



## **Keystone Town Council Work Session Agenda**

The Keystone Town Council will have a Work Session on January 28, 2025, at 4:00 p.m. at 1628 Sts. John Rd, Keystone, CO 80435.

The Town of Keystone conducts hybrid meetings. This meeting will be held in person at Keystone Town Hall and will also be broadcast live over Teams. [Join the live broadcast available by computer here.](#) If you will need special assistance in order to attend any of the Town's public meetings, please notify the Town Clerk's Office at (970) 450-3500x1 via phone, or [clerk@keystoneco.gov](mailto:clerk@keystoneco.gov) via e-mail, at least 72 hours in advance of the meeting.

- I. CALL TO ORDER, ROLL CALL**
- II. PUBLIC COMMENT PERIOD**
- III. DISCUSSION OF TOWN FINANCIALS**
- IV. DISCUSSION WITH THAYER HIRSH, SUMMIT ECONOMIC PARTNERSHIP**
- V. DISCUSSION OF BUSINESS LICENSES**
- VI. DISCUSSION OF WILDLIFE PROOF REFUSE CONTAINERS**
- VII. UPDATE ON LODGING TAX COLLECTION**
- VIII. UPDATE ON SHORT-TERM RENTAL ENFORCEMENT**
- IX. DISCUSSION OF RETREAT**
- X. DISCUSSION OF MANAGER/COUNCIL ISSUES**
- XI. ADJOURNMENT**

	F	G	H	I	J	K	L	M	
1	<b>Town of Keystone</b>								
2	<b>Statement of Financial Position</b>							Printed: 1/22/25	
3	<b>As of Date Indicated</b>								
4								<i>Preliminary - Subject to Change</i>	
5									
6	<b>December 31, 2024</b>								
7		<b>General</b>	<b>Capital</b>	<b>Housing</b>	<b>Conserv</b>	<b>All Funds</b>			
8		<b>Fund</b>	<b>Fund</b>	<b>Fund</b>	<b>Trust Fund</b>	<b>Combined</b>			
9	<b>ASSETS</b>								
9	Investment Acct - Colotrust	1,206,184		495,089	0	1,701,273			
17	Operating - FirstBank	172,888				172,888			
23									
24	Total Cash in Bank	1,379,072	0	495,089	0	1,874,161			
25									
26	Sales Tax Receivable	676,766				676,766			
27	Other Tax Receivable	1,657				1,657			
28	Accounts Receivable	0	0	0	0	0			
33	Interfund & Other Receivables	25				25			
34	Prepaid Expenses	5,467				5,467			
35	Office Space Security Deposit	4,900				4,900			
36									
37	<b>TOTAL ASSETS</b>	<b>2,067,887</b>	<b>0</b>	<b>495,089</b>	<b>0</b>	<b>2,562,976</b>			
38									
39	<b>LIABILITIES, DEFERRED INFLOWS AND FUND EQUITY</b>								
40	Accounts Payable	20,044	0	0	0	20,044			
46	Payroll Liabilities	2,186	0	0	0	2,186			
52	Wages Payable	0				0			
53	Due to Summit County (Sales Tax Advance)	0				0			
54	Misc Liabilities	5,405				5,405			
55	Clearing Account	(28)				(28)			
56									
57	<b>TOTAL LIABILITIES</b>	<b>27,608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,608</b>			
58									
59	<b>DEFERRED INFLOWS</b>								
60	Deferred Revenue	0				0			
61									
62	<b>TOTAL DEFERRED INLFOWS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
63									
64	<b>FUND EQUITY</b>								
65	Invested in Capital Assets, Net	0				0			
66	Amount to be Provided for Debt Repayment	0				0			
67	Fund Balance - General Fund	2,040,279				2,040,279			
68	Fund Balance - Capital Improv Fund		0			0			
69	Fund Balance - Workforce Housing			495,089		495,089			
70	Fund Balance - Conservation Trust				0	0			
71	<b>TOTAL FUND EQUITY</b>	<b>2,040,279</b>	<b>0</b>	<b>495,089</b>	<b>0</b>	<b>2,535,368</b>			
72									
73	<b>TOTAL LIABILITIES, DEFERRED INFLOWS AND FUND EQUITY</b>								
74		<b>2,067,887</b>	<b>0</b>	<b>495,089</b>	<b>0</b>	<b>2,562,976</b>			
75	No assurance provided on these financial statements; substantially all disclosures required by GAAP omitted.	=	=	=	=	=			

	E	F	H	I	J	K	L	M	
2	<b>Town of Keystone</b>							Printed:	1/22/25
3	<b>Statement of Revenues, Expenses and Changes in Fund Balance</b>							<i>Preliminary</i>	
4	<b>Actual, Budget and Forecast for the Periods Indicated</b>								
5	<b>Modified Accrual Basis</b>		<b>2024 ANNUAL</b>			<b>2024 From Inception (2/8/2024)</b>			
6						<b>11 Months</b>	<b>11 Months</b>		
7						<b>Ended</b>	<b>Ended</b>	<b>Variance</b>	
8						<b>12/31/24</b>	<b>12/31/24</b>	<b>Favorable</b>	
9						<b>Actual</b>	<b>Budget</b>	<b>(Unfavor)</b>	
10	<b>GENERAL FUND</b>								
11	<b>Revenues</b>								
12	Sales Tax (1 mo estimated)		2,614,224	2,614,224	0	2,699,254	2,614,224	85,030	
13	<b>Other Tax Revenue</b>								
14	Highway Users Tax Fund		48,627	0	(48,627)	0	48,627	(48,627)	
15	Cigarette Tax		5,092	9,867	4,775	8,246	5,092	3,154	
16	Nicotine Tax		59,628	0	(59,628)	0	59,628	(59,628)	
17	Road and Bridges Tax		91,684	91,684	(0)	80,122	91,684	(11,562)	
18	Specific Ownership Tax		25,348	0	(25,348)	0	25,348	(25,348)	
19	Auto Ownership Tax		9,970	0	(9,970)	0	9,970	(9,970)	
20	Other Tax Revenue		0	0	0	0	0	0	
22	<b>Total Other Tax Revenue</b>		240,348	101,551	(138,797)	88,368	240,348	(151,980)	
23	<b>Fees</b>								
24	Building Permits		203,203	203,203	0	62,085	203,203	(141,118)	
25	Franchise Fees		0	0	0	0	0	0	
27			203,203	203,203	0	62,085	203,203	(141,118)	
28	<b>Licenses</b>								
29	Business Licenses				0	0	0	0	
30	Short Term Rentals		541,732	541,732	(0)	515,950	541,732	(25,782)	
31	Liquor Licenses			5,250	5,250	4,349	0	4,349	
32	Tobacco Licenses		0	0	0	800	0	800	
34			541,732	546,982	5,250	521,099	541,732	(20,634)	
35	<b>Fines</b>								
36	Municipal Court Fines				0	0	0	0	
37	Code Enforcement Fines				0	0	0	0	
39			0	0	0	0	0	0	
40	<b>Other Income</b>								
41	Grants			70,728	70,728	45,432	0	45,432	
42	Interest on Taxes				0	0	0	0	
43	Interest on Investments			10,000	10,000	17,527	0	17,527	
44	Admin Miscellaneous Income				0	85	0	85	
46			0	80,728	80,728	63,044	0	63,044	
48	<b>Total Revenue</b>		3,599,507	3,546,688	(52,819)	3,433,850	3,599,507	(165,658)	
50	<b>Expenditures</b>								
51	<b>Employee Benefits &amp; Taxes</b>								
52	401 A Match		44,414	44,414	0	36,345	44,414	8,069	
53	457 Match		16,655	16,655	0	6,573	16,655	10,082	
54	Flexible Spending Account (FSA)		5,774	1,425	4,349	1,200	5,774	4,574	
55	Wellness Reimbursement		12,158	9,166	2,992	8,645	12,158	3,513	
56	Health Insurance Premiums		79,834	63,627	16,207	63,627	79,834	16,207	
57	Health Ins Employee Contributions			(12,385)	12,385	(11,841)	0	11,841	
58	Workers Comp Insurance Premiums		11,381	15,359	(3,978)	12,288	11,381	(907)	
59	Payroll Taxes		18,543	12,636	5,907	12,386	18,543	6,157	
64	<b>Total Employee Benefits &amp; Taxes</b>		188,759	150,897	37,862	129,222	188,759	59,537	

