town, in cooperation with Breck Create, is looking to install a mural on the recreation pathway underpass at Coyne Valley Road. The mural would encompass the North and South facades and the interior of the tunnel. This mural will enhance the visual experience for recreation pathway users, celebrate the character and identity of Breckenridge and Colorado, and contribute to the Town's commitment to creativity, community connection, and environmental stewardship. This mural will also discourage graffiti, as the location has seen repeated tagging in the past couple of years. This site experiences frequent pedestrian and cyclist traffic and serves as a visual connector between residential neighborhoods, open space areas, and downtown Breckenridge. The Town and Breck Create encouraged mural proposals to include one or more of the following themes:

- Reflect Breckenridge and Colorado's natural beauty, history, culture, and community values
- Celebrate the Country's 250th Anniversary and the State's 150th Anniversary
- Enhance the aesthetic experience for community members and visitors
- Welcome recreation path users to Breckenridge

The Town and Breck Create are encouraging artists to partner with local high school students involved in art. Staff would like the mural to be painted in the late summer of 2026. We expect the mural to be on view for 3-5 years, subject to its physical condition and maintenance needs. We will keep the mural up for longer if the condition remains stable.

Background

The Town of Breckenridge's Leadership Challenge Program (LCP) from 2024 included a team that studied the impact of murals on areas that were prone to graffiti. This study showed that murals signal community care and artistic respect while discouraging petty crime and deterring taggers. The Public Works Department saw this as an opportunity to involve the LCP participants and help improve an area of Town that sees graffiti. The recreation path underpass at Coyne Valley Road has experienced multiple instances of graffiti over the past couple of years. The Public Works Department either paints or contracts painters to cover this graffiti, at a significant annual expense.

Public Works teamed up with the LCP team and Breck Create to bring this mural idea to life. Town staff researched similar mural installations and determined that the Coyne Valley underpass would be a good location. The Town and Breck Create put out a call for artists and received 12 submittals. The team narrowed this down to the top three. The top three finalists were asked for more information about their proposals. All the

Mission: The Town of Breckenridge protects, maintains, and enhances our sense of community, historical heritage, and alpine environment. We provide leadership and encourage community involvement.

artist's submissions were of high quality and it was a very difficult decision. The top three artist submissions were sent to the Public Arts Commission, with the top proposal identified. The Public Arts Commission conducted an email vote and unanimously confirmed the top artist candidate. After thorough consideration, the team selected Ryan "Rutherford" Sowers. Please see his proposal following the memo.

Financial Implications

Public Works has set aside \$20,000 in the 2026 Streets and Parks contracted services budget line item for this project. No additional funding is requested.

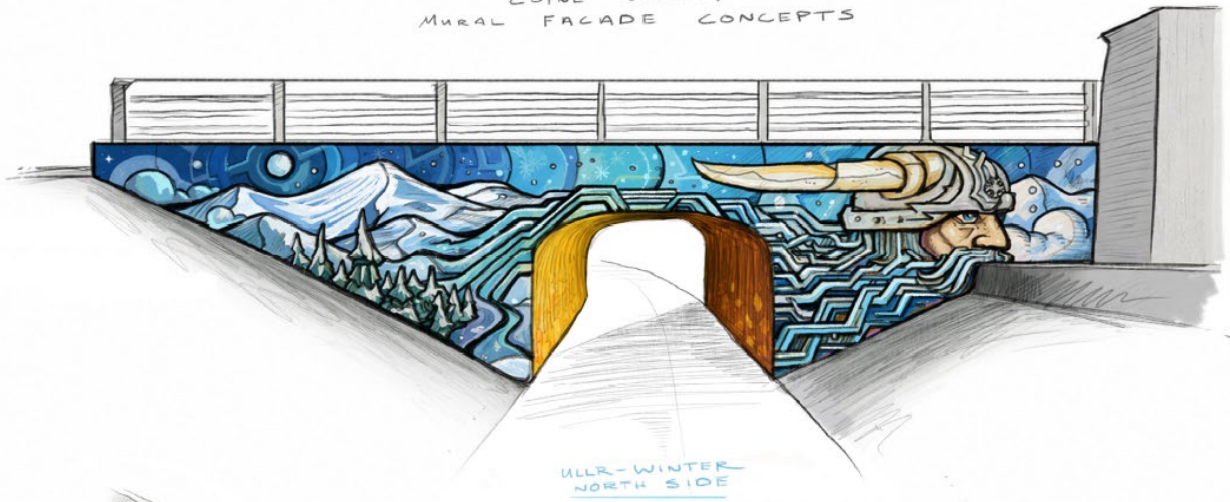
Equity Lens

The Town of Breckenridge is committed to ensuring that all community members can enjoy clean recreation areas. By involving the local artists and students in the design and installation of this project, we hope to yield long-lasting bonds and community pride. We hope to involve community members of all backgrounds in this project.

Staff Recommendation

Staff is recommending that the Town move forward with Ryan "Rutherford" Sowers to paint the Coyne Valley mural.

COYNE VALLEY
MURAL FACADE CONCEPTS



RYAN SOWERS
RATHERFORD ART

TUNNEL LEAF CONCEPT



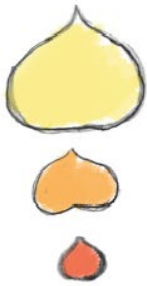
SOUTH

SIDE TUNNEL WALL

NORTH

LEAF SHAPES
STENCILED OR
STAMPED

GRADIENT
COLOR
SPRAYED
FIRST

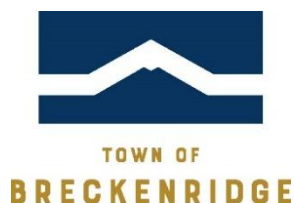


DIFFERENT SHAPES
& SIZES FOR LAYERS



PERSPECTIVE VIEW FROM SOUTH

RYAN SOWERS
RUTHERFORD ART



Memo

To: Town Council
From: Julia Puester, AICP, Assistant Town Manager
Date: July 2, 2026 (for July 14, 2026)
Subject: Arts and Culture Organizational Structure Discussion

Town Council Goals (Check all that apply)

- | | |
|---|---|
| ☐ More Boots & Bikes, Less Cars | ☐ Leading Environmental Stewardship |
| ☒ Deliver a Balanced Year-Round Economy | ☒ Hometown Feel & Authentic Character |
| ☒ Organizational Need | |

Summary

The Town's arts and culture structural organization and funding analysis consultants, Summit Street Group (SSG), presented preliminary organizational and funding recommendations to the Town Council on June 23rd. The presentation summarized a comprehensive review of Breckenridge's arts and culture delivery model, focusing on organizational structure, financial model direction, and recommendations for future improvements. No decisions were made at the work session. Staff now seek direction on four primary decision points outlined in the memo. Subsequent decisions which include future management and operation of the Riverwalk Center, RFI/RFP options for Old Masonic Hall and/or the Historic Arts Campus will be presented at a later work session. This approach will allow staff to take the primary decision direction from Council and formulate subsequent decision points with budgetary, logistical, and staffing implications.

Background

The final report from SSG, *Breckenridge Arts and Culture Financial and Organizational Structure Analysis*, is attached to this memo for reference. During stakeholder interviews and SSG's analysis of documents, the primary concerns that emerged were related to equity in funding allocations and access to decision makers, burdensome administrative processes and lack of clear direction, desire for expanded programming and clearer mission, and partner conflicts and inefficiencies in the current model.

Recommendations formed by SSG using research, documentation and interviews have been summarized in the attached Exhibit F to the report, which consists of fourteen recommendations. Overall, the final report provides recommended direction for:

- Clarifying roles and responsibilities in arts and culture delivery.
- Identifying best practices from other communities and applying those to Breckenridge's arts and culture environment.
- Improving financial transparency and resource allocation.
- Optimizing facility usage and programming.
- Applying strategic and operational changes to strengthen Breckenridge's arts and culture ecosystem.

There are four primary decision points from the SSG report on which staff seek Council direction at this work session. These primary decision points will, in turn, allow staff to analyze and formulate details such as cost and resource implications, implementation timeframes, and other considerations for subsequent decisions and recommendations. The report recommends the arts and culture ecosystem be evaluated as a system, not via

Mission: The Town of Breckenridge protects, maintains, and enhances our sense of community, historical heritage, and alpine environment. We provide leadership and encourage community involvement.

component parts. Not all recommendations need to be adopted as proposed because the Town will want to ensure that there is alignment with community priorities, funding, and capacity. Lastly, collaboration between the Town, partner organizations, and community is essential to achieve a successful transition plan and implementation.

Structural Organization Model

Three structural models typify arts and culture models including:

- a) Municipal Department Model: Town-owned and operated, direct accountability, clear oversight, but less flexibility.
- b) Independent Non-Profit Model: Town-owned, non-profit operated, greater flexibility and fundraising, but requires strong accountability. (The current structure partially operates in this model now, but also crosses over into the Hybrid model in some instances)
- c) Hybrid Shared Responsibility Model: Town-owned, multi-party operated, aligns expertise, encourages collaboration, and requires strong coordination.

The consultant recommended a hybrid shared responsibility model for Breckenridge's arts and culture ecosystem that will strategically distribute roles between the Town and multiple nonprofit partners, leveraging each organization's strengths. Under this model, the Town retains ownership and stewardship of facilities and provides some governance and facility oversight as well as financial management, while nonprofit organizations focus on program delivery, venue activation, and mission-driven community events. This approach recognizes the strengths of each organization in the arts and cultural arena, formalizes existing practices such as Town facility maintenance, addresses operational inefficiencies, and ensures responsibilities are aligned with the entity best suited to perform them.

SSG Recommendation: Adopt the Hybrid Shared Responsibility Model.

Transition Timeline: 2026-2028. Fully operational in 2028.

A detailed timeline may be found in Exhibit D of the attached report.

Facility Management

The report recommends the Town assume full responsibility for maintaining all Town-owned arts and culture facilities including the Riverwalk Center, Eclipse Theater, Backstage Theatre, Old Masonic Hall, and the Historic Arts District to eliminate the inherent challenge of maintenance being handled by both Breckenridge Creative Arts (BCA) and the Town. Centralizing and streamlining facility management with the Town ensures consistent stewardship of public assets, clarifies accountability, and ensures transparency. This structure positions the Town as a neutral "landlord" responsible for building systems, maintenance, and long-term asset planning, while empowering ROs and community partners to focus on programming and activation. By aligning responsibilities with those best suited to perform them, the Town can streamline operations, improve fairness and transparency, and support a more efficient and collaborative arts ecosystem.

SSG Recommendation: The Town should assume responsibility for maintaining the Town-owned arts and culture facilities.

Transition Timeline: January 1, 2027

Arts and Culture Committee

The report recommends formalizing an Arts and Culture Committee which would consist of representation from the resident organizations (ROs), primary recipients of Town's arts and culture funding and the Town. By restructuring the existing Arts District Management (ADM) Committee into a formal Committee with weighted Town voting, the vision is that the Town can create a single, transparent venue for collaboration, improve consistency in decision-making, and ensure equitable access to policy guidance across all arts and culture partners. The existing committee has improved joint efforts including events, changed the BCA website to be more inclusive of all resident companies, shared information within the ticketing system, coordinated semi-annual presentations to Town Council, and managed general issue discussions with ongoing effort on a shared calendar and additional website improvements. Conversion from the existing format to a Town Arts and Culture Committee will further empower the Committee to be involved in arts and culture policy, shared services, and funding. (It has further been recommended that a new Town staff position, an Arts and Culture Manager, be the lead organizer

but serve as neutral non-voting member of the Committee. This recommendation will be discussed at a future Council work session).

SOG Recommendation: Adopt a resolution formalizing a new Arts and Culture Committee.

Transition Timeline: September 2026 resolution adoption

Breck Film and Backstage Theatre to Manage Activation and Operations of the Eclipse and Breckenridge Theaters

The report recommends the Town establish dedicated operating agreements with Breck Film and Breckenridge Backstage Theatre. Each organization is the primary programmer and daily operator of its respective venue and is best equipped to manage programming and their specialized equipment needs. Both groups already function in much of this capacity today, and formalizing these responsibilities through direct agreements with the Town recognizes practices that have organically developed over time. By serving as the sole RO for their respective facility, each would manage the facility calendar and scheduling, and take on some new responsibilities such as overseeing maintenance of the production equipment for each facility, and working in partnership with the Town Finance department to develop and maintain a long term capital funding plan for the facility production equipment. This approach intends to align operational duties with the organizations most capable of performing them while the Town retains ownership and long-term facility stewardship, resulting in clearer expectations, improved efficiency, and improved transparency.

SOG Recommendation: Town enters into facility agreements directly with Breck Film and Backstage Theatre.

