Keystone Town Council
Work Session Agenda

The Keystone Town Council will have a Work Session on September 23, 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 via e-mail, at least 72 hours in advance of the meeting.

I. **CALL TO ORDER, ROLL CALL**

II. **PUBLIC COMMENT PERIOD**

III. **SE GROUP – COMMUNITY ENGAGEMENT SUMMARY REPORT**

IV. **DISCUSSION OF FINANCIALS**

V. **DISCUSSION OF BUDGET**

VI. **TOWN MANAGER APPRAISAL DISCUSSION**

VII. **ETHICS POLICY DISCUSSION**

VIII. **DISCUSSION OF SPEED LIMITS**

IX. **DISCUSSION OF BEAR ORDINANCE CHANGES**

X. **DISCUSSION OF MANAGER/COUNCIL ISSUES**

XI. **ADJOURNMENT**

COMPREHENSIVE PLAN ENGAGEMENT EXECUTIVE SUMMARY

INTRODUCTION

The Town of Keystone conducted an extensive community engagement process from March through September 2025 to inform its first Comprehensive Plan. Through multiple open houses, an online survey, and intercept events, the planning team gathered input from 274 complete survey responses and hundreds of in-person participants. The engagement revealed strong community values centered on environmental conservation, affordability, walkability, and maintaining Keystone's small-town character while addressing infrastructure and safety concerns.

ENGAGEMENT PROCESS OVERVIEW

The community engagement included:

- **Community Visioning Workshop** (March 12-13, 2025)
- **Two May Open House Events** (May 28-29, 2025) – 50 total participants
- **July Open House** (July 9, 2025) – 60 participants
- **Bluegrass and Beers Festival Pop-up** (August 2-3, 2025)
- **Online Survey** (May-September 2025) – 274 complete responses

SURVEY DEMOGRAPHICS

Residency Status

- **52%** – Full-time residents
- **40%** – Part-time residents
- **8%** – Work in Keystone but don't live there

Housing Status

- **71%** – Homeowners
- **11%** – Renters

Household Composition

- **33%** – Empty nesters
- **30%** – Couples without children
- **12%** – Households with children

Community Tenure

- **24%** - Living in Keystone 2-5 years

- **23%** - Living in Keystone 20+ years

- Mixed representation of established and newer residents

KEY COMMUNITY VALUES AND PRIORITIES

CORE PRIORITIES IDENTIFIED

Five Essential Community Priorities

1. Conserving and Accessing the Natural Environment

- **94.1%** consider this essential or very important

- Highest community priority across all demographics

2. Promoting Community Gathering Opportunities

- Strong desire for social connection and community spaces

- Need for year-round gathering venues

3. Improving Ease of Getting Around (Walking and Biking)

- Major mobility and connectivity priority

- Focus on pedestrian and cyclist infrastructure

4. Ensuring Health and Wellness Opportunities

- Indoor recreation facilities particularly needed

- Community fitness and wellness programs

5. Maintaining Affordability for Different Household Types

- Balancing needs of workforce and housing options

TOP FUNDING PRIORITIES

When asked to select up to three funding priorities:

1. **Parks and recreation maintenance/upgrades** (68.1%)

2. **Economic development and village revitalization** (60.4%)

3. **Transportation improvements** (57.0%)

4. **Environmental stewardship initiatives** (35.2%)

5. **Affordable housing** (31.5%)

THEMATIC FINDINGS

GROWTH AND DEVELOPMENT

Community members expressed nuanced views on development:

- **Concerns**: New growth shouldn't impact natural environment, traffic, or small-town feel

- **Support**: Need for community-serving retail and diverse, affordable housing

- **Preference**: Regulate design/form over land use/function

- **Goal**: "Smart growth" that preserves character while meeting community needs

Key insight: Residents prefer development that "looks good and matches surroundings" rather than focusing solely on use restrictions.

PARKS, RECREATION, AND OPEN SPACE

Recreation is central to Keystone's appeal and quality of life:

Most Desired Amenities:

- Indoor recreation facilities (54.6% want fitness center/indoor courts/pool)

- Hiking and mountain biking trails (46.1% and 21% respectively)

- Public river access (33.6%)

- Playgrounds and picnic areas (26.2% and 21.8%)

Current Satisfaction: 51.5% rate recreational opportunities as "great," but clear demand exists for expansion, particularly indoor options.

TRANSPORTATION AND SAFETY

Transportation safety, particularly around US Highway 6, emerged as the top community concern:

Priority Intersections for Safety Improvements:

- US 6 and Rasor Drive (37.8% of responses)

- US 6 and West Keystone Road (36.0%)

- US 6 and East Keystone Road (22.8%)

- US 6 and Montezuma Road (22.8%)

Key Transportation Initiatives:

1. Improve pedestrian safety of US 6 crossings (69.3%)

2. Better pathway connectivity for pedestrians (58.8%)

3. Improved bikeability with off-street paths (54.7%)

4. Enhanced local transit (34.5%)

ECONOMIC VITALITY

The community identified clear economic development priorities:

Top Strategies:

1. **Revitalization of Lakeside Village** (50.7%) – Consistently identified as needing activation

2. **Streetscape and walkability improvements** (55.6%)

3. **River Run off-season activation** (41.9%)

4. **Tourism leveraging natural/recreational assets** (29.3%)

Desired Business Types:

- Restaurants (64.4%)

- Mail services (50.7%)

- Bars and breweries (38.1%)

- Medical services (32.6%)

- Retail (32.2%)

ENVIRONMENTAL SUSTAINABILITY

Environmental stewardship ranks as a top community value:

Priority Initiatives:

1. **Wildfire hazard mitigation** (70.8%)

2. **Snake River water quality and ecological health** (64.8%)

3. **Water conservation** (36.7%)

4. **Composting and waste management** (33.3%)

5. **Building energy efficiency** (27.0%)

HOUSING

Housing affordability significantly impacts the community:

Housing Challenges Experienced:

- 56.9% had to move to smaller/lower quality housing due to cost

- 53.4% unable to buy home/renting longer than anticipated

- 51.7% need roommates/live with family for budgetary reasons

- 42.2% moved far from job to afford housing

- 37.9% had to move away from area altogether

Tourism Impact and Community Perspective

The relationship with tourism reveals complex community attitudes. Tourism is widely recognized as essential to Keystone's economy, but residents express concerns about:

Benefits:

- Economic vitality and job creation

- Events and cultural amenities

- Support for local businesses

- Property values

Challenges:

- Winter traffic congestion making local travel difficult

- Overcrowding during peak times

- Lack of respect for local community and environment

- Housing cost increases

- Infrastructure strain

Key Insight: Many residents want tourism managed rather than eliminated, with emphasis on maintaining family-friendly character and avoiding becoming "another Breckenridge."

COMMUNITY VISION THEMES

What Residents Want to Preserve:

- Small-town, family-friendly atmosphere

- Access to natural environment and trails

- Free parking (particularly at River Run)

- Quiet, peaceful character

- Wildlife habitat and scenic beauty

- Less crowded feel compared to other resort towns

What Residents Want to Change:

- Highway 6 safety for pedestrians and vehicles

- Better connectivity between village areas

- Revitalization of Lakeside Village

- Improved walkability and bikeability

- More year-round business activity

- Better local transit and parking solutions

Specific Area Focus: Lakeside Village

Lakeside Village consistently emerged as needing revitalization. Community input suggests:

Desired Improvements:

- Events and live music venues

- Restaurants and bars that stay open year-round

- Public art and seating areas

- Kid-friendly spaces

- Better river access

- Improved parking

Vision: Transform Lakeside Village into a true town center that complements rather than competes with River Run's resort focus.

INFRASTRUCTURE AND PUBLIC SAFETY PRIORITIES

Beyond transportation, other infrastructure needs include:

- **Sidewalks and pedestrian pathways** along Highway 6

- **Improved recreational path maintenance** and connectivity

- **Public restrooms and parking** improvements

- **Mail delivery service** establishment

- **Bear-resistant trash containers**

- **Better lighting** for safety

IMPLEMENTATION CONSIDERATIONS

Balancing Act

The engagement revealed community desire to balance:

- **Growth vs. Character**: Accepting necessary development while preserving small-town feel

- **Tourism vs. Residents**: Supporting economic engine while serving local needs

- **Affordability vs. Quality**: Maintaining accessible housing while improving amenities

- **Development vs. Environment**: Meeting housing/business needs while protecting natural resources

Community Cohesion Challenges

Several responses indicated concerns about community cohesion:

- Disconnect between different village areas

- Lack of central gathering places

- Limited year-round social opportunities

- Seasonal population fluctuations affecting community building

CONCLUSION

The Town of Keystone's comprehensive planning engagement process revealed a community deeply committed to preserving its natural environment and small-town character while pragmatically addressing infrastructure, housing, and economic development needs. The emphasis on environmental stewardship, pedestrian safety, recreation access, and managed growth provides a clear foundation for comprehensive planning decisions.

Key success factors for implementation will include:

1. Prioritizing Highway 6 safety improvements

2. Balancing tourism economic benefits with resident quality of life

3. Revitalizing Lakeside Village as a community anchor

4. Expanding indoor recreation opportunities

5. Protecting natural environment while accommodating necessary growth

6. Improving connectivity between village areas

7. Supporting workforce housing without compromising community character

The responses that the Comprehensive Plan team heard through engagement demonstrates a community that is ready to carve a path forward thoughtfully, with clear priorities and strong environmental values guiding future development decisions.

KEYSTONE COMPREHENSIVE PLAN ENGAGEMENT REPORT

Community Engagement Background

The planning process for the Town of Keystone's first Comprehensive Plan attempted to gather a robust amount of feedback from the community to understand and synthesize a community vision.

The planning process engaged the community through a series of scheduled open house events, as well as an online survey, community workshop, and a pop-up intercept event at the Keystone Bluegrass and Brews festival held at River Run Village. Having a variety of engagement methods and times cast a wide net so that community members had many opportunities to connect with the planning team at a time and place that worked well for them. At these events, attendees answered questions on a variety of topics, as well as provided feedback on the general vision of the town. They also had the opportunity to connect with members of the planning team to directly ask questions, share ideas, and provide feedback. While a variety of points of view were shared, key topics and ideas emerged that shaped the direction of this plan.

Community Engagement Timeline:

- Community Visioning Workshop | March 12-13 | This event was a collaboration between the planning team for this project and the Rural Technical Assistance Program, housed by the University of Colorado, who worked on another ongoing planning effort.
- May Community Open House Night 1 | May 28th | This open house event was held at the Keystone Town Hall and provided and opportunity for attendees to provide early brainstorming on a variety of planning topics. **Approximately 30 attendees.**
- May Community Open House Night 2 | May 29th | This open house event was like the one above but was held at the West Hills apartments public amenity space. **Approximately 20 attendees.**
- July Community Open House | July 9th | This open house event was built on the results of the May open house events to further develop initial recommendations and plans. Attendees were asked to provide further feedback on those ideas. **Approximately 60 attendees.**
- Bluegrass and Beers Festival Pop-up Event | August 2-3rd | The planning team set up a pop-up booth at the Bluegrass and Beers festival to provide a convenient and engaging opportunity for Keystone residents to connect with the planning plan.
- Online Survey | Open May-September | The online survey allowed respondents to provide thorough feedback on a variety of elements of the plan and received **274** complete responses as of August 18, 2025. The survey remains open through September 29, 2025.

SUMMARIZED FEEDBACK SYNTHESIZED FROM ALL EVENTS

Key Engagement Takeaways:

- **Keystone's Core Values**: Core values are those values that are widely held by community members and define the unique elements that a particular community fosters and will often prioritize when making challenging decisions. Those emergent core values in Keystone include conserving and accessing the natural environment, promoting a sense of community with opportunities for gathering, improving the ease of getting around

(including by foot and bike), ensuring health and wellness opportunities, and maintaining affordability for different household types.

- **Top Priorities:** Survey respondents were asked to identify up to three topics that they would like to see more funding for. The most frequently chosen topic, selected by 68% of respondents, was parks and recreation maintenance, upgrades, and expansion. This topic was followed by transportation improvements (including connectivity and safety), and economic development and village revitalization.
- **Growth and Development:** Several residents expressed some concern about new growth and development. Residents would like to see a smart growth approach that ensures any new development doesn't negatively impact the natural environment, traffic conditions, or change Keystone's "small-town, family-oriented feel." While these concerns for development were shared, the community also identified a need for certain types of development, such as more community-serving retail and a more diverse array of housing types that are affordable to folks who work in Summit County and can fit the needs of different household types. Furthermore, residents shared a preference to regulate the design of new developments, ensuring they fit in with the town's character, as opposed to focusing on land use. In other words, residents are relatively more interested in regulating form than function.
- **Parks, Recreation, and Open Space:** Community members frequently shared how much they value the recreational and scenic resources of Keystone and surrounding Summit County. In fact, 94.1% of survey respondents said that the natural environment (including wildlife habitat and scenery) is essential or very important. Many residents live here because of the access to the outdoors. Residents said the most important recreational amenities they would like to see added, improved, or expanded include indoor recreational opportunities, hiking and mountain biking trails, picnic areas, playgrounds, and public river access. Indoor recreation space is a particularly important identified need, with 54.6% of survey respondents wanting to see indoor facilities such as a fitness center, indoor courts, or a pool.
- **Transportation:** Safety and traffic concerns around US 6 are the community's clear top transportation priority; especially ensuring that intersections are safe for pedestrians and vehicles. 69.3% of survey respondents said that improving pedestrian safety of US 6 crossings was one of their top three transportation priorities. In addition to the focus on US 6, community members would also like to see improved pedestrian ease of movement with better pathway connectivity and improved bikeability with off-street path connectivity and wayfinding. In summary, the community's transportation priorities are a combination of increasing safety and connectivity for pedestrians, bicyclists, and vehicular traffic.
- **Economic Vitality:** A primary economic priority shared by many in the town is to revitalize Lakeside Village. Another high priority is to identify a distinct town center and make all commercial areas more attractive and walkable. There is the potential for synergy between these goals if Lakeside Village was revitalized to become the town center. Under this concept, River Run would remain the resort center and connections between the River Run and Lakeside village could be strengthened. The community also expressed a desire to see more retail in town, especially for things like grocery, pharmacy, mail services, health care, and other locally serving businesses.
- **Environmental Sustainability and Resilience:** Keystone values stewarding and living in harmony with the natural environment. In particular, a few sustainability and resilience priorities emerged. For example, many residents would like to see the Town of Keystone play a role in promoting wildfire hazard mitigation, improving the Snake River water

quality and ecological health, and conserving water. Initiatives such as promoting sustainable construction practices, composting, and energy efficient buildings were also popular.

MAY COMMUNITY OPEN HOUSE

The Consultant team lead by SE Group attended the March visioning workshop that was hosted by the RTAP Student group in March; however, this open house event held in May was the first formal Comprehensive Plan focused event. The event was held at two different event spaces, night one at the Town of Keystone office building and around 40 participants showed up between 5:00 and 8:00 p.m. and night two was at the West Hills community space where around 25 people showed up between 5:00 and 8:00 p.m.

I: May Engagement Photo at West Hills

The open house consisted of seven boards asking participants to answer questions under the following themes:

1. **Visioning and Values:**
   - Which of the following values are most important for Keystone to embody? Place a sticker on your top 3 priorities or write in ones you don't see. **Across both nights values that received the most votes were:**

     - Easy to get around (including on foot and by bike)
     - Strong sense of community, with many opportunities for gathering
     - Conserving the natural environment (wildlife habitat and scenery)

- If there is one thing you would never change about Keystone, what would it be? **Write in** short words and phrases about what you cherish about the community. **Responses included:**
  - Outdoors and green space
  - Family friendly
  - Small town feel
  - Recreation and natural beauty
- If there is one thing you could change about Keystone, what would it be? **Write in** short words and phrases about what you would like the community to improve on. **Responses included:**
  - Safety when walking around
  - Impossible to get out with morning ski traffic
  - Make it feel like one town, River Run to Mountain House to Lakeside Village. Make it feel contiguous.
  - Build a nature positive community
    - Encourage stewardship
    - Supporting students and families
    - Empowering entrepreneurs

II: Night One Visioning & Values responses

2. **Land use**

- Participants were asked: Are there any types of development you would like to see **less of**? **Write in** your response:"

  o No responses recorded.

- Participants were asked to place dots on a map of the Town of Keystone to indicate where they wanted to see more specific types of development. <mark>Yellow</mark> indicated housing. Red indicated commercial development. Blue indicated office or industrial development. Green indicated a location where the land should be conserved, and development should be discouraged.

IV: Night One Land Use Responses


V: Night Two Land Use Responses

3. **Sustainability and resilience**

- Participants were asked: Which of the following sustainability and resilience initiatives do you think Keystone should prioritize in the next 5-10 years? **Place a sticker** on your top 4 priorities. **The top four priorities that were selected across both nights were (in order):**
    - o Wildfire hazard mitigation
    - o Snake River water quality and ecological health
    - o Composting and sustainable waste management programs
    - o Promoting sustainable construction practices
- Participants were asked to write-in additional ideas. **Responses included:**
    - o Join the Summit County Climate Action Collaborative
    - o Consider adopting the Summit County Climate Action Plan
    - o Promote and support dark sky programs
    - o Connect and empower local and regional non-profit organizations with community programs building nature-forward solutions (ex: Friends of Dillon Ranger District, HC3).

VI: Night One Sustainability & Resilience Responses

4. Recreation

- Participants were asked: What kinds of recreational amenities would you like to see created or improved in Keystone? **Place a sticker** on the associated scales (from don't need it to gotta have it) on either side.

- Respondents were generally interested in hiking trails, mountain bike optimized trails, public river access, and playgrounds.

- Respondents were less interested in indoor recreation opportunities, youth and adult sports leagues, and an indoor pool.

VIII: Night One Recreation Responses
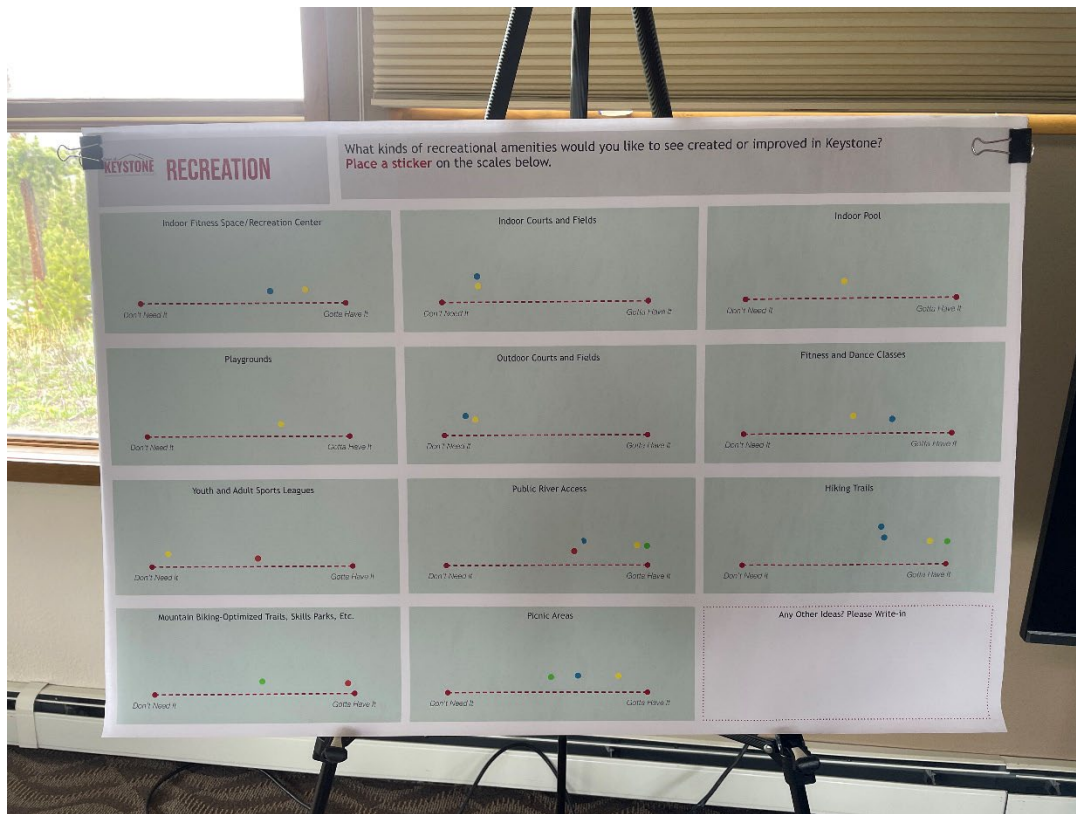
## IX: Night Two Recreation Responses
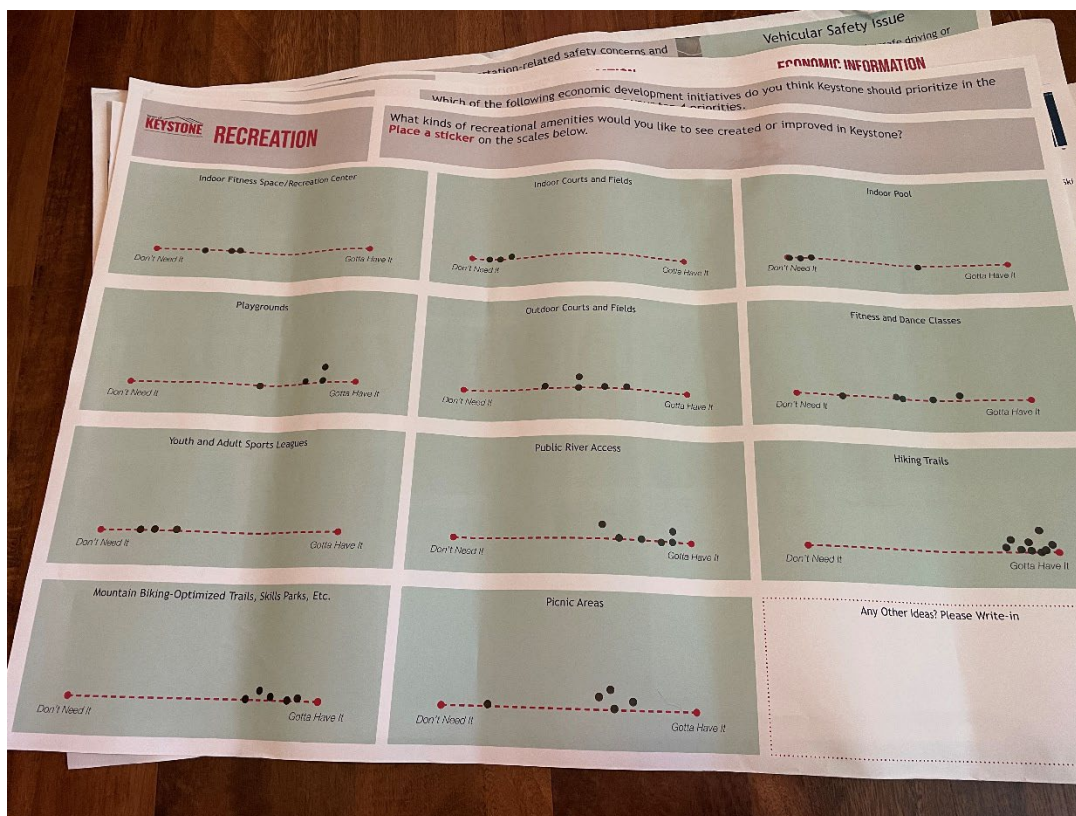
5. Economic Vitality

- Participants were asked what economic development strategies they want to see the town pursue. **The top responses were (in order)**:
    - Revitalization and activation of Lakeside Village
    - Invest in Streetscape design and walk/bike transportation projects that contribute to the appeal of commercial areas.
    - Activate River Run Village with efforts to increase traffic (visitation) in off season months.
    - Leverage natural and recreational amenities, history, arts and cultural assets to encourage tourism related economic development, especially in warmer months.
- Participants were asked: what business types do you wish Keystone had more of that it doesn't currently? **The top responses were (in order):**
    - Restaurants
    - Retail
    - Medical services (doctor/dentist)
    - Art galleries and creative industries

X: Night One Economic Vitality Responses

6. Transportation

- Participants were asked to share transportation-related safety concerns and opportunities for improvement using sticker dots and sticky notes to provide additional information if desired. Red dots were used to indicate places where people felt unsafe driving or that there is a driving-related concern or opportunity for improvement. Yellow dots were used to indicate where people felt unsafe walking or if there is a pedestrian-related concern or opportunity for improvement. Green dots were used to indicate where there people felt unsafe while biking or if there is a bike-related concern or opportunity for improvement.