	E	F	H	I	J	K	L	M	
2	<b>Town of Keystone</b>							Printed:	1/22/25
3	<b>Statement of Revenues, Expenses and Changes in Fund Balance</b>							<i>Preliminary</i>	
4	<b>Actual, Budget and Forecast for the Periods Indicated</b>								
5	<b>Modified Accrual Basis</b>		<b>2024 ANNUAL</b>			<b>2024 From Inception (2/8/2024)</b>			
6						<b>11 Months</b>	<b>11 Months</b>		
7			<b>Approved</b>		<b>Variance</b>	<b>Ended</b>	<b>Ended</b>	<b>Variance</b>	
8			<b>2024</b>	<b>2024</b>	<b>Favorable</b>	<b>12/31/24</b>	<b>12/31/24</b>	<b>Favorable</b>	
9			<b>Budget</b>	<b>Forecast</b>	<b>(Unfavor)</b>	<b>Actual</b>	<b>Budget</b>	<b>(Unfavor)</b>	
65	<b>General Expenditures All Departments</b>								
66		2,830	2,410	420		2,410	2,830	420	
67		50,700	50,900	(200)		50,900	50,700	(200)	
68		3,700	3,700	0		1,350	3,700	2,350	
69		3,754	8,848	(5,094)		8,823	3,754	(5,069)	
70		10,429	16,711	(6,281)		15,931	10,429	(5,502)	
71		7,936	1,625	6,311		1,782	7,936	6,154	
72		6,802	6,802	0		6,052	6,802	750	
73		6,802	8,300	(1,498)		7,300	6,802	(498)	
74		1,700	3,795	(2,095)		4,105	1,700	(2,405)	
75		5,000	3,880	1,120		3,104	5,000	1,896	
76		0	100	(100)		100	0	(100)	
77		68,016	68,016	0		34,253	68,016	33,763	
78		6,802	6,802	0		542	6,802	6,260	
79		5,526	5,526	0		0	5,526	5,526	
81		<b>179,996</b>	<b>187,414</b>	<b>(7,418)</b>		<b>136,652</b>	<b>179,997</b>	<b>43,345</b>	
82	<b>Mayor and Town Council</b>								
83									
84		11,000	11,000	0		10,477	11,000	523	
85		33,000	33,000	0		30,645	33,000	2,355	
86		5,775	5,775	0		5,344	5,775	431	
87									
88		<b>49,775</b>	<b>49,775</b>	<b>0</b>		<b>46,465</b>	<b>49,775</b>	<b>3,310</b>	
89									
90		1,251	5,596	(4,345)		5,697	1,251	(4,446)	
91		<b>51,026</b>	<b>55,371</b>	<b>(4,345)</b>		<b>52,162</b>	<b>51,026</b>	<b>(1,136)</b>	
92	<b>Administration Services</b>								
93									
94		127,530	127,530	0		102,542	127,530	24,988	
95		95,047	95,047	0		94,523	95,047	524	
96		58,333	58,333	0		50,038	58,333	8,295	
97		2,250	2,250	0		1,858	2,250	392	
98		15,000	15,000	0		12,500	15,000	2,500	
99		<b>298,160</b>	<b>298,160</b>	<b>0</b>		<b>261,460</b>	<b>298,160</b>	<b>36,700</b>	
100									
101		2,607	2,607	0		11	2,607	2,596	
102		7,300	7,300	0		965	7,300	6,335	
103		8,502	8,502	0		90	8,502	8,412	
104		2,607	2,607	0		102	2,607	2,505	
105		12,000	12,000	0		7,750	12,000	4,250	
106		90,688	152,344	(61,656)		144,825	90,688	(54,137)	
107		59,628	59,628	0		0	59,628	59,628	
109		4,950	4,950	0		4,604	4,950	346	
110		63,494	63,494	0		52,763	63,494	10,731	
111		0	0	0		0	0	0	
112		116,761	116,761	0		86,250	116,761	30,511	
113		0	10	(10)		10	0	(10)	
114									
115		<b>666,697</b>	<b>728,363</b>	<b>(61,665)</b>		<b>558,831</b>	<b>666,697</b>	<b>107,866</b>	
116	<b>Community Development</b>								
117									
118		124,431	124,431	0		118,223	124,431	6,208	
119		60,489	60,489	0		29,786	60,489	30,703	
120		1,350	1,350	0		926	1,350	424	
121		9,500	9,500	0		6,500	9,500	3,000	
122									
123		<b>195,770</b>	<b>195,770</b>	<b>0</b>		<b>155,435</b>	<b>195,770</b>	<b>40,335</b>	
124		162,562	162,562	0		483	162,562	162,080	
125		9,069	9,069	0		0	9,069	9,069	
126		11,336	11,336	0		0	11,336	11,336	
127		5,668	5,668	0		710	5,668	4,958	
128		2,834	2,834	0		0	2,834	2,834	
129		2,721	2,721	0		365	2,721	2,356	
130		0	0	0		0	0	0	
131									
132		<b>389,960</b>	<b>389,960</b>	<b>0</b>		<b>156,993</b>	<b>389,959</b>	<b>232,967</b>	

	E	F	H	I	J	K	L	M
2	<b>Town of Keystone</b>							Printed: 1/22/25
3	<b>Statement of Revenues, Expenses and Changes in Fund Balance</b>							<i>Preliminary</i>
4	<b>Actual, Budget and Forecast for the Periods Indicated</b>							
5	<b>Modified Accrual Basis</b>		<b>2024 ANNUAL</b>			<b>2024 From Inception (2/8/2024)</b>		
6						<b>11 Months</b>	<b>11 Months</b>	
7		<b>Approved</b>		<b>Variance</b>		<b>Ended</b>	<b>Ended</b>	<b>Variance</b>
8		<b>2024</b>	<b>2024</b>	<b>Favorable</b>		<b>12/31/24</b>	<b>12/31/24</b>	<b>Favorable</b>
9		<b>Budget</b>	<b>Forecast</b>	<b>(Unfavor)</b>		<b>Actual</b>	<b>Budget</b>	<b>(Unfavor)</b>
133								
134	<b>Public Works</b>							
135	Public Works Director Wages	45,344	45,344	0		29,307	45,344	16,037
136	Cell Phone Public Works	450	450	0		225	450	225
137	Keystone Housing Public Works	3,000	3,000	0		1,750	3,000	1,250
138								
139		48,794	48,794	0		31,282	48,794	17,512
140	Communications	2,721	2,721	0		0	2,721	2,721
141	Engineer Consultant	5,668	5,668	0		0	5,668	5,668
142	Planning and Printing Supplies	2,834	2,834	0		0	2,834	2,834
143	<b>Road Maint/Snow Plowing Contracts</b>							
144	Loveland Pass Village	0	0	0		0	0	0
145	Keystone Roads- Currently County M	0	0	0		0	0	0
146	Roads not County Maintained	0	66	(66)		6,866	0	(6,866)
147	Asphalt Crack Seal	0	6,400	(6,400)		6,400	0	(6,400)
148	Noxious Weed Control	0	0	0		0	0	0
149	Other Maintenance	0	302	(302)		2,802	0	(2,802)
150	Total Road Maintenance/Snow Plowin	0	6,768	(6,768)		16,068	0	(16,068)
151								
152	Signage	0	0	0		224	0	(224)
153	Engineering Services	0	3,427	(3,427)		3,427	0	(3,427)
154	Miscellaneous Public Works Expense	0	130	(130)		130	0	(130)
155								
156	<b>Total Public Works Expenses</b>	<b>60,017</b>	<b>70,342</b>	<b>(10,325)</b>		<b>51,131</b>	<b>60,016</b>	<b>8,885</b>
157								
158	<b>Public Safety</b>							
169	Miscellaneous Public Safety Exp	0	85,708	(85,708)		55,556	0	(55,556)
170								
171	<b>Total Public Safety Expenses</b>	<b>0</b>	<b>85,708</b>	<b>(85,708)</b>		<b>65,431</b>	<b>0</b>	<b>(65,431)</b>
172								
173	<b>Municipal Court</b>							
174	Judge	0	0	0		0	0	0
175	Prosecutor	0	0	0		0	0	0
176	Miscellaneous Exp Municipal Cout	0	0	0		0	0	0
178								
179	<b>Total Court Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>
180								
181	<b>Total Operating Expenditures</b>	<b>1,536,455</b>	<b>1,668,055</b>	<b>(131,600)</b>		<b>1,150,422</b>	<b>1,536,455</b>	<b>386,033</b>
182								
183	<b>Total Revenue (from above)</b>	<b>3,599,507</b>	<b>3,546,688</b>	<b>(52,819)</b>		<b>3,433,850</b>	<b>3,599,507</b>	<b>(165,658)</b>
184								
185	<b>Operating Surplus (Deficit)</b>	<b>2,063,053</b>	<b>1,878,633</b>	<b>(184,419)</b>		<b>2,283,428</b>	<b>2,063,052</b>	<b>220,376</b>
187								
188	<b>Other Sources (Uses)</b>							
189	Transfer to Capital Improvement	(900,000)	(886,800)	13,200		(243,149)	(900,000)	656,851
190	Transfer fr Workforce Housing	0	0	0		0	0	0
191	Transfer fr Conservation Trust	0	0	0		0	0	0
192	Summit County Adv - Sales Tax	0	1,400,000	1,400,000		1,400,000	1,400,000	0
193	Summit County Adv - Repayment	0	(1,400,000)	(1,400,000)		(1,400,000)	(1,400,000)	0
194								
195	<b>Total Other Sources (Uses)</b>	<b>(900,000)</b>	<b>(886,800)</b>	<b>13,200</b>		<b>(243,149)</b>	<b>(900,000)</b>	<b>656,851</b>
196								
197	<b>Beginning Fund Balance - General</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>
198								
199	<b>Ending Fund Balance - General</b>	<b>1,163,053</b>	<b>991,833</b>	<b>(171,219)</b>		<b>2,040,279</b>	<b>1,163,052</b>	<b>877,227</b>
200		=	=	=		=	=	=
201	<b>Components of General Fund Bal</b>							
202	TABOR Restricted Funds	46,094	50,042			34,513	46,094	
203	Unrestricted Funds	1,116,959	941,792			2,005,767	1,116,959	
204		1,163,053	991,833			2,040,279	1,163,052	
205								