Timeline: January 1, 2027

Public outreach/engagement

The engagement for the structural organization and funding analysis has included extensive engagement with key stakeholders and staff. In contrast, the master planning process will engage and incorporate a broader community vision with prioritization of arts and cultural offerings and specific programming and facility investment areas.

Financial Implications

There are no financial implications being proposed by staff at this time. The Town currently has primary responsibility for these facilities and there are no foreseen additional budgetary expenses should the Town formally assume such responsibilities. The facility management would result in a more streamlined process for maintenance, repairs and cleaning contracts which benefit the tenants.

Should the Backstage Theatre and Breck Film lease directly from the Town, staff will work with the organizations on new agreements which consider changes to the funding model to account for additional responsibilities.

Equity Lens

The Town aims to provide access and high-quality arts and culture programs to our community and visitors. The funding analysis ensures that there is an equitable, sustainable, and effective use and deployment of funds to provide such programs and services.

Staff Recommendation

Staff seek Town Council direction on the following:

1. The Hybrid Shared Responsibility model adoption.
2. Facility management oversight reverting to the Town.
3. Formalization of the Arts and Culture Committee.
4. Entering into Facility Agreements with Breck Film and Backstage Theatre.

These primary decisions will allow staff to formulate next steps in recommended options, actions, and budget implications related to remaining decisions points which will be presented to Town Council at an upcoming work session. Depending on the primary decisions made, future decisions may include the operational and programming management of the Riverwalk Center, RFI/RFPs for Old Masonic Hall and/or the Historic Arts District, revised funding agreements, and documenting refined governance structure roles, staffing and budget implications.

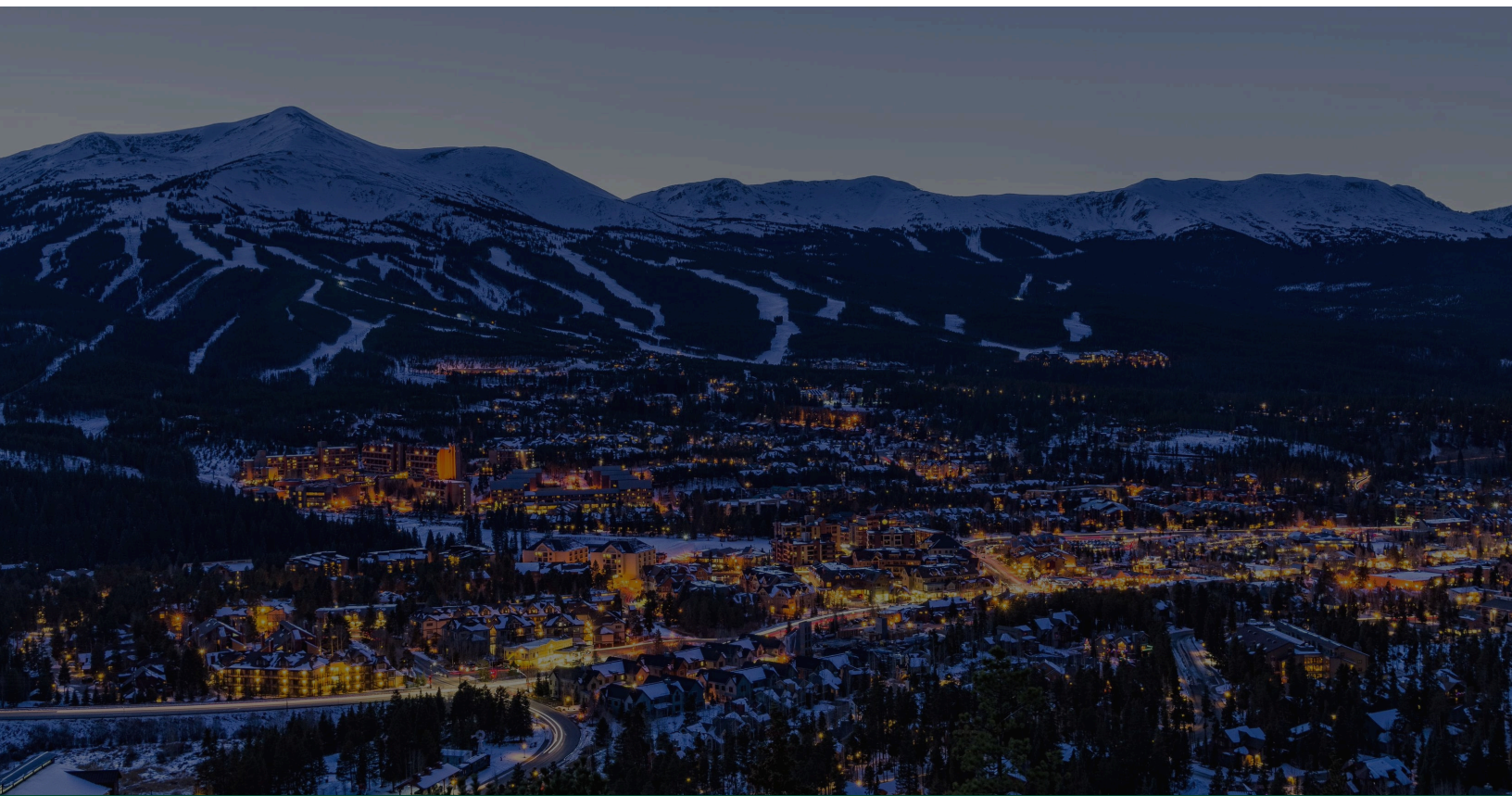
Staff look forward to answering any Council questions and facilitating decisions on the four items outlined above.

ATTACHMENT:

Breckenridge Arts and Culture Financial and Organizational Structure and Analysis, SSG July 2026.

BRECKENRIDGE ARTS AND CULTURE FINANCIAL AND ORGANIZATIONAL STRUCTURE ANALYSIS

JULY 2026



Turner & Townsend
Heery

TABLE OF CONTENTS

INTRODUCTION AND BACKGROUND	3
PROJECT APPROACH AND METHODOLOGY	4
RELATIONSHIP TO THE ARTS AND CULTURE MASTER PLAN	4
ART AND CULTURE OPERATIONAL DELIVERY MODEL	5
BRECKENRIDGE ART AND CULTURE DELIVERY MODEL VS. COMPARABLE MODELS	5
<i>Key Finding #1: Envisioned Independent Non-Profit Delivery Model Differs from Current Operations</i>	<i>5</i>
• Recommendation #1 – Formally Adopt a Hybrid Shared Responsibility Delivery Model	6
STANDARDIZING PROGRAMMING AND EVENTS TERMINOLOGY	7
Recommendation #2 – Refocus of Breckenridge Create's Mission	8
FACILITY MANAGEMENT AND DELIVERY MODEL ALIGNMENT	9
<i>Key Finding #2 – Breckenridge's Mixed Facility Management and Programming Responsibilities Risk Conflict</i>	<i>9</i>
• Recommendation #3 – Transition Arts and Cultural Facility Management Responsibilities to the Town	9
BRECKENRIDGE ART AND CULTURE FACILITIES ANALYSIS	10
BRECKENRIDGE ARTS AND CULTURE FACILITY PORTFOLIO	11
FACILITY CONSTRAINTS	11
<i>Key Finding #3: Opportunities to Increase Facility Utilization and Operational Efficiency:</i>	<i>14</i>
• Recommendation #4 – Refine the Programming and Activation Strategy of the Riverwalk Center	14
• Recommendation #5 – Breck Film and Backstage Theatre Manage Programming and Activation for Theaters	15
• Recommendation #6 – Consider Issuing an RFI/RFP for Old Masonic and Historic Arts District Programming and Activation	16
• Recommendation #7 – Assign Leads for Non-Facility Specific Programming and Events	16

TABLE OF CONTENTS

BRECKENRIDGE ART AND CULTURE FUNDING	18
FUNDING ALLOCATION AND OVERSIGHT	18
<i>Key Finding #4 - Lack of Adherence to Existing Operating Agreements and Clearly Defined Performance Metrics</i>	<i>18</i>
• Recommendation #8 – Execute Revised Funding Agreements as Part of Budget Process	19
• Recommendation #9 – Leverage and Prioritize the Annual Budget Process for Setting Expectations and Accountability	19
• Recommendation #10 – Simplify Flow of Funding Allocations Across Art and Culture Organizations	20
• Recommendation #11 – Target to Align Revenue with Expenditure Burdens	21
SUPPLEMENTAL ART AND CULTURE REVENUE CONSIDERATION	21
BRECKENRIDGE ARTS AND CULTURAL GOVERNANCE STRUCTURES	22
FUNDING ALLOCATION AND OVERSIGHT	22
<i>Key Finding #5 - Oversight and Direction Often Coming from Multiple Stakeholders</i>	<i>22</i>
• Recommendation #12 – Document and Empower a Clear Governance Structure	22
<i>Key Finding #6 - Real or Perceived Concerns on Equitable Funding and Access to Decision Makers</i>	<i>23</i>
• Recommendation #13 – Establish and Empower a New Breckenridge Art and Culture Committee	23
• Recommendation #14 – Creation of a Manager of Arts and Culture Activities position within the Town	23
IMPLEMENTATION AND ROADMAP CONSIDERATIONS	25
CONSIDERATION OF SHARED SERVICES MODEL EXPANSION	25
APPENDICES	27
EXHIBIT A – ART AND CULTURE DELIVERY MODELS SUMMARY	28
EXHIBIT B – EXAMPLES OF PERFORMANCE METRICS FOR RECIPIENTS OF TOWN ART AND CULTURE FUNDING	29
EXHIBIT C – CONCEPTUAL REFINED GOVERNANCE MODEL	30
EXHIBIT D – IMPLEMENTATION TIMELINE	32
EXHIBIT E – EXAMPLES OF ART AND CULTURE FUNDING TOOLS	33
EXHIBIT F – SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS	35

Introduction and Background

The Town of Breckenridge initiated this assessment to evaluate the performance, alignment, and long-term sustainability of its arts and cultural facility portfolio and operating model. Summit Street Group's effort, along with Turner & Townsend Heery, forms a core component of the broader Arts & Culture (AC) Master Plan and is intended to guide decision-making related to organizational structure, facility utilization, and program delivery. This summary report responds to a set of interrelated questions:

- Does the existing operating model clearly define roles and responsibilities across stakeholders? Are there lessons that might be adopted based on best practices from other successful art and culture operating models?
- Are there changes in financial allocations and/or responsibilities that may help improve outcomes and provide greater transparency to all stakeholders?
- How effectively are facilities being used to deliver arts and culture programming?
- What strategic, operational changes, and/or investments might the Town consider to improve the effectiveness of Breckenridge's Arts and Culture ecosystem?

Project Approach and Methodology

The recommendations contained in this report are the result of a multi-layered assessment process designed to evaluate the current organizational, operational, and financial structure of Breckenridge's arts and culture ecosystem. Recognizing the complexity of the Town's cultural assets, funding relationships, and community objectives, the project team utilized a combination of qualitative stakeholder engagement, documentation review, and peer benchmarking to develop an understanding of current conditions and identify potential opportunities for refinement based on industry best practices.

Our process began with an operational review of Breckenridge's existing arts and culture ecosystem. We examined organizational roles and responsibilities, operating agreements, governance structures, facility management practices, and the contractual relationships between the Town and its partners. Particular attention was given to identifying areas where responsibilities were unclear or might overlap, how accountability and performance were being measured, and where organizational practices may create inefficiencies or conflicts of interest.

This work was then followed by stakeholder interviews. Discussions with Town staff, elected officials, local art and cultural organizations staff, and other key stakeholders provided valuable perspectives regarding the strengths of the current system, challenges facing the existing operating model, and their thoughts on opportunities for future improvement. The project team also conducted facility tours and high-level asset

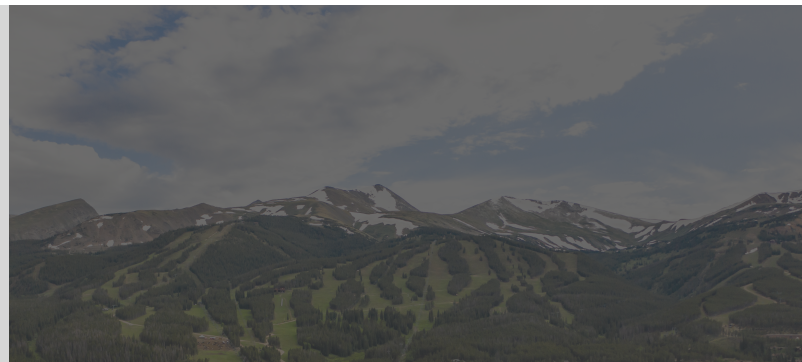
Introduction and Background

assessments of Breckenridge's primary arts and cultural facilities which included the Riverwalk Center, Eclipse Theater, Backstage Theatre, Old Masonic Hall, and the Historic Arts District campus. These tours, in addition to staff interviews, provided an understanding of how facilities are currently utilized, managed, and maintained.