XII: Night One Transportation Responses
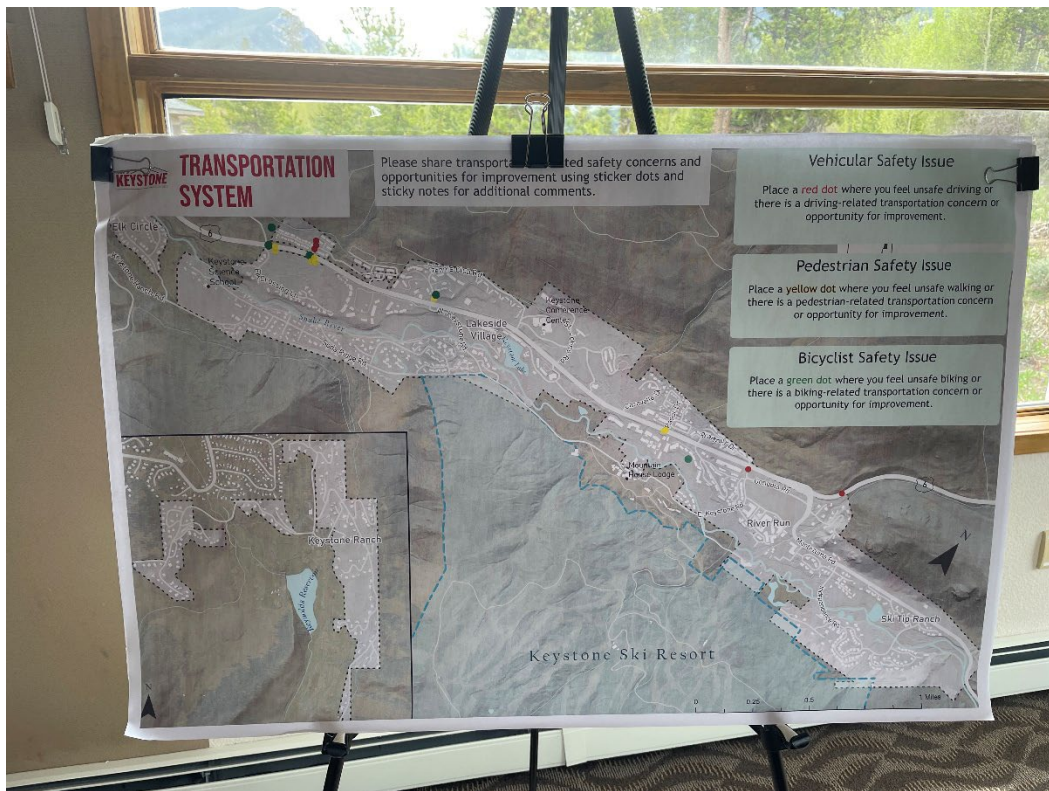
XIII: Night Two Transportation Responses
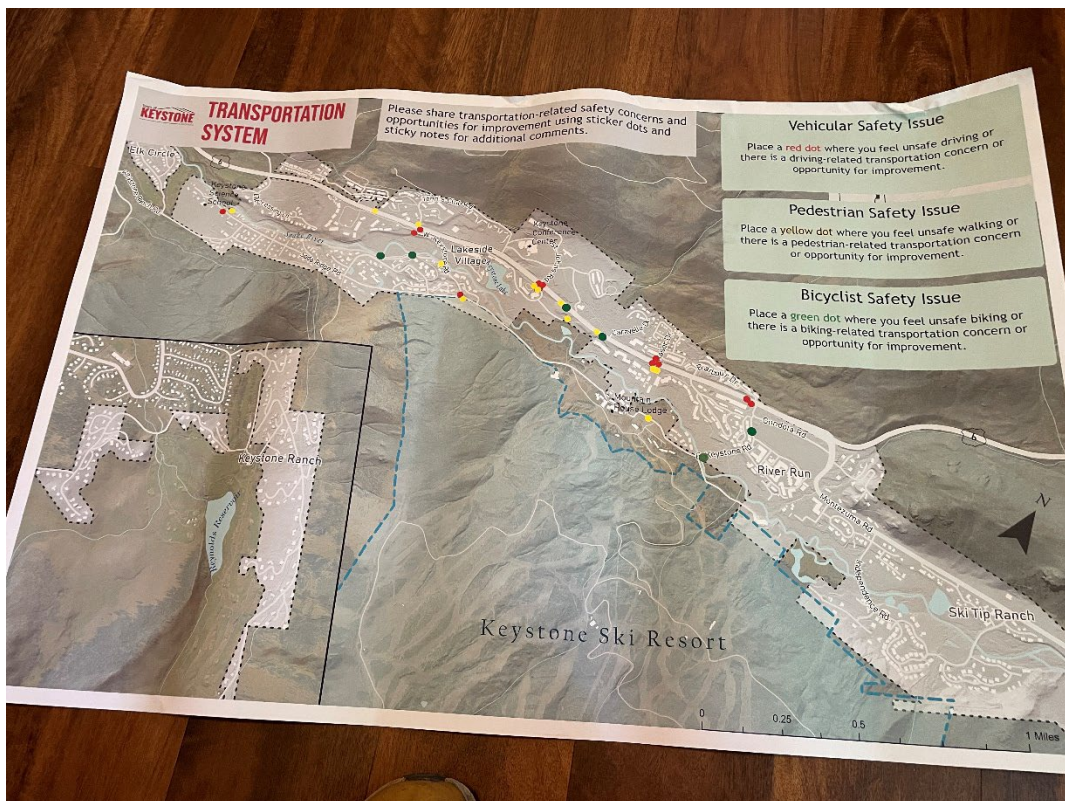
JULY OPEN HOUSE

The open house held in July took place in the Town of Keystone office building where around 70 people showed up between 5:00 and 8:00 p.m.

Participants were asked to provide feedback on several boards on a variety of topics. There were some crossovers with the boards used at the May open house. The boards asked "follow up" questions across the same topic areas to either drill down into more specific questions per topic based on the feedback received in May or ask better questions based on the direction of the input the team had received since May. The visioning and values board was the same content. This was intended to allow a greater number of respondents to provide their input on their vision for the town since the town is newly incorporated, this question felt important to ask multiple times throughout the process. It should also be noted that the Online Community survey was launched around the time of the May open house, and the survey responses allowed the project team to more carefully tailor the questions in July based on some of the initial direction received in the survey.

1. **Visioning and values**

- Which of the following values are most important for Keystone to embody? Place a sticker on your top 3 priorities or write in ones you don't see. **Across both nights values that received the most votes were (in order):**

    o Conserving the natural environment (wildlife habitat and scenery)
    o Maintaining affordability for different household types
    o Easy to get around (including on foot and by bike)
    o Strong sense of community, with many opportunities for gathering
    o Plentiful health and wellness opportunities.
- If there is one thing you would never change about Keystone, what would it be? **Write in** short words and phrases about what you cherish about the community. **Responses included:**

    o Serenity
    o Small-town vibe
    o Access to nature, and that it is less crowded
    o Wildlife sightings
    o Quiet lower development (wish it were lower)
    o Not over crowded
    o Festivals at River Run (don't spread noise elsewhere)
- If there is one thing you could change about Keystone, what would it be? **Write in** short words and phrases about what you would like the community to improve on. **Responses included:**
    o Open the summer gondola 7 days a week
    o Reduce the traffic and the poverty problem (stronger safety net)
    o Lower volume at music venues
    o Art on electronic boxes
    o Parking
    o Improve Lakeside Village
    o Improve sense of community

- o Would hate to see it developed more!
- o Would like to get artists to link on the 3 village areas
- o Try to balance improving without outgrowing the space and maintaining small town feel.

2. Economic vitality

- As a follow-up to the May engagement, the community identified Lakeside Village and defining a recognizable town center as key economic vitality priorities for the Town.
- Participants were asked to place dots on images of various precedent examples of ways to activate Lakeside Village. The types of activation efforts that received the most votes were (in order):
  - o Events and live music
  - o Restaurants and bars
  - o Public art, murals, and sculptures
  - o Retail and Shops
  - o Public Seating and plazas
  - o Kid areas and play spaces
  - o Other write-in ideas included:
    - ▪ No town center
    - ▪ Improve river access
    - ▪ Outdoor movie viewing
    - ▪ Bring fireworks back every Saturday night

- Make fishing on the lake free
- Participants were asked to write in responses to describe what Lakeside Village should be like in ten (10) years from now. **Responses included**:
  - Revitalize the playground
  - Revitalize the adventure center
  - Reopen Edgewater
  - Keet restaurants open year-round
  - Diversify the businesses
  - Make it more fun
  - Make it a destination
  - Welcoming, community focused
- Participants were asked to what ideas they had about economic development or economic diversification more broadly for the Town? **Responses included:**
  - Need to address parking
  - Waste of time unless there is convenient access to parking
  - Market has been hard on businesses, many converted to studios.
  - Diversify businesses

XV: July Economic Vitality Responses

3. Land Use

- Participants were asked "with regard to new development, what matters most to you"? Participants could respond by placing a dot along a continuum from "it looks good and matches it surrounding (building style, height, materials)" (getting at **form**) to "it is used for the right things (residential, retail, office, etc.) (getting at **use**). Most respondents voted in favor of form or "it looks good and matches its surroundings" and three respondents placed their dot in the middle of the continuum.

- Participants were asked "how much flexibility should zoning allow"? Participants could respond by placing a dot along a continuum from "strict rules that keep each area focused on a single intended use" (getting at **use**) to "high flexibility that allows a mix of uses if the design fits in" (getting at **form**). Respondents were split exactly equally between the two extremes of the continuum, with 7 votes for each extreme and one vote in the middle.

- Participants were asked "what should be prioritized in land development regulations"? Participants could respond by placing a dot along a continuum from "community goals like climate and conservation, affordability, and walkability" to "individual property rights (maximum control over private land)". The majority of respondents voted for "community goals" with three votes leaning towards community goals, but not quite at the extreme end, one vote near the middle of the continuum, three votes leaning toward "individual property rights" but not quite at the extreme end and two voted for "individual property rights".

- Participants were asked "what do you want Keystone to look and feel like in ten (10) years? Respondents were asked to write in their thoughts. **Responses include:**
    - Pedestrian friendly
    - Trader joes
    - The same chill, low-key, nature-centric vibe.
    - Not like Vail or Breckenridge.
    - Not Aspen/Vaile/Breckenridge (crowds and party scene).
    - More pedestrian friendly and connected
    - Distinct town feel without being a major destination like Breckenridge
    - No more development. Keep it quiet and family friendly.
    - Maintain "family friendly focus".

4. Housing

- Participants were asked three questions and provided write in responses.
- Question 1: "could or should the Town of Keystone create more opportunities for workers to live here? What is the constraint? Is it housing supply or where people want to live?" **Responses included**:
  - No. I would like to see money spent on other things besides housing. We already have a lot of housing. The county has lots of opportunities to turn market into deed restricted.
  - Yes. Supply is the issue for non-employee housing.
  - No. Keystone already supplies a significant portion of Summit County workforce housing.
  - Lots of people live in Keystone instead of other places because of housing availability. Unlike other towns in Summit County, Keystone doesn't have a "town feel" making it desirable as a community to live in.
- Question 2: What types of housing are needed in Keystone? Are workers looking to buy or rent housing in Keystone? What unit sizes are people looking for?" **Responses included:**
  - Rent. They cannot afford to buy.
  - 1-2 bedroom and entry level homes.
  - Family rentals.
  - None please.

- o No workforce until they are for lower than regular homes.
- Do you feel as though your housing needs are met in Keystone? If not, are you able to find the type of housing that meets your needs in Keystone? **Responses included:**
  - o Five "yes" responses and one "no" response. There was no elaboration on any response.

XVII: July Housing Responses
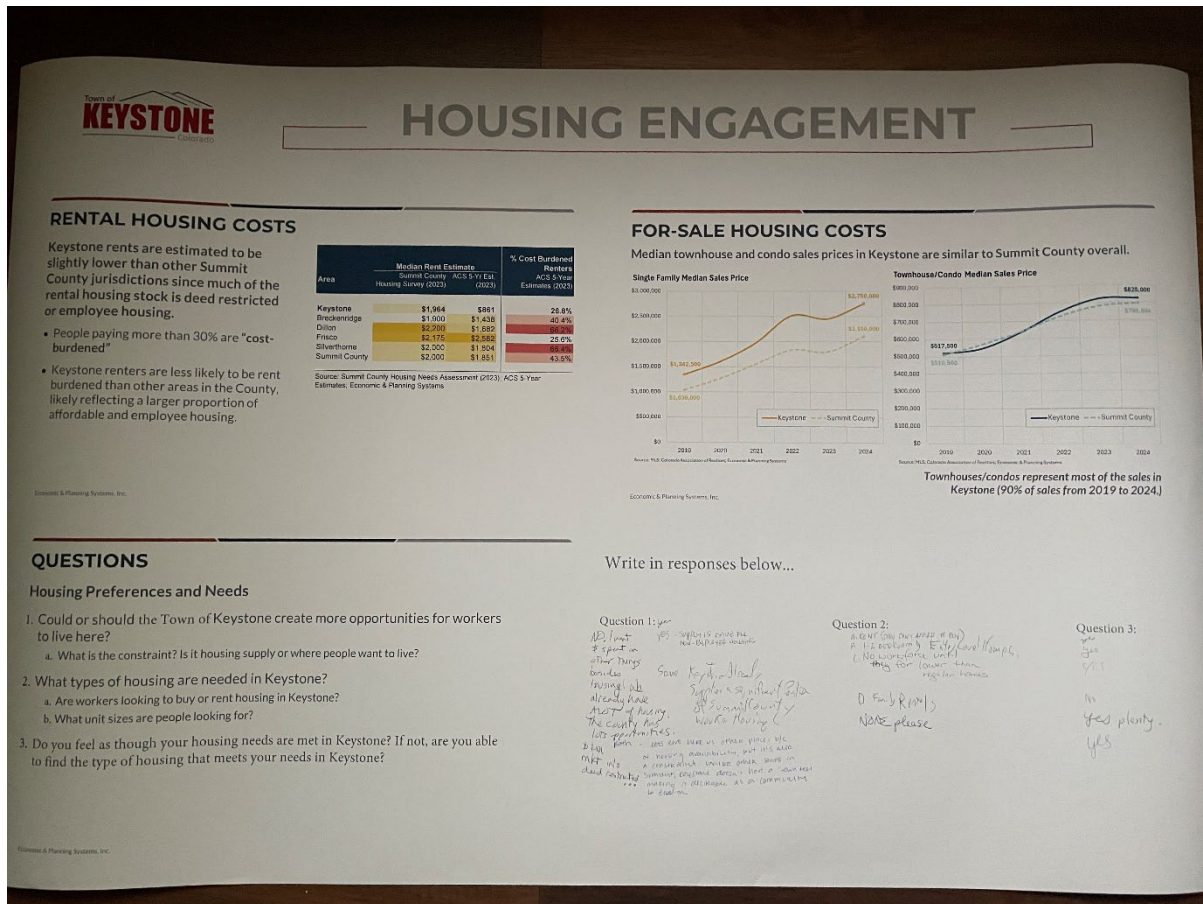
5. Recreation

- Participants were informed that in May the community indicated that they want to see more hiking trails, mountain biking trails, public river access, and playgrounds and other passive recreational opportunities added or improved in Keystone. Participants were then asked: "how would you like to see existing paths, trails, and parks improved?" **Responses included:**

  - o Repair the trail around Keystone Lake.
  - o Clean up the rec path ownership and maintenance duties.
  - o Safe crossings and more crossings across Hwy. 6.
  - o New trails only if they serve as needed connection access points, particularly for neighborhoods that do not have them already.
  - o Dillon's stop light and flashing sign is helpful to know to slow down early.
  - o Protect wetlands and forests
  - o Repair the bike paths. They are so bumpy that cyclists use the road instead.

- o More signage (on rec path).
- Participants were asked "where would you like to see new recreational assets of the following kinds in Keystone?" The participants could place colored dots on a map that indicated their preferences. <mark>Yellow</mark> indicated where there should be a hiking trail. Red indicated where there should be more mountain biking trails. Blue indicated where there should be public river access. Green indicated where there should be a playground/picnic area or other passive recreation opportunity.

XVIII: July Recreation Responses

6. **Sustainability and resilience**

- Participants were asked "which of the following sustainability and resilience initiatives do you think Keystone should prioritize in the next 5-10 years? **The top five responses (in order) that received the most votes included:**
    - o Wildfire Hazard Mitigation
    - o Snake River Water Quality and Ecological health
    - o Water conservation
    - o Supporting electric vehicle infrastructure
    - o Increasing energy efficiency of buildings (existing and new)
- Write in response to the above question included:
    - o Noxious weed management

- o Promote shuttle/bus transport services to connect community and reduce traffic
- o In open spaces and flood zones, establish alpine gardens or specific plants to reduce wildfire risks, to improve ecological health and water quality with stabilizing plants.
- o Agrivoltaics (solar panel over plantings)
  - ▪ Promote long term sustainable energy solutions and education.
  - ▪ Gain county support and cash flow for maintaining open space plantings
- o More alternative transportation.
- o Less development.
- o Beautify what we have in Keystone.
- o Keep Keystone quiet.

XIX: July Sustainability & Resilience responses
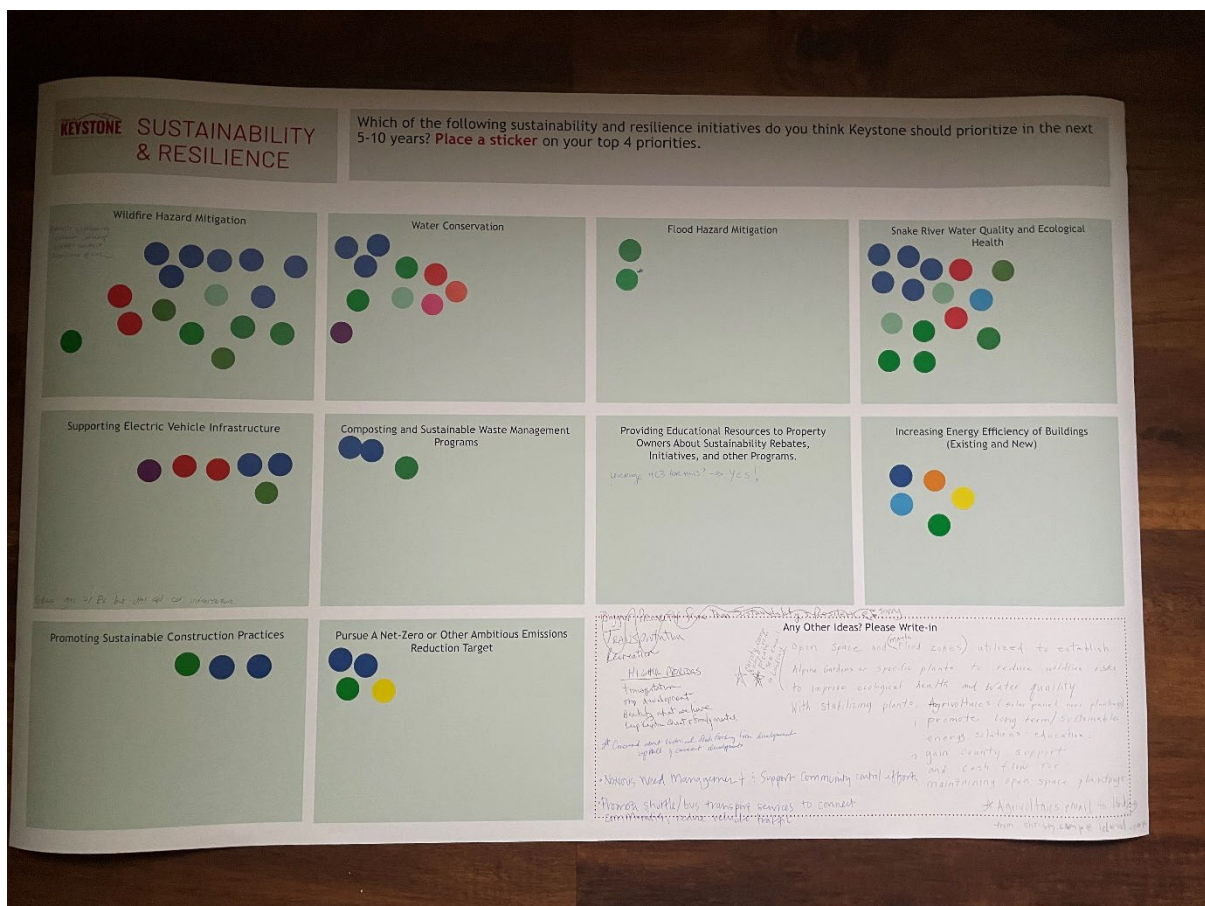
7. **Transportation**

- Participants were asked "which of the following intersections would be your top priority for pedestrian and bike safety improvements? **Responses included** (in order):
  - o Redesign the intersection at Rasor Drive to make it safer and easier to cross in all directions. All but one of the participants voted for this option.
  - o Change the conference center tunnel ramp to be less steep, meet accessibility (ADA) standards, and be more bike friendly. One participant voted for this option.