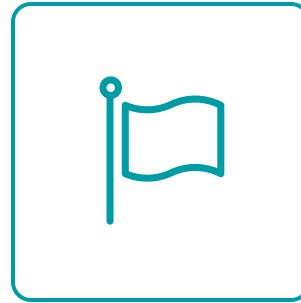
	E	F	H	I	J	K	L	M
2	<b>Town of Keystone</b>							Printed: 1/22/25
3	<b>Statement of Revenues, Expenses and Changes in Fund Balance</b>							<i>Preliminary</i>
4	<b>Actual, Budget and Forecast for the Periods Indicated</b>							
5	<b>Modified Accrual Basis</b>		<b>2024 ANNUAL</b>			<b>2024 From Inception (2/8/2024)</b>		
6						<b>11 Months</b>	<b>11 Months</b>	
7		<b>Approved</b>		<b>Variance</b>		<b>Ended</b>	<b>Ended</b>	<b>Variance</b>
8		<b>2024</b>	<b>2024</b>	<b>Favorable</b>		<b>12/31/24</b>	<b>12/31/24</b>	<b>Favorable</b>
9		<b>Budget</b>	<b>Forecast</b>	<b>(Unfavor)</b>		<b>Actual</b>	<b>Budget</b>	<b>(Unfavor)</b>
206	<b>RESTRICTED FUNDS</b>							
207	<b>CAPITAL IMPROVEMENTS</b>							
208	<b>Revenue and Other Financing Sources</b>							
209		900,000	886,800	13,200		243,149	900,000	(656,851)
210	Contribution from General Fund							
211	<b>Total Revenues</b>	900,000	886,800	13,200		243,149	900,000	(656,851)
212								
213	<b>Capital and Non-Routine Projects</b>							
214	Repayment for Incorporation Costs	180,000	180,000	0		148,013	180,000	31,987
215	Summit County fee for Cash advance	5,000	5,000	0		5,000	5,000	0
216	Office Set Up-Furniture, Supplies and	41,500	41,500	0		0	41,500	41,500
217	Facility Modifications	50,000	50,000	0		0	50,000	50,000
218	Staff Hiring Expense	5,000	5,000	0		544	5,000	4,456
219	Start Up Consultant Support (Clerk/Cd	32,500	32,500	0		0	32,500	32,500
220	IT-Infrastructure/Software/Computers/	109,900	109,900	0		16,288	109,900	93,612
221	Website	15,000	15,000	0		0	15,000	15,000
222	Town Signage	30,000	30,000	0		0	30,000	30,000
223	Interim Town Manager (\$150/hr, 10 w	60,000	67,900	(7,900)		67,890	60,000	(7,890)
224	Engineering Assessment Town Mainta	40,000	40,000	0		0	40,000	40,000
225	Flood Plain Plan	20,000	20,000	0		0	20,000	20,000
226	Trails and Open Space Master Plan	30,000	30,000	0		0	30,000	30,000
227	Comprehensive Use Plan			0		5,414	0	(5,414)
228	2 Police Vehicles and equipment	260,000	260,000	0		0	260,000	260,000
229								
230	<b>Total Capital and Non-Routine Exp</b>	878,900	886,800	(7,900)		243,149	878,900	635,751
231								
232	<b>Surplus after other sources / uses</b>	21,100	0	21,100		0	21,100	(21,100)
233								
234	<b>FUND BALANCE - Beginning Capital</b>	0	0	0		0	0	0
235	<b>FUND BALANCE - Ending Capital</b>	21,100	0	21,100		0	21,100	(21,100)
236		=	=	=		=	=	=
237	<b>Workforce Housing Fund</b>							
238	<b>Revenue and Other Financing Sources</b>							
239	Revenue 5A (17.2%)	788,210	135,572	(652,638)		106,957	788,210	(681,253)
240	Revenue 6B (82.8%)		652,638	652,638		514,888	0	514,888
241	Interest Income		868	868		3,344	0	3,344
242	<b>Total Revenues</b>	788,210	789,078	868		625,189	788,210	(163,021)
243								
244	<b>Expenditures</b>							
245	Housing Authority Fees	52,064	120,000	(67,936)		130,100	52,064	(78,036)
246	Transfer to General Fund	0	0	0		0	0	0
247								
248	<b>Total Expenditures</b>	52,064	120,000	(67,936)		130,100	52,064	(78,036)
249								
250	<b>Surplus after other sources (uses)</b>	736,146	669,078	(67,068)		495,089	736,146	(241,057)
251								
252	Fund bal - Beginning Housing Fund	0	0	0		0	0	0
253	<b>Fund bal - Ending Housing Fund</b>	736,146	669,078	(67,068)		495,089	736,146	(241,057)
254		=	=	=		=	=	=
255	<b>Conservation Trust Fund</b>							
256	<b>Revenue and Other Financing Sources</b>							
257	Conservation Trust Revenue	12,920	0	(12,920)		0	0	0
258	Interest Income							
259	<b>Total Revenues</b>	12,920	0	(12,920)		0	0	0
260								
261	<b>Expenditures</b>							
262	Conservation Trust Expenses	0	0	0		0	0	0
263	Transfer to General Fund	0	0	0		0	0	0
264								
265	<b>Total Expenditures</b>	0	0	0		0	0	0
266								
267	<b>Surplus after other sources / uses</b>	12,920	0	(12,920)		0	0	0
268								
269	Fund bal - Begin Cons Trust Fnd	0	0	0		0	0	0
270	<b>Fund bal - Ending Cons Trust Fnd</b>	12,920	0	(12,920)		0	0	0
271		=	=	=		=	=	=



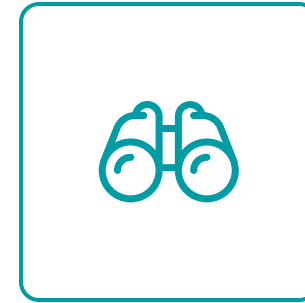
SUMMIT ECONOMIC  
PARTNERSHIP

Keystone Town Council - 01.28.2025

# WHAT IS ECONOMIC DEVELOPMENT?



Economic  
Diversification



Workforce  
Development



Entrepreneurial  
Empowerment

**Broad Bi-Partisan Support:** 68% of all Coloradans support making government investments to support the economy and create better paying jobs\*