While it is important to acknowledge that each community is unique, we considered peer benchmarking and reviewed governance, funding, facility management, and programming models utilized by comparable communities and cultural organizations to identify approaches that might be adapted to Breckenridge's unique circumstances. The project team synthesized these into key findings and recommendations for the Town of Breckenridge to consider as they plan for the future of arts and culture activities in the community.

Relationship to the Arts and Culture Master Plan

Our report is intended to serve as a foundational component of the broader Arts and Culture Master Plan (Arts 9600') currently being developed by the Town of Breckenridge. While organizational and financial structures can influence program outcomes, many of the most important policy questions regarding the future direction of arts and culture programming require broader community engagement, visioning, and strategic planning that will continue through the Master Plan process. As a result, this report does not seek to answer questions regarding the specific content, scale, funding levels, or priorities of future arts and culture programming. Instead, these findings and recommendations are designed to create an organizational framework capable of supporting a variety of future programming outcomes. The Arts and Culture Master Plan will ultimately determine the community's desired vision, priorities, and level of investment in arts and culture, which we believe can then be implemented within the governance and operational structures recommended in this report.



Art and Cultural Operational Delivery Model

Breckenridge Art and Culture Delivery Model vs. Comparable Models

While there is no one size-fits-all operating model for arts and culture production, most communities' operations fall within one of three standard models. The first is the Municipal Department Model, where arts and cultural facilities, programming, and services are owned, operated, and managed primarily by local government staff. The second is the Independent Nonprofit Model, where a standalone nonprofit organization is responsible for delivering arts and cultural programming, facility operations, and partner coordination with limited direct municipal involvement. The third is the Hybrid Shared Responsibility Model, which combines elements of both approaches by distributing responsibilities between the local government and multiple nonprofit partners. Under this model, municipalities retain ownership and stewardship of facilities while nonprofit organizations focus on programming, venue activation, and program delivery. More detail on these three delivery models is included in Exhibit A.

Each model offers distinct advantages and challenges, and communities often select a structure based on their governance preferences, funding capacity, cultural objectives, and the maturity of their local arts ecosystem. So, while there is no "right or wrong" model, it is important that a community strategically selects a model that works best for its community to set up the appropriate systems and infrastructures that align with that selected model.

Key Finding #1: Envisioned Independent Non-Profit Delivery Model Differs from Current Operations

ENVISIONED INDEPENDENT NON-PROFIT DELIVERY MODEL DIFFERS FROM CURRENT OPERATIONS

Created in 2015, the original intention of Breckenridge Creative Arts (Breck Create or BCA) was to establish a unified organization dedicated to strengthening Breckenridge's identity as a vibrant arts and cultural destination on behalf of the Town. The organization was given an expansive scope of responsibilities under the vision of the Independent Non-Profit Model – where BCA would be the primary and potentially exclusive partner in art and culture programming. These responsibilities included expanding the Town's public art program, supporting local artists, managing the Town's cultural facilities, marketing art and culture programming, and self-delivering an expansive list programs and events.

Art and Cultural Operational Delivery Model

In further alignment with the envisioned Independent Non-Profit Delivery Model, during the early days of BCA there was consideration of all the Resident Organizations (ROs) consolidating under a single BCA entity. While there was a partial consolidation with Breck Music merging under BCA in 2019, the remaining organizations have continued to operate as independent entities with funding support from the Town. This has resulted in BCA trying to operate under the vision of being the single authority within an Independent Non-Profit Delivery Model yet, in reality, working within an environment of multiple independent organizations that at times have overlapping activities; with systems and processes that are more aligned with the hybrid responsibility model.

In addition to the challenges noted above, BCA has been tasked with at times what feels like an ever expanding and ever-changing set of responsibilities. For example, when asked to describe BCA's mission during our stakeholder interview session, nearly all stakeholders had trouble defining BCA's mission clearly; often simply just reciting the long laundry list of BCA responsibilities, yet without the ability to define the organization's core focus. This creates real challenges in BCA's ability to strategically plan how to allocate resources and where to focus their resources across fiscal years. Further complicating this reality is acknowledging that many of BCA's current functions overlap with other local art and culture organizations activities. For example, Breckenridge Tourism Office (BTO) manages many of Breckenridge's largest and most successful events, however BCA has often been asked to put on similar larger-scale events by the Town or other community stakeholders. Tensions can also arise in BCA's fundraising effort competing for support with other ROs given the significant funding support BCA receives from the Town, and at times risking confusion by donors of where/how donated dollars are going to support art and culture activities.

Recommendation #1 – Formally Adopt a Hybrid Shared Responsibility Delivery Model

Today, Breckenridge's arts and culture systems, processes, and funding structures remain largely organized around Breckenridge Creative Arts (BCA) serving as the Town's primary delivery partner for arts and cultural activities and services. BCA continues to function as the lead provider of arts and cultural programming, manages the Town's arts and cultural facilities, and receives the majority of the Town's arts and culture funding. However, as the arts ecosystem has matured and Resident Organizations have expanded their own programming and organizational capacity, the current delivery model has increasingly created overlap between BCA's multiple roles as a programmer, facility manager, service provider, and primary recipient of Town Art and Culture funding. These overlapping responsibilities have, at times, created tension among arts and cultural organizations, particularly where responsibilities, funding, facility access, and organizational priorities intersect. Importantly, these tensions are not the result of ill intent by any organization. Rather, they reflect the natural evolution of a successful arts community whose governance and operating structures have not kept pace with its growth. The Town now has an opportunity to evolve its delivery model that better aligns with changing demands of both the community and other art and culture organizations.

The Town of Breckenridge should formally adopt a hybrid shared-responsibility model for arts and culture delivery and work to align the systems and structures in place to support this model. Breckenridge now has a relatively mature arts and culture system where the Town has for years made substantial investments in facilities and programming. This has resulted in a strong network of independent cultural organizations that have demonstrated their capability in delivering high quality programming to the community. Rather than concentrating all responsibilities within either the Town or a single nonprofit organization as originally envisioned, a hybrid model allows the Town to fully realize these investments to date while also ensuring responsibilities are aligned with the

Art and Cultural Operational Delivery Model

entity best suited to perform them. This structure recognizes that different arts and cultural organizations have specialized expertise in programming delivery, while also acknowledging the Town is best positioned to provide governance, facility oversight, and financial management of arts and culture resources. The result is a partnership model that leverages the strengths of both the Town and multiple nonprofit partners.

Perhaps most importantly, a hybrid shared-responsibility model reflects the reality of how much of the arts and culture activities are already being delivered in Breckenridge today. The Town currently contracts directly with multiple non-profit providers and several of these providers operate mostly independently.

Understanding this important reality, the recommended model seeks to build upon existing strengths while still addressing gaps and operational inefficiencies to help ensure a sustainable framework is able to for support Breckenridge's arts and cultural assets well into the future.

Standardizing Programming and Events Terminology

Before the Town can begin executing on a program and events strategy under the Hybrid Shared Responsibility model, it is important that stakeholders first develop a clear framework that can be consistently referenced when the Town and its stakeholders discuss programming and events strategies. Based on the Breckenridge's existing programming as well as the priorities we heard during the stakeholder interviews, we propose that the Breckenridge's arts, culture, programming and events portfolio be organized around three distinct categories of programming:

- **Mission-Based Arts and Cultural Programming.** Focused on advancing local artists, cultural enrichment, and broad community access to the arts. This programming is guided primarily by artistic and educational objectives such as art exhibitions, artist residencies, public art initiatives, educational workshops, youth arts programs, cultural heritage programs, and opportunities for local artists to create and present their work. Success is measured through artists' exposure, audience engagement, accessibility, and the extent to which programming strengthens the community's creative ecosystem. The programmers' goal should be to cultivate a community's creativity, expand access to the arts, and, ultimately, add to the long-term cultural development and identity of Breckenridge.
- **Community Focused Events and Programming.** Designed to enhance the quality of life for Breckenridge residents and to enhance opportunities for civic engagement. These activities prioritize accessibility and community participation over visitor attraction or economic impact. Examples include holiday celebrations, local parades, outdoor movie nights, concerts in the park or District, youth and family programming, and other neighborhood gatherings. Success is measured by resident participation, community satisfaction, and the ability of programming that strengthens social cohesion. The goal of these programs/events is to create a vibrant and connected Breckenridge community.
- **Destination and Tourism-Oriented Events.** Intended to attract visitors, generate overnight stays, increase spending at local businesses, generate tax revenue, and enhance Breckenridge's reputation as a regional or national destination. This would include music festivals, arts festivals, food and wine events, mountain sports competitions, and larger scale-popular music concerts. These programs are designed to drive economic activity that support local businesses, create jobs, and generate tax revenue. Success can be measured by event attendance, lodging occupancy, media exposure, and economic impact.

Art and Cultural Operational Delivery Model

It should be noted that the Art and Culture Master Plan effort likely will provide additional insight on the type of programming desired by the community. Therefore, these three categories should be considered a preliminary proposal that may be refined pending the outcome of the Art and Culture Master plan.

Recommendation #2 – Refocus of Breckenridge Create’s Mission

As part of the transition to a formal Hybrid Shared Responsibility operating model, we recommend a refocus on BCA’s mission that provides increased clarity on BCA expectations, simplifies their organizations operations, and reduces the risk of overlapping responsibilities with other Arts and Culture non-profits. BCA should shift from the umbrella managing organization envisioned in the Independent Non-Profit model that manages facilities, delivers programming, and also offers administrative support to other organizations to a mission focused non-profit working along-side other local art and culture partners. Acknowledging BCA is uniquely positioned to continue delivering a selection of critical programming to Breckenridge, we suggest a refocused BCA mission that includes a focus on:

- **Programming of Mission-Based and Local Community-Focused Events and Programming.** BCA should refocus its programming efforts to specifically deliver mission-based arts and cultural programming and community-focused events that directly advance the cultural, educational, and quality-of-life objectives established by the Town. By transitioning away from facility management and destination-oriented event responsibilities, BCA can dedicate more resources and organizational capacity toward artistic programming, public art, arts education, cultural enrichment, artist support, and community engagement. This refined focus allows BCA to continue creating meaningful experiences, now with a focus on local residents and artistic community, while also strengthening Breckenridge’s broader creative ecosystem and advancing the long-term cultural development of the Breckenridge.
- **Manager of Town’s Public Art Program.** BCA should continue overseeing the Town’s public art program, including the planning, coordination, installation, and activation of public art assets throughout the community. Under this structure, BCA serves as the steward of the community’s public art investments, ensuring installations remain accessible, well-maintained, and integrated into the Town’s placemaking and cultural identity initiatives. Under BCA’s refined mission alignment, the Town and BCA should also discuss opportunities on how BCA can support the Town beyond just the procurement of public art assets, including involvement in the maintenance and upkeep of public art installations.

Equally important to defining BCA’s refocused mission and priorities is clearly identifying the responsibilities that would be transitioned to other organizations under the refined Hybrid delivery model. As part of this restructuring, the existing facility management agreements between the RO’s and BCA would be eliminated, with the Town assuming direct facility management responsibilities (see Recommendation #3). New facility use agreements with primary facility tenants would be executed between the Town and the selected RO/tenant directly. BCA would also no longer be providing marketing services on behalf of other art and culture organizations; each organization will now be responsible for marketing and promoting its own programming and events. The BTO and the Town should still provide a centralized distribution channel(s) that help amplify awareness of arts and cultural activities occurring in the community.

BCA would continue to provide ticketing services as a shared service resource for the community’s arts and cultural organizations for an interim period, while still exploring alternative delivery models for ticketing services in the future with the Town and ROs [see related discussion on Shared Services in Section 7]. As part of 2027 planning, BCA should work collaboratively with the ROs to document service level agreements and commitments regarding ticketing data ownership, access, and distribution. These guidelines should

Art and Cultural Operational Delivery Model

ensure that ticketing and patron information related to RO programming is shared openly, accurately, and in a timely manner with the respective organizations. The audience data, purchasing trends, and patron contact information coming from the ticketing system is critical for organizations to effectively market future events, cultivate donors and sponsorships, and operate as sustainable cultural institutions over the long term.

Facility Management and Delivery Model Alignment

One of the most important components of any operating model structure is the management of arts and cultural facilities. Clearly defining facility management responsibilities is essential to establishing accountability, operational efficiency, and effective stewardship of these critical public assets. When these principles are not clearly aligned, organizations can experience confusion regarding roles and expectations, inefficient use of resources, and duplication of effort. This can create unintended conflicts between local partners, particularly when an organization is simultaneously responsible for managing a facility while also competing for access to that facility as a user themselves.