- o Create safer crossing and improve sidewalk access to the intersection at Tennis Club Road. No votes for this option.
- Participants were asked "which of the following walking and biking initiatives do you think Keystone should prioritize in the next 5-10 years? **The top responses were** (in order):
  - o Finish missing segments of the Community Path and strengthen connections to accessing the path.
  - o Add more sidewalks and paths on the north side of US 6 to connect from Wintergreen to Loveland Pass Village.
  - o Improve conditions and maintenance on the existing sidewalks and paths.
  - o Create cool public spaces along the town's existing path system with amenities like picnic tables, shade, and public art.
  - o Create a crossing near Tenderfoot Employee housing to cross south towards Mountain House and River Run.

XX: July Transportation Responses
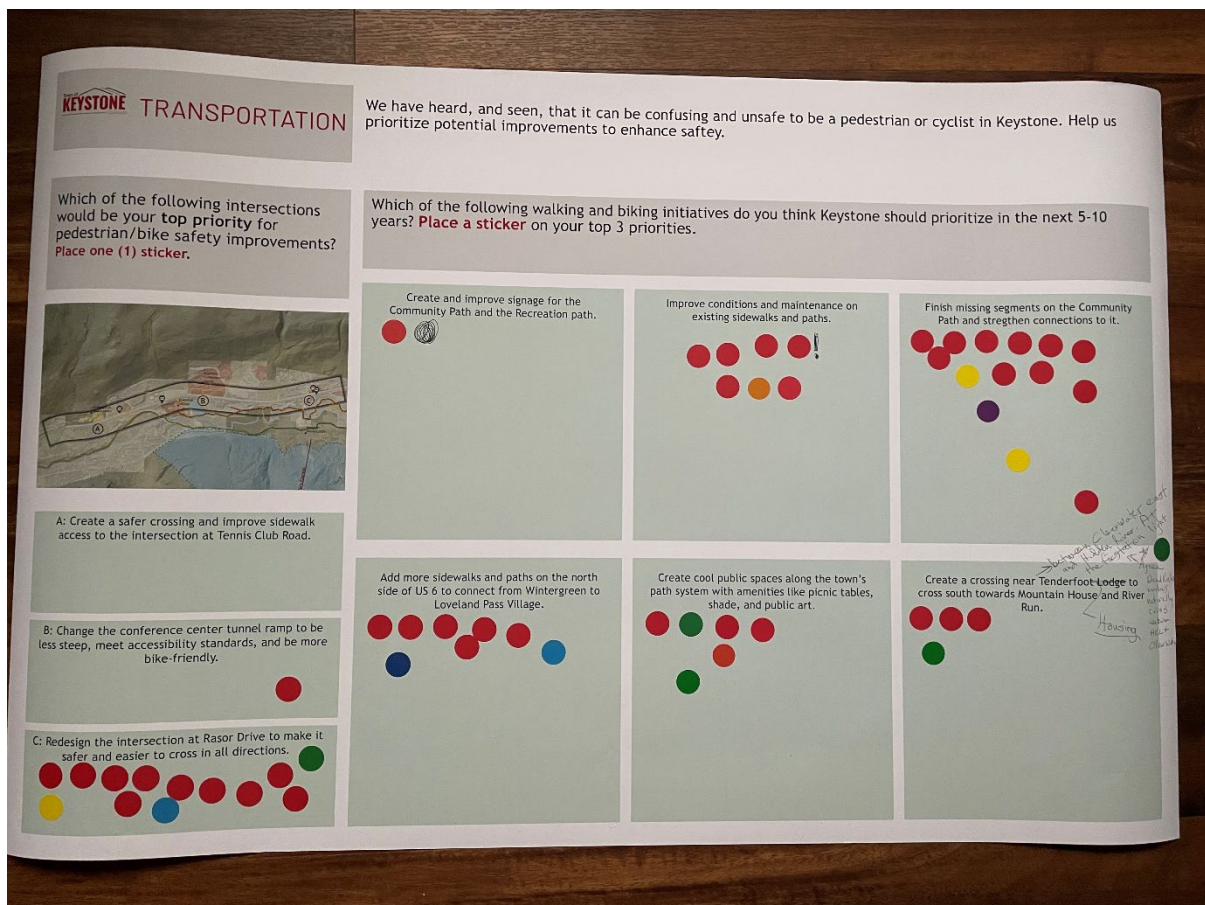
AUGUST BLUEGRASS AND BEERS INTERCEPT ENGAGEMENT

On the weekend of August 2 -3, SE Group, along with the Town of Keystone Planner, and the Town of Keystone Community Development director held a booth at the Bluegrass and Beers festival run which took place in the River Run Village. The team had several means of asking folks to participate in the community comprehensive plan, from fun interactive activities on

site to directing them to the community online survey. Anecdotally, the team got the chance to speak with many part-time Keystone residents who were in town as well as many full-time residents, and people that work in Keystone but do not live in Keystone. As expected, some people who were attending the festival that have no affiliation with the town of Keystone other than the nature of their visit on that day did stop to inquire about the booth and asked to play with some of the engagement materials. Following this engagement event, there were around 27 people that started the community survey but did not finish. Their responses have been filtered out of the reporting statistics found in the community survey data in this report.

Engagement Activities as outlined in the engagement plan for the event:

1. "Corn Hole Poll" – Pick Your Top Priority For Investment

Target Audience: General public with at least some stake in the community
Purpose: Understand top priorities for the community in a fun and visual way.
Setup:

- Display corn hold boards labeled with major planning themes (e.g., "Affordable Housing," "Jobs & Economy," "Parks and Recreation," "Getting Around," "Environmental Stewardship and Resilience").

- Each participant gets one bean bag to "vote" by tossing it at the category they feel is most important.

- After voting, facilitators ask a simple follow-up question:
  "Why did you choose that?" or *"What's one idea to make that happen?"*

- Staff jot quick notes or let participants write them on post-its and put them up on the "gallery of the future."

- Small prizes for all who participate (candy, bottle openers, koozies); larger prizes for making your shot on the first try (Steep coupon, water bottle).

2. Visioning Station – Draft the Future

Target Audience: Stakeholders and residents who want to engage more deeply
Purpose: To capture community-authored vision statements to guide the comprehensive plan's vision statement.
Two Format Options:

- A. Free-form Vision Notes:
  Provide sticky notes and pens. Prompt participants with a sign:
  "In a sentence or two, what do you want Keystone to be like in 10–20 years?"
  Include a few sample vision statements for inspiration.

Display completed vision statements on the 'gallery of the future' board.

- B. Build-a-Vision Station:
  Provide pre-printed phrases with gaps for residents to fill in like a Mad Lib to form a vision. (e.g., "Keystone is a welcoming community that values outdoor adventure and invests in sustainable growth.")

Kids Corner

Draw the Future

Target Audience: Young kids and families

Purpose: Keep kids engaged while adults participate; gather creative expressions of what children love about their town.

Setup:

- Small table with crayons, paper, and signage: *"Draw what you want Keystone to look like in the future!"*

- Optional: Post drawings up on a "Gallery of the Future."

Survey Promotion

- A stack of QR code flyers and postcards linking to the online community survey.

Photos from the event:

ONLINE COMMUNITY SURVEY DATA

Response Statistics

	Count	Percent
Complete	274	77.4
Partial	80	22.6
Totals	354	

1.What is your primary relation to the Town of Keystone?
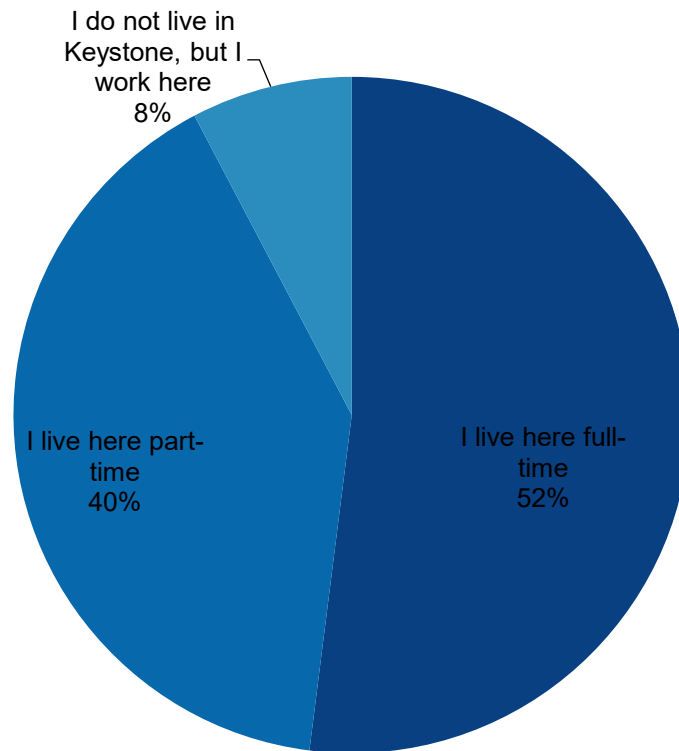
Value	Percent	Count
I live here full-time	52.0%	155
I live here part-time	40.3%	120
I do not live in Keystone, but I work here	7.7%	23
	Totals	298

2.How many years have you lived or owned property in the Town of Keystone?
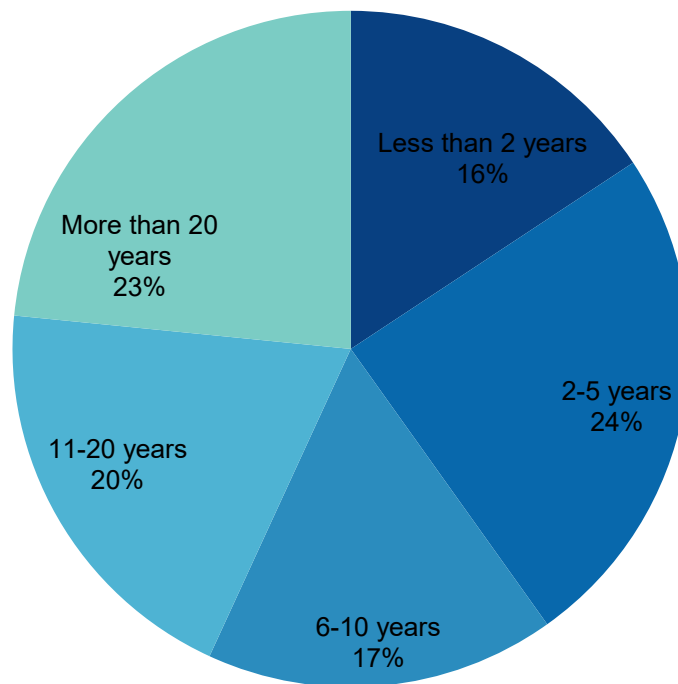
Value	Percent	Count
Less than 2 years	15.7%	47
2-5 years	24.4%	73
6-10 years	16.7%	50
11-20 years	19.7%	59
More than 20 years	23.4%	70
	Totals	299

3.If you live in Keystone, do you rent or own your residence?
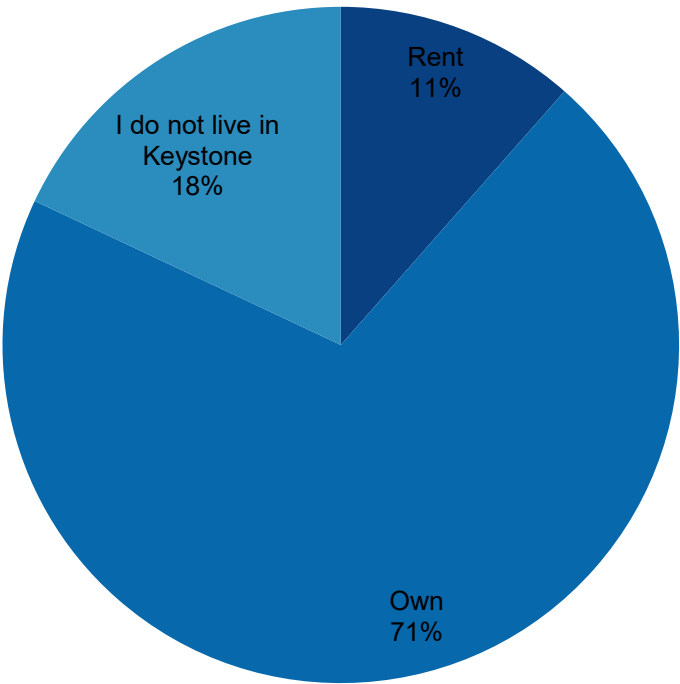
Value	Percent	Count
Rent	11.5%	39
Own	70.5%	239
I do not live in Keystone	18.0%	61
	Totals	339

4.Which of the following best describes your household?
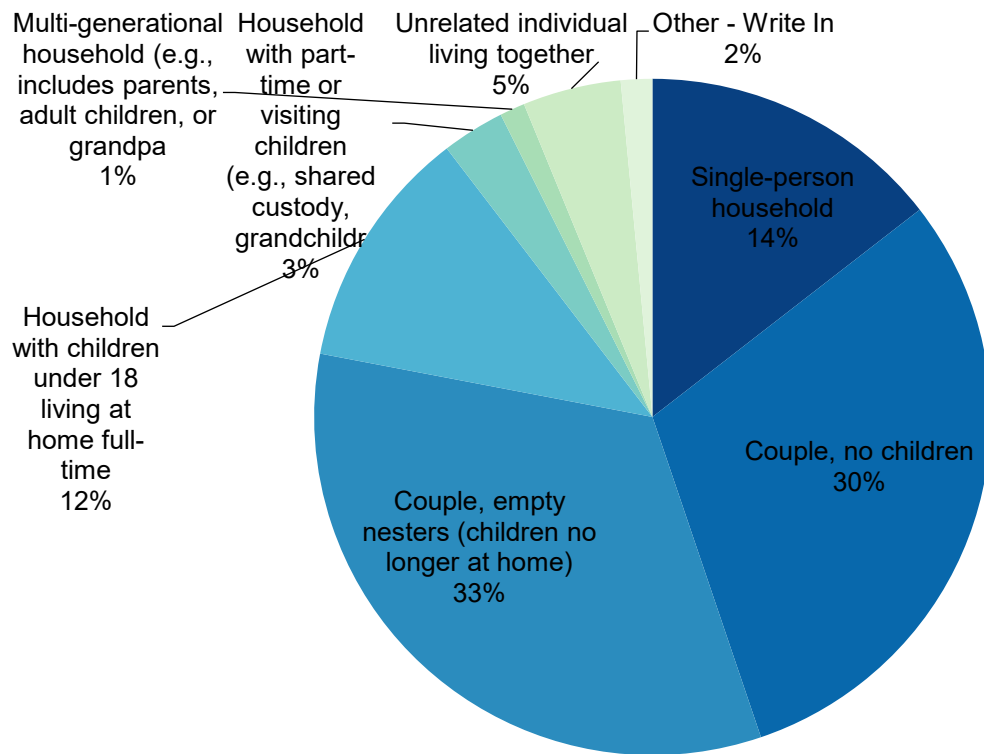
Value	Percent	Count
Single-person household	14.5%	49
Couple, no children	30.3%	102
Couple, empty nesters (children no longer at home)	33.2%	112
Household with children under 18 living at home full-time	11.6%	39
Household with part-time or visiting children (e.g., shared custody, grandchildren visiting regularly)	3.0%	10
Multi-generational household (e.g., includes parents, adult children, or grandparents living together)	1.2%	4

Unrelated individual living together	4.7%	16
Other - Write In	1.5%	5
	Totals	337

Other - Write In	Count
I own in Breckenridge	1
Renting out a spare room to a friend	1
Single mom with 1 kid half the time and second in college	1
roommates	1
STR that I use personally frequently	1
Totals	5

5.Please select your age range and the age ranges of those in your household.

Value	Percent	Count
0-5	3.9%	13
6-10	3.3%	11
11-15	5.7%	19
16-20	3.9%	13
21-30	11.3%	38
31-40	16.1%	54
41-50	17.0%	57
51-64	38.7%	130
65+	29.2%	98
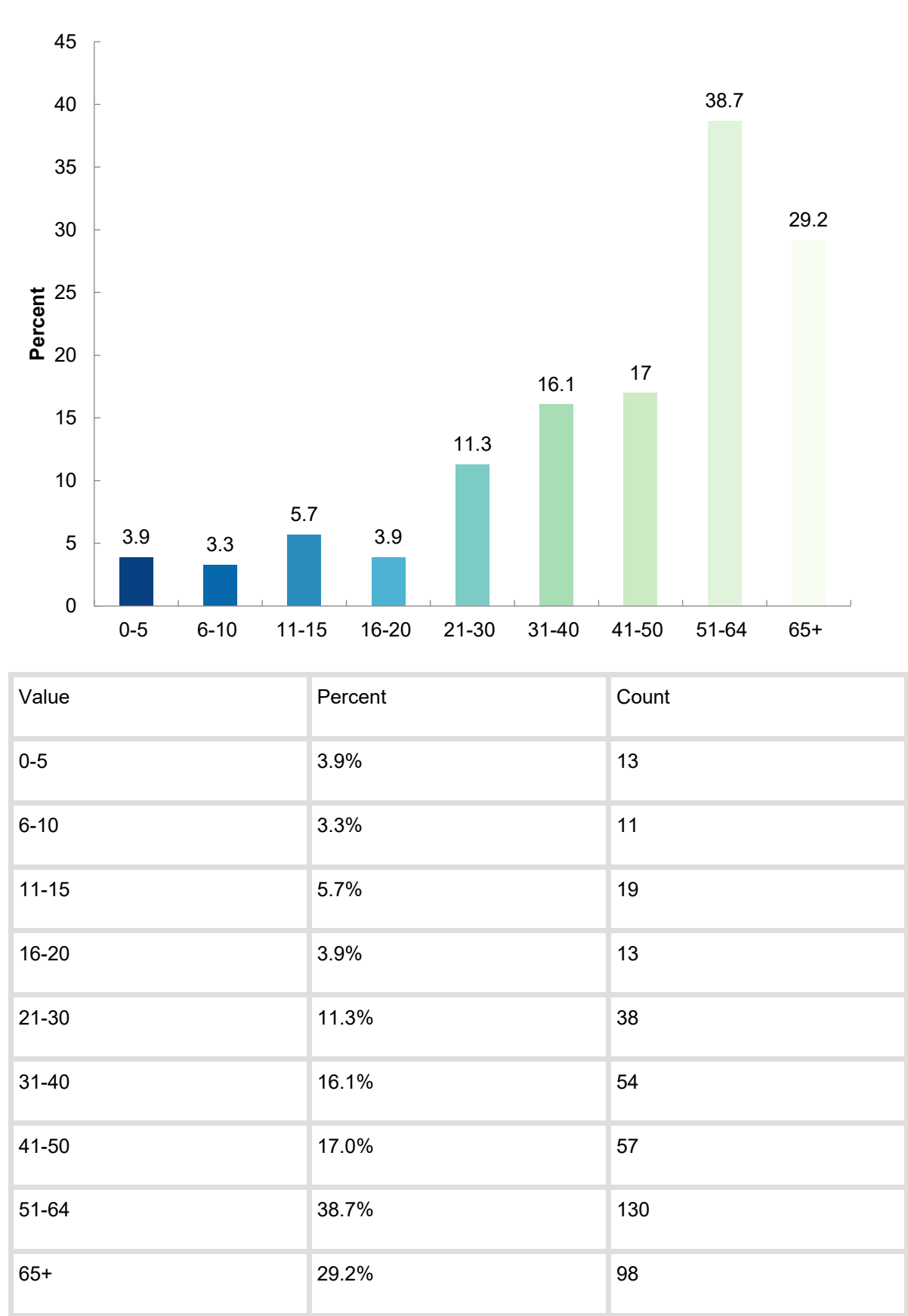
6.Please indicate how likely you would be to recommend living in Keystone to a friend or colleague.
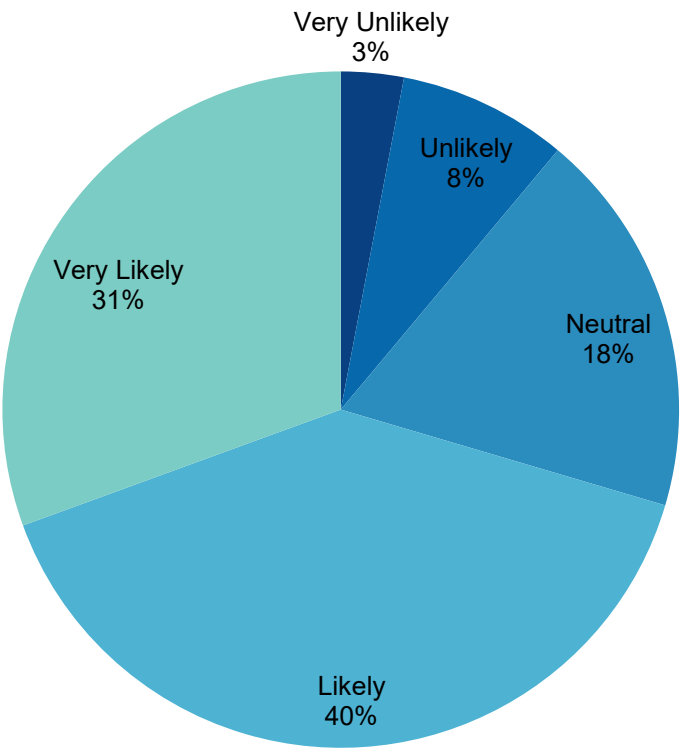
Value	Percent	Count
Very Unlikely	3.0%	8
Unlikely	8.1%	22
Neutral	18.5%	50
Likely	39.9%	108
Very Likely	30.6%	83
	Totals	271

7.Please indicate how likely you are to live or own property in Keystone 5 years from now.
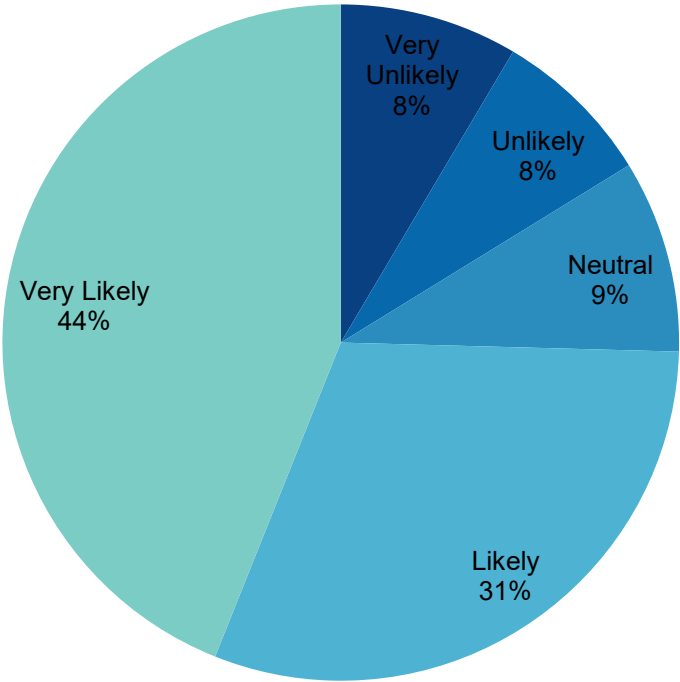
Value	Percent	Count
Very Unlikely	8.5%	23
Unlikely	7.7%	21
Neutral	9.2%	25
Likely	30.6%	83
Very Likely	43.9%	119
	Totals	271

8.How would you rate Keystone as a...