\*CO Health Foundation Pulse 2023



# WHO IS SEP?

## **Economic Development Organization**

501c3

Est. 2022

First EDO in Summit



Thayer Hirsh - CEO

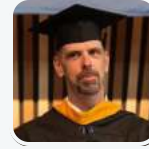
# OUR BOARD



Ben Miller



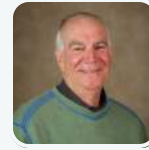
Erin Young



Dave Askeland



Nell Wareham



Steve Shapiro



Marco Vienna



Mike Shambarger



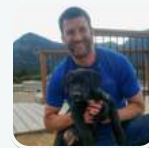
Blair McGary



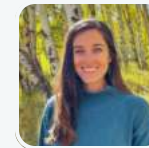
Eddie O'Brien



Mark Richards



Aaron Landau



Brittany Romano

# SEP'S GOALS FOR SUMMIT

## 1 Boost Wages

EcoDevo is proven to boost wages

## 2 Create Job Laddering Opportunities

Allow locals grow their careers...here

## 3 Diversify our Economy

Hedge risk against recession and a changing climate

**SEP is an Investment in Summit's Future**



# OPPORTUNITY



- **Highly Educated Workforce:** 59% of workers have a college degree
- **Unprecedented Grant Opportunities:** State, Local and Fed money available

# 2024 ROI

County Contribution

**\$150K**

Total = \$462.5k

**ROI = 308%**

In-Kind & Other

**\$65.5K**

REDI Grant

**\$140K**

Main Street Grant - Keystone

**\$50K**

RTAP Grant

**\$42K**

CHFA Grant

**\$15K**

# OUR FINANCIAL SUPPORTERS



WHAT WE DID IN 2024

# 2024 SEP PROGRAMS



- 1 Entrepreneurial Development
  - Summit Founder Competition (June 2024)
  - High Country Tech Growth Challenge (Fall 2025)
- 2 Retention & Expansion
  - Economic Gardening
  - 1-on-1 Small Biz Consulting (On-Going)
    - *Mile High Behavior Health partnership*
    - *Mountain Dreamers partnership*
- 3 Industry Recruitment & Creation
  - [Summit Automation Center Grant](#)

# 2024 SUMMIT FOUNDER COOPETITION



Scalable Companies

**10**

Minority or Women Biz

**80%**

Pitches Reviewed

**140**

Companies Receiving Investor Interest

**5**

Awarded Prize Money

**\$5,000**

Capital Being Raised

**\$2+M**



# 2024 ECONOMIC GARDENING PROGRAM



Summit County Companies

**6**

Projected Hires

**7**

Consulting Hours Provided

**240**

Additional Annual Revenue Projected

**\$340K**

# HIGH COUNTRY TECH GROWTH ACCELERATOR



- 12 tech companies from Routt & Summit
- 6 weeks of programming
- Professional Pitch Coaching
- Demo day December 6th  
Steamboat Social Club



KEYSTONE



# LONG TERM GOALS

## Goals

- Create Long Economic Viability  
Flatten seasonality of jobs and create laddering opportunities
- Boost Local Wages (and tax base)  
High demand jobs sustain higher wages (and spending)
- Build Stronger Local Businesses  
5x multiplier effect grows additional businesses and jobs