Key Finding #2 – Breckenridge’s Mixed Facility Management and Programming Responsibilities Risk Conflict

BRECKENRIDGE’S MIXED FACILITY MANAGEMENT AND PROGRAMMING RESPONSIBILITIES RISK CONFLICT

A misalignment exists between best-practice facility management and current operating priorities, with at times unbalanced emphasis on programming and production rather than tenant support and facility operations. BCA is both facility manager of the Riverwalk Center while also being tasked with programming the space. Ensuring these roles are separated can help avoid a real or perceived conflict of interest that might arise when programming within a self-managed facility and also being asked to provide services to what now have technically become “competing” programmers of the same facility. This dual role can also create challenges regarding scheduling priorities, facility access, resource allocation, and perceptions of fairness among other arts and cultural organizations seeking to utilize the Town-owned venues.

Recommendation #3 – Transition Arts and Cultural Facility Management Responsibilities to the Town

The Town of Breckenridge is currently positioned to take on the role of primary facility manager for the community’s arts and cultural facilities, including the Riverwalk Center, Old Masonic Hall, Backstage Theatre, Eclipse Theater, and the Historic Arts District campus. Under this model, the Town would assume responsibility for facility maintenance, capital planning, and long-term asset stewardship. The local arts and cultural organizations would still focus on delivering programming and activating these facilities with direction from the Town.

Art and Cultural Operational Delivery Model

This approach largely formalizes work the Town already performs today. The Town currently owns these facilities, is the primary funder, coordinates much of the maintenance and upkeep of the facilities and is ultimately responsible to Breckenridge community members for ensuring the buildings are kept in good condition. Another way to understand this structure is to see the Town as now serving the role as “landlord”, with the primary users (and/or Resident Organizations) of each facility serving as the tenant. Similar to a standard landlord/tenant relationship, under this transition, the Town would be responsible for maintaining the “systems and structure” of the facilities, while the primary user (tenant) would be responsible for the programming equipment and/or other non-structural components within the building (see related Recommendation #5).

Town Managed Facility Model Responsibility Matrix

Facility	Building Structure & Systems (HVAC, roof, siding, windows, doors, flooring)	Building Services (cleaning, security, window washing)	Programming Equipment (projectors, lights, speakers, curtains)	Non-Facility Equipment (chairs, office furniture, appliances)	Facility Calendar Management and Activation Responsibilities
Riverwalk Center	Town	Town	Town	Town	Option 1- Town Managed Option 2 – Contracted Third Party
Eclipse Theater	Town	Town	Breck Film	Breck Film	Breck Film
Breckenridge Theater	Town	Town	Backstage Theater	Backstage Theater	Backstage Theatre
Old Masonic Building	Town	Town	RFP Awardee	RFP Awardee	RFP Awardee
Historic Arts District Buildings	Town	Town	RFP Awardee	RFP Awardee	RFP Awardee

Separating facility management from programming would also establish a more neutral operating framework. The Town would serve as an unbiased steward of community assets, ensuring equitable access and consistent facility standards for all users and facilities. Arts organizations would compete on equal footing for venue access while allowing the cultural organizations to focus their resources on programming and mission delivery with the Town formally taking on a responsibility they are heavily involved with currently. Given the shift in staffing demands from BCA to the Town, Breckenridge and BCA leadership should explore opportunities for BCA facility management focused staff to pursue transitioning to Town employees within the Town’s Facilities Division.

Breckenridge Art and Cultural Facilities Analysis

Breckenridge Arts and Culture Facility Portfolio

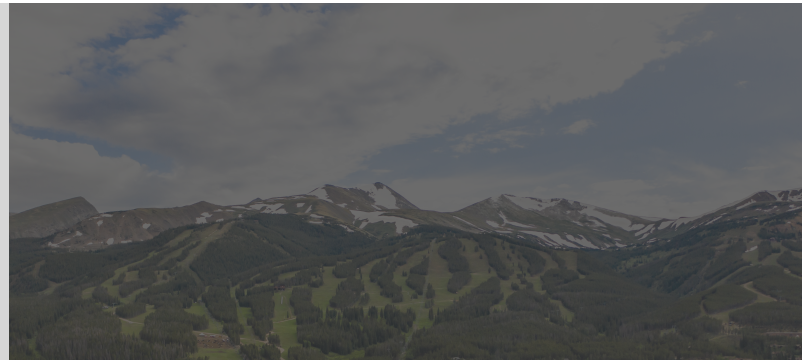
The Town maintains a diversified portfolio of cultural facilities including performance venues, theaters, galleries, studios, and outdoor activation spaces. The Town's arts and cultural facilities are generally well maintained and reflect a high level of stewardship by both the Town and the current operator. Overall, the system does not exhibit pervasive or systemic deficiencies that would limit baseline functionality or prevent delivery of a robust range of programming. Day-to-day operations, asset care, and general upkeep are being managed effectively, providing a strong and reliable foundation for continued use.

Facility Constraints

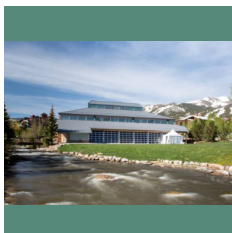
Observed constraints are primarily related to capacity, configuration, and operational efficiency rather than fundamental shortcomings in the facilities themselves. These include:

- Limited front-of-house capacity and food and beverage infrastructure in certain venues
- Back-of-house constraints that affect artist support and production staging
- HVAC and ventilation challenges in select studio and performance environments
- Accessibility and circulation limitations associated with historic structures
- Wayfinding inconsistencies that impact visitor navigation across the system

These conditions are typical of a diverse and distributed facility portfolio, particularly one that includes adapted historic buildings. In most cases, they can be addressed through targeted operational strategies, modest capital improvements (area specific expansions such as expanded back of house storage and/or staging areas, expansion to F&B capabilities, and/or improved ADA and restroom access that do not require major structural changes), or improved alignment between programming and facility capabilities, rather than large-scale redevelopment which the Town is not currently in a position to fund.



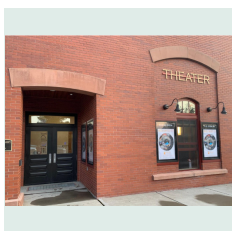
Breckenridge Art and Cultural Facilities Analysis



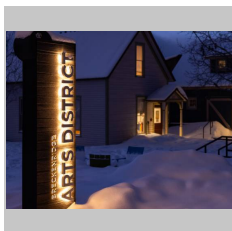
At the **Riverwalk Center**, which serves as the Town's primary large-format performance venue, the most notable limitations relate to capacity flexibility and supporting infrastructure. While there may be opportunities to explore future structural enhancements or expanded back-of-house and patron amenities, these considerations should be viewed as long-term optimization opportunities rather than immediate barriers to programming. The facility remains capable of supporting a broad range of performance and event types within its current configuration. The **Riverwalk Center Lawn** serves as one of Breckenridge's premier outdoor gathering spaces, complementing the Riverwalk Center by providing a flexible venue for concerts, festivals, community celebrations, cultural events, and informal public use. The lawn functions as an extension of the Riverwalk Center, allowing for outdoor performances and large community gatherings while also serving as an everyday public open space that enhances the vibrancy of the Town's arts and cultural district.



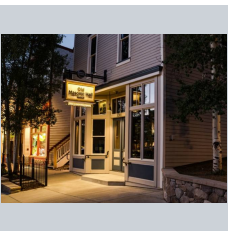
As the primary home of the Backstage Theatre Company, the **Breckenridge Theater** is well maintained and effectively supports the needs of its resident producing organization. The venue provides an appropriate platform for both artists and audiences within its current configuration. Future capital considerations may include targeted upgrades to equipment and furnishings; however, these items should be viewed as incremental enhancements rather than constraints on current operations or programming capacity. Limitations are primarily within back-of-house artists spaces but are not preventing use.



The **Eclipse Theater** delivers a distinctive and reliable cinema experience for both residents and visitors, serving as the primary venue for Breck Film's daily programming and festival activity. The facility offers strong audience amenities, including comfortable seating, intuitive circulation, and a well-functioning concessions area that supports ongoing operations. Looking ahead, capital planning should anticipate cyclical reinvestment in seating, projection and screen systems (current limited in size and resolution), and audio infrastructure. These needs are typical lifecycle considerations and do not present immediate limitations to the venue's functionality or success.



The **Historic Arts Campus** provides a unique collection of rehabilitated cabins that support a mix of artist studios and residential uses, contributing to the district's creative identity and day-to-day activity. Individual spaces generally offer adequate functionality for artists; however, the campus as a whole lacks a consistent, outward-facing presence that fully communicates the creative work occurring on site. Opportunities exist to strengthen visibility, interpretation, and public engagement to better connect visitors with the artistic process. In parallel, select buildings will require targeted capital improvements over time, including upgrades to ventilation systems and enhanced security measures—both of which are typical reinvestment considerations rather than immediate barriers to ongoing use. These investments can be considered as part of the RFI/RFP proposed in recommendation #6 below.



The **Old Masonic Hall** serves as a central and highly functional hub within the district, currently supporting gallery exhibitions, visitor information services, and box office operations. The historic facility is in good condition, with key accessibility features such as an elevator and preserved elements, including original wood flooring, that reinforce its character and authenticity. The space performs well in its current role; however, its flexible layout presents additional opportunities to accommodate a broader range of programming and uses over time, should the Town choose to evolve its function. Ongoing needs are primarily associated with routine historic maintenance and preservation, which are typical for a facility of this nature and do not limit its current effectiveness. Limitations are solely within the historic character of the space.

Breckenridge Art and Cultural Facilities Analysis

Category	Venue / Space	Resident Use	Operator	Use Types
Performance Venue - Mixed	Riverwalk Center	NRO	BCA	750-seat (1000 standing) flexible performance venue; concerts, events
Performance Venue - Theatre	Breckenridge Theater	BBT	BBT	137-seat theater; performances and gallery lobby
Film Venue	Eclipse Theater	BF	BF	150-seat cinema; film screenings
Art Gallery & Info Center	Old Masonic Hall	Rotating	BCA	Gallery/exhibition space
Studio	Burro Barn	Rotating	BCA	Studio / creative workspace; plastics
Studio	Ceramic Studio	Rotating	BCA	Ceramics classes and production
Studio	Fuqua Livery Stable	Rotating	BCA	Historic building converted to studios
Studio	Hot Shop	Rotating	BCA	Glassblowing studio
Studio	J.R. Hodges Studio	Rotating	BCA	Artist studio
Studio	Tin Shop	Rotating	BCA	Artist live/work studio
Studio	Kiln Yard	Rotating	BCA	Outdoor ceramics / kiln area
Studio	Quandary Antiques Cabin	Rotating	BCA	Historic cabin repurposed for arts
Studio	Randall Barn	Rotating	BCA	Flexible studio/exhibition space
Studio	Robert Whyte House	Rotating	BCA	Artist studios and gallery
Support	Public Art - Town Wide	Rotating	BCA	Distributed public art installations
Outdoor Pop Up	Parking Lot Pop Up Stage	n/a	BCA	Outdoor events and gathering space

Importantly, the presence of these constraints does not preclude achieving higher levels of utilization or programmatic success. Instead, they underscore the importance of aligning programming with facility capabilities and ensuring that operational practices maximize the effectiveness of existing assets. In this context, the primary limitations to system performance are less related to the physical environment and more closely tied to how facilities are programmed, managed, and positioned within the broader arts ecosystem. Strengthening a facility-first, service-oriented operating approach will be critical to unlocking the full potential of the Town's existing venues and supporting a more collaborative and efficient system.

Breckenridge Art and Cultural Facilities Analysis

Key Finding #3: Opportunities to Increase Facility Utilization and Operational Efficiency

OPPORTUNITIES TO INCREASE FACILITY UTILIZATION AND OPERATIONAL EFFICIENCY

Recommendation #4 – Refine the Programming and Activation Strategy of the Riverwalk Center

BCA's current role reflects broad and, at times, overlapping responsibilities across programming, facility operations, and community engagement. This breadth has limited the organization's ability to establish a clear strategic focus, particularly in the absence of consistent direction and prioritization from the Town. Their desire to be a profile presenting organization can create conflict with other presenting and ROs and community partners. As a result, there is an opportunity to clarify roles, streamline responsibilities, and better align operating structure with desired outcomes for the facilities and overall cultural ecosystem. Two primary paths emerge for consideration:

- **Option 1 – BCA Maintains Primary Role.** BCA continues as the lead programmer but is removed as facility operator, with a more clearly defined scope, performance expectations, and alignment with Town priorities.
- **Option 2 – Town-Led with Third-Party Support.** The Town assumes a more direct role in oversight and coordination, potentially engaging a third-party partner(s) to support programming, operations, or both.