	Poor	Fair	Good	Great	Not Sure
	Row %	Row %	Row %	Row %	Row %
Place to live	3.3	11.1	34.7	48.3	2.6
Place to work	6.7	26.3	18.9	11.9	36.3
Place to raise children	13	22.2	19.6	9.3	35.9
Place to retire	5.6	12.6	27	46.7	8.1
Place to own a second home	3.7	7.4	21.3	57.7	9.9
Place for overall quality of life	1.1	9.9	34.9	53.7	0.4

9.Please rate the quality of the following aspects of living in Keystone.

	Poor	Fair	Good	Great	Not Sure
	Row %	Row %	Row %	Row %	Row %
Feeling of safety	1.1	4.8	26	66.7	1.5
The ease of getting around	9.2	24.5	36.6	29.7	
Natural environment (including wildlife habitat and scenery)	1.1	2.6	18.5	77.4	0.4
Built environment (including architecture, town layout, parks, and transportation systems)	19.5	36.8	31.3	11.8	0.7
Health and wellness opportunities	11	23.9	33.5	26.1	5.5
Arts and cultural opportunities	13.2	34.2	35.7	10.3	6.6
Social gathering opportunities	7.7	36.5	38.7	12.9	4.1
Economic health	8.8	28.7	35.7	11	15.8
Sense of community	24.6	36.4	29.4	7.4	2.2

Image or reputation	4	25.7	48.5	20.2	1.5
Parks and recreational opportunities	11	22.8	35.7	29.8	0.7

10.Please rate the importance of the following aspects of living in Keystone.

	Not Important	Somewhat Important	Very Important	Essential	Not Sure
	Row %	Row %	Row %	Row %	Row %
Feeling of safety	1.1	11.5	39.4	47.2	0.7
The ease of getting around	0.7	19	53.5	26.8	
Natural environment (including wildlife habitat and scenery)	0.4	5.6	36.7	57.4	
Built environment (including architecture, town layout, parks, and transportation systems)	1.9	19.6	54.8	23	0.7
Health and wellness opportunities	3.7	29.6	46.3	20	0.4
Arts and cultural opportunities	10.4	49.4	33.8	5.9	0.4
Social gathering opportunities	8.2	37.2	46.8	7.4	0.4
Economic health	2.6	14.8	48.1	32.2	2.2
Sense of community	2.6	30.4	51.1	15.9	

Image or reputation	7.8	28.5	43.7	18.9	1.1
Parks and recreational opportunities	1.9	15.9	48.1	34.1	

11.In the past 12 months, how frequently have you or members of your household done each of the following in Keystone?

	Not at all		Once a month or less		2-4 times a month		2 times a week or more		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count
Visited the Keystone Ski Resort	19	7.1%	45	16.7%	83	30.9%	122	45.4%	269
Gone to a restaurant or shop in River Run Village	35	13.0%	125	46.5%	87	32.3%	22	8.2%	269
Gone to a restaurant or shop in Lakeside Village	125	46.5%	115	42.8%	23	8.6%	6	2.2%	269
Taken a bus or used other public transportation instead of driving	125	46.5%	79	29.4%	45	16.7%	20	7.4%	269
Walked or biked instead of driving	28	10.4%	68	25.2%	88	32.6%	86	31.9%	270
Volunteered your time to a group or local activity	168	63.6%	58	22.0%	27	10.2%	11	4.2%	264
Attended a cultural/community event in Keystone	68	25.2%	158	58.5%	38	14.1%	6	2.2%	270

12.Please rate each of the following characteristics as they related to the Town of Keystone.

	Poor		Fair		Good		Excellent		Don't know		Responses
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count
Ease of walking	58	21.4 %	91	33.6 %	82	30.3 %	40	14.8 %	0	%	271
Availability of paths and trails	22	8.1%	85	31.4 %	92	33.9 %	71	26.2 %	1	0.4%	271
Availability of public parking	34	12.6 %	80	29.7 %	115	42.8 %	31	11.5 %	9	3.3%	269
Availability of public restrooms	51	18.9 %	85	31.5 %	78	28.9 %	26	9.6%	30	11.1 %	270
Ease of travel by public transportation	31	11.4 %	64	23.6 %	103	38.0 %	31	11.4 %	42	15.5 %	271
Availability of housing that meets my family's need	67	24.7 %	51	18.8 %	69	25.5 %	54	19.9 %	30	11.1 %	271
Recreational opportunities	7	2.6%	34	12.6 %	88	32.6 %	139	51.5 %	2	0.7%	270
Availability of quality health services	61	22.5 %	82	30.3 %	55	20.3 %	24	8.9%	49	18.1 %	271
Opportunities to attend cultural/arts/music events	18	6.6%	76	28.0 %	128	47.2 %	41	15.1 %	8	3.0%	271

13.Often, the way a community spends its money is a way of demonstrating its priorities. If you could only choose three of the following topics to direct more funding to in the Town of Keystone over the next 5 years, which 3 would you choose? [choose up to 3]
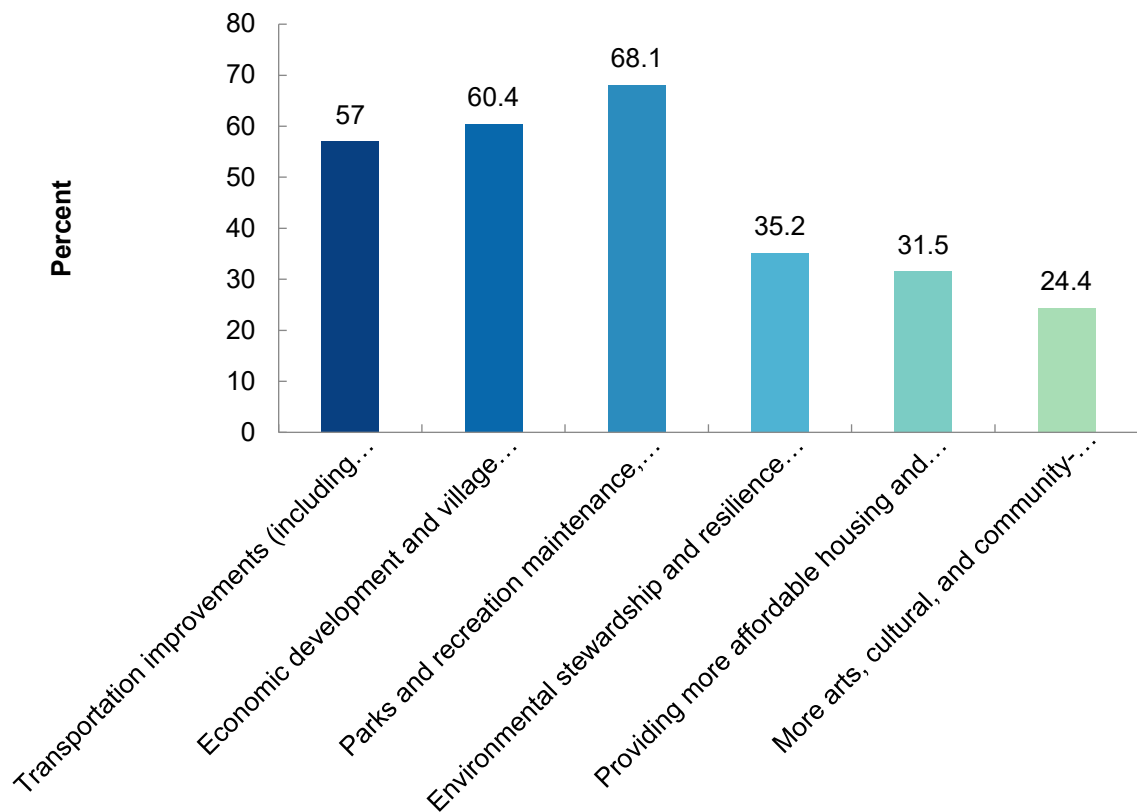
Value	Percent
Transportation improvements (including connectivity and safety)	57.0%
Economic development and village revitalization	60.4%
Parks and recreation maintenance, upgrades, and expansion	68.1%
Environmental stewardship and resilience initiatives	35.2%
Providing more affordable housing and increasing housing stock	31.5%
More arts, cultural, and community-centered events	24.4%

Statistics	
Total Responses	270.0

14. Are there any recreational offerings you would like to see more of in Keystone? [Select all that apply]
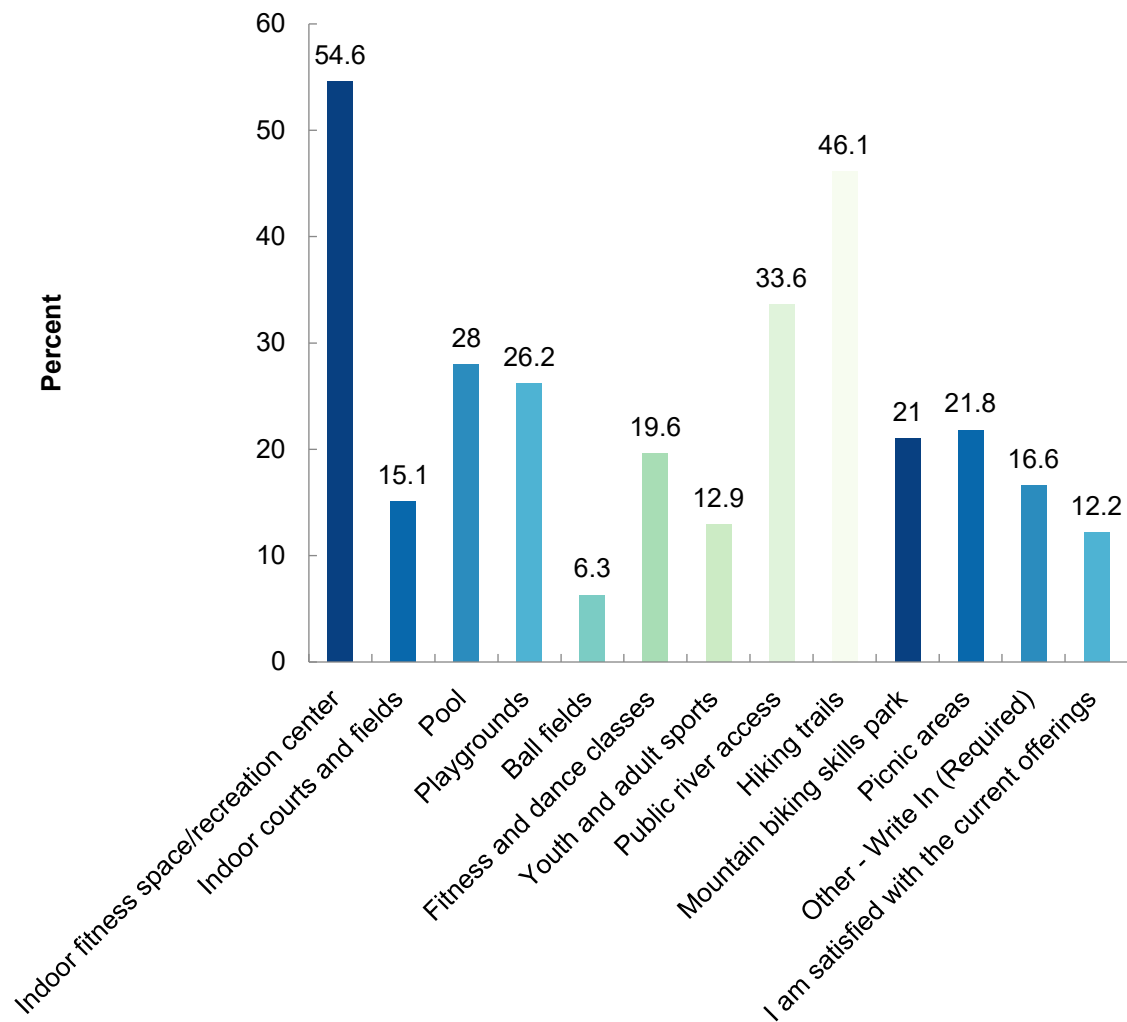
Value	Percent
Indoor fitness space/recreation center	54.6%
Indoor courts and fields	15.1%
Pool	28.0%
Playgrounds	26.2%
Ball fields	6.3%
Fitness and dance classes	19.6%

Youth and adult sports	12.9%
Public river access	33.6%
Hiking trails	46.1%
Mountain biking skills park	21.0%
Picnic areas	21.8%
Other - Write In (Required)	16.6%
I am satisfied with the current offerings	12.2%

| Other - Write In (Required) |
|---|
| Best practice: Winter Park / Frazier does a stellar job with on how they identify, develop and maintain their trail system. |
| Bike paths for road bikes |
| Day care cay care day care |
| Dog Park |
| Dog park |
| Dog park! |
| Dog parks |
| Grocery store less expensive than gas station current option |
| Handicap accessible paths |
| I think a park would help create a sense of a town core. Perhaps near river run to make the area more of a year round destination rather than a ghost town when the vail wraps up shop for the season. Silverthorne Trent park is a great new park in the county, biking pump track, grass to play on, ball courts. All would make riverrun / keystone much more of a town year round, rather than an abandoned |

Improve biking trails,

Improve the Lakeside visuals e.g., the facility housing the Zambomie is too West Virginia. More public interactive art. Why did the tunnel art get painted over white, just dumb. Slower speed on US Hwy 6, please. Traffic signal is needed at Dos Locois.

Indoor fitness infrastructure in general

Indoor ice rink

MTB trails

Main street type area

More mountain biking trails

More parking at parks and rec paths

More sidewalks along highway 6

More year round restaurants

More/better bike paths!!!!

Natural Areas/Open Space

Nothing

Off-leash dog park

PUBLIC TRAILHEADS

Paragliding, kite skiing

Pickelball

Pickle ball courts

Plowed rec path all winter like the majority of summit county

Public access tennis & pickleball courts (free)

Public pickleball

RV Overnight Boondocking lot.

Restraints on tourists damaging environment

Reverse the tenderfoot meadows seasonal closure

Safer way to cross Highway 6. Improved walk ability, including sidewalks in high use areas for locals

Shopping and restaurants

Side walks

Stop the trail closures by the dump!

Tunnel under 6 at rasor dr.

Whatever we answer you'll just ruin by marketing it.

You'd ruin anything locals asked for by marketing it to stupid tourists

more affordable housing for single people who want to live alone. not overpriced like wintergreen.

public tennis court

reasonably priced activities and gondola ride (less than $15 per person

safer walking areas along Hwy 6

15.Which of the following economic development and revitalization initiatives do you consider to be most important? [Choose up to 3]
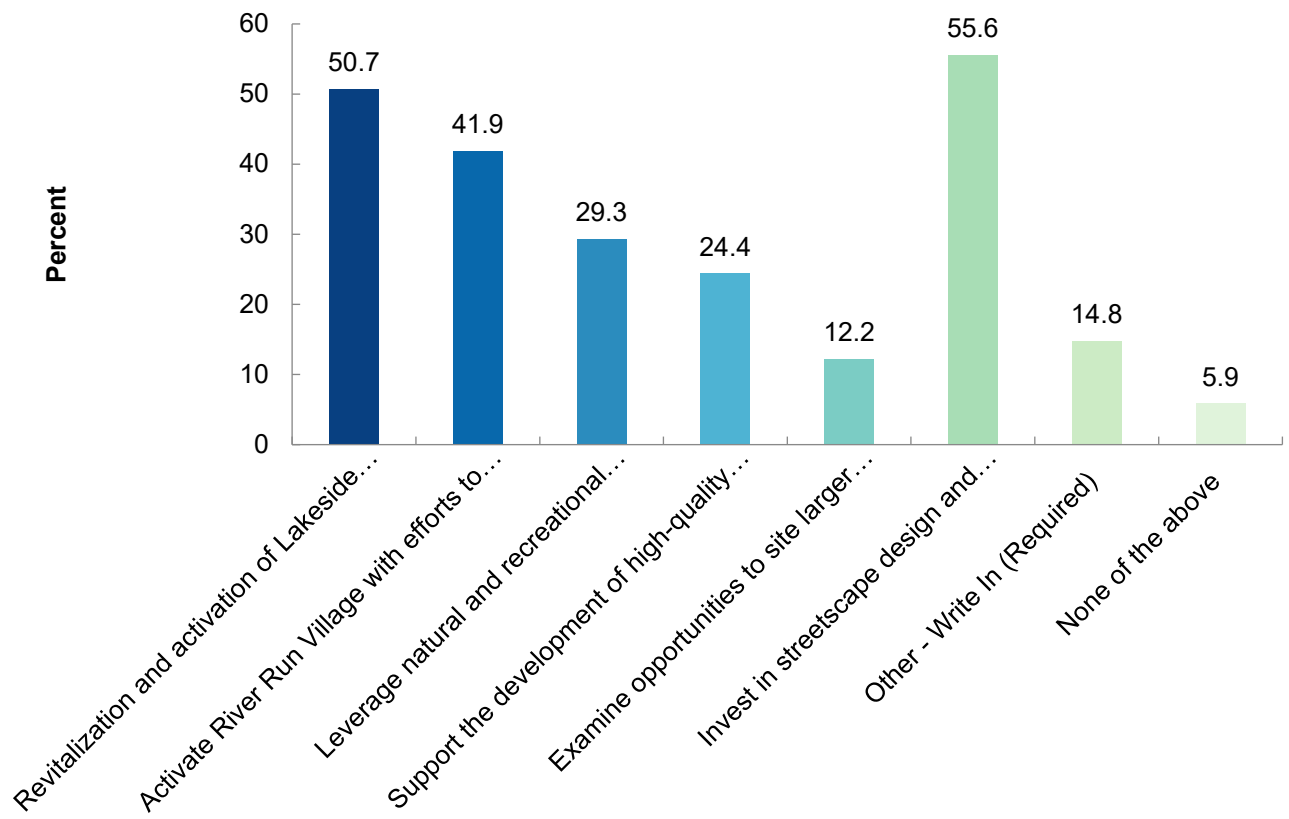
Value	Percent	Count
Revitalization and activation of Lakeside Village.	50.7%	137
Activate River Run Village with efforts to increase traffic in off-season months.	41.9%	113
Leverage natural and recreational amenities, history, and arts and cultural assets to encourage tourism-related economic development, especially in warmer months.	29.3%	79
Support the development of high-quality commercial space to attract new business types.	24.4%	66
Examine opportunities to site larger businesses, co-working	12.2%	33

|		
spaces, or light industrial uses to grow Keystone's tax base.		
Invest in streetscape design and walk/bike transportation projects that contribute to the appeal of commercial areas.	55.6%	150
Other - Write In (Required)	14.8%	40
None of the above	5.9%	16

Other - Write In (Required)	Count
Bike Park 7 days a week and longer season	1
Connect the mountain house with a walk path or make it a whole village	1
Enough support for Vail Corporation. Let's spend a few dollars for the other neighborhoods. We voted for Keystone to become a town. We are seriously regretting that decision. The town just seems to be an extension of KNC. KNC is no more than a welfare fund for Vail at everybody else's expense!	1
Gondola from end to end	1
Grocery store would be great.	1
Housing is number one because without it you will not have a workforce to meet any other request or demand	1
I don't want more tourists	1
I like the grow tax base ideas. I think large scale development in the Mountain House Parking lot area presents massive potential, rarely found in major ski areas today.	1

If you understand the ownership of the properties, this question makes little sense without incuding Vail and its contribution to a project. The other participants are the HOAs	1
Improve traffic flow and pedestrian safety around hwy 6	1
Improved transportation system - a light rail covering the whole resort	1
Increase off-season activity for locals.	1
Invest in public transportation to alleviate traffic frustrations for residents and visitors alike	1
Main street	1
Maintain the walking path connecting the village to River Run and paths from the condos to the ski lifts. (Cinnamon,Hyatt, and Frostfire areas to Mountain house). Who is responsible for maintaining these anyway?	1
Marketing the town as a destination year round	1
More affordable housing for local, summit county employees	1
More deed restricted housing to support local workings is the most important.	1
More food options, groceries and restaurants	1
None - we don't need more shit and we certainly don't need more "off-season" tourists.	1
Not sure	1
Please groom the rec path in wintertime.	1
Public park, recreation opportunities within the town itself, not just on the resort or in national forest.	1

Rasor Drive and route 6 intersection is dangerous	1
Replace the asphalt around the lake!!!!	1
Revitalize Mountain House into a recreational and local business development destination the city could apply for US EPA brownfields funds to develop it into a destination	1
Shameful the Historic Resources are gone.	1
Sidewalks along the highway and stoplight at Razor dr	1
Take over keystone conference center and build town center away from vail weenies	1
This insatiable need to build, grow, develop has to stop. How much business is enough? How much revenue is enough. I fear you will turn this into Coney Island with mountains if we let you. Just leave well enough alone and don't destroy this town with development.	1
Traffic control	1
Utilization of Mountain house base	1
WTF- these are about the resort not the town!	1
We want less traffic and events during the off-season.	1
Welcome STR and second property owners rather than alienate and over tax them.	1
Wildlife and Wetlands protection	1
Work on traffic problems in winter, so people can still get around Keystone and go to businesses. Usually its so busy i stay home, even though i want to go out and enjoy our community!	1

habitat restoration	1
how are you different from KNC	1
tourist education of Mtn living	1
Totals	40