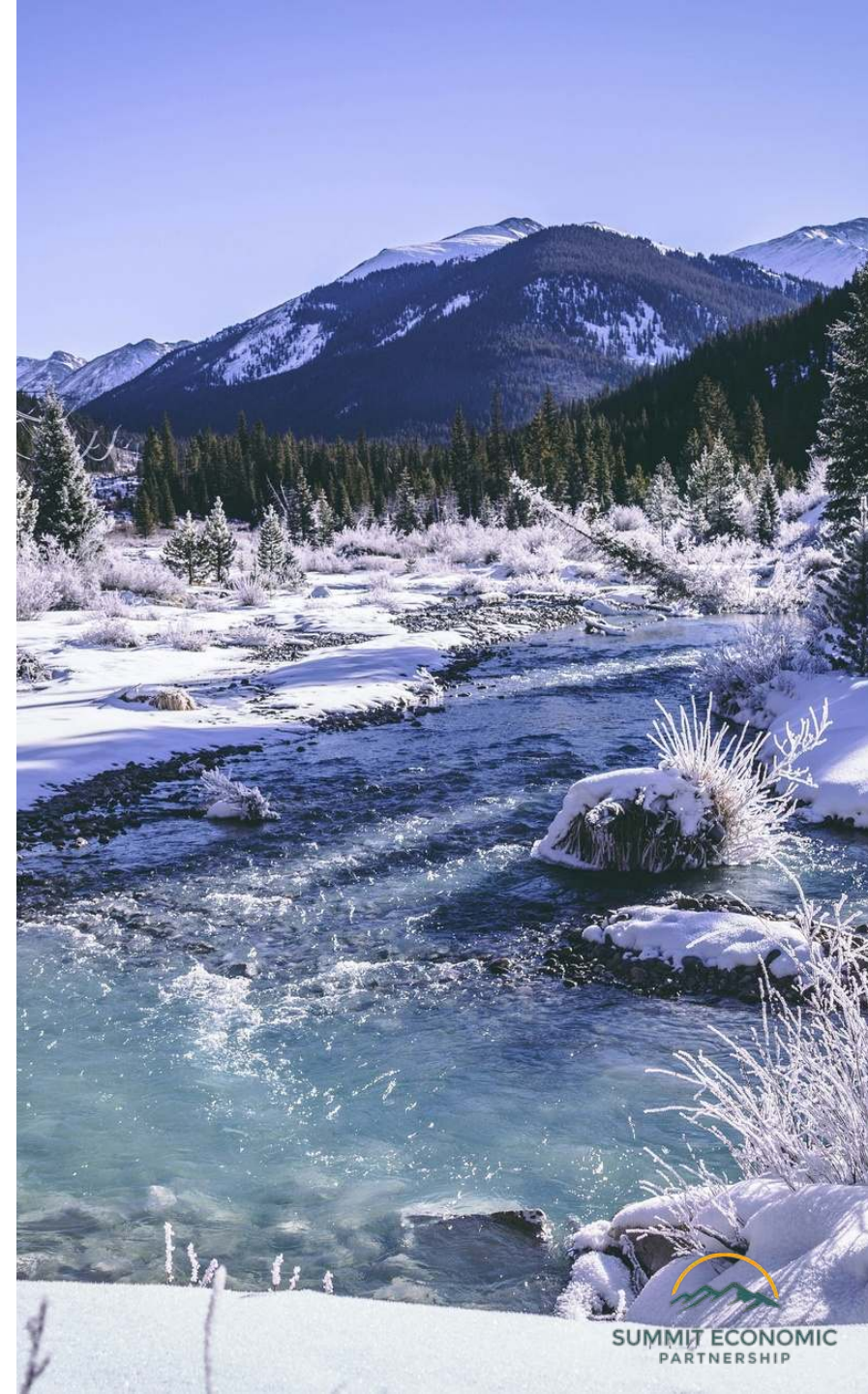
# KEYSTONE'S MAIN STREET GRANT

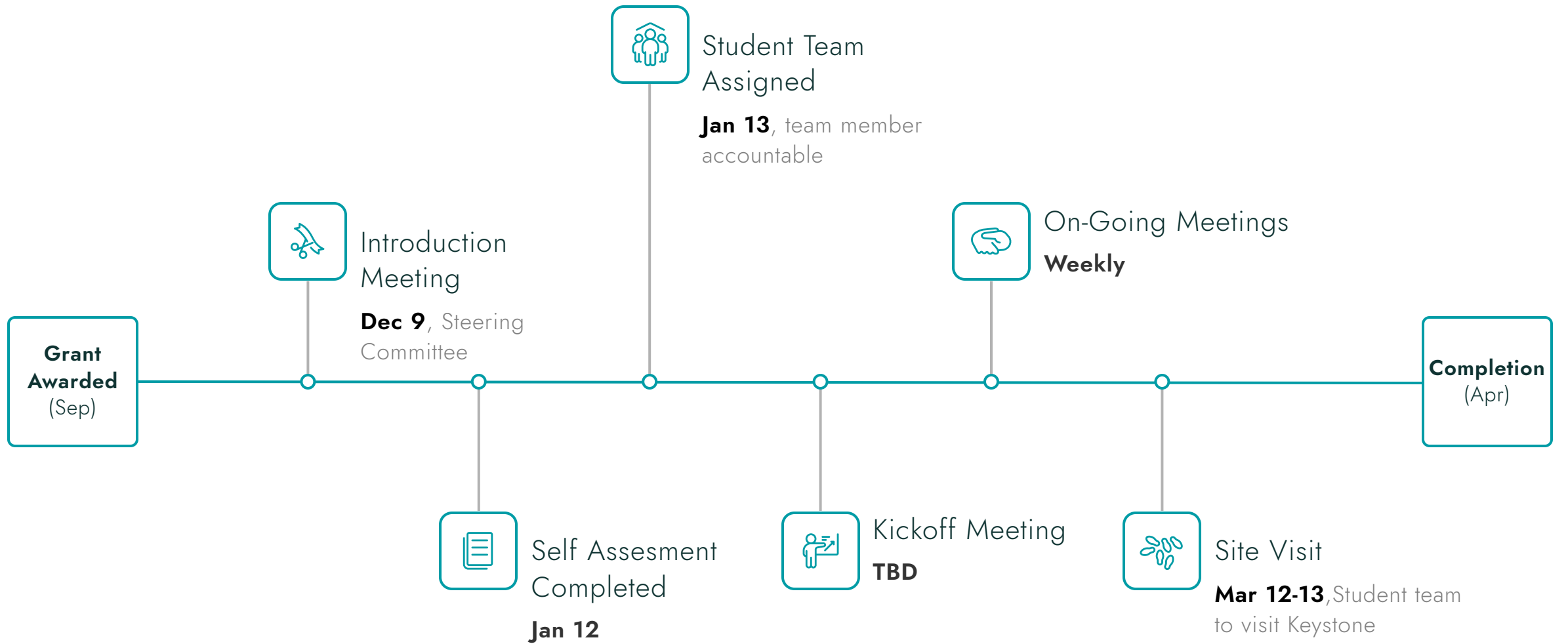
- OEDIT Rural Technical Assistance Program
- SEP applied in September
- Opportunity for Colorado's newest town



# KEYSTONE'S MAIN STREET GRANT

- **GOAL:** Create a strategic plan to enhance a Main Street  
Focus: economic development and community creation
- **TIMELINE:** Nov 2024 - April 2025
- **Cost:** FREE (value \$40k)
- *Supplements Comprehensive Plan*





## PROGRESS TO DATE & NEXT STEPS

# QUESTIONS?

**Contact:** [thayer@summitpartnership.org](mailto:thayer@summitpartnership.org)

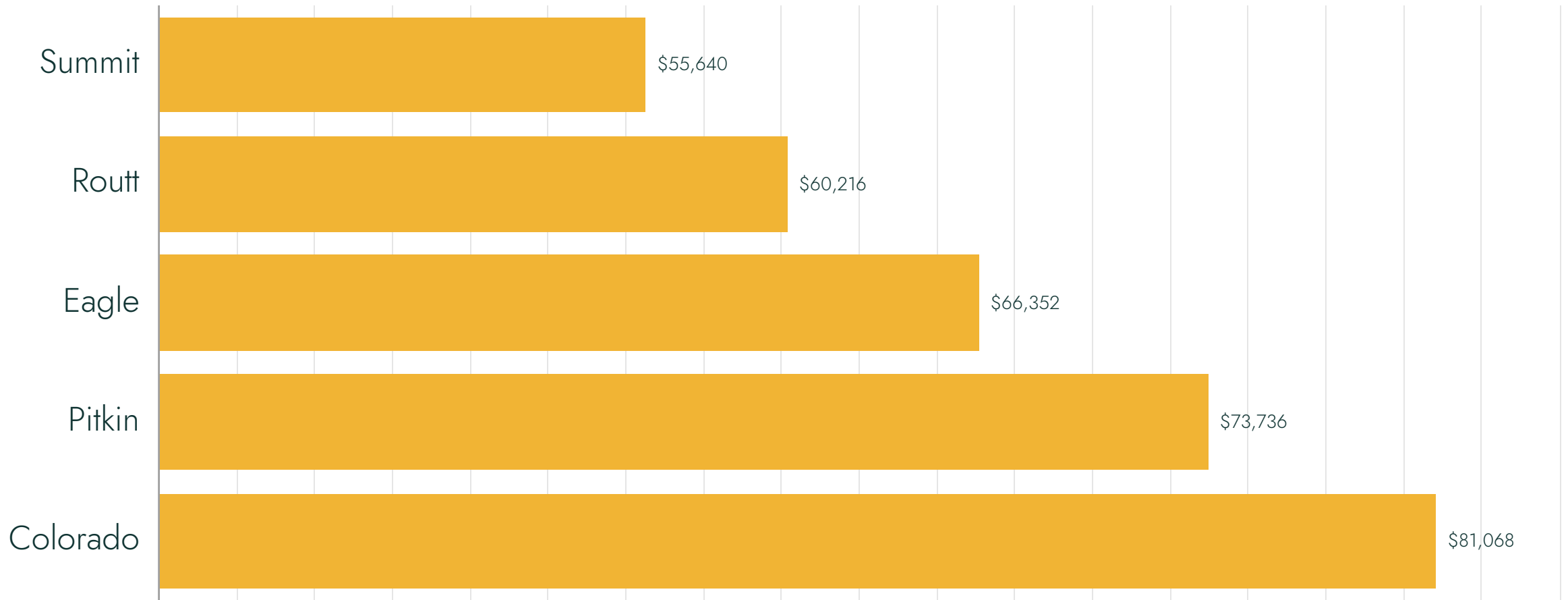




# APPENDIX

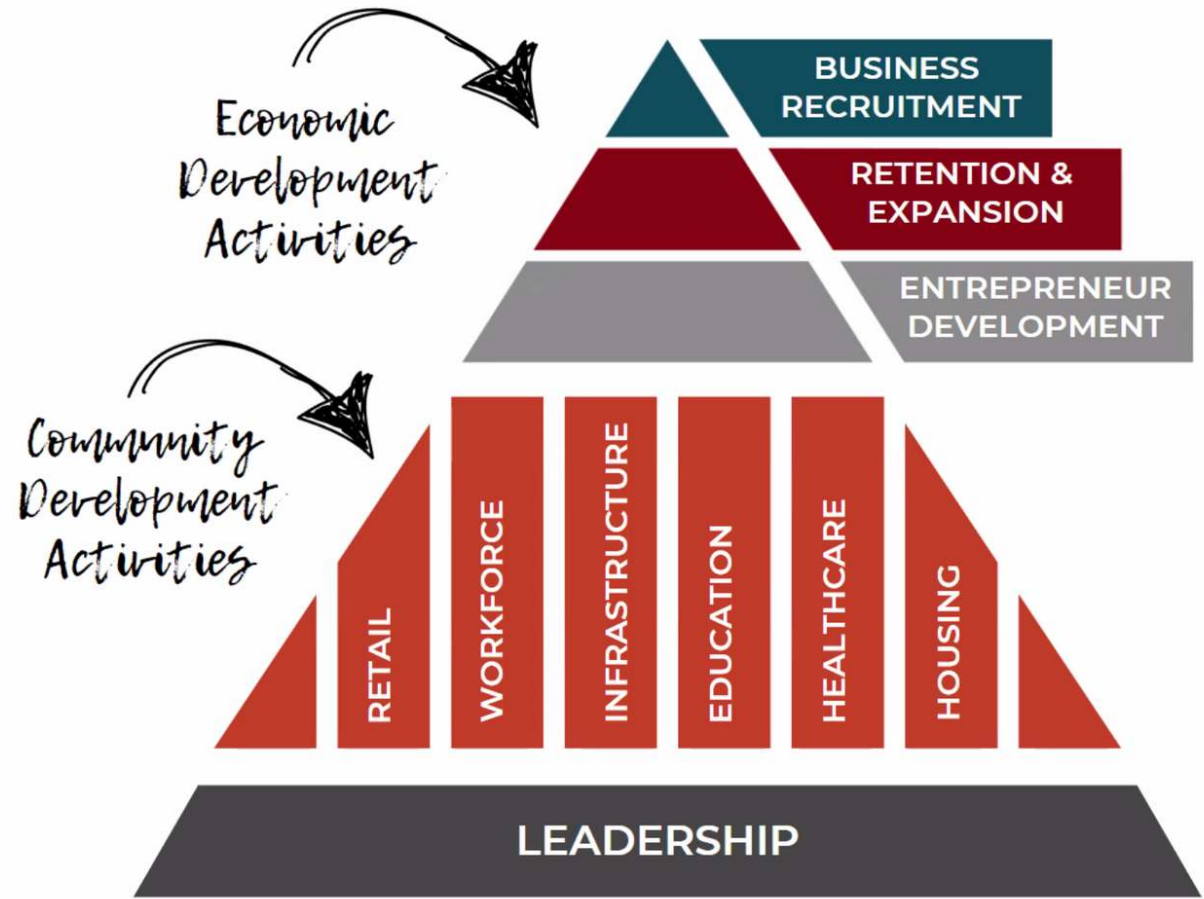
[summitpartnership.org](https://summitpartnership.org)