Within the Riverwalk Center, the most significant scheduling constraint occurs during the summer season when the National Repertory Orchestra (NRO) is in residence. Outside of this period, there is a substantial opportunity to expand programming activity, particularly during the fall and winter months when venue availability increases and facility calendar demand is reduced due to weather constraints. During these off-peak periods:

- Conflicts with large-scale summer programming, including AEG, Live Nation, and regional amphitheater activity, are significantly diminished.
- Touring opportunities typically improve, particularly for mid-scale acts routing through comparable mountain and regional venues.
- Peer markets demonstrate the viability of year-round programming despite the presence of large summer festivals and destination events.

Comparable venues in Steamboat Springs, Beaver Creek, Aspen, Willits, Telluride, and Crested Butte successfully program throughout the year by aligning scale, routing, and audience expectations. These markets demonstrate that mountain communities can sustain ongoing programming activity when it is strategically positioned within the broader regional circuit. In addition, the Town has an opportunity to further leverage relationships with Vail Resorts and other regional partners to support coordinated programming efforts, audience development, and event promotion. These partnerships can enhance reach and visibility while reducing the need for the operator to independently generate all programming activity. Overall, the opportunity is not to expand programming indiscriminately, but to sharpen focus, improve alignment and position the Riverwalk Center and broader facility portfolio as part of a coordinated regional network with neighboring mountain resort communities.

Breckenridge Art and Cultural Facilities Analysis

The below list includes standard roles for managing the programming and activation of other facilities common to the Riverwalk Center. Ultimately a staffing plan would need to be developed that aligns with the Riverwalk Center programming model selected by the Town as some of these roles could either be Town positions and/or provided through a third-party contractor who is tasked with in-fill programming and activation responsibilities.

- **Venue Director / General Manager.** Leads overall strategy, financial performance, staffing, and alignment with Town priorities; accountable for programming direction, policies, and venue success.
- **Production & Operations Manager.** Oversees all technical production, event operations, and back-of-house execution; manages crews, equipment, and event delivery.
- **Programming & Booking Manager.** Manages event calendar, artist booking, and contracts; develops programming mix and drives revenue and community alignment.
- **Patron & Event Services Manager.** Leads box office, ticketing, and front-of-house operations; ensures high-quality guest experience and manages event support staff.
- **Business & Administration Manager.** Oversees budgeting, financial tracking, contracts, and reporting; supports operational controls and administrative functions.

Recommendation #5 – Breck Film and Backstage Theatre Manage Programming and Activation for Theaters

As the primary tenants and principal users of their respective facilities, Breck Film and Backstage Theatre are uniquely positioned to lead the programming, activation, and day-to-day operations of the Eclipse Theater and Breckenridge Theater. Unlike the other facilities, the Eclipse and Breckenridge Theater spaces are designed specifically for the programming offered by both Breck Film and Backstage Theatre. Each organization possesses the knowledge, audience base, artistic vision, and community relationships necessary to maximize the utilization and cultural impact of these venues. Indeed, both organizations already take a significant role in the programming and maintenance of these facilities; this recommendation formalizes a structure that has slowly been taking shape organically.

This model allows for Breck Film to have year-round program of film screenings, educational opportunities, special events, and renting out the Eclipse during downtime to external users with direction from the Town to be memorialized in a newly updated facility use agreement. Likewise, Backstage Theatre would have responsibility for programming and activating the Breckenridge Theater through theatrical productions, educational programming, youth theater, community performances, and theater rentals. In both cases, the organizations would be responsible for maximizing the use of the facilities while maintaining broad community access and based on Town objectives to be documented in a new facility agreement with the Town.

The Town of Breckenridge would still serve as the owner and steward of both facilities, maintaining responsibility for the long-term management of the physical assets, capital planning, major maintenance, and facility oversight. However, we do suggest that Breck Film and Backstage Theatre assume greater ownership and responsibility for maintaining, operating, and planning for the replacement of the equipment necessary to deliver programming; similar to how a commercial tenant is responsible for the tenant improvements within leased space. For the Eclipse Theater, this would include the digital projection system, audiovisual equipment, screening technology, sound systems, and related production assets. For the Breckenridge Theater, this would include theatrical lighting, sound systems, rigging, stage equipment, production technology, and the other assets required for theatrical productions and performances. Aligning responsibility for these assets with the organizations that utilize them encourages proactive maintenance, improved long-term financial planning, and operational efficiency of the assets. During the execution of new facility agreements, revenue allocation and funding levels should be reassessed based shifts in cost burden production equipment components transitioning away from BCA/Town and onto Backstage Theatre and Breck Film (see Recommendation #11).

Breckenridge Art and Cultural Facilities Analysis

Recommendation #6 – Consider Issuing an RFI/RFP for Old Masonic and Historic Arts District Programming and Activation

Throughout the stakeholder engagement process, we received a wide range of perspectives regarding the appropriate programming and long-term use of both the Old Masonic Hall and the Historic Arts District campus. Several stakeholders expressed concerns about existing programming, utilization levels, or the overall direction of these facilities. While there was no shortage of feedback regarding current operations, relatively few stakeholders were able to articulate a clear vision for what success would look like or provide specific recommendations regarding future programming or activation.

While the upcoming Master Plan should bring additional activation ideas for these facilities, given the diversity of opinions and the absence of a clear consensus, we recommend that the Town utilize a market-based approach to identify future programming opportunities for both facilities. Specifically, the Town should issue separate Requests for Information (RFI) and/or Requests for Proposals (RFP) for the programming and activation of the Old Masonic Hall and the Historic Arts District campus. Conducting separate solicitations recognizes the uniqueness of each facility, the differences in potential uses, while still leveraging the expertise and creativity of regional nonprofit organizations, educational institutions, and/or private operators.

Prior to issuing the solicitations, and in alignment with the other art and cultural facilities, the Town should establish a clear set of objectives, priorities, and performance measures for what success looks like for each facility. These may include goals related to community access, educational programming, facility utilization, support for local artists, financial sustainability, and align with the community objectives that are informed from the Master Plan effort. By articulating desired outcomes rather than prescribing specific programming solutions, the Town can encourage creativity and innovation through contractual relationships, while still ensuring the selected operator remains accountable for delivering measurable outcomes determined by the Town. As mentioned in the Facility Constraint section above, there are potential investments in the historic structures that might enhance the programming potential of the campus. However, before deciding on any investments, the Town should encourage respondents to propose which type of investments that they believe would support their programming proposals. The Town can then weigh both the programming proposal of each respondent along with any required capital investments together before selecting a programming strategy for the campus. This also helps ensure that any improvements would directly support the programming ultimately selected by the Town.

Both organizations with existing contractual relationships with the Town, such as BCA or Breckenridge History, along with potential new partners should be encouraged to respond with their ideas on how to creatively activate these critical Town assets¹. BCA could continue to program and activate both facilities until a long-term decision is made on programming and activation responsibilities moving forward.

Recommendation #7 – Assign Leads for Non-Facility Specific Programming and Events

The forthcoming Arts Master Plan will provide better insight on the appropriate ratio of events/programs across each category as well as how the Town should allocate resources across the three categories based on the community's preferences. Regardless of the outcomes of the Master Plan, we recommend identifying the organizations who take the lead on programming and events for each category². This formalized programming and event structure allows organizations to focus on their core competencies while also allowing for a coordinated community-wide approach when discussing who/how new programming or event ideas should be considered and executed. Our recommendation:

Breckenridge Art and Cultural Facilities Analysis

Mission-Based Programming and Community Focused Activities / Events

BCA would serve as the primary lead for delivering mission-based arts and cultural programming as well as community-focused events and activities. This responsibility aligns closely with BCA's original mission of advancing arts, culture, education, and creativity within the local community. BCA would lead initiatives such as artist galleries, educational art workshops, the Town's public art program, cultural heritage activities, youth arts programs, holiday events, and other activities focused on enriching the quality of life for Breckenridge residents and enhancing local arts. For programming that requires the use of Town facilities, BCA will make a request to either the Town and/or entity responsible for managing the calendar of the required facility (i.e. Breck Film/Backstage Theatre) to schedule and use the facility per each facility managers reservation process.

Destination-Oriented Events and Visitor-Focused Programming

Breckenridge Tourism Office (BTO) is specifically tasked with attracting visitors, generating economic activity, and enhancing Breckenridge's position as a premier mountain destination. As the current producer of many visitor focused events, BTO should formally take the lead role on all destination and visitor focused programming. These include major festivals, destination concerts, signature tourism events, and other visitor-driven programming. If the Town decides to significantly expand destination themed events, the Town and/or BTO should also consider contracting with external promoters, producers, and/or Vail Resorts to leverage their specific expertise in larger event management. These external partners have the specialized expertise, industry relationships, financial resources, or operational capacity needed to execute large events that would otherwise be difficult to produce through local organizations or that may exceed the BTO existing resource capacity.

¹We understand BCA uses the front office space of Old Masonic building for ticketing office. While we understand the value in having a ticketing location on Main St., we don't believe this use should be considered as a restriction in exploring alternative uses for the building. The Town/BCA may consider relocating these services to the Breckenridge Welcome Center or other Town or partner-controlled facility along Main St.

²When that programing is not aligned to a specific facility. Programming that is tied to a specific facility should be led by the entity responsible for programming that facility as defined in the related Facility Agreement with the Town. For example, if there was a desire or request for more family movie nights at the Eclipse, while this falls within the Community Event category, given it can only occur at the Eclipse facility, such request would be directed to Breck Film as the entity responsible for managing activation at that facility. A proposal for more movie nights in general within the Town could be directed to BCA – who would have the option to explore both use of the Eclipse in coordination with Breck Film or other locations (Public Parks, parking lots, etc.)

Breckenridge Art and Culture Funding

Funding Allocation and Oversight

As Breckenridge considers the future of its arts and culture ecosystem, it is important to clearly recognize the distinct roles of the funder and the funding recipients. The Town is, by a significant margin, the primary investor in arts and cultural facilities, programming, public art, destination events, and organizational support throughout the community. Excluding funding to the Breckenridge Tourism Office (BTO), the Town's annual investment in arts, culture, events, and related activities exceeds \$4 million annually. While strong partnerships with Breckenridge Creative Arts, the Resident Organizations, and other cultural entities are essential to the success of the overall system, the Town ultimately retains the responsibility for ensuring that these public resources are invested in a manner that best advances community priorities and delivers public value.

This distinction is important because the Town's funding support provides considerable flexibility in determining how arts and cultural services are delivered, who is responsible for delivering them, and what outcomes are expected in return for public investment. While stakeholder input should continue to play a critical role in informing funding decisions, the Town has both the authority and the obligation to establish funding priorities, define performance expectations, and determine how public dollars are allocated. Effective oversight requires balancing collaborative partnerships with clear accountability to taxpayers, ensuring that funding decisions are guided by community input, measurable outcomes, and the long-term sustainability of Breckenridge's arts and culture ecosystem.

Key Finding #4 - Lack of Adherence to Existing Operating Agreements and Clearly Defined Performance Metrics

LACK OF ADHERENCE TO EXISTING OPERATING AGREEMENTS AND CLEARLY DEFINED PERFORMANCE METRICS

One of the first steps in our due diligence process was a review of the existing agreements between the Town, BCA, and the ROs that utilize Town-owned arts and cultural facilities. It became apparent early during the stakeholder interviews that many of these agreements were outdated, no longer reflect current operating practices, or were simply not being followed. For example, financial obligations related to utilities, cleaning services, equipment maintenance, facility operations, and other shared costs were, at times, allocated differently than what was contemplated in the governing documents. These inconsistencies made it difficult to determine accountability for various operational and financial responsibilities; and difficult to track who was bearing the cost of those activities. Over time, informal arrangements and historical practices appear to have replaced the original intent of the agreements, resulting in a disconnect between documented expectations and actual operations.

Breckenridge Art and Culture Funding

Recommendation #8 – Execute Revised Funding Agreements as Part of Budget Process

It is critical that the formal agreements be established between the Town, primary recipients of arts and culture funding, and primary users of the Town's arts and culture facilities clearly define operational expectations, financial responsibilities, performance metrics, reporting requirements, and, where applicable, facility management and programming responsibilities for organizations serving as the primary lessee, operator, or programmer of Town-owned facilities. These agreements should be developed and reviewed as part of the Town's annual budget process. See examples of performance metrics in Exhibit B.

These agreements should also serve as the Town's primary tool for evaluating the success of its arts and culture funding investments. Funding recipients should be measured against the documented performance metrics and priorities. For organizations serving as the primary lessee or operator of a Town-owned facility, the Town should consider utilizing multi-year agreements rather than annual arrangements. While performance should continue to be reviewed annually through the budget process, an extended agreement structure can allow partners to engage in longer-term strategic planning, greater operational certainty, potentially opening the door for more expansive and often high-quality programming.