16.Are there any services or business types in Keystone you would like to see more of? [Choose all that apply]
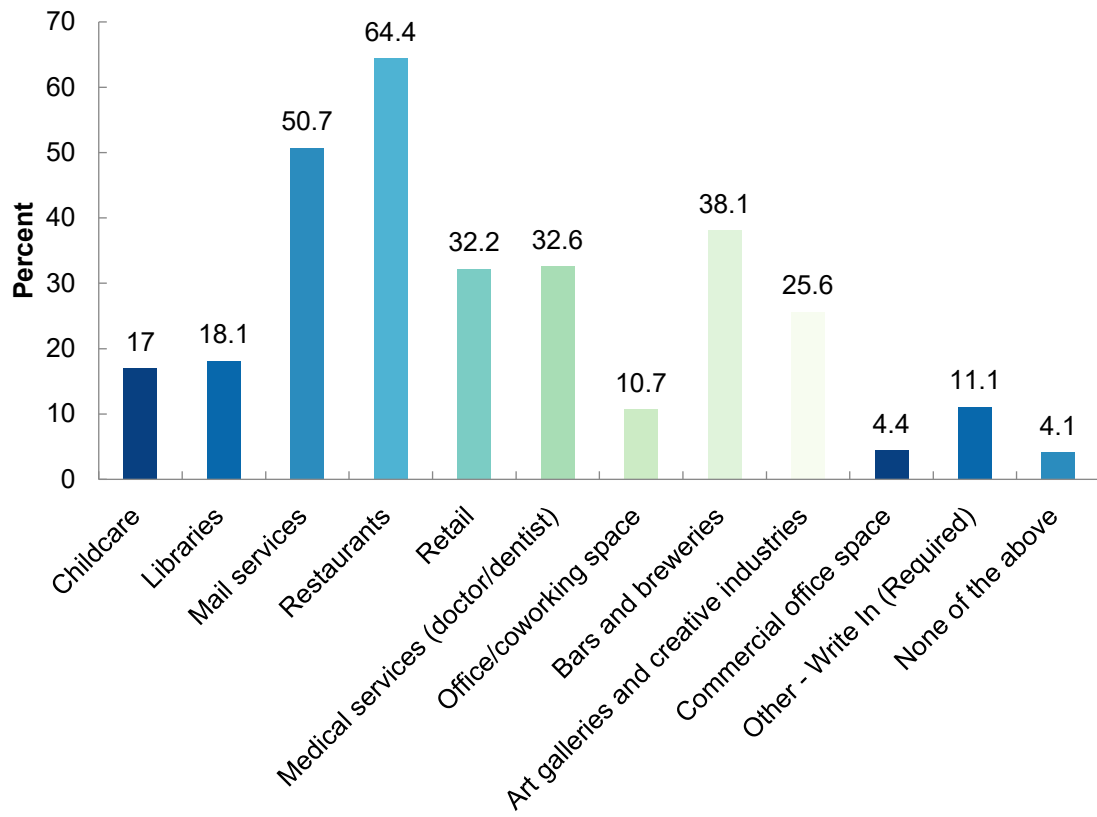
Value	Percent	Count
Childcare	17.0%	46
Libraries	18.1%	49
Mail services	50.7%	137
Restaurants	64.4%	174
Retail	32.2%	87
Medical services (doctor/dentist)	32.6%	88
Office/coworking space	10.7%	29
Bars and breweries	38.1%	103

Art galleries and creative industries	25.6%	69
Commercial office space	4.4%	12
Other - Write In (Required)	11.1%	30
None of the above	4.1%	11

Other - Write In (Required)	Count
Gym	2
A amusement park like map of all of Keystone. We are in River Run but I have no idea what is in the other areas like Lakeside Villiages. A uncluttered map of the the pathways that connect all of Keystone.	1
A real grocery store	1
Affordable Housing is a must	1
Affordable commercial rental space.	1
Full sized grocery store like Trader Joes	1
Grocery store	1
Grocery store like City Market or Natural Grocers	1
Grocery store, physical therapy,	1
Grocery store.	1
Gym	1
Gym/fitness	1

I am happy with the current situation generally	1
Indoor health club, pickleball	1
It's a short drive to Dillon. The major things; medical, libraries, doctors, we can share. Restaurants, walkways, biking paths are needed to keep the tourists and locals in our area. WHO. IS SUPPOSED TO MAINTAIN the walking path outside of RR.	1
Medical/ Recreational Dispensary	1
Not sure about water and sewer limits, but the only way for keystone to grow beyond a ski town would be to have more year round housing and then maybe some commercial businesses and supermarket, etc.	1
Parking during ski season	1
Parks, skate park	1
Proper Grocery Store	1
Rec center	1
Super Walmart	1
We have a lot of all of these things; we don't have the year round visitation to support them - focus on that	1
We have enough business. There's plenty of retail, bars and restaurants. More businesses mean more workers, which means more workplace housing. Then come the strip malls and apartment buildings. And EVEN MORE traffic.	1
Yoga studio	1
community garden	1
compost bin	1

grocery store	1
indoor children's play areas	1
Totals	30

**17.Which of the following transportation initiatives do you consider to be more important? [Choose up to 3]**
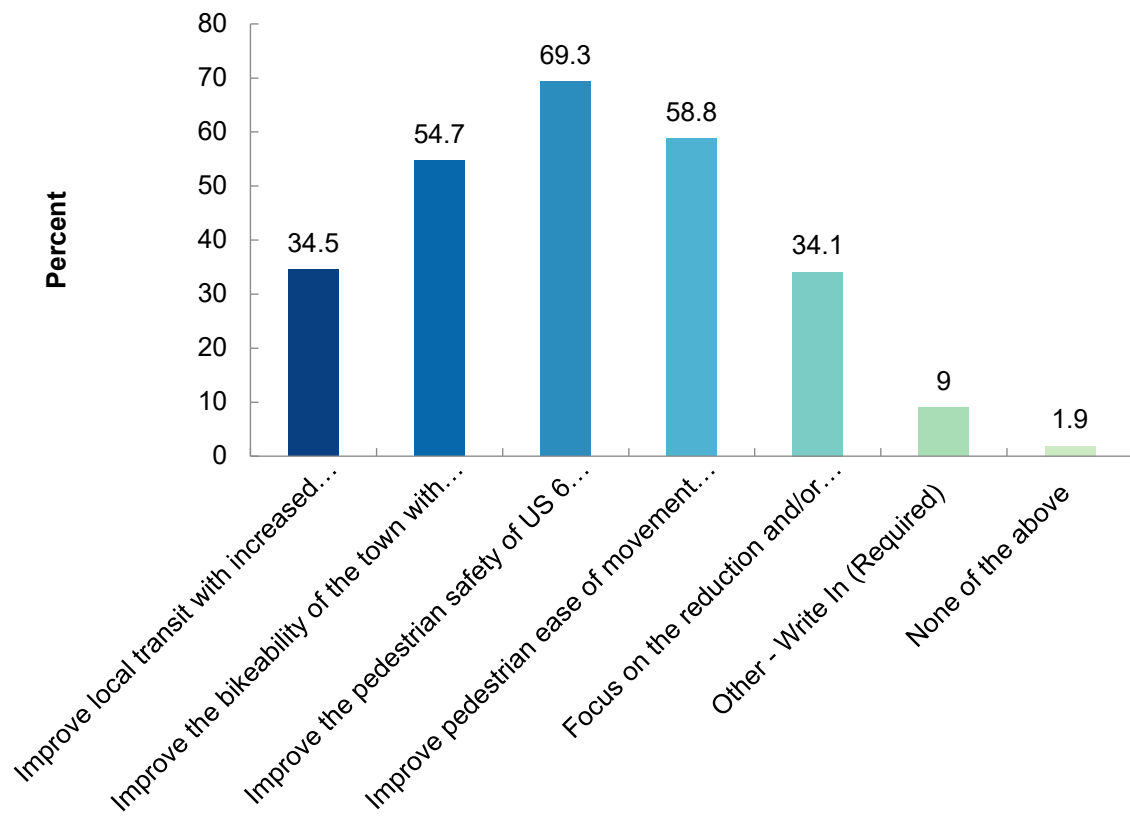
Value	Percent	Count
Improve local transit with increased frequency and better routes	34.5%	92
Improve the bikeability of the town with off-street path connectivity and wayfinding	54.7%	146
Improve the pedestrian safety of US 6 crossings	69.3%	185
Improve pedestrian ease of movement with better pathway connectivity	58.8%	157
Focus on the reduction and/or management of traffic congestion	34.1%	91

Other - Write In (Required)		
Other - Write In (Required)	9.0%	24
None of the above	1.9%	5

Other - Write In (Required)	Count
AGAIN. WHO maintains the paths from the condos to Mountain house?	1
Asphalt is difficult to navigate due the deferred maintenance	1
Bus service that goes at least to the stables, if not up to the ranch! Keep those cars off the roads and out of the parking lots during ski season!	1
Esthetically enticing walkways.	1
Fix highway 6 so all the people trying to ski keystone are forced to get in and stay in the appropriate lane starting back at summit cove light. Keep them in the right lane so the rest of us are stuck dealing with them.	1
Fix highway 6 so people can't jump in and out of the traffic getting into keystone in the morning. Someone is going to get killed	1
Get rid of traffic lights. Replace with roundabouts.	1
Increase bus route to Keystone Ranch	1
Keep A-Basin out of Keystone	1
Major improvements to medians and landscaping, mirroring Silverthorne, Frisco, and Breckenridge. This will increase town appeal and property values in a big way. Right now many trees in the medians are dead, its a unfortunately a bad look for Keystone.	1

|	
More (lots more) public parking within short walking distance to lifts.	1
More deed restricted housing for local workers.	1
More of a sidewalk between Key Condo and River Run	1
More parking during ski season	1
Neighborhood busses (mini?) to ski area	1
Not sure	1
Reduce speeding on 6	1
Run the resort shuttle year round, without it public transportation is TERRIBLE in Keystone.	1
The Minnie's Cabin Stop at Settler's Creek was very popular - it should be brought back as it services a lot of people	1
Traffic....work on the Saturday morning parking lot backup's and the opposite in the afternoon.	1
Wildlife crossing Highway six	1
avoid gridlock during peak ski days for safety and convinience	1
make US 6 safer as above noted	1
the intersection by the gas station should be a roundabout	1
Totals	24

18.Please select the intersections of US 6 that you think are the most important to improve for safety. [Choose up to 5]
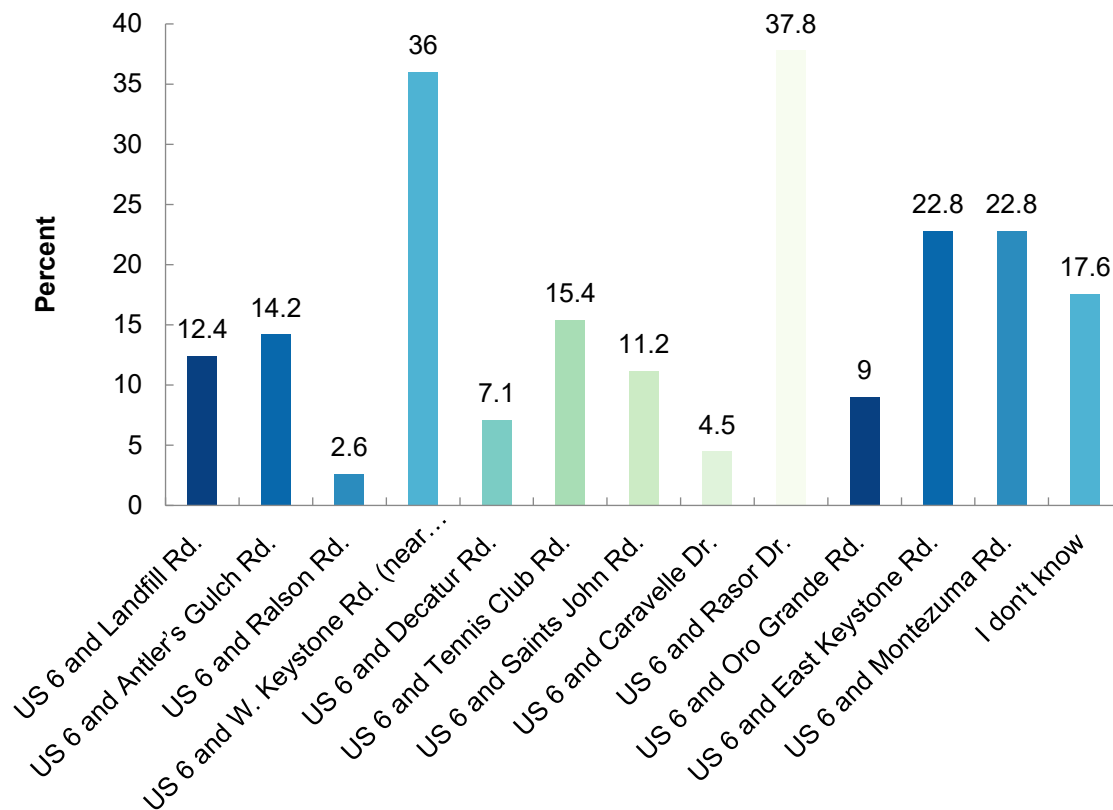
Value	Percent	Count
US 6 and Landfill Rd.	12.4%	33
US 6 and Antler's Gulch Rd.	14.2%	38
US 6 and Ralson Rd.	2.6%	7
US 6 and W. Keystone Rd. (near Keystone Grocery and Gas)	36.0%	96
US 6 and Decatur Rd.	7.1%	19
US 6 and Tennis Club Rd.	15.4%	41
US 6 and Saints John Rd.	11.2%	30
US 6 and Caravelle Dr.	4.5%	12

US 6 and Rasor Dr.	37.8%	101
US 6 and Oro Grande Rd.	9.0%	24
US 6 and East Keystone Rd.	22.8%	61
US 6 and Montezuma Rd.	22.8%	61
I don't know	17.6%	47

19.Which of the following sustainability and resilience initiatives do you think Keystone should prioritize in the next 5-10 years? [Choose up to 5]
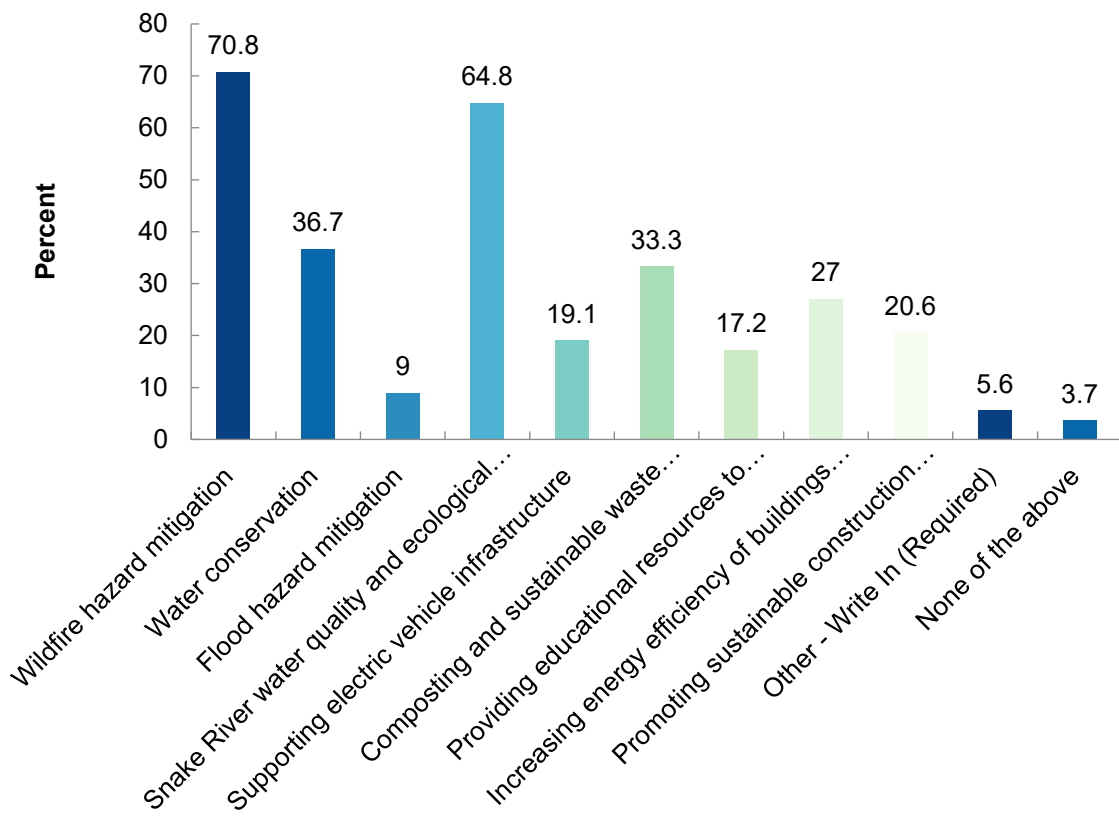

Value	Percent	Count
Wildfire hazard mitigation	70.8%	189
Water conservation	36.7%	98
Flood hazard mitigation	9.0%	24
Snake River water quality and ecological health	64.8%	173
Supporting electric vehicle infrastructure	19.1%	51
Composting and sustainable waste management programs	33.3%	89
Providing educational resources to property owners	17.2%	46

about efficiency grants and rebate programs		
Increasing energy efficiency of buildings (existing and new)	27.0%	72
Promoting sustainable construction practices	20.6%	55
Other - Write In (Required)	5.6%	15
None of the above	3.7%	10

Other - Write In (Required)	Count
Build less and utilize what we have already.	1
Dark skies, healthy rivers	1
Light and noise pollution, reduce engine braking on hwy 6	1
Light and sound pollution mitigation!	1
Most of the stuff in this list will occur naturally if you JUST STOP BUILDING.	1
Most of these choices the town should stay out of	1
Recycling	1
Recycling center	1
Reducing landfill waste.	1
We need to lobby to keep more of our water, and not let Denver take it all. We don't need a bridge over hwy 6. Total waste of money. People will walk across the road anyway rather	1

than walking up a ramp or stairs to cross the road.	
Wildlife and wetlands protection	1
all garbage containers should bear proof and enclosed, behind Dos Locos, bears often eat there	1
forest restoration	1
n/a	1
protecting wetlands	1
Totals	15

20.Have housing challenges in Keystone affected you or someone close to you in any of the following ways? [Choose all that apply]
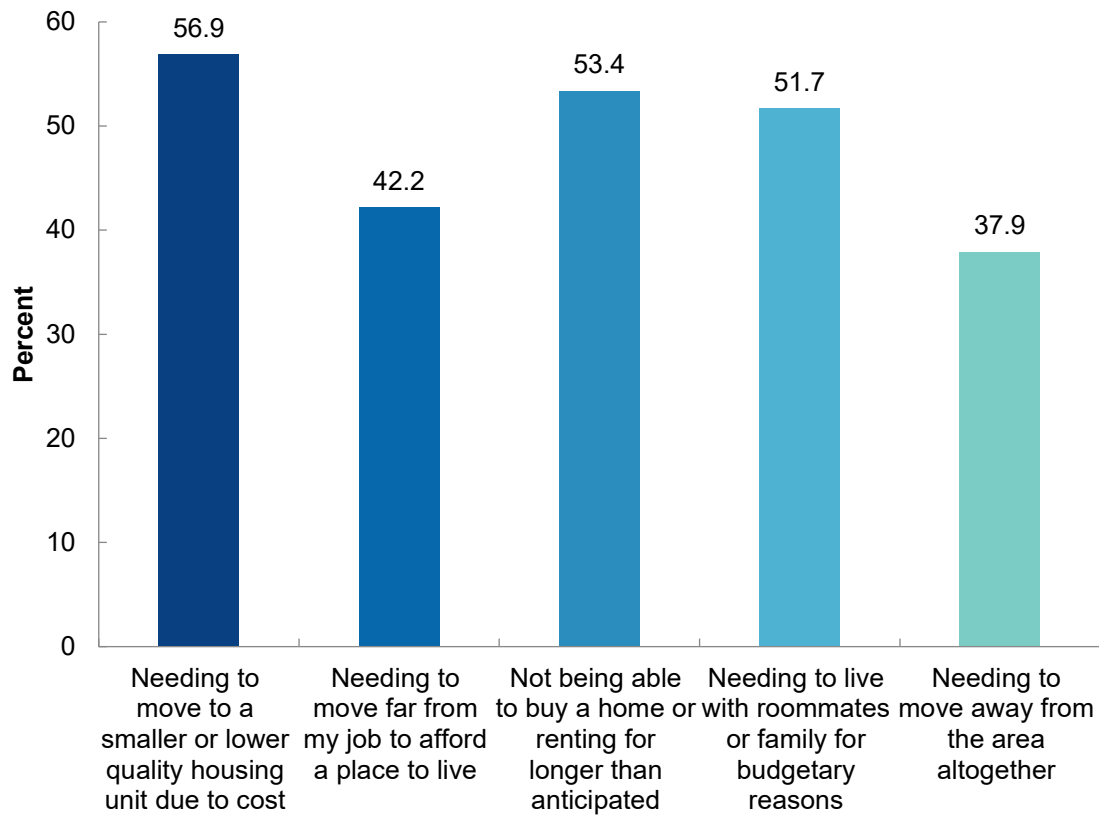
Value	Percent	Count
Needing to move to a smaller or lower quality housing unit due to cost	56.9%	66
Needing to move far from my job to afford a place to live	42.2%	49
Not being able to buy a home or renting for longer than anticipated	53.4%	62
Needing to live with roommates or family for budgetary reasons	51.7%	60
Needing to move away from the area altogether	37.9%	44

21.Tourism can produce benefits and challenges for a community. How would you describe tourism in Keystone and its relation to your experience?