# MEDIAN WAGES: SUMMIT VS NEIGHBORING COUNTIES



Source: NWCCOG

# Economic Development Pyramid



# COOPETITION PARTICIPANTS

Company	Website	Industry
Wildstack	wildstck.com	Tech / Consulting
Magic Marketing	magicmarketing.biz	Marketing
SkyGOAT	skygoatusa.com	Apparel
TreadShare	treadshare.com	Tech / Rideshare
Buttnski	buttnski.com	Apparel
Llama Corporation		Apparel
FOLCLAND	folcland.com	Retail
Stay Loci	stayloci.io	Tech / Proptech
CodeBeetle	codebeetle.io	Tech / EdTech
SeaRex Solutions	searexsolutions.com	Tech / Service Tech

# HIGH COUNTRY TECH GROWTH CHALLENGE

Founder	Company	Town	Website
Erwin Germain	TreadShare	Frisco	treadshare.com
Nora Gilbertson	StayLoco	Frisco	stayloco.io
Monica Simpson	PHRED Solutions Inc	Breckenridge	phredproblemsolving.com
Justin Sardi	TubeSift	Silverthorne	tubesift.com
Ellie Frost	Backcountry Bonds	Frisco	backcountrybeauties.com
Franklin Joyce	Public House	Frisco	public.house
Nathan Nosari	Vabhoa Software (WIP)	Frisco	vabhoa.com

# PROGRAM TESTIMONIALS

“UNDERSTANDING THE REALITY OF HOW STARTUP FUNDING LANDSCAPES WORK INFORMED ME ON HOW TO PITCH MY BUSINESS AND HOW TO ASK FOR WHAT MY BUSINESS REALLY NEEDS”



Adrienne, SeaRex Solutions



“THIS WAS A PROGRAM I DIDN'T KNOW I NEEDED, BUT RECEIVED SO MUCH BENEFIT FROM ATTENDING”



Alyssa, Folcland



“I DESPERATELY NEEDED SUCH A PROGRAM IN SUMMIT COUNTY. IT CLEARLY HELPED ME WITH MY NEXT MOVES (FUNDING)”



Erwin, TreadShare



# TOWN OF KEYSTONE, COLORADO

## STAFF REPORT

TO: Mayor & Town Councilmembers  
FROM: John Crone, Town Manager  
DATE: January 28, 2025 – Work Session  
SUBJECT: Discussion of Business Licensing

---

### **Executive Summary:**

Staff is seeking guidance on whether the Town Council wants to institute a business licensing program.

### **Background:**

Many municipalities require businesses that either have a physical location in the Town or conduct non-incident business in the Town to acquire a Town issued business license. Keystone is the only municipality in Summit County that does not currently require business licensing.

Business licenses are usually required for anyone who sells goods or services or operates a commercial enterprise within the Town limits. Most Towns only charge a nominal administrative fee for business licenses.

### **Reasons for Business Licensing**

There are several reasons that Towns require business licensing. Not all situations will apply to all businesses.

Administrative Compliance – Requiring a license will help Town staff efficiently determine whether a business is complying with local requirements and regulations. This includes being able to quickly determine whether a business is paying all required

taxes and fees, and ensuring that the Town has a valid contact for anyone doing business here.

Zoning and Code Compliance – The land-use code has many restrictions on use depending upon where a property is located. Requiring a business license will enable staff to review a business' plans and make sure that they are in line with neighborhood requirements before the business opens.

Consumer Protection – It is important that the Town take steps to protect its citizens from unscrupulous business scams. A business license requirement will not provide absolute protection; but it is another step that will help identify those individuals who don't take all of the steps necessary to run a legal business before those individuals can take advantage of our citizens.

Public Health and Welfare – Many towns require business license applicants to submit a fire and life safety inspection before the license is issued. This is an important step to protect the health and welfare of the people visiting the business.

### **Types of Licenses**

Most Towns offer several different types of licenses depending on the types of goods or services that they offer, where the businesses are located, and the amount of business that is conducted in the Town. There are also many types of businesses that are required to obtain additional licenses from either the state or from the Town. These include regulated professions such as doctors or massage therapists and regulated businesses such as liquor sellers or marijuana facilities. State regulations also limit the ability of Towns to require licenses for non-incidentual businesses (think of delivery services or on-line vacation rental sites. In general, Towns tend to provide for at least two types of licenses:



Regular License – This is the standard license required for anyone who regularly conducts business within the Town limits. Many towns separate these licenses into two types of businesses:

- Fixed Premise – Fixed premise licenses are for those businesses that occupy a brick and mortar building within the Town limits.
- Remote Location – Some Towns offer a second type of license for those businesses that are located in a different jurisdiction but provide goods or services to people within the Town limits. Building contractors are often required to obtain remote location licenses.

Short-term or Vendor Licenses – Vendor licenses are issued to businesses that only operate in the town for a very short time. These types of licenses are often issued to businesses that come into town for festivals or fairs. They are very important for ensuring that the town receives correct sales tax payments.

### **Next Steps:**

If the Council is interested in creating a business licensing program, it should instruct staff to prepare the necessary ordinance for future Council consideration.

# TOWN OF KEYSTONE, COLORADO

## STAFF REPORT

TO: Mayor & Town Councilmembers  
THROUGH:  
FROM: John Crone, Town Manager  
DATE: January 28, 2025  
SUBJECT: Nuisance and Wildlife-proof container ordinance

---

### **Executive Summary:**

The purpose of this worksession item is to provide a proposed wildlife-proof container ordinance.

### **Background:**

The Town Council has been working on a nuisance ordinance for some time. In order to facilitate the timeliness of some of the provisions, we are going to adopt the code in various sections. The proposed calendar for adopting the nuisance code is as follows:

<u>January 28</u> -	Workshop wildlife proof containers
<u>February 11</u> -	First reading of wildlife-proof container ordinance, workshop noise
<u>February 25</u> -	Adopt WPC ord., first reading of noise, workshop general
nuisances	
<u>March 11</u> -	Adopt noise ord., workshop remaining sections and general
provisions	
<u>March 25</u> -	First reading remainder of nuisance ord.
<u>April 8</u> -	Adopt remainder of nuisance ord.

## **Wildlife-proof Refuse Containers**

We are finalizing wild-life proof containers first because the proposed ordinance has an implementation date of April 15 for the acquisition of wildlife-proof containers and an implementation date of August 1 for the construction of enclosures if the unit does not have a wildlife-proof container.

Our natural setting and its plethora of wildlife are vital components of our communities. In order to protect the surrounding environment, it is important that we take any steps necessary to minimize interactions between the wildlife and our citizens. One of the most important things that we can do is to limit the ability of wildlife to feed on our refuse. Trash kills bears!

The proposed ordinance does recognize that the timelines may be difficult to meet given the reliance on third parties to provide the containers or construct the enclosure. If someone is having difficulty complying with the ordinance, they can appeal to the Town Manager for additional time.

There are several things that the Council needs to work out before adoption of an ordinance.

Timeline – Is the proposed timeline achievable and acceptable? If not, what sort of timeline would the Council like to see?