Recommendation #9 – Leverage and Prioritize the Annual Budget Process for Setting Expectations and Accountability

The Town should leverage its annual budget and funding allocation process as the primary mechanism for establishing expectations, accountability, and reviewing performance. As part of each budget cycle, the Town should clearly communicate its priorities, desired outcomes, and performance expectations for each funded organization and document these into the formal funding agreements referenced in Recommendation #8 above.

Importantly, the Town should incorporate performance reviews into its ongoing funding decisions. Annual reporting and performance evaluations should be measured against the expectations and metrics established in the funding agreements. When organizations seek additional funding, facility improvements, or program expansion, prior performance should be a key consideration in evaluating those requests. Rather than funding organizations based primarily on historical allocations, organizations that consistently meet or exceed expectations should be well-positioned to pursue expanded opportunities, while organizations that fall short of agreed-upon outcomes should work collaboratively with the Town to identify corrective actions and necessary operational adjustments.

The Town Finance Department might also consider establishing budget development and reporting guidelines that define the level of detail expected as part of the annual Art and Cultural funding request process. Without sufficient and consistent detail, it becomes difficult to evaluate funding requests, compare costs across facilities and organizations, identify operational efficiencies, or assess the financial implications of proposed changes in programming, facility management, or service delivery. For example, utility costs represent a significant and recurring expense associated with facility operations. However, utility expenses are not currently tracked separately for many of the Town's arts and cultural facilities, limiting the Town's ability to understand the actual operating cost of individual venues. Similar limitations exist in other areas where costs are aggregated rather than assigned to specific activities or functions. More detailed and consistent financial reporting across the art and culture organizations would allow the Town to better understand how changes in programming, facility utilization, or organizational responsibilities may affect funding and resource allocation decisions.

Breckenridge Art and Culture Funding

We also heard consistent feedback regarding the frequency of mid-year requests between the Town and its arts and cultural partners. It seems common practice for the Town to request additional programming, events, or services outside of the annual budget process—particularly from BCA—while arts and cultural organizations also frequently seek supplemental funding during the year for new initiatives, expanded programming, or other unbudgeted needs. While these requests are often driven by good intentions, they create challenges for both the Town and funding recipients by disrupting plans, straining staff resources, and make it difficult to evaluate performance against the originally approved budgets.

Once budgets and funding agreements are approved, both the Town and funded organizations should focus on executing those plans with minimal modification. Put more directly; the Town should step back and provide the funded organizations the opportunity to execute the plan that the Town directed them to execute. Outside a set of predefined exceptions—such as emergencies, major facility failures, or unexpected grant opportunities that require action prior to next year’s budget cycle—mid-year funding requests should be discouraged; and preferably denied. When new ideas, programming request, or event concepts emerge during the year, they should be documented and evaluated as part of the upcoming budget cycle rather than pursued through ad hoc funding requests that typically lead to lower quality outcomes and reduce the ability to successfully execute on the already approved budgets.

We understand that the Town has established an annual “Opportunity Fund” to support new events, activation initiatives, and other programming opportunities that may arise outside of the regular budget cycle. This type of fund can be a useful tool for responding to emerging opportunities and supporting events that could not reasonably have been anticipated during the annual budget process. However, the effectiveness of this type of funding source depends on establishing clear eligibility criteria, evaluation standards, and approval processes that define when and how the funds may be used. The fund should be reserved for unforeseen opportunities or one-time initiatives rather than serving as an alternative funding mechanism for activities that should have been included in an organization’s annual budget request. These guardrails help ensure that Opportunity Fund dollars remains available specifically for strategic or time-sensitive opportunities rather than becoming a substitute for routine operating support that should be included in an organization’s annual budget request to the Town.

Recommendation #10 – Simplify Flow of Funding Allocations Across Art and Culture Organizations

Our review of funding allocations, budget submissions, and financial relationships among the Town, (BCA), and primary arts and culture funding recipients revealed a funding structure that has become increasingly complex over time. While many of the individual funding mechanisms were established for legitimate operational purposes, the cumulative result is a network of transfers, reimbursements, and internal funding movements that can be difficult to track, manage, and explain to stakeholders. In several instances, funds are transferred between entities multiple times before ultimately being used for their intended purpose, reducing transparency and making it challenging to understand the true flow of public resources.

One example is the Town’s facility fund, which is used to support capital improvements and long-term investments in arts and cultural facilities. Under the current structure, in addition to operational funding support, the Town also includes a funding allocation to BCA for facility improvements. BCA then contributes that allocation back to the Town Facilities Fund used to pay for those facility improvements. In practice, this results in Town funding being allocated to BCA, only to be returned to the Town through BCA’s contribution to the facility fund. While this structure may have evolved over time for administrative or accounting reasons, it can create confusion regarding the true source and use of funds and makes it more difficult for stakeholders to understand how public resources are being allocated.

Breckenridge Art and Culture Funding

Recommendation #11 – Target to Align Revenue with Expenditure Burdens

Related, we encourage the Town to consider funding transfer structures that allow for revenue streams to be aligned with the entity responsible for the associated operational and financial burdens. Revenue sources such as concessions, facility rentals, ticketing fees, sponsorships, and ancillary event income should, whenever possible, be directed to the organization responsible for generating that revenue and absorbing the costs and risks associated with the activity. When revenue and responsibility are misaligned, organizations may lack the financial incentives necessary to maximize facility utilization, grow ticket and/or facility rental revenue, control costs, or invest in improving customer experience. As the Town evaluates future facility and programming agreements as part of any changes in delivery model adoption, agreements should be drafted so that organizations responsible for programming, operating, activating, and maintaining facilities have access to appropriate revenue streams that support those responsibilities and help offset the costs of delivering services to the community. Access to revenue streams, and their ability to effectively manage these revenues, should be an important consideration when determining an organization's Town funding support level.

Supplemental Art and Culture Revenue Consideration

Clear and understandable funding structures are important not only for effective financial management but also for maintaining public trust. As communities consider any future investments in arts and culture, including potential increases in public funding, taxpayers and stakeholders must have confidence that resources are being allocated efficiently, transparently, and in a manner that directly supports the community objectives. This establishment of trust is critical when building a coalition of stakeholders willing to support new revenue streams for arts and culture activities. While we encourage the Town to think strategically about the potential for a dedicated funding sources for Breckenridge arts and culture activities in the future, we advise that the Town first focus its efforts on refining the arts and culture delivery model and implementing the operational, governance, and facility management refinements presented. Most of the challenges raised by stakeholders were not solely related to the amount of funding available, but rather how existing resources are allocated, managed, and tracked. As a result, the Town is likely to realize meaningful benefits by first improving the effectiveness, transparency, and accountability of the current system before pursuing additional revenue sources.

Once these changes have been implemented and the benefits realized, the Town will be in a stronger position to evaluate whether additional funding is necessary and, if so, which funding mechanism(s) would best support the defined objectives of the Arts and Culture Master Plan. To support future planning efforts, we have included examples of arts and culture funding tools utilized by other Colorado communities in the report Exhibit E. These examples are intended to provide context regarding potential future options and should not be viewed as specific recommendation(s). Rather, they represent potential funding mechanisms that the Town may wish to explore at the appropriate time following implementation of the recommendations outlined in this report and upon completion of the Arts and Culture Master Plan.

Breckenridge Arts and Cultural Governance Structures

Funding Allocation and Oversight

A clear governance structure is essential to the success of a hybrid shared-responsibility delivery model. Because responsibilities are distributed among the Town, multiple nonprofit organizations, advisory committees, and other stakeholders, it is critical that each entity understands its role, authority, and accountability within the broader system. Without clearly defined governance, decision-making can become fragmented, communication channels can become unclear, and organizations may receive conflicting direction from multiple sources; concerns that we heard in some form during our stakeholder feedback sessions. While the Breckenridge arts organizations have taken several important steps toward establishing a strong arts and culture governance framework, including the creation of the Arts and Culture Management Committee, we have identified a selection of targeted proposals that should strengthen the clarity and effectiveness of the current governance model.

Key Finding #5 - Oversight and Direction Often Coming from Multiple Stakeholders

OVERSIGHT AND DIRECTION OFTEN COMING FROM MULTIPLE STAKEHOLDERS

Concerns were raised from some stakeholders on a lack of clarity regarding decision-making authority within Breckenridge's arts and culture ecosystem. Currently, direction and oversight appear to be dispersed across multiple entities, including the Town Council, Town Manager's Office, Events Committee, Arts and Culture Management Committee, and the independent boards of the various art and cultural organizations. While each of these groups provides valuable insight, overlap in real or perceived responsibilities can create uncertainty regarding who has decision-making authority and where stakeholders should bring questions, requests, or concerns. For example, when a resident approaches a Town Council member with a request for a new event, program, or cultural initiative, it is not always clear where that request should be directed. Should it be referred to Town staff, an advisory committee, a specific arts organization, or brought directly before the Town Council? Similarly, cultural organizations noted receiving direction or feedback from multiple sources, including their own board of directors, Town Council members, advisory committees, Town staff, and community stakeholders. When priorities or recommendations from these groups differ, organizations can be left uncertain regarding whose direction should take precedence and who ultimately has decision-making authority.

Recommendation #12 – Document and Empower a Clear Governance Structure

We recommend the Town review each governing body's roles and clearly document their decision-making authority. Establishing these distinctions helps ensure that input and ideas are directed to, and considered by, the appropriate decision-making body and is appropriately considered while preserving clear lines of accountability and decision-making. Exhibit C of this report proposes a draft governance structure that attempts to align appropriate authority with the key decision makers for the Town to consider when documenting roles and authority of each governing body.

Breckenridge Arts and Cultural Governance Structures

Key Finding #6 - Real or Perceived Concerns on Equitable Funding and Access to Decision Makers

REAL OR PERCEIVED CONCERNS ON EQUITABLE FUNDING AND ACCESS TO DECISION MAKERS

Several stakeholders mentioned concerns regarding both the perceived equity of arts and culture funding allocations, transparency of the Town's funding decision-making process and access to decision-makers within the Town's governance structure. Some stakeholders expressed uncertainty regarding how funding decisions are made and whether all organizations have equal opportunities to provide input into those decisions. While stakeholders generally acknowledged the Town's significant and longstanding commitment to supporting arts and culture, many requested additional clarity regarding how resources are distributed among organizations and programs. In particular, questions were raised on whether funding levels accurately reflect organizational responsibilities. Whether or not funding disparities are justified, the perception of inconsistency can create frustration and contribute to tension among cultural partners and the Town. Meaningful steps have already been taken to address these concerns, notably through BCA's creation of the Arts and Culture Management Committee, which we believe provides a strong foundation for improving communication and transparency amongst partners.

Recommendation #13 – Establish and Empower a New Breckenridge Art and Culture Committee

As the Town moves forward with a revised operating model, we propose transitioning the current “management committee” into the “Breckenridge Arts and Culture Committee” and formally integrating that committee into the broader arts and culture governance structure. As illustrated in the governance framework included in Exhibit C, the committee could be renamed and restructured to include representation from each of the Resident Organizations and the Town including a representative from the Town Manager’s Office, Finance Department, Facilities Division. For voting matters, Town representatives would have a weighted vote to allow for the Town to maintain majority representation on the committee. The committee would serve as the primary forum for discussing strategic arts and culture issues, identifying opportunities for collaboration, reviewing community priorities, and providing feedback on matters affecting the Town's cultural ecosystem. Importantly, the committee would provide a transparent and consistent venue for stakeholder engagement while reducing the need for organizations to seek input through multiple informal channels. The committee could be supported by a newly proposed Arts and Culture Manager (see Recommendation #14), who would be responsible for developing agendas, coordinating meetings, documenting recommendations, and communicating committee feedback to Town leadership and Council.

Recommendation #14 – Creation of a Manager of Arts and Culture Activities position within the Town

As the Town's arts and culture ecosystem continues to evolve, the creation of a dedicated Arts and Culture Manager position should be considered to serve as the Town's primary point of contact and coordinator for all arts and cultural activities. Currently, communications between the Town and its arts and culture partners

Breckenridge Arts and Cultural Governance Structures

often occur through multiple channels, including Town Council members, the Town Manager's Office, Town Facilities Division, and individual staff relationships. While these interactions are well-intentioned, the lack of a centralized point of contact can create confusion or, at times, perceptions of unequal access to Town leadership and resources among partner organizations. A dedicated Arts and Culture Manager would provide a single, consistent point of communication and accountability for both the Town and its cultural partners. The position could also aid in overseeing funding and/or facility agreements compliance, monitor performance metrics, and support the annual budget process and a funding allocation process.