ResponseID	Response
3	Totally understand the value of renters. Would like for renter to respect the properties and respect people actually living here by observing quiet hours and noise ordinances. Would like to increase awareness of being Good Neighbors.
4	A benefit
5	Benefits: I enjoy arts/music events that attract tourists. Challenges: Traffic congestion on US 6 making it difficult to get around town. Tourists not treating our area well (trash, disrespect for workers, etc.)
9	Tourism has pros and cons. I understand the need for tourism, however on weekend in the winter it is impossible to navigate the Town. We must address infrastructure limitations before encouraging additional visitors.
10	Feels that Keystone is mainly a winter based tourism economy.
11	It negatively impacts my quality of life due to increased traffic on highway 6 and people who are inconsiderate in places like keystone gulch road
12	Keystone does not have the infrastructure to support Keystone Ski Resort. I live in keystone but chose to shop and eat at restaurants in other places in Summit because of congestion in the town.
15	As a short term rental owner I need it to survive, otherwise I'd be forced to sell and buy elsewhere.
16	When I moved here I knew it was a resort. So I knew noice and traffic would be an issue. Honestly, in the last 10 years I believe the issues have calmed by the HOAs and STR

	property managers. They have stepped up. This past March was the least stressful in years. I think the hotline rang only twice for how many tourists were here.
17	It creates crowds and obnoxious guests.
18	Tourism is the life blood of Keystone and is the reason I spend time here.
19	Tourism is the reason Keystone exists. It must continue to be prioritized.
20	Tourism is vital to Keystone. My experience with tourism has only been positive.
21	Winter traffic congestion is a problem
22	Keystone has more of a resort-style atmosphere, but I'd prefer a place with a more authentic town feel.
23	Tourism is key to the economy of Keystone
24	Tourism is the foundation of the Keystone economy
25	Without tourism, Keystone would be a ghost town. Ramping up the tourism is going to be key to ensuring the town can thrive.
26	Tourisam has fed the system that built roads, sewers, cable, etc. so I consider it a necessary evil
28	Good regarding skiing. Need additional reasons to visit during warmer months.
29	Tourism provides the $ to allow the Town to do the things it wants to do
30	Tourism is OUT OF CONTROL. The vast majority of tourists I deal with are drunk, dirty and disrespectful. I've had to call the cops 11 times already this year. Winter traffic is deplorable. I can't even leave my home on

	Saturday mornings during the winter. Why on Earth would we build more shops, restaurants, and housing?i feel like you want to take this tiny little town and develop it until its wall-to-wall tourists 12 months a year. We'll all be rolling in tax dollars and incredibly miserable.
31	Tourism is necessary for Keystone's survival. Need to manage so tourism can flourish alongside both full time and part time residents. Need to balance everyone's needs or city won't be able to survive.
32	Keystone is a resort community built on short-term rental for tourism. we are 2nd home owners and not sure about efforts to make Keystone a self-sustaining "real" town. Do 300 voters have the energy to sustain the community for years?
34	Loud and obnoxious short term renters looking to party
35	Good
36	We like that it is a recognized destination resort.
38	The ski resort is very much a local resort. Too many snowboarders-attracts more of a low brow crowd compared to other resorts.
40	Good
41	KNC is a failure for community events. Only they can find a way to lose money at such a fast pace. Breckenridge, Frisco,Dillon and Silverthorne don't get so much money from residents and still fail. Needs completely new management.
42	No significant issues
43	As long as STR (short term rentals) allowed, tourism will continue.
46	Tourism is very stuck in children options and there is a lack of modernization in options that

	middle age and younger couples without kids don't want.
47	Excessive in winter and very slow in off season
48	Keystone was built as a ski resort location. All these high-priced condos are going to cause issues because people who pay 5 million for a condo want more services. We've put the cart before the horse.
49	The current infrastructure and community is built as a tourist destination. Without it there would not be much of a community. Keystone needs to focus on making Keystone a place to live that is supported by the tourism instead of being a tourist town that has full time residents.
52	Tourism is the lifeblood of Keystone. If guest experience is prioritized (e.g., safer roads, better bike paths, more playgrounds), then resident experience will also improve.
53	Understanding that Tourism is crucial to Keystone's economy, I would not want to increase it to the point that we become a Breckenridge. Our charm is our simplicity. Sometimes I get overwhelmed by some of our tourists, and their lack of respect for our community.
54	Love being a part of a tourist area - it brings a sense of excitement and elevates it from a quiet town to an adventurous town. Love all the festivals and outdoor activities in summer and especially winter.
55	Tourism is good for business. Keystone (town & resort) needs to consider more than the bottom line.
56	I like that tourism creates a lively, vibrant setting for the area.
59	it's too seasonal...need shoulder months focus

60	Keystone should be the quality of the Broadmoor only less expensive and more family friendly
61	Good for the economy and keeping things alive around here, but winter lift lines can get bad sometimes because of it. But not as bad as all other nearby resorts.
62	There is too much tourism
64	Week days during ski season are fine. Weekends are when the overcrowding occurs. Don't blame STR's for the weekend crowds. You will kill the Town if you alienate second property owners that rent for short term as well as use their property.
67	Overrun. Unmanagable. Big turnoff
69	I am concerned about increased tourism. During peak times it is already too crowded. Also eliminate KNC
70	Promoting family visits is least disruptive
71	just right
73	Locals in general make tourists feel unwelcome. Summit County actively discourages tourism, even though it's the only source of major revenue. Keystone and Summit County hate STRs with a passion, it is beyond belief how dumb the year round population is.
74	great place for fun in all seasons
75	Outside skiing and a few festivals, non-existent
76	Currently, I feel that the challenges outweigh the benefits.
78	good
79	Tourism is an important part of who Keystone is. Making sure we have adequate emenities, like

	ski bus service, restaurants, shops is key to our longterm success.
80	I've mostly learned to understand and accept it
83	Reduce the duration of the mud seasons for better business sustainability. Local business are the heart of the community and provide 'minor' balance to Vail resorts. Keep the mountain open as long as possible in April. Provide more commercial space - non Vail resorts.
84	Good, too many season passes on weekends
85	Perception that Keystone is inferior to Breck and Vail and other ski resorts because "nothing is happening" here
91	Weak shit in summer and shoulder seasons. Need to provide year round action along with parks and river access. Get off the Vail train. Think about normal ppl.
94	Airbnb has destroyed any semblance of community we had. The fucking tourists are all over the place now. We need to ban Airbnbs and do something about the crowds.
95	We rent our home in winter season to help offset costs of owning
96	It has undesirably increased home prices and property taxes. I70 closures, especially during peak season, cause large traffic issues on hwy 6 throughout the town. Ski season traffic on weekend often backs up traffic on hwy 6 blocking highway access from roads close to River Run village; ex Oro Grande and Rasor Dr.
97	Lots of drunk people during Keystone's festivals
98	Need more tourists, higher quality restaurants and offerings

99	Keystone seems dead outside of ski season and a few festivals each year.
101	Keystone has been completely neglected by Vail resorts. Mountain house is an embarrassment. The resort itself is not connected and our family friendly, there is no signage how to get anywhere in Keystone. Also no lighting for safety.. Brenk, the only part of the resort itself that looks decent is river run. We are the Walmart of the ski industry despite our numbers of visitors. I consistently hear that Keystone looks rundown by visitors. We have missed many opportunities in the past for improvement. We could've had the Olympic training center. We could've had Woodward. We used to have the norba national we used to have the Nissan Xterra. We used to have concerts in the parking lot. Now it's the same festivals the same crap every year. Our problem is Bell resorts neglect us.
102	Too winter focused
104	Keystone is almost 100% tourism dependant. Don't start overspending on elaborate items and entitlements to help only a few low income/non tax base renters, using funds from second homeowners, etc. The second there's a drop in tourism revenue, the money will dry up and you will have to raise our taxes.
105	We moved for the fun and opportunity and tourism is part of our life
106	Good
107	great
110	Traffic flow in and out of parking lots, during ski season, must be addressed
111	I think the festivals need to be more affordable for locals and include more local vendors
113	Tourism is essential to the vitality and future of Keystone. Although it is now a city, it is

	essentially a resort. Growth should be limited. The focus should be improving what is already here.
114	We need tourism. Keep it family oriented and wildlife friendly. That is the beauty of Keystone.
116	Tourism is necessary in Keystone and most all of our jobs are centered around it. Unfortunately Keystone has become almost too popular and at the busiest times it is way overcrowded. The roadways can't handle this overcrowding on the weekends throughout the winter.
117	Great
120	June seems pretty dead. Lakeside like a ghost town. River Run similar
122	good
123	Skiing seems to be the only great thing about Keystone.
124	Not enough full time citizens
125	The addition of new condos where ski parking has previously been will no doubt cause problems moving forward. Please consider more parking WITH shuttle service - since our gondola lot and others nearest the slopes are now gone - we don't need more condos until infrastructure is improved.
126	Tourism provides many benefits to living here, events, amenities, activities, etc.
127	We need tourists to visit to Keystone to drive revenue but they can heavily use our resources that fulltime owners have to pay the price!
130	Tourism is its purpose and life line. Continue to support this.
131	We enjoy that keystone is a resort town and would like to see it continue to grow and be a

	vibrant mountain town, tourism has always been central to keystone and it should continue to be its focus. We purchased in keystone for our second home as a place to call a mountain home base and we also rent to other people in a short term rental program.
132	Massive tourism spikes significantly decrease the quality of living in Keystone. Future Growth needs to be closely managed to avoid destroying the quality of life in Keystone.
135	Continue emphasis on family programs 12 months per year.
136	Keystone Ski Resort is reducing free parking and selling land for development instead of more parking.
138	The tourists stay by the river, the locals stay on the other side. We're not like Breck so I've seen little issues. Only issue is housing, if everything is a condo and condos are the new hotel rooms, how do you build a community?
141	Tourism is the lifeblood of Keystone
143	Tourism is good and tourists are generally happy but it makes it hard to meet new people
145	Expected for Mtns
147	Tourism is really only geared toward sporting - ski biking hiking. There's nothing bringing groups and families here for the dining, nightlife, spas. This needs to increase we need a centralized location (outside of the base) that more businesses can come to and people can congregate
150	Seasonal, winter primarily. Fractured as Keystone is essentially split into 2 areas - need to be connected by better transportation systems.
152	Being one of the only ski resorts in Summit County with free skier parking that you can walk

	to the lifts combined with the cheapest ski pass, leads to traffic congestion on Hwy 6 making it near to impossible to cross the highway in a vehicle. Traffic is the biggest issue in winter and makes it very unpleasant to drive anywhere during peak resort visitation times.
153	Increases value, we STR part of the interment travel so gets better rates to help pay for our expense mortgage.
154	It is a resort town. It is expected and needed.
155	people come for weekends rather than weeklong ski trips, it's less of a destination than Breck or Vail for out of state visitors
156	Tourism is a vital part of the economy in Keystone but more is done for tourists than the locals who are the backbone of the operations
157	Disjointed
158	Tourism helps Keystone. I feel the town accommodates visitors and that also makes it nice for those of us that live there.
159	Keystone is a resort town, hate it or love it, we're able to live here because of our guests. We should be working to provide a world class quality town to residents and guests alike.
160	I initially moved to Keystone to work in its tourism industry. However, my fiancé and his parents have been in keystone for 25 years. Under a multigenerational view, tourism seems to have improved significantly, and the summer festivals seem like a beneficial factor to keeping keystone alive all summer. From a newer perspective, and one that heard the primary complaints coming into keystone condo check-in office, I do feel that some focus on roads, SIDEWALKS (people seem unaware of our beautiful riverwalk, so sidewalks down the highway), as well as the winter line of traffic into our town would be our most common tourists' complaints. As a local, our complaints can stem around evening and off-season availability to

	restaurants and events becomes so limited that we do spent much of our summer playing in adjacent towns for convenient access. Now that I've lived here five years (moving from a major city with massive public transport), I think our transportation system has been impressive and I've seen it grow (including stops to Abasin). This type of growth (adding more routes or later/earlier route times for local employees, or more frequent stops) would deeply benefit our seasonal, J1, H2b, and international employees that help keep many of our businesses running smoothly. On a positive note, each summer when our in-laws sleep over at our condo for their anniversary (they met in keystone 25 years ago!), they always have wonderful comments on the towns growth, expansion, housing growth, and addition of arts/culture/events!! It does make me hopeful that our community will continue to embrace changes needed to keep us successful and keep employees available for affordable housing and work!
162	Tourists fuel the economy but also make the sense of community non existent. It does not feel like permanent keystone residents have much of a say and it feels like the resort has all of the power.
163	The number of people coming here has increased significantly over the 36 years we have owned here. With so many condos and houses everywhere, it is verging on being crowded.
164	I really dislike and am annoyed by airbandb and housing rentals to tourists. Tourists are basucoout if control, lack interest in their own footprint on the area. No policing of motorized vehicles on bike paths. A pedestrian could easily be knocked over on the bike path due to lack of knowledge and consideration by tourists.
166	Outside of ski season, very little tourism. River run and lakeside village are dead except for the festival weekends.

167	Tourism is necessary for our economy. Airbnbs have ruined summit county neighborhoods and hurt the housing market.
169	Lifeblood of Keystone
171	Need more Tourist's education and awareness to ensure respect of people living here and the town overall. How to be a Good Neighbor.
173	Okay
174	As a full timer I the lack of restaurants is challenging during rhe high season and how busy they can be. The flip side is that everything will be closed in the off season which can make it difficult as well. Obviously traffic and parking is challenging when it is busy but overall Keystone does a good job with traffic flow and parking.
175	Tourism is what keeps Keystone going! As an owner that does note rent our place, but a lot of the short-term renters don't care about the spaces and abuse them. We've seen guests bring dogs with them, smoking in the buildings, and not returning carts where they are supposed to go. I'll say it's a love/hate relationship. But the love part is much stronger for sure.
177	Its the only real industry here with nist local businesses closing for most of the time between seasons, making it hard to go out in the off seasons.
178	Keystone is more of a "family oriented" mountain - which has deterred advanced skiers from coming to the mountain. I should not complain as I prefer less crowds however, invites are turned down because of this stereotype.
179	Tourism is great if a town how complete proper infrastructure to support it which keystone does not come even close
180	Ok

181	Creates parking issues
182	Tourism is a necessary engine for many things the town wants to accomplish - the town focusing on the marketing of keystone and supporting its activation as a year round destination, not just the ski resort in the winter, seems an important area of focus
184	Not affected
185	Tourism is vital to Keystone
186	We don't need more tourists or we will become overcrowded like Breck
187	The tourism in Keystone, a lot like most things in the new town, are dominated completely by the Resort itself. I think as a town we need to think of ways to benefit the town outside of the resort. We have to remember we are more than just a resort location now and need to provide a vast array of new benefits in order to attract any more tourism. Along with that if you want more tourists the local infrastructure needs to be improved to accommodate that.
188	It is an essential part of this community
189	Vital
190	Good
191	Education! Tourist need to know about altitude and to respect mtn environment
192	N/A
195	Winter traffic jams make it difficult to get places.
198	Solely vail centered and without vision
200	Tourism is an essential part of keeping Keystone alive. However, there is very little affordable

	housing for local resort workers. Most have to live in Silverthorne.
201	It's all tourism, it does not feel like local community
202	As a second homeowner in Dillon, I think tourists would like to find better restaurants in Keystone.
203	Excessive in the winter but lacking during warmer months
204	Bad drivers from Texas
205	Required for economic existence
207	Keystone is not as congested as Vail or Breck and prefer to stay a family oriented community. I like that the town is quiet after 9pm. It's our favorite place.
213	Tourism is the driver of the economy in keystone. STRs enable this economy to flourish. Keystones goal should be to great a community that allows your it system to stay in keystone rather than drive to dillon or silverthorne for dining and groceries. /
215	Good
217	1. Need to attract more use of commerce (such as restaurants) in the summer season. 2. Need to better manage over crowded ski slopes
218	Tourism is the life blood. Hopefully the Town continues to recognize that. Imposing significant new regulation of taxes is the opposite of what Keystone needs
224	Beneficial
226	It was critical to my decision to purchase in keystone

227	Winter tourism is steady and strong. The KNC does a great job with peak summer visitation. Some should seasons could use help.
228	It supports our community
229	Some is good but don't put all your eggs in one basket
230	Tourism is the heart of Keystone and is top priority
231	Heavy inconsistent flows of tourism. Either alot of people in town or a little depending on time of year.
232	It's good where it's at. I don't want more.
235	They are the life of the town and needs to be promoted
237	Not enough to do. The villages are ghost towns!
240	Traffic i
241	married to Vail Resorts. There is no separation of town and resort. Keystone doesn't have it own identity like it used to.
243	Tourist have a connection to the ski resort. They often don't know that Keystone is a town and not just a ski area. They come to visit the resort and don't know they are joining a community.
244	Good and bad
250	N/a
251	Tourism is the primary economic driver and is essential for the town to thrive. Promote tourism, be a business friendly town.
255	Feast or famine.

256	I'm commute to work using Hwy 6 daily. The housing developments (I used to live at Wintergreen) have pretty dangerous intersection to those turning left onto 6. The high tourism traffic to Keystone and Abasin make it even more dangerous in the winter.
260	Amazing needs a parking garage in river run
261	Feast or famine. Ski season parking can be challenging at times.
262	Keystone is already overbuilt, overcrowded. DONOT TRY TO BRING IN INDUSTRY1 Keep the town small, no growth.
263	Good amount. Don't need any more
264	tourism brought me here originally - bet that's true for 90 % of pop
265	Vital to economy, medical, restaurants, retail, activities,
266	supporting tourism is key to the survival of the town. the more attractions we can bring to town the better
267	Tourism is an important aspect of the economy, but incorporation needs to focus on the fundamentals of establishing and maintaining a sustainable resident community, beyond bolstering tourism. Our tourism experience has drastically declined in recent years, as the Resort offerings have fallen far behind the improvements at Abasin and Copper. Our once shiny experience is old and crumbling.
269	Ficus on summer is falling short.
271	Highway 6 is a challenge in the winter and summer. Need roundabouts from Landfill Road to the east end at Montezuma Road.
272	It's all about the visitors. And should be.

276	Tourism in Keystone is largely tied to Vail Resorts and its assets (mountain and conference center). It seems that vail does not want to expand much upon its formula for operations. They run a ski mountain and everything else is more of less ancillary... but there is so much more potential with the super amazing resource(s) that they have.
278	Tourism can bring in dollars which is important for a town, but since we decided to become a town, we need to be mindful of the residents who call this town home
280	it has always been family friendly and concerned with protecting the forest/environment
282	We have the right amount of tourists in the winter. Summer months could improve. We like the branding of the resort as family friendly and a great place to learn.
284	Good as it is. Too much tourism sucks, I enjoyed Keystone because it has the touristy things (skiing, summer festivals) but isnt suoer overrun like Breck or Vail
285	With the increase of living in an RV,nation wide, it would be prudent to have a place to boondock and/or full hookups.
287	Good, too bad Vail is mismanaging the tourist experience in favor of developing real estate and profits.
288	Winter and summer are pretty busy, but need more activities and town amenities to attract people in the shoulder season.
289	More quality retail would help service the huge influx of people into the town.
290	Sleepy when compared to other near by destinations. Lack of quality dining options force us to frequent Dillon Frisco and Silverthorne all the time.

291	Tourism should be the primary focus of the Keystone area, not empty nest transplants wanting to have retirement living
293	My experience in Keystone is mostly as a tourist.
294	UNMANAGED on mountain
295	Complacent. The Mountain House and Lakeside areas are tired and lack the necessary updates of a world class ski area.
297	Tourism is critical to the local economy so I am fully supportive of making it a great place for turists.
303	People come get primarily for skiing and the summer festivals. I didn't think many people see Keystone as a destination onto itself.
305	Tourism brought us to Keystone originally plus we rely on steady tourism draw for our property rental.
308	I think Keystone is great as a base for all sorts of things, not just the ski resort. Vail will handle marketing for the resort. Keystone should focus on bringing awareness to all the other things, hiking, fishing, 14ers, backcountry, 4wd etc
309	It's get busy during the weekends in the winter but it is a small town and I am not effected in any negative ways.
310	Tourism is what makes this county run, but we need more housing for employees and less second homes for the tourists.
313	It's nice but too much businesses here will absolutely destroy what keystone currently is we need improvements but adding too much will take away from the home keystone is, I've talked with many locals about this and the reason we love keystone is because it's a smaller

	community with a very homey vibe but too much businesses and it will run people away
314	Becuase of its proximity to Denver, Keystone seems to get too many 'weekend' type visits; it should do more to attract visitors for stays longer than 7 days.
315	Essential
317	Keystone is a tourist town
319	Visitors come to Keystone to ski in winter, that is what we are known for. However, we are missing an incredible opportunity to capitalize on the beautiful Snake River and even Keystone Lake. The riverfront buildings behind the Keystone Lodge and spa literally turn their back on the river and encroach on the rec path. Wouldn't it be great if a restaurant/brewery/bar was located there with a beautiful outdoor seating area and even live music in the summer months to support summer tourism? We are also missing an incredible opportunity with the Keystone Lake development. What a sad, sleepy, depressing development that has become, with subpar outdated restaurants and very little activation.
321	sufficient as is. Already getting too crowded.
322	It's a hidden gem and I love it!
324	Summer is not nearly as busy as Vail, Breck, etc. Shopping options like Lole have left. Village needs help and to play off Kindred
327	Keystone is about skiing.
329	While Keystone offers incredible natural beauty and a wealth of recreational opportunities, our tourism experience is impacted by infrastructure and amenity challenges. Traffic patterns, particularly during peak arrival and departure times, create unnecessary congestion and frustration for visitors and residents alike. In addition, there is a shortage of restaurants,

	retail, and other amenities to support the off-season population, which limits the resort's ability to sustain vibrant year-round tourism. Addressing these gaps would not only enhance the guest experience but also strengthen the community's economic resilience.
331	Don't know
332	Inconsistent
333	Tourism is reliant on Vail Resorts. Would like to draw tourists independent of VR
334	It's what supports the village.
335	Love the quiet summers. Makes the crazy busy winters manageable
336	Keystone is set up for second home rentals but struggles to find housing for local workers
337	Tourism is both a gift and a challenge—it brings vitality, opportunity, and new faces into our community, while also testing the balance we cherish between growth and the authenticity that defines Keystone. Keystone was not built to be a copy of anywhere else. Our founders were passionate skiers, mountain lovers, and stewards of this extraordinary corner of Colorado. They didn't just create a ski resort—they created a community grounded in a deep respect for nature, a love of the mountains, and a genuine, unpolished charm that made people feel welcome not because of flash or status, but because it was real. We will never be Vail or Breckenridge—and that is not a limitation, but a strength. Our power lies in not trying to be something we're not. If we lean into our authenticity, we can offer something those towns can't: • A more personal, less commercial experience where visitors feel like guests, not customers. • Stronger connection to nature with trails, open spaces, and mountain views that are accessible and unspoiled. • A true sense of community where residents know each other and visitors sense they're part of something real,

	not a stage set for tourism.　•　Year-round vitality that balances winter sports with summer hiking, biking, and cultural events rooted in local life rather than manufactured spectacle.　If we invest in what makes Keystone Keystone—protecting our natural beauty, keeping development thoughtful and human-scaled, supporting local businesses, and fostering year-round activities that come from our culture and history—we can create a town that is more livable, more resilient, and ultimately more attractive to visitors than any glossy brochure could promise.　Tourists today are seeking experiences that feel genuine. They want to ski the same slopes locals love, eat where locals eat, and be part of a community that is proud of its roots. In this, Keystone has the potential to not only compete with Vail and Breckenridge—but to surpass them in our own special way.　Let's embrace what we are and build a future that deepens, rather than dilutes, our identity. By doing so, we'll remain a place that both residents and visitors treasure—not because we're like anywhere else, but because we're unlike anywhere else.
339	To many short term rentals
341	Too many STR
345	Tourism seems great in the winter and brings a buzz and energy. However, in the shoulder and summer months, areas like Keystone Lakeside Village and River Run (outside of planned events) feel too eerie and quiet. We need that same buzz and energy during the summer months.
347	Tourism is a vital part of the local economy.　The challenges they bring have long been overlooked because the money they bring in
348	On one hand, I am only able to live and work here because of tourism, and I am grateful for its impacts on Keystone's economy. On the other, I feel like many events, businesses, and rental properties cater almost exclusively to tourists. That focus makes it difficult for me to see a long-term future in Keystone, both for financial

	reasons and because there is no real year-round resident community.
352	tourism is essential to Keystone

22.If there is one thing you could change about the Town of Keystone, what would it be?