Penalties – The proposed ordinance has a three-tier penalty system. The first two offenses would result in monetary administrative penalties. Staff needs guidance on what these penalties should be. The third offense would be considered a misdemeanor offense and would go to municipal court (we will be bringing a municipal court IGA to the Council in the near future).

Requirements for containers and enclosures – Does the Council feel that the requirements for containers and enclosures are sufficient? If not, what would you like to see added?

## **Draft Ordinance**

For the purpose of this chapter, the following definitions shall apply:

**ATTRACTANT:** Any substance which could reasonably be expected to attract wildlife or does attract wildlife, including, but not limited to, food products, pet food, feed, compost, grain or salt.

**DUMPSTER ENCLOSURE:** A fully enclosed structure consisting of four (4) sides and a secure door or cover, which shall have self-closing doors, and a latching device of sufficient strength and design to prevent access by wildlife. Dumpster enclosures are subject to all planning and zoning requirements and building codes. An enclosure of less than one hundred twenty (120) square feet shall not require a building permit. An enclosure of one hundred twenty (120) square feet or larger requires a building permit.

**REFUSE:** Any waste that could reasonably attract wildlife which includes, but shall not be limited to, kitchen, organic waste, food, food packaging, toothpaste, deodorant, cosmetics, spices, seasonings and grease.

**REFUSE CONTAINER:** Any trash can, dumpster, or similar device used for the collection and storage of solid waste.

**RESIDENT:** Any person, firm, corporation or organization within the town of Keystone or on town-controlled land.

**SPECIAL EVENT:** An outdoor gathering such as a concert, conference or festival, whether occurring on public land or private.

**WILDLIFE:** Any undomesticated animal, including, but not limited to, elk, deer, sheep, lynx, skunks, magpies, crows, bears, raccoons, coyotes, beavers, porcupines, mountain lions, bobcats and foxes.

**WILDLIFE-PROOF REFUSE CONTAINER:** A container used for the storage of refuse that has been certified to be wildlife-proof by the Colorado division of wildlife, the U.S. park service, or the U.S. forest service. A container not so certified, is considered a wildlife-proof refuse container if it is fully enclosed, of sturdy construction, and includes a latching mechanism suitable to prevent wildlife from opening the container. Latching mechanisms shall allow a gap between the container lid of no more than one-half inch ( $\frac{1}{2}$ "). Latching mechanisms shall keep the lid closed in the event the container is turned on its side or upside down. Wildlife-proof refuse containers may include drain holes no larger than one inch (1") in any dimension.

A. All residential containers that receive refuse edible by wildlife must be secured inside the home or garage. Residents unable to keep their refuse container inside the home or garage shall store their refuse in a wildlife-proof refuse container or enclosure approved by the town of Keystone.

B. Residents with curbside pick-up shall place refuse containers at the curb, alley, or public right of way at or after six o'clock (6:00) A.M. on the morning of scheduled pick up. After pick-up, all containers must be removed from the curb, alley or public right of way by eight o'clock (8:00) P.M. on the same day.

C. Other household waste that cannot reasonably be considered "refuse" or an "attractant" as defined in this chapter, including, but not limited to: nonedible yard maintenance waste, household items, and cardboard, shall not require the use of wildlife-proof containers when not commingled with refuse or any other attractant.

D. Multi-family housing developments and other types of clustered residential housing, utilizing centralized refuse containers, must use either a wildlife-proof refuse container or a dumpster enclosure for all refuse. The container or enclosure shall be kept closed in a secure manner except when refuse is being deposited.

#### MAINTENANCE AND OPERATION OF ALL REFUSE CONTAINERS AND ENCLOSURES:

A. All refuse containers defined in this chapter shall be kept closed and secured when refuse is not being deposited. Any container which is overfilled so as to prevent a container's designed latching is not a wildlife resistant or wildlife-proof refuse container within the meaning of this chapter.

B. If a container or enclosure is damaged, allowing access by wildlife, repairs must be made within forty-eight (48) hours after written notification by town of Keystone personnel.

C. All enclosures defined in this chapter shall have self-closing doors and latching devices.

#### SPECIAL EVENT REFUSE DISPOSAL:

Outdoor special event sites shall be kept free from the accumulation of refuse. Refuse must be collected from the grounds at the close of each day's activities and shall be deposited into appropriate wildlife-proof containers or dumpster enclosures as provided in this chapter, or shall be removed to an appropriate disposal site.

#### CONSTRUCTION SITE REFUSE DISPOSAL:

All construction sites must have a designated refuse container which receives "refuse" or attractants as defined by this chapter. This container shall be a wildlife-proof refuse container.

#### COMMERCIAL REFUSE DISPOSAL:

A. All refuse containers receiving refuse from commercial establishments and restaurants shall be in wildlife-proof containers, or shall be secured in a dumpster enclosure.

B. Container lids and dumpster enclosure doors shall be kept closed and latched at all times except when loading or removing refuse. The area around the container or enclosure must be kept free from refuse at all times.

#### COMPACTORS:

Trash compactors are compliant with this chapter when no refuse is exposed. Compactor doors must be kept closed at all times, except when loading or removing refuse and the area around the compactor must be kept clean of refuse and debris.

#### FEEDING OF WILDLIFE PROHIBITED:

Intentional Or Unintentional: No person shall intentionally or unintentionally feed or provide food in any manner for wildlife on public or private property within the town of Keystone. A person will be considered to be in violation of this chapter if they leave or store any garbage, refuse or attractant in a manner which would create or does create a lure or enticement for wildlife.

#### EXCEPTIONS:

A. The following entities or actions are exempt from the requirements of this chapter:

1. Any individual, company or corporation that is duly licensed by the state of Colorado or is entitled under law to possess wildlife of any kind.

2. Any action that is officially sanctioned by the state of Colorado, federal agencies, or the town of Keystone that would require feeding, baiting, or luring of wildlife (i.e., capturing and tagging wildlife for relocation or scientific projects and study).

3. Bird feeders are allowed provided that, between April 1 and December 1 of each year, all bird feeders must be suspended on a cable or other device at a height above the ground or structure so as to be inaccessible to bears.

#### ENFORCEMENT:

A. Compliance with this chapter notwithstanding, the town of Keystone may issue a "notice of violation" and order any resident to purchase and use a wildlife-proof refuse container for all storage of refuse that is attractive to or edible by wildlife if the town receives a documented, substantiated report that any animal, whether wild or domestic, has entered into or removed refuse from a refuse container located on the property or placed at the property curbside for pick up. Such order shall:

1. State that a wildlife-proof container shall be obtained for the property within seven (7) days.

2. Shall be served either personally or by means of posting on the premises upon which the nuisance exists. If notice is served by posting, a copy of the notice shall also be mailed by certified mail, return receipt requested, to the owner of record of the property given to any town of Keystone or Summit County government office. If the identity of the resident is not known, the entity responsible for payment of the garbage removal services for the subject location will be held responsible for complying with this chapter and for any penalties assessed pursuant to the same.

#### VIOLATIONS AND PENALTIES; PENALTY ASSESSMENT:

A. Second Notice Of Violation: Offenders who continue to violate this chapter or continue to fail in achieving timely compliance as set forth in any previous notice of violation may be issued a second notice of violation, which shall be in the form of a citation or summons. Such summons shall be subject to a graduated fine schedule as set forth below.

B. Penalties: Any person who or entity that is issued a citation or summons shall be punished as follows:

1. A fine not exceeding \_\_\_\_\_ for a first offense.

2. A fine not exceeding \_\_\_\_\_ for a second offense.

3. A third violation shall constitute a misdemeanor and will require a mandatory appearance in municipal court.

**VIOLATOR'S RESPONSIBILITY:** In addition to the penalties outlined in this Chapter, violators may be required to perform all necessary actions to remove or abate attractants of wildlife. This may include, but shall not be limited to: immediate clean-up of any refuse disturbed by wildlife, the removal of bird feeders or pet food, cleaning or appropriate storage of barbecue grills, additional storage requirements for refuse containers and/or the required use of Wildlife-proof Containers and/or Dumpster Enclosures.