This position would help reduce the administrative burden currently placed on the Town Manager's Office, Town Council, Facilities Division, Finance, and other departments that are involved in arts and culture oversight activities that fall outside their primary responsibilities. A dedicated staff would allow Town leadership to focus on policy and strategic decisions while ensuring that day-to-day coordination and program oversight receive the attention necessary. Initially, this position could report to an Assistant or Deputy Town Manager.

Implementation and Roadmap Considerations

While the recommendations contained within this report are intended to improve the long-term effectiveness, transparency, and sustainability of Breckenridge's arts and culture ecosystem, careful consideration should be given to the pace and sequencing of implementation. The arts and cultural organizations operating within the community deliver year-round programming that is highly valued by residents, visitors, and is critical to the vibrancy of Breckenridge. Implementing organizational, operational, funding, and/or facility management changes too quickly risk negatively impacting programming delivery during the transition period.

The first decision facing the Town is not how to implement these recommendations, but rather which recommendations it wishes to adopt. Once those policy decisions have been made, the Town can then develop a realistic implementation strategy and timeline that aligns with organizational capacity, budget cycles, facility agreements, and programming schedules. While some recommendations could be implemented in the near term, we do not believe it is either feasible or advisable to attempt to execute all recommended changes within the next six months. Many of the recommendations require new agreements, revised funding structures, staffing adjustments, operational handoffs, and multiple stakeholder coordination that will take time to execute successfully. It is also critical that the outcomes of the full Art and Culture Master Plan be incorporated into the planning of any operational structure changes.

Instead, we recommend a phased implementation approach that extends through 2027 displayed in Exhibit D. A gradual transition will allow both the Town and its arts and cultural partners sufficient time to plan for and adapt to the proposed changes while minimizing disruptions to ongoing operations and programming. To support this process, a high-level implementation timeline has been developed and is included in the appendix of this report.

Consideration of Shared Services Model Expansion

One of the biggest challenges raised by the local arts and culture organizations interviewed was the administrative burden of running a small non-profit organization. The setup and management of administrative functions such as accounting, human resources, information technology, or marketing, while necessary, is difficult to run efficiently given these organizations smaller scale. This scale problem is often resolved through a shared services model, where several smaller organizations utilize a single provider who can build expertise and operate the functions on behalf of several organizations at scale. The centralized ticketing service BCA currently manages is already a version of shared services and sets an example of how a shared services model could reduce administrative burden of local art and culture organizations.

One of the first roles of a newly established Breckenridge Arts and Culture Committee could be to evaluate and recommend a long-term shared services strategy for art and culture organizations in Breckenridge. In addition to ticketing services, this may include accounting, human resources, marketing support, and information technology that might be delivered more efficiently through a centralized model. The objective should be to identify opportunities that reduce administrative burden so that the organizations can focus more resources on mission delivery and community impact. The Breckenridge Arts and Culture Committee should utilize the rest of 2026 as an evaluation and planning phase to explore all available options for shared services delivery. This assessment should include an evaluation of the current BCA-led ticketing service

Implementation and Roadmap Considerations

model, the potential expansion of shared services by BCA, and/or the use of third-party providers for ticketing servicing and/or other administrative functions. The review should consider cost, service quality, data accessibility, organizational independence, and long-term sustainability. Once there is alignment across the committee on a preferred path forward, the committee and Town can work to implement any changes and or expansion of shared services in 2027 with a targeted go-live of service availability by Jan 1, 2028.

Appendices

A

ART AND CULTURE DELIVERY MODELS SUMMARY

B

**EXAMPLES OF PERFORMANCE METRICS FOR RECIPIENTS OF
TOWN ART AND CULTURE FUNDING**

C

CONCEPTUAL REFINED GOVERNANCE MODEL

D

IMPLEMENTATION TIMELINE

E

EXAMPLES OF ART AND CULTURE FUNDING TOOLS

F

SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS

EXHIBIT A: ART AND CULTURE DELIVERY MODELS SUMMARY

Type	1. Municipal Department Model	2. Independent Non-Profit Model	3. Hybrid Shared Responsibility
Description	Town-owned & Town-operated model. Town as owner and operator houses all arts and culture functions (operations & programming). This is housed within a Town department - parks and recreation, public works, or community development. The Town is responsible for facility operations, programming, event booking, marketing, ticketing sales, tenant management, public art program management, staffing, and funding.	Town-owned & Non-profit-operated model. Town remains owner of facilities, and contracts/provides funding to an independent non-profit organization that is responsible for delivering arts and cultural services (operations & programming) across all Town-owned facilities. The non-profit can raise additional private funding. The municipality establishes performance expectations through operational & funding agreements.	Town-owned & multi-party operated model. Town remains owner & manager of facilities, and contracts responsibilities between multiple cultural partners based on strengths (operations, programming, etc.). Municipality continues to fund programs, while non-profit organizations and/or external promoters and/or artists are responsible for programming, marketing and event activation. Roles and responsibilities are clearly defined through operating agreements, performance metrics, and funding KPIs.
Benefits	• Direct accountability to elected officials /public • Strong alignment with community priorities and municipal objectives through operations & programming • Clear oversight of public resources and facilities • Simplified governance & funding structure	• Often provides greater flexibility and entrepreneurial capacity • Ability to raise philanthropic and sponsorship support to reduce public funding need • Often attracts specialized arts and cultural expertise beyond municipal experience	• Aligns responsibilities with expertise • Reduces duplication of effort • Provides greater transparency and accountability • Encourages collaboration and equitable access across the cultural ecosystem • Creates flexibility to evolve programs over time
Considerations	• Less flexibility in hiring, procurement, and programming decisions • Potentially higher administrative costs • Subject to annual budget cycles and political changes • Compensation challenges may exist for specialized arts and cultural expertise	• Requires strong accountability and performance management systems • Potential for mission drift w/o clear oversight • Potential conflict between manager of facilities and organizations seeking access • Heavy reliance on non-profit leadership and fundraising capacity	• Focused Town oversight required • Requires constant & strong coordination among multiple organizations • Clear governance and accountability structures are essential to success • Requires strong accountability and performance management systems
Examples	City of Aspen (Wheeler Opera House), City of Parker (Parker Arts), City of Lone Tree (Lone Tree PAC)	City of Arvada (Arvada Center), City of Leadville (Tabor Opera House), Town of Crested Butte (Center for Arts)	City of Denver (Denver Arts Complex)
Factors that Support Model	Arts and Culture viewed as a core municipal service, and the community desires a high degree of control and direct management responsibilities.	Often used when communities seek to leverage non-profit expertise and less day-to-day interaction, while maintaining public support and asset management.	Allows municipalities to focus on asset stewardship and public outcomes while aligning programmatic and financial support to entities who focus on programming and cultural access.

EXHIBIT B: EXAMPLES OF PERFORMANCE METRICS FOR RECIPIENTS OF TOWN ART AND CULTURE FUNDING

Below are examples of best practice performance metrics that can be incorporated into annual funding or facility agreements between the Town and organizations serving as the primary facility user or recipient of Town art and cultural funding.

Minimum Activation and Programming Levels

- Requirements of core activation program that still allows the organization flexibility to innovate additional programming above the minimum expectations.
 - Example Requirement Language: Organization shall perform at a minimum the following events [TBD] and shall supplement these core programs with a minimum of [TBD] programs/events throughout the year.
- For organizations responsible for facilities, this requirement might focus on the number of days the facility is active and/or programmed vs the specific activations and/or programming for that facility – including targeted schedule for programming (targeted activation for both weekends vs. weekdays, etc.)
 - Example Requirement Language: Organization shall perform at a minimum the following events [TBD] and provide supplemental programming to ensure the facility is activated no less than [TBD] days per year.
- Detailed reporting requirement on activation levels of facilities and or programming
 - Number of Days facility activated
 - Number of days facility utilized by non-profit / community users (subsidized vs. market rate users)
 - \$ Revenue generated per facility
 - Attendance numbers for each facility and events

Community Access & Public Benefit

- Requirements around specific subsidy programs and or events such as free community events
- Requirements on reduced-cost or discounted events for targeted users (resident discounts, school programs, etc.)
- Attendance targets for specific users such as minimum local resident events and/or visitors for destination events
- Specific reserved facility days for pre-identified community users and/or events
- Different facility usage rates for non-profit/community partners vs. general users
- Number of collaborative programs produced in partnership with other local Resident Organizations

Financial Sustainability

- Targets for earned revenue generated by the operations or through facility usage.
- Reporting on percentage of operating cost covered by earned revenue
- Tracking and reporting the % of organizations total revenue to demonstrate ability of organization to leverage Town funding with other revenue sources.
- Amount of revenue earned per attendee and/or facility user
- For primary facility users, development of non-Town owned capital budget and plan (production equipment, non-secured equipment, chairs, etc.)

Organizational Performance

- Reporting and tracking on the organizations' budget-to-actual historical performance and compliance with reporting requirement set forth in agreements
- Customer service reporting requirements and targeted satisfaction ratings and timely reporting of facility related issues to Town Facilities Division.

EXHIBIT C: CONCEPTUAL REFINED GOVERNANCE MODEL

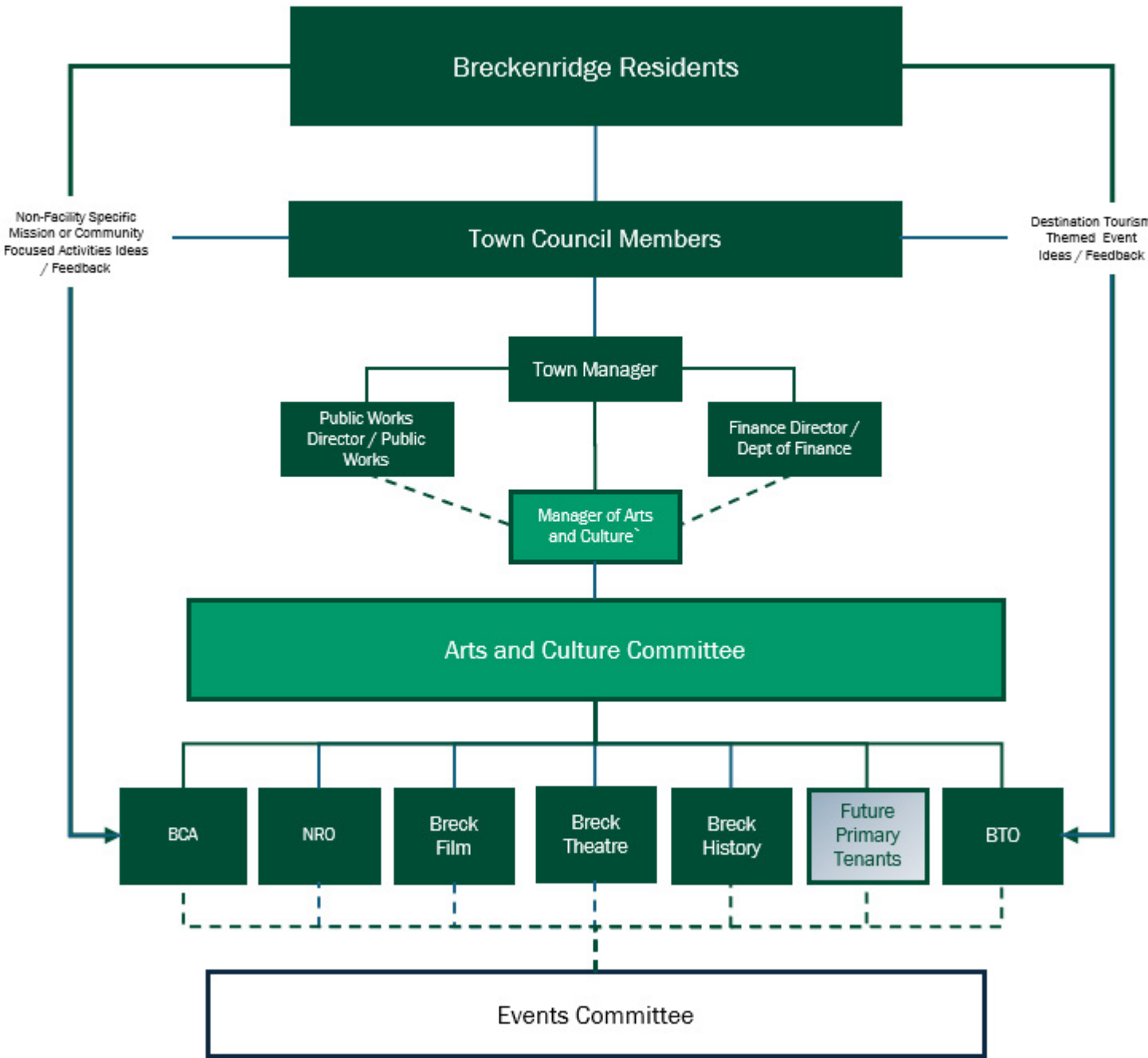


EXHIBIT C: CONCEPTUAL REFINED

GOVERNANCE MODEL (continued)