ResponseID	Response
3	Communication and have a better sense of community for people living here.
4	More inviting for part-time home owners
5	A town center, public area or park that is not part of the resort for both residents and locals to enjoy. Something that has access not directly off the US 6 that would increase traffic congestion.
8	Safe sidewalks on US 6
9	I would like to see separation between the Town and the resort. Currently it feels the resort controls the Town. People don't even realize it is a town.
10	Improved walk/bike ability, including sidewalks for high traffic areast
12	I'd have the rec path plowed during winter and I would add a grocery store.
15	More variety of restaurants and bars
16	Safety of Hwy 6, for walkers, bikers and drivers!
17	Allow the Keystone Resort to put in a gondola to connect the village, MT house, and River Run. Fix the intersection at highway 6 and Ralston Rd.
19	Better ski day traffic management, including communications, shuttles, and car pool incentives.
20	Make it one town! Seamlessly connect the three villages via tram (some kind of hop on hop off) and build businesses and housing continuously through the connections. That way it's one long vibrant town as opposed to three ghost towns

21	Keep all current FREE parking areas
22	I would love to see a more authentic village area in Keystone—something similar to Frisco's Main Street, but integrated with the village lake.
23	Allow all homeowners and full time residents to vote
24	Enabling part-time resident homeowners and renters to vote
25	Major improvements to the roads coming into town, like roundabouts, far improved landscaping, and improved pathways. And a more active approach to spurring new development, as there appears to be huge potential for specific areas around the Mountain House side.
26	Let's develop a sense of arrival to traffic using Hwy 6, and at both ends of town
28	National Forest wildfire mitigation - picking up downed timber. Serves as risk for kindling.
29	Improve transportation options
30	Kill the desire to turn it into some year round destination. The fabric of this beautiful town will be ripped apart by over-development. Every new building rips a piece of their town's heart out. Just look at Kindred. What a monstrosity. Built solely for the wealthy to come play.
31	Need short term rentals for tourism and for many homeowners to be able to afford investing in Keystone. However workers need affordable housing too. Not sure solution but if Vail can't pay higher wages they need to build & manage affordable housing for their workers.
32	Partner with A Basin and Keystone Resort for world-class ski experiences.
34	Stop short term rentals

35	Improve appearance
36	A real traffic signal at Rasor. The flashing crosswalk lights are not providing a safe scenario for pedestrians or drivers. We also hate the noise pollution from the gun range. It's ridiculous that we have to listen to constant gunfire from sunrise to sunset. We've been complaining to the County for 20 years now. Maybe the Town of Keystone can have a bigger voice. It's definitely not attracting tourists and I would be pissed if I was a tourist and had to listen to a constant stream of gunfire during my golf or hike or bbq.
38	The bus system is poor. I would like to use the bus to go to Breckenridge or Frisco, especially in the summer, but the schedule and connections are ridiculous. I end up driving or not visiting the other towns.
40	Better security
41	Get rid of KNC and vote out the mayor and any city council that doesn't understand that they are supposed to represent all of the town. Not just a puppet for Vail. That's exactly what we have now. Becoming a town just increased everyone's frustration with KNC and your association with them.
42	Build a rec center
43	More of a town feel. More restaurant choices. Free gondola in summer
46	Adjust rents or provide incentives so commercial spaces are filled with exciting options
47	Rebuild the keystone mountain house area and turn it into another river run
48	The expensive condos that have been built and that are still being built.
49	Affordable housing

52	Making it a true destination for something other than skiing. For example, a great regional playground, an enhanced bike path, a mountain bike park -- all of these would be a draw for residents and guests of the rest of Summit County and beyond.
53	Find a way to work with the resort to support year-round business in River Run and Lakeside Villages
54	More pedestrian friendly sidewalks and hiking trails. hiking trails.
55	More collaboration b/t Vail Corp and Town
56	I would like the Keystone Village and Lakeside areas to be more vibrant and attractive for spending time.
59	KNC
60	Mail delivery
61	The closing of summer operations/bike haul two days a week. We need it to go back to being open 7 days a week.
62	Eliminate short term rentals in single-family neighborhoods
64	Welcome second property owners that short term rent. Charge weekend visitors more to minimize traffic.
67	Proper grocery store
69	limit growth and improve upon what we have.
70	Raise the bar for no -resort amenities
71	path connectivity and improvement
73	Get rid of the town council.

74	being able to go from East Keystone to Lakeside and the Ranch without having to go on US 6
75	Take over and eliminate Keystone Neighborhood Company. Duplicatuve.
76	A real main street with restaurants, cafes, etc, but we need employees.
79	Improve Lakeside Village - shops, parking, restaurants
80	Having the town be holistically responsible for town upkeep - there is no need anyomore for an entity like KNC. The town is going be steamrolled by efforts to dissove KNC, just work to dissolve it now and take over the responsbilitiies so the town can focus on what is important. Seconday - a mid size grocery store wouln't hurt as most go to City Market in Dillon which is a drive.
83	I'd proivde a greater emphasis on full time residents and look for avenues to increase full time residences in the condos. Keystone does not have an 'identity' at this point, other than a ski area. Vail is at the center, not the town and residents.
84	Medical offices
85	Brand it for its own natural character and legacy and keep it family oriented
90	Get rid of the semi traffic on 6
91	Separate from Vail
93	Path walks
94	Ban Airbnbs
95	Would like the town to take over Knc neighborhood. Currently east keystone foots the bill for all of keystone community activities.

96	Make it more open and available to pedestrian traffic. Unfortunately our town consists of private access condo villages instead of walkable streets and pathways. Pedestrian skier traffic is also forced to dangerously walk along hwy 6 from remote parking lots when peak traffic exists.
97	Make it easier to get from one side of Keystone to the other
98	Improve beauty of gathering places- lakeside and mountain house
99	Have a real town center.
101	Very little sense of community, walk-through Riverfront Village half the year most businesses are closed. If we want to be a town, we need to act like a town and not a resort. I don't think we're ready for that yet, we do not have the year round occupancy to keep these businesses worthwhile, yet Vail consistently such high rent that small businesses cannot survive. Also, I would ask that no one from Texas is ever allowed in Keystone again;)
102	Better walking/biking paths
104	Get the state and county to fix the potholes on our section of hwy 6 and the rest of our streets. And also restripe the road lines with good reflector paint. Also encourage workers who walk the sides of roads to wear visible jackets with reflective trims...it's dark by 4pm in winter. They walk on side of road and wait for busses but are poorly visible.
105	All need to pay into KNC not just certain neighborhoods and Vail resorts need to pay in lot more
106	Business - more of - reduce bails control of KNC and to see it dissolved over time
107	traffic control

110	Traffic flow during ski season. Extend bus routes to get local cars off the roads and out of the parking lots
111	Offer more opportunities for locals like affordable entry into festivals, cheaper restaurants and bars. Perks. For locals
112	Trail connectivity
113	Safety of crossing Highway 6 at Rasor Drive.
114	Ski traffic. Try making a left turn onto Hwy 6 on a good snow day. Dangerous. Signs that stop traffic and allow cars to exit and turn left would be nice. would be nice.
116	More affordable housing for local workers.
117	Cheaper ski and golf
118	Safety of pedestrian crossing on 6th street and the speed of vehicles on that road
119	Repair potholes in the roads
120	Improve pedestrian walking and safety
122	bike path on landfill side
123	Revitalize Keystone lake area.
124	Keept & highlighted the Historic Resources.
125	Shuttle parking lots so you don't have to schlep skis through the village.
126	Improve safety living next to Wintergreen, especially related to traffic, unsafe driving, etc. need a gate between Wintergreen and Antler Gulch.
127	The introduction of sideways on highway 6

130	If more housing is needed, fight the federal government to open up more land.
131	Make it feel more like a town than condos and strip malls along us 6
132	Better manage the negative side effects of poorly managed growth. especially infrastructure. Eample: Xcel says they can't support natural gas delivery on coldest days, yet growth is approved.
135	Supermarket
136	improve walking areas along Hwy 6 and put in at least one pedestrian over-pass before someone is killed.
138	Lately I've contemplated leaving Keystone because of Three Peaks. You have the oldest community in Keystone, with the most locals and three peaks is an eye sore, brings in a questionable crowd, and it's noisy. Granted this is the best summer so far where I've only had to call the cops once for parties, so hey maybe they are on the up and up 😂 ideally there would be single family households there , not a wintergreen, but a place where people grow into. Silverthorne gets so many younger professionals and families in Smith Ranch and Keystone should consider the same.
141	The cost of HOA's
142	More restaurants and shopping like Breckenridge or frisco
143	More locals such that it becomes easier to make new friends
145	Bulldoze 3 Peaks and build a park
147	Prior comments, a centralized downtownarea that is easily accessible
150	Availability and price of worker housing

152	The roads are in bad shape & need re-paving.
153	More walkable, or a Main Street / downtown area
154	Better side walks and infrastructure - Not good today
156	Greater walk ability across town. I would say the only reason I know how to get around without walking along hwy 6 is because I've made an effort to learn the area. It is very difficult to try to explain to a tourist how to walk somewhere since paths aren't named, they don't connect, and they focus more on going from condo building to ski lift than connecting the community.
157	Install light rail to integrate all areas of the city,
158	Control traffic speed and noise on US 6
159	Create a town core, revitalize river run, use the river run parking lot as a town park and surround it with business and housing.
160	Another affordable housing option for non-vail keystone employees and residents (like Wintergreen, maybe)
162	That it stopped catering to Vail Resorts and started making its own decisions.
163	Reduce the number of condos that block the views!
164	The relationship between locals and tourists. I know we need them but I really dislike having them around!!
165	More river run restaurants that stay open later
166	Lakeside village is beautiful but there's no reason to go there. No shops, fee restaurants and zero parking.

167	The intersection by the gas station should be a roundabout
168	A more defined city center
169	End the stupid, stupid, stupid contract with Dillon Police and back to SCSO service. Dillon PD is toxic culture and heavy-handed thugs. Talk about a downgrade. Chief Osborne is an idiot. What a total miss! Waste of money and substandard service that will result in litigation payouts. Shame.
171	Sense of Community is lacking.
173	Improved rec paths. They are falling apart
174	Better sidewalks and crossings on US 6
175	Sidewalks and crossings on Hwy 6. We need them and they need to be kept as clear as possible in the winter. It's really outrages that there aren't maintained sidewalks alone the hwy. I guess, make is a safe place for pedestrians to encourage people walking all year long.
177	To have a real grocery store and business center so people dont have to drive 10 minutes into Dillon or take long bus rides to get food
178	Bring in more small/local businesses to operate vs Vail Resorts- eg New Moon Cafe in River Run and the Haywood in the Gateway complex are GREAT breakfast cafes! The owners in both places seem passionate about their small business - vs the Kickapoo which has a more rigid structure.
179	Traffic flow and safety
180	Lakeside village is typically dead, could use an anchor restuarant/nigjtlife.
182	Better transportation
184	Better police patrols

185	To have one robust downtown or village as opposed to three that are ghost towns over half the time.
186	Add mail delivery service and sidewalks along the highway
187	Have somewhere to send my kids to school that isn't on the other side of the county or in the most expensive district in the county. Or provide some semblance of services to your constituents. We need more than a single gas station and a couple bars if we want a functioning town.
188	More affordable
189	Access to Lakeside Village
190	Walkability
191	slow down traffice on Hwy 6 from Swan Mtn Rd to Montezuma Rd.
193	More quality restaurants
195	I would like to see easier ways for locos to get around. There's not a lot of walkways and bus stops for the new developments of locos housing. It is also difficult to navigate turning in and out from highway 6.
198	An actual town
200	There needs to be a town center unless you consider River Run the center
201	Add a night life
202	More restaurants, services, outside of River Run.
203	More trails and more parking for trails and rec paths
204	Rec Path in winter

205	Create and maintain better communication with the community.
207	A few more options for restaurants, but small businesses, not chains.
208	Get rid of the stop sign that was added at the bottom of Montezuma rd. It only creates more traffic for no reason.
213	Revitalize lakeside and have an affordable grocery retail store
215	I would connect the village with mountain house area with a pedestrian path try to make it a larger village
217	Increase / attract more entertainment commerce such as restaurants and concert events
221	Lack of affordable housing opportunities.
224	Gondola thru villages
226	Make it feel more like a town then a resort area
227	The mean 2nd homeowners.
228	Slow down us 6
229	Limit Airbnb
230	would like healthy food in restaurants, not only pub food
231	The trafficentrance and exit of keystone resort on E keystone road and montezuma.
235	Governance trying to tax short term rentals out of exitance
237	Make it active all year round. The resort areas are empty most of the time.

241	where is the "town" of keystone? mtn house? River Run? in a strip mall on hwy 6?
242	get rid of kNC
243	Better and more separation of town and Epic Resorts. Make they events that are sponsored by the town clearly town sponsored and not resort/Epic sponsored
244	Use underutilized spaces and improve Hwy 6 crossing
249	More affordable, quality housing for those who actually live here year round.
250	N/a
251	Need a post office or mail delivery
255	Improve walkability
256	I don't know much about the current happenings of the Town since incorporation. I lived in Keystone for 1 year and have been working in Keystone for 2.
259	More activity
260	Parking garage in river run
261	Develop a image of uniqueness and quality in the public sector.
262	Less fees. The formation of Keystone was touted as the only way to save its quality of life and its importance to preserve the outdoors. Lower short term rental rules AND FEES.
263	Require bear resistant trash containers
264	better leverage nature-based events, edu, hiking, biking, music in June, Fall

265	More "sense of being a town". Greater 2nd homeowner involvement/consideration
266	More year-round activities to attract visitors, especially during the summer months.
267	Better infrastructure to support the ebb and flow of the population. Better balance of a resident community necessary to support a tourist economy.
269	Road improvements
271	walkability - need several roundabouts
276	Housing is very hard to find in town without significant outside income. It is nearly impossible to live in Keystone with the income most people can generate from working a job locally. The one thing I would change is the affordability of Keystone.
278	We need neighborhood STR zones
280	the lack of affordable and healthy restaurants
281	Go back to not being a town. Stupidest decision ever
282	Improve local transit with increased frequency and better routes
284	I like Keystone a tin the way it is. Sometimes, less is more
285	See above. And celebrate the Historic Resources,before Vail Resort razes all of them.
287	Better safer walkways, snow removal , and taking better advantage of beautiful scenery.
288	More unique shops and restaurants with a cute downtown like Breck.

289	More pedestrian and bike friendly along highway 6, fewer semi trucks driving through.
290	Finally figure out what to do with Lakeside retail and River Run. Both locations are depressing, lack vibrancy.
291	Go back to being part of unincorporated Summit County. The high amount of risk and liablity taken on by being an incorporated town is not good.
293	Keystone has a dearth of hiking trails considering the natural beauty of the area and adjacency of the national forest.
294	parking structure would help
295	Lower the KNC dues to homeowners, with little benefit, reshape the traffic flow at river run and highway 6, improve walking paths between river run and mountain house or create an alternative transportation mode between the two…to supplement buses (gondola,chair)
297	Better walking/biking options.
298	slow down the pace of development and traffic growth.
300	More affordable housing for workers
303	Have more of an active town center that appeals to visitors and residents alike.
305	Restore the health of the Snake River.
307	Grocery
308	Grocery store
309	Create an indoor Icerink/recenter with skatepark
310	More deed restricted housing.

311	More walking and biking paths.
313	Affordable housing options or making employee housing an actual lease
314	revitalize the Lakeside Village. Its run down, dated, but sits along pristine landscape.
315	Nothing comes to mind
317	don't over develop
319	Visitors come to Keystone to ski in winter, that is what we are known for. However, we are missing an incredible opportunity to capitalize on the beautiful Snake River and even Keystone Lake. The riverfront buildings behind the Keystone Lodge and spa literally turn their back on the river and encroach on the rec path. Wouldn't it be great if a restaurant/brewery/bar was located there with a beautiful outdoor seating area and even live music in the summer months to support summer tourism? We are also missing an incredible opportunity with the Keystone Lake development. What a sad, sleepy, depressing development that has become, with subpar outdated restaurants and very little activation. This are needs to be rejuvenated and should embrace the river frontage rather than turn its back on it.
321	Need stoplight at Rasor. Very scary and has been for many years.. Reasons given in the past make no sense.
322	Highway 6 needs a sidewalk and/or bike path.
324	More public parks for kids and community. Increase landscape quality. Get retail to Village. Fix mail issues
327	More parking during ski season
329	There are opportunities to enhance the overall guest and resident experience—especially during the off-season. Improving traffic flow, parking availability, and pedestrian-friendly

	pathways would make it easier for visitors to move throughout the resort. Expanding the variety and number of restaurants and retail options would better support both peak and shoulder-season demand, offering guests more choice and vibrancy in the villages. Year-round programming—such as indoor attractions, and family-friendly activities—would keep Keystone lively and engaging no matter the season. By investing in infrastructure, diversifying amenities, and cultivating a strong sense of place, Keystone can continue to grow as a thriving, welcoming destination for all.
331	Add right turn lane onto US 6 from West Keystone Rd to ease egress from Mountain House area.
332	The image that its the worst town in the county.
333	Creating a "main street" to create community and town independent of VR
334	Not being double taxed with KNC
336	Provide more affordable housing
337	The obvious one to me is public works. When I see a family of (4) walking with suitcases down hwy 6 to get to their condo after checking-in, I see so many broken elements of our newly formed town. It breaks my heart when I see this b/c I know they'll never return and they'll tell all their friends and family. General public safety, public works and public infrastructure would be first on my list before doing anything else.
338	Make Hazmat trucks go through tunnel
339	Reduce short term rentals
341	Highway 6 speeds reduced and don't allow engine brakes on trucks
345	We need a grocery store, a big one.

346	Outline a true off-season and stick to it. End of March to Fathers day and labor day to Thanksgiving shut it all down and give locals some time to relax. Stop ruining summer.
347	Revitalize existing areas. Don't add unnecessarily. Keystone is not and will never be an Aspen or Breckenridge and should not strive to be
348	Housing availability!!!!!!
351	Maintain and improve existing bike and pedestrian paths and add to same.
352	cost of living, rent, is too high
355	Time limits on employee housing.

23.If there is one thing you would never want to change about Keystone, what would it be?

ResponseID	Response
3	Keep the local quiet town feeling. Everybody is different. Breckenridge is not my type of town. I like the feeling of Keystone. To each their own.
4	hidden gem destination
5	The small town, community feel. We need to attempt to remain a place for the common person. We bought here because it is quiet, laid back, not overrun with tourists. The Kindred development concerns me - I don't want Keystone to be another high-end area like Vail. In developing a town (that is not the resort), I also don't want to be a Silverthorne with the congestion and crowded multi-unit housing along the highway. I don't think they've developed a walkable downtown. We have the same challenges since we are built along a highway.
8	Lack of dispensaries. Hope we never get one.
9	The natural resources surrounding our community. Lets work hard to protect that!
10	Expanding in public lands for more luxury homes.
12	USFS access from the town
15	The unlimited short term rental policy. Restrictions would force me, and many other STR owners to sell and go elsewhere
16	My neighbors, whether residents, 2nd homers, businesses and tourists. They are always friendly and eager to help!

18	The draw and allure of world class skiing, including all the lodging, 2nd home owners and bars/restaurants that serve the area.
19	That it is not Breckenridge. Any change that makes Keystone more like Breck is a bad idea.
20	The beauty and existing outdoor recreation opportunities
22	I would never want Keystone to lose its focus on being a place where families can enjoy time together
23	The peaceful environment
24	The generally peaceful surroundings, ski mountain and bike/hike paths
25	Always be friendly to tourism and short term rentals, as this brings many visitors, and much money, to Keystone. More of it will help reduce the seasonality of the town, and create more jobs.
26	I'd like to see it continue to offer a high quality relationship with the wildlife around here, not to displace them
28	Preserve nature and habitat near city center and Settler's Creek neighborhood.
29	Its family-friendly, nature based characteristics
30	Its size. A town can survive just fine without development. I don't need a medical building or a dentist. There are plenty of them in Frisco. We do not have to provide every service someone wants because they are too lazy to head down the hill. We do not have to build apartment buildings so that wait staff have an affordable place to live. It's up to restaurants to pay enough so that people can afford existing housing.

31	Do not impose short term rental rules that restrict ability to rent to tourists. Believe economy needs these rentals. However rules that restrict bad or disruptive behavior make sense.
32	Collaboration with the ski area
35	More restaurants
36	We wouldn't want it to become a tourist trap like Breck or a strip mall like Frisco and Silverthorne. A sleepy bedroom community in the peace and quiet of the mountains is not a bad thing.
38	Keep it small town feel. Revitalize the Lake Village area. There is hardly anything there.
42	All of the paths
46	Keep it one of the lowest priced areas and ensure that natural resources and historical areas are not destroyed.
48	The local feel that it is sadly losing
53	The small ski town charm. I know there is a need for some growth, just don't turn us into Breckenridge, Frisco, or Silverthorne.
54	Keep the natural, rustic beauty and infrastructure and don't turn us into Vail/Beaver Creek (with too many roundabouts and fake, non native flowers and overbuilt river trails.)
55	Serenity calm small town feel
56	We need to keep the small town, low key vibe and avoid at all costs becoming a Breckenridge.
59	Don't be Breckenridge

60	The natural setting
61	The laid back, hands-off, nature-centric, ride-centric vibe and culture, ensuring it doesn't become like Vail or Breckenridge.
62	Unincorporate
64	Family friendly nature of Keystone Resort.
69	I want it to remain less travelled and smaller than other resorts
70	Density
71	small
72	the quaintness and "old school", or "throwback" style and vibe of the village which keeps it super friendly
73	Free parking at River Run.
74	family oriented place to have fun
76	Less congestion than the rest of the county, but even here it's gotten excessive.
79	The natural beauty. There are plenty of current buildings that could be used to improve Keystone (vs buildogn new one).
80	The blend of the town with the environment.
81	Free skier parking and keep the tennis center
83	The quiet small town atmosphere. We don't really have a community gathering place, nor reasons to get together that are not tourism based.