**COMPLIANCE REQUIRED AND TIME PERIOD:** Any container required by this Chapter shall be brought into conformity with the provision of this Chapter by April 15, 2025. Any enclosure required by this Chapter shall be brought into conformity with the provision of this Chapter by August 1, 2025. Upon application to the Town Manager, and showing hardship by an owner of an enclosure or container required hereunder, the Town Manager may grant an extension, for a reasonable period of time, with which to comply with the provision of this Chapter.

# TOWN OF KEYSTONE, COLORADO

## STAFF REPORT

TO: Mayor & Town Councilmembers  
THROUGH: John Crone, Town Manager  
Jennifer Madsen, Town Attorney  
FROM: Heikela Fawkes, Finance Director  
DATE: January 28, 2025 – Work Session  
SUBJECT: Update on Lodging Tax Process

---

### **Background:**

On November 5, 2024, Keystone voters approved a 2% lodging tax on all stays within the town. The Town Council adopted Ordinance 2024-O-14 on December 10, 2024, with the tax effective January 1, 2025. This 2% lodging tax will be collected from every lodging stay within town limits.

### **Status:**

To meet the January collection deadline, staff has developed an interim system for short-term rental (STR) vendors. A Google form will be used for tax filings, with payments accepted through Colorado's Payport electronic payment system. A more robust system will be implemented later this year following further evaluation and implementation.

Staff have also drafted some educational resources for vendors that include FAQ, virtual training sessions, and email updates. Staff have consulted with STR owners, property managers, county municipalities, and legal counsel to ensure the process aligns with the ordinance and acceptable practice. Adjustments to the system will be made as needed



**Challenges:**

Staff received feedback that Airbnb has continued collecting the 2% Summit County lodging tax through January 31, 2025. Keystone's lodging tax is set to be collected starting February 1, 2025. This leaves January's tax remittance as the responsibility of STR owners. The Colorado Department of Revenue is working on a refund process for affected parties.

# TOWN OF KEYSTONE, COLORADO

## STAFF REPORT

TO: Mayor & Town Councilmembers  
THROUGH: John Crone, Town Manager  
Jennifer Madsen, Town Attorney  
FROM: Madeleine Sielu, Town Clerk  
DATE: January 28, 2025 – Work Session  
SUBJECT: Update on Short-Term Rental Enforcement and Licensing

---

### **Background**

On October 1, 2024, the Town of Keystone took over the licensing and enforcement of Short-Term Rentals (STRs) within the Town of Keystone. Prior to this, Summit County managed the licensing and enforcement of STRs. Staff implemented a new licensing software system with BlueVector AI in August of 2024, and a new enforcement software system with Deckard Technologies in October of 2024. This report will provide information about the implementation of these systems so far.

Staff are providing this update to keep Town Council informed on the Short-Term Rental program, they are not seeking specific direction from Council at this time.

### **Short-Term Rental Statistics**

- 1,868 active STR licenses, as of 2:00 p.m. on Friday, January 24, 2025.
- 47 licenses de-activated in the last week, because they have sold or are no longer being used as STR properties. Following a series of lodging tax notifications, the Town received notice of several properties that had sold since the license renewal period. This may indicate that consistent communication from the Town will continue to help encourage owners to be diligent in reporting changes.

- \$17,760 in payments received for STR licenses in January 2025, as of January 23.
- 79 licenses in approval queue. After several reminder e-mails prior to expiration, the Town put out an e-mail notifying individuals that their licenses had expired, and they were not in compliance. 47 of these licensees in approval queue were initiated this week. The remainder are fully new licenses.
- 42 expired Summit County licensees who have not returned contact from the Town.
- 45 Summit County licenses issued in 2024 prior to transition with expiration date of September 30, 2025. These licenses remained active with the Town of Keystone, per the Short-Term Rental regulations passed by Town Council.

## **Hotline Feedback**

The Town has received a total of 31 complaints since taking over enforcement of Short-Term Rentals on October 1, 2025. Following each complaint, Town staff reached out to complainants to determine what their experience was like with the complaint hotline provided by Deckard Technologies. Below is an aggregated list of complaints and feedback received during these calls. Appearing on this list does not mean this feedback is a staff recommendation, this is just a summary of feedback received:

- Hotline agents are sympathetic and responsive.
- Town should consider creating branded signage that Homeowner's Associations can place in common areas with the STR hotline information.
- Parking violations are difficult to enforce, as the Town's STR code currently only regulates the number of vehicles a unit may have parked indoor or outdoor. The Town should consider requiring parking diagrams for approval.
- The Town should consider requiring commercial soundproofing in certain units.
- The Town should consider re-evaluating occupancy limits.

Two thirds of the complaints received by the hotline were from two subdivisions, Lenawee Condo and Sanctuary at Keystone. Staff spoke with the HOAs at both

locations and discovered that they had provided information about the hotline to residents. 16 of the complaints were related to parking. 9 of the complaints were related to noise. Other issues included reports of potential illegal listings, trash, water leaking from a unit, and one lock out.

All responsible agents reached out to by the hotline, returned the hotline's call within one hour to address the issue.

## **Implementation Difficulties**

In implementing the Short-Term Rental enforcement system, the Town has discovered a few areas for improvement.

**Address Inconsistencies:** Town staff have identified a unique addressing issue within the Town of Keystone. There are at least three condominium buildings within the Town of Keystone that have different addresses listed on the door of the units vs. the legal address of the unit number. This can present a challenge when hotline calls are received or when Deckard's data team does property identification. If the unit number on the door is 5012 and the legal unit number is 154, it is very difficult for remote hotline agents to identify the correct property. This means that the hotline is then unable to find the correct license and responsible agent to contact. This problem may be the reason the historical number of complaints reported within Keystone's boundaries prior to incorporation seemed very low. If hotline agents were unable to identify the address, complaints may not have been logged.

Staff are creating an inventory of all buildings within the Town of Keystone and verifying their consistency between legal addresses and posted addresses. Additionally, Town staff are working with the Deckard Technology call center team to develop updated script for call center employees. Instead of asking complainants to report an address, they will ask for the building/subdivision name and unit number posted on the door. Staff are working to create two additional columns of data to allow this to happen. This will also help for condominiums that have a different address for each building in the subdivision, as many guests are unaware of each individual building address, which

creates similar complications. During the renewal process, staff will include a new field related to the

Addressing inconsistencies have also created challenges with property identification. Online property listings most often include the commonly known unit number posted on the door rather than the legal address. Since all Keystone licenses are tied to the legal address, it is difficult for the Deckard team to adequately identify illegally vs. legally listed licenses as efficiently. The solution noted above will also help in creating more consistency in correct address identification.

## **Next Steps**

Short-Term Rental licensing and enforcement staff are beginning to focus on helping the Finance Director with the lodging tax process. The Finance Director has been working on developing the lodging tax collection process, and the first collection will be due on February 20, 2025, for the month of January.

Now that all license data has been received and cleaned up, staff plan to focus on working more closely with Deckard's team on verifying all of Deckard's identified listings vs. licensed properties. This will be an incredibly useful tool for ensuring that all listings are appropriately licensed as well as providing analytics about the number of bookings received by each property. The goal is for staff to validate all 3800 potential properties by the end of March of 2025. Staff will begin with focusing on the small group of expired licenses who have not returned any contact from the Town, to determine if any of their listings are still active.

The Town will also need to begin work on recruiting and implementing a Short-Term Rental taskforce, when directed by Town Council. This will allow for robust community input on the Short-Term Rental process.

Staff are implementing feedback and lessons learned from the 2024 license renewal process to work with BlueVector AI on creating updates. One additional field will be

included in renewal forms, asking licensees to report posted address. Staff is currently working on updating the indexing for the search functionality, so that the public can more easily search and identify info on licenses. Staff are working on applying for the Statewide Internet Portal Association's (SIPA) Gov Grants program to improve licensing software in 2025. Receipt of this grant would allow the Town to further develop and capitalize on the AI capabilities of the BlueVector software. Staff plan to launch the 2025 renewal period earlier than last year and have training materials available in multiple formats.

Staff are continuing to develop communication plans and a strong rapport with the public, renters, rental owners, guests, property management companies, and homeowner's associations. Strong partnerships with community members and constituents are critical to ensuring that all the powerful technology systems implemented can be used to their full potential. Staff will continue to host Short-Term Rental office hours and send out quarterly updates to STR owners and property managers. Staff are also working on developing consistent signage that will be available to all community members to post with information about the STR hotline.