Residents of Breckenridge	• Provide input on arts and culture priorities and quality-of-life objectives. • Participate in public engagement processes and provide feedback on Town-funded arts and cultural initiatives. • Hold elected officials and funded organizations accountable for delivering community value and public benefit.
Town Council	• Establish the overall vision, policy direction, and strategic priorities for arts and culture in Breckenridge. • Approve annual funding for arts and cultural facilities and programs and ensure governance structures remain effective and accountable. • Evaluate whether arts and cultural investments are achieving desired community outcomes.
Town Leadership and Staff	• Implement Town Council's policy direction and oversee execution of arts and culture strategies. • Ensure coordination among Town departments, cultural organizations, and advisory committees. • Oversee funding agreements, performance accountability, facility stewardship, and organizational compliance. • Provide recommendations to Council regarding funding, governance, and operational matters.
Breckenridge Arts and Culture Committee	• Provide a forum for collaboration and communication among the Town and Resident Organizations • Identify opportunities for coordination, shared services, partnerships, and long-term planning across the arts and culture ecosystem. • Council Member rep, Town Manager rep, Dept of Finance rep, Town Facilities rep, rep from BCA, NRO, BTO, Breck Film, Breck Theatre, Breck History (other future ROs / primary tenants)
Boards of AC Town Funding Recipients and AC Providers	• Provide strategic direction, and fiduciary oversight of their organizations. • Hire, evaluate, and support executive leadership while holding management accountable for organizational performance. • Ensure organizational activities align with mission, funding agreements, and community obligations.
Events Committee	• POC for evaluation of potential events against agreed upon event strategies • Identify potential impacts on Town or community members requiring extra vetting; street and parking closures, trail use, noise, multi day events. • Coordinate on event scheduling and resource demands.

EXHIBIT D: IMPLEMENTATION TIMELINE

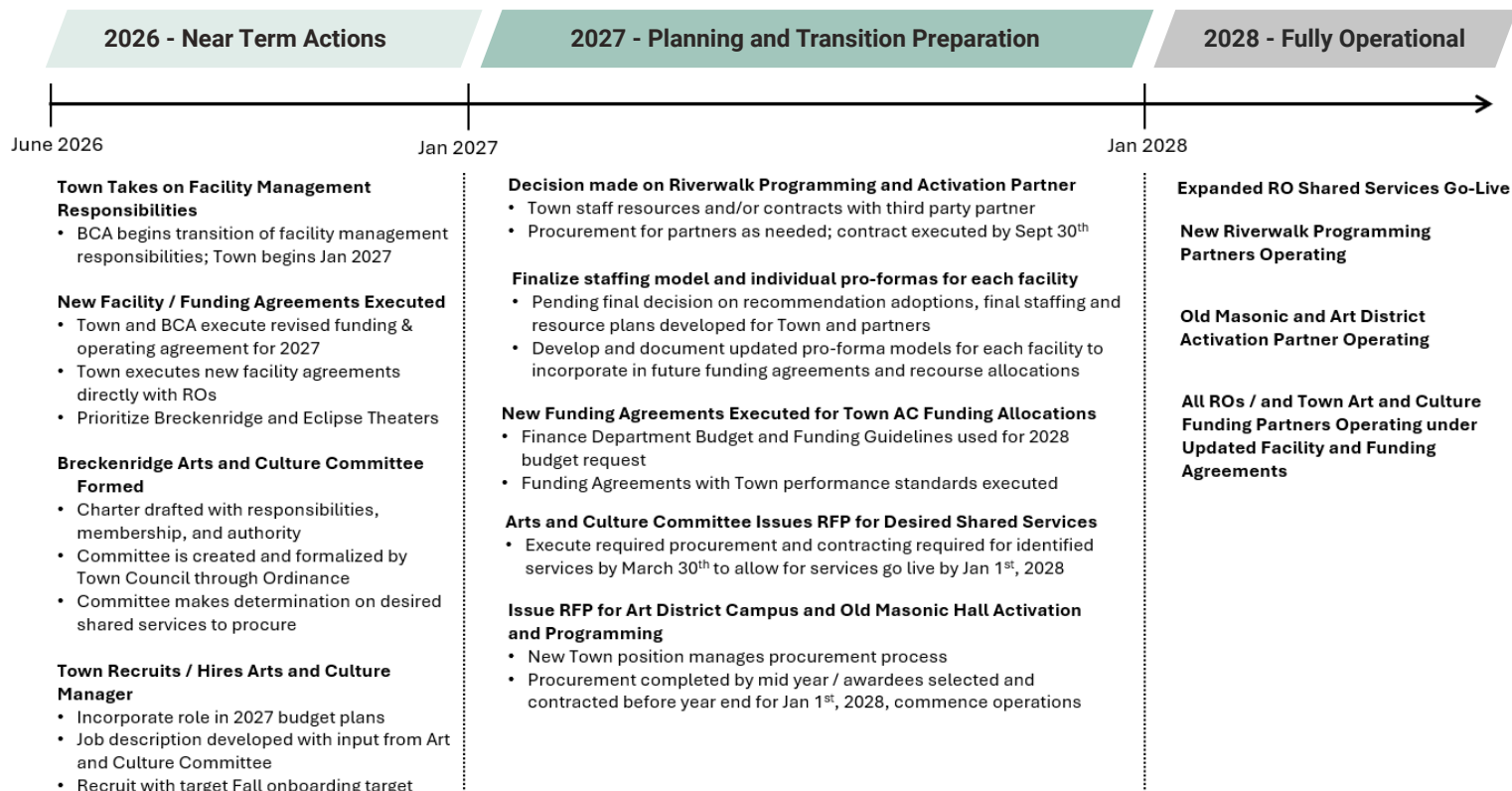


EXHIBIT E: EXAMPLES OF ART AND CULTURE FUNDING TOOLS

Type	Seat/Ticket Fee	Local Special District	Local Dedicated Sales Tax	Regional AC Funding District
Description	Fee imposed per ticket sold to events/programs held within municipal owned facilities. Funds used for maintenance and capital improvements of AC venues.	Voters elect to establish a Title 31 special district and allows one of their purposes to support art and culture programming with the district boundaries. District board allocates funding to a partnering art entity (usually a State certified art district).	Voter-approved sales tax or a designated portion of an existing sales tax dedicated specifically to arts and cultural purposes.	Voter approved regional sales tax applied within multi-jurisdiction district boundary and typically allocated across municipalities, AC providers, and AC facility owners for AC programming and facility maintenance.
Benefits	• Paid for users that use, thus highly value, AC facilities • Contributed by both visitors and residents • Scalable as facility / usage increase • Easy to understand by public • No voter approval required	• Higher revenue potential • Can restrict funding to AC uses • Milly levy offers more stable revenue source • Can be limited to specific area / properties	• Higher revenue potential • Contributed by both visitors and residents • Demonstrates community's long-term commitment to AC activities	• Broad funding base, including visitors and residents contributing • Recognizes patrons of AC Facilities and users benefit from neighboring communities facilities and programming • Encourages regional cooperation
Considerations	• Limited revenue potential • Potential revenue volatility per event attendance and/or economy conditions • Can impact attendance based on price sensitivity of attendees	• Voter approval required • Potential revenue volatility economic conditions • Full financial burden carried only by those within district boundaries • Special district board determines AC funding allocations each year	• Voter approval required • Competing with multiple other existing tax • Impacts communities taxing capacity	• Large base of voter approval required • Requires multi jurisdiction alignment, coordination, and support. • Governance can be complex. • Requires regional agreement on funding distribution methodology
Revenue Mechanism	% or fixed \$ amount on tickets for events within public owned facilities	Mill levy or specific fee/charge as allowed per State statute. Mill levy most common	% tax on in town sales	% tax on sales within district boundaries
Examples	Denver Facilities Development 10% Admission (FDA) Tax	RiNo Business Improvement District (4 mills) & RiNo General Improvement District (4 mills) - RiNo Art District / Santa Fe BID & Santa Fe Arts District	Boulder Arts, Culture and Heritage .15% sales tax (50% dedicated to AC activities)	Scientific and Cultural Facilities District (SCFD) .1% sales tax within district
Revenue Estimates*	\$200,000-\$400,000 with \$2 per ticket fee	\$50,000-\$100,000 assuming 5% of Breck AV included in district with 2-4 mills	\$1.7M-\$3.5M with .125% - .25% sales tax	\$3.2M-6.5M with .125%-.25% county wide sales tax

¹See next page for revenue estimate assumptions

EXHIBIT E: EXAMPLES OF ART AND CULTURE FUNDING TOOLS (continued)

Art and Cultural Revenue Estimate Assumptions

Using BCA FY2025 Q1 admission total of 10,998; applying over four quarters ~50,000-60,000. Adding RO usage numbers from FY19 of NRO, Backstage, and third-party producers of 50,199 derived total estimate of 100,000 – 200,000 ticketed admissions

Using Breckenridge 2026 budget total assessed valuation of \$467,130,440 assuming a special district of 5% of that valuation - \$23,365,520. Using a 2-4 mill special district mill levy assessment

Using 2026 budget of projected \$34,541,000 in sales tax revenue from 2.50% city tax; assuming a new .125% - .25% Art and Cultural Tax

Using 2024 Summit County Annual Comprehensive Financial Report, Summit County received ~\$19,000,000 in revenues from .75% Mass Transit tax assuming a new .125% - .25%

EXHIBIT F: SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS

Key Finding	Recommendations	Primary Considerations
#1 – Envisioned Independent Non-Profit Delivery Model Differs from Current Operations	#1 - Formally Adopt Hybrid Shared Responsibility Delivery Model	Update agreements, structures, systems, and processes to align with Hybrid delivery model
	#2 - Refocus of Breckenridge Create's Mission	BCA stays important partner in Breckenridge's Arts and Culture ecosystem; now with narrower focus on mission and community focused events, operates along side other non-profit partners
#2 – Breckenridge Mixed Facility Management and Programming Responsibilities Risk Conflict	#3 – Transition Arts and Cultural Facility Management Responsibilities to the Town	Town takes on full facility management expendabilities, executes facility agreements directly with ROs and/or future primary tenants of facilities
	#4 – Refine the Programming and Activation Strategy for Riverwalk Center	Clearly defined strategy developed for Riverwalk Center; Town considers either contracts with BCA to maintain gap programming responsibilities or takes on role directly and contracts with third party partner
#3 – Opportunities to Increase Facility Unitization and Operational Efficiency	#5 – Breck Film and Backstage Theatre Manage Programming and Activation for Theater Facilities	Town enters into facility agreements directly with Breck Film and Backstage Theatre for activation and programming of theatres
	#6 – Consider RFI/RFP for Old Masonic Hall and Arts District Programming and Activation	Town issues RFI/RFP for programming and activation responsibilities for both Old Masonic Hall and Historic Arts District for
	#7 – Assign Leads for Non-Facility Specific Programming and Events	Define different programming and event types desired for Breckenridge and assign leads responsible for delivery on program / event categories NOT specifically aligned to facility
#4 - Lack of Adherence to Existing Operating Agreements and Clearly Defined Performance Metrics	#8 – Execute Revised Funding Agreements as Part of Budget Process	Update all facility and funding agreements
	#9 – Leverage and Prioritize the Annual Budget Process for Setting Expectations and Accountability	Incorporate measurable performance metrics for facility operators and funding recipients. Eliminate mid year supplemental budget request and allow funding recipients opportunity to execute approved budgets
	#10 – Simplify Flow of Funding Allocations Across Art and Culture Organizations	Reduce complexity of transfer of funding across entities in future funding agreements
	#11 – Target to Align Revenues with Expenditure Burdens	Attempt to align incentives for cost saving and revenue growth by aligning revenue with expenditure burdens
#5 – Oversight and Direction Often Come from Multiple Stakeholders	#12 – Document and Empower Clear Governance Structure	Update governance structure and document roles, responsibilities, and authority of each governing body
#6 – Real or Perceived Concerns on Equitable Funding and Access to Decision Makers	#13 – Establish and Empower a New Breckenridge Art and Culture Committee	Formalize Art and Culture Committee with representation of ROs and major recipients of Town's Art and Culture Funding. Consider incorporating committee in Town's Art and Culture funding decisions and administrative structures
	#14 – Create a Manager of Arts and Culture Position within Town	New role to centralize communications, provide direct Town liaison to Art and Culture Committee members, and relieve burden on other Town departments