84	Size
85	Low density neighborhood feeling and family friendliness
90	Freeze deveopment
91	0 - change is good
94	Can't think of much these days
95	Do not want overdevelopment
96	The general quietness that we have compared to other towns in Summit county.
97	The nature/wetlands around town
98	Quiet and safe
99	Quiet
101	we used to have beautiful trails, running all throughout Keystone that have now been developed into condos that no one ever uses. Antlers Gulch, settlers Creek, ski tip, I could go on and on. Those used to be really nice areas to walk-through, now they're just a bunch of condos thatare never occupied. Also, people from Texas would not be allowed.
102	Quiet
104	Keep the bike path along the river.
105	Family feel
106	Safety
107	the vibe

112	Open space
113	Its overall small footprint.
115	Keep the open spaces and recreation
116	Free parking! Please keep parking free
117	Wildlife
118	The incredible beauty of the natural surroundings
122	no post office
123	Better restaurants
124	Really, what's done can't be undone. It's ni longer my Keystone, luck to the planners/architects/contractors to make it better. New is not always better.
126	Being intertwined with the ski resort.
127	N/a
130	It's purpose!
131	Welcoming tourists and visitors, it's a purpose built resort town
132	nature and it's natural beauty: forest, river, views of hills/mountains, hikabilty
135	Connection to the environment around us.
136	The Snake River wetlands and surrounding natural areas.
138	The rec path and wetlands, that's what makes us unique.

141	Our relationship with the ski area whether Vail or not
145	Bike paths, bike trails, open green spaces
147	The nature and how natural and original it is
150	Weather
152	The low-key off-season. Winters are so busy, it's nice to have a reprieve in the non-winter months.
153	Feels more in the forest than other towns, don't cut down to many trees
154	Not to become a Vail, Beaver Creek
155	free parking at River Run surface lot is a great benefit for CO locals, LOVE the bergman bowl expansion - thank you
157	Skifield ownership
158	Keep the low-key feel, leave the glitz to Vail and the crappy retail to Breck
159	Small town sense of community
160	The community "vibe" - I've worked and lived at other ski resorts and I truly have never found a place that both feels "tucked into the mountains and trails" while remaining convenient (transport and pedestrian options, as well as shops). It even draws back and brings joy to those in our family who have been here for generations, watching Keystone evolve!
162	The natural beauty and outdoor recreational opportunities. Lets protect our natural environment!

163	It's natural beauty.
164	Its location nestled in the national forest. Please no more development. Let's improve what we have .
165	Wetlands
167	The solitude during mud season
168	The small town feel
169	Blindly following the newly elected officials and suspending a sense of reality
171	Local feel.
173	Not too comnercial
174	The free parking!
175	All the festivals and bands in River Run. Even if I don't go, I can hear them from my condo and enjoy the music.
177	Don't know
178	The Outback! Unless you add more access!
179	The preservation of natural, un gentrified areas
180	Snake river natural habitat
181	Easy access to outdoor activities
182	Free parking in river run
184	Natural surroundings

185	The open spaces. That it's secretly more beautiful than Vail, but 1/4 of the price (homes) and 1/8 the crowds, but we need 1/4 the crowds to be viable.
186	Don't become overcrowded like breck
187	Have more full time and affordable living facilities to help bring in the needed workers
188	The ski resort and Its beauty and access to trails, nature, etc...
189	The feeling that you are in the wilderness when walking the paths in town.
191	Small community atmosphere. Limit density.
192	Trail System
193	Protection of the wetlands
195	I love how Keystone is tucked away from some of the busier towns like Frisco and Breckenridge.
198	Small town feel
200	Nothing right now.
201	It's ski resort
202	The natural beauty of the area. Please don't let it get more overrun with large buildings.
203	The beauty and natural feel with mature trees and the river. Prevent over building and maintain the open spaces and natural beauty.
204	Family oriented community
205	The natural beauty

207	The quiet family friendly environment. Do not become a spring break or get away for the affluent. Do not become Aspen, Breck or Vail.
213	Access to the river and natural settings.
215	That's family oriented
217	Availability of short term rental capacity for families coming to the area for winter and summer enjoyment / commerce
221	Don't remove the wine and jazz festival.
224	Golf course
226	Small town feel
227	The strong sense of community created through events.
228	The peaceful serenity
229	I love that we don't have police
230	free parking lots, especially at River Run
231	Size it doesn't need to grow by population.
237	The mountains
241	Reduction of area biking trails, ease of outdoor rec in the valley.
242	Free parking
243	Free parking. It is why I visit keystone 20x more than Breckenridge. Including summer activities and getting dinner after work.

244	Accessibility to the mountain
249	Outdoor recreation access
250	N/a
251	Having no police
252	how chill it is in the summer.
255	Protect existing open spaces!
260	Parking garage river run
261	Keep Keystone available to the locals.
262	STR RUKES AND REORTING.
263	Quiet in the summer
264	feels like I live in nature, not in a city - but have city amenities nearby
265	access to natural environment, support for tourism, 2nd homeowners
266	its laid back feel.
269	Quaintness
272	My time there. It's my happy place for sure. I ski a lot and hike
276	The recreation opportunities - mainly skiing.
278	Hopefully always being a unique town from the towns that surround us and somewhere that people want to live and visit

280	keeping natural spaces natural
281	It's already changed in many ways for the worst
282	Tourists don't fly into DIA to come to Keystone. They come for Breck and Vail. Let's keep it that way! Keystone is a hidden gem!
284	Please please dont cut down many more trees to build condos
285	Hum...
287	Family atmosphere!
288	Would not want to add more condos/hotels.
289	National Forests and trails.
290	The preservation of the Snake River as open space
291	Being a resort town geard towards visitors and tourists.
294	make it the next Vail, or ParkCity it is only a Ski Area at this point
295	Create more of a centralized town feel.
297	Love the family orientation.
298	low noise with good air quality from limited traffic and development.
300	The recreational paths.
303	Is like keystone to maintain it's image as more of a low key spot.

305	It's bedroom feel; it's not the city feel of Breckenridge or Silverthorne. Ex: like Beaver Creek is to Vail.
308	Focus on responsible development that preserves the character and beauty of the area
309	I would never want to change the town into a late night bar scene.
310	The beauty of it.
311	Access to natural environment.
313	The vibe of the town never add to many businesses because like I mentioned it will absolutely drive a huge part of the community away
314	Other than River Run, everything about Keystone is stuck in the 80's. Other than Mountain Operations, the Resort (and by association, the Town), the mentality is a very low standard...The Keystone Lodge at Lakeside Village, is a perfect example. When I purchased in Keystone, I expected that the Vail (and by association Vail Village) influence would be the standard. Sadly it is not.
315	Family oriented ski resort.
317	keep a family tourist resort
319	Protection of the natural environment from new development, wetlands especially, as well as river frontage and trails. There are plenty of existing areas that can be redeveloped rather than building new.
321	Leave Mountain House where it is. Do not make people who live in the area go to River Run to ski.

322	Ice skating on Keystone Lake in the winter!!
324	Location!
329	Family friendly, small town charm.
331	Open space
332	Free parking
333	Natural beauty and free access to trails
334	Laid back feel.
335	That it's not crazy busy like Breck or Frisco
337	Keep the essence of what makes keystone "Keystone".
338	The tenured bars
339	Trail system along snake river
341	Access to national forest and reduce growth of new accommodations
345	The surrounding access to National Forest land and keeping it undeveloped.
346	Keystone is the armpit of the county and kind of a joke around the ski industry. I don't think there is much that can be done to change that but focusing on true summit county locals first would certainly help.
347	The small town feel. I avoid Breckenridge at all costs because the towns drive to be a top winter destination
348	The relaxed atmosphere. In my opinion it would take away Keystone's charm if it became more of

	a destination town like Breckenridge/Vail/Park City. Residents enjoy living here for because of the low-key atmosphere, and many of Keystone's returning visitors also appreciate its lower intensity.
352	Keystone ski resort
355	The amount of green spaces and natural environment.

Town of KEYSTONE
Colorado

July tax revenues and August financials

Monthly Comparison of Sales Tax Collected
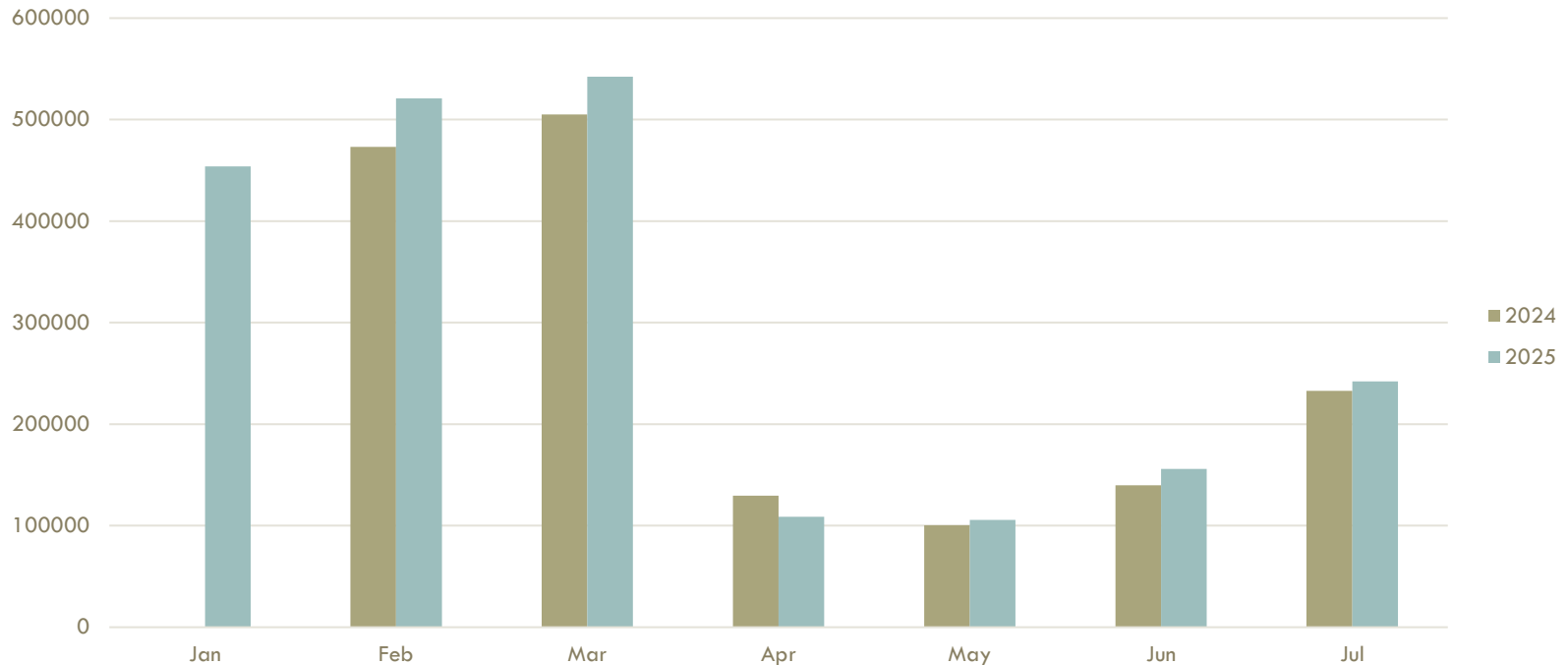
Sales tax revenue for July 2025 increased by 4% compared to July 2024. The year-to-date total (February through July) is up 6% compared to the same period last year. January 2024 sows no collections because the Town had not yet incorporated. Sales tax collection are 62% of the annual budget.

For comparison purposes, we used actual sales tax revenue for February. Since Keystone's share was prorated, our portion of the revenue was lower.

All Other was higher in 2024 due to construction-related activity. Utilities show an increase in 2025 because some 2024 filings were missed and later corrected. Lodging collections for July 2025 are lower than July 2024. Retail collections are higher for July 2025, primarily because prior filings from a few retail stores were originally distributed to another jurisdiction but are now correctly allocated to Keystone.

Industry Breakdown of Sales Tax Collections for July

Legend: Utilities, Retail, Restaurants, Lodging, All Others
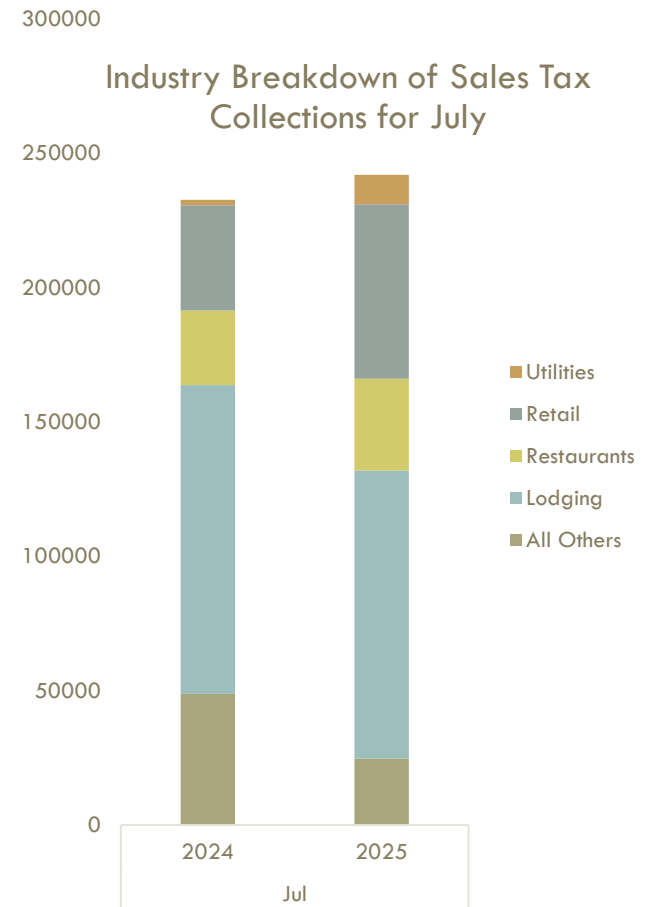
Town of Keystone began collecting lodging tax in January 2025.

Year-to-date, lodging tax collections have reached 69% of the $1.6 million annual budget, putting revenues ahead of projections

Lodging Tax Collected
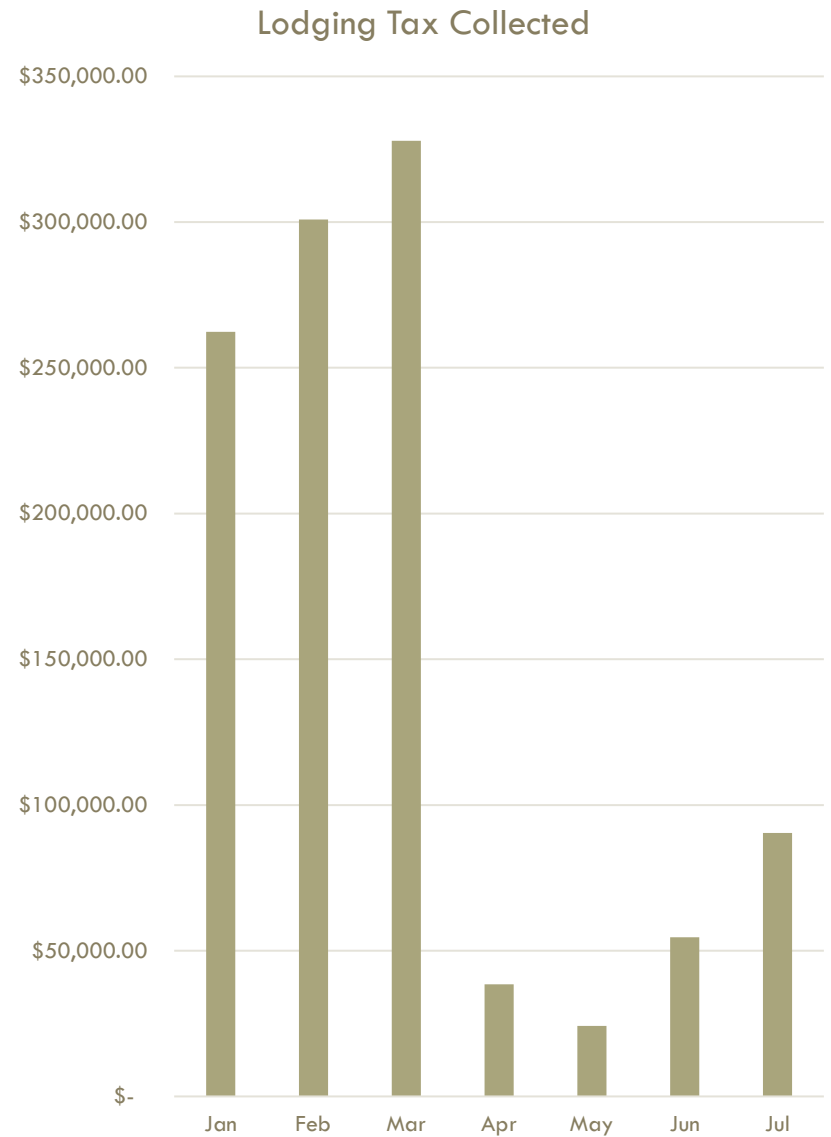
Monthly Comparison of MHA reveues
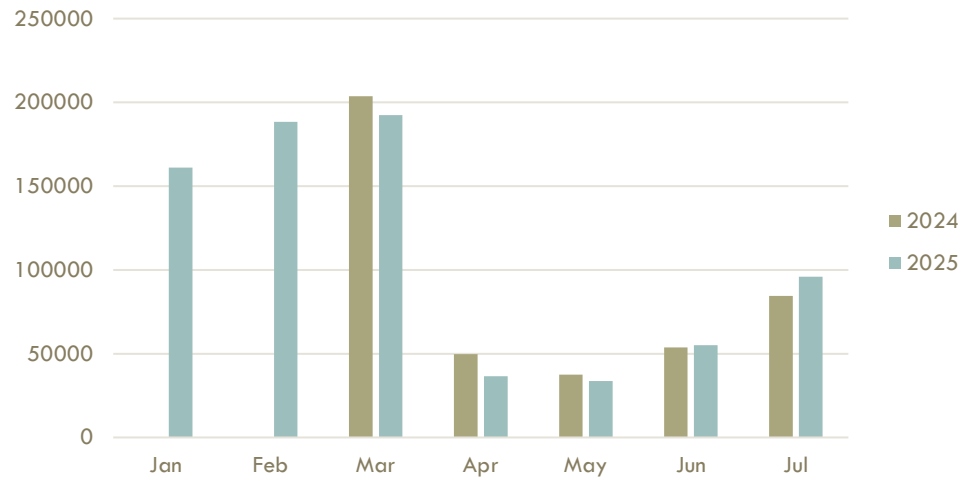
*MHA revenues won't be directly comparable to sales tax revenues because the MHA tax includes several exemptions, the most common of which are food for home consumption, residential gas, and electricity.

July's revenues are 13% higher than in July 2024. This is primarily because prior filings from a few retail stores were originally distributed to another jurisdiction but are now correctly allocated to Keystone.

Town of Keystone
Statement of Financial Position   **Printed: 9/18/25**
As of Dates Indicated

|	Audited Final	*Preliminary - Subject to Change*					
	2024	**August 31, 2025**					
	Combined Funds	**General Fund**	**Housing Fund**	**Conserv Trust Fund**	**Lodging Tax Fund**	**Fixed Assets & LT Debt**	**All Funds Combined**
ASSETS							
Investment Acct - Colotrust	1,701,273	3,053,346	1,284,884	0	12,958	0	4,351,188
Operating - FirstBank	172,888	240,518					240,518
Total Cash in Bank	1,874,161	3,293,863	1,284,884	0	12,958	0	4,591,706
Sales Tax Receivable	660,190	448,569					448,569
Other Tax Receivable	2,356	18,311					18,311
Accounts Receivable	230,633	0	160,615	0	0	0	160,615
Interfund & Other Receivables	35,106	1,160					1,160
Prepaid Expenses	5,467	1,464					1,464
Office Space Security Deposit	4,900	4,900					4,900
Loan Receivable - Down Pmt Assist	0		91,597				91,597
Interest Receivable on Loan - DPA	0		9,291				9,291
Roads	24,285,718					24,285,718	24,285,718
Buildings, Property and Equipment	16,288	0	0	0	0	16,288	16,288
Accumulated Depreciation on Assets	(406,391)					(406,391)	(406,391)
TOTAL ASSETS	**26,708,428**	**3,768,267**	**1,546,387**	**0**	**12,958**	**23,895,614**	**29,223,227**
LIABILITIES, DEFERRED INFLOWS AND FUND EQUITY							
Accounts Payable	135,507	763,223	0	0	0	0	763,223
Payroll Liabilities	2,459	(1,017)	0	0	0	0	(1,017)
Wages Payable	0	0					0
Accrued Compensated Absences	42,249					42,249	42,249
Due to Summit County (Sales Tax Advance)	0	0					0
Misc Liabiliies	6,263	0					0
CommDev Compliance Deposit	0	442,085					442,085
Construction Retainage					45,022		45,022
Clearing Account	(28)	0					0
TOTAL LIABILITIES	**186,450**	**1,204,291**	**0**	**0**	**45,022**	**42,249**	**1,291,562**
DEFERRED INFLOWS							
Deferred Revenue	0	0					0
TOTAL DEFERRED INLFOWS	**0**	**0**	**0**	**0**	**0**	**0**	**0**
FUND EQUITY							
Invested in Capital Assets, Net	23,895,614	0	0	0	0	23,895,614	23,895,614
Amt to be Prov for Down Pymt Assist Loan	0		100,888				100,888
Amt to be Prov for Compensated Absences	(42,249)					(42,249)	(42,249)
Amount to be Provided for Debt Repayment	0	0					0
Fund Balance - General Fund	1,942,890	2,563,976					2,563,976
Fund Balance - Workforce Housing	725,722		1,445,499				1,445,499
Fund Balance - Conservation Trust	0			0			0
Fund Balance - Lodging Tax					(32,063)		(32,063)
TOTAL FUND EQUITY	**26,521,978**	**2,563,976**	**1,546,387**	**0**	**(32,063)**	**23,853,365**	**27,931,665**
TOTAL LIABILITIES, DEFERRED INFLOWS AND FUND EQUITY	**26,708,428**	**3,768,267**	**1,546,387**	**0**	**12,958**	**23,895,614**	**29,223,227**
	=	=	=	=	=	=	=

No assurance provided on these financial statements; substantially all disclosures required

1

		Approved Amended 2025 Budget	2025 Forecast	8 months Ended 8/30/2025 Actual	Variance Favorable (Unfavor)	% of 2025 Budget	Notes
10	**GENERAL FUND**						
11	**Revenues**						
12	**Sales Tax** (1 mos estimated)	3,440,698	3,440,698	2,335,904	(1,104,794)	68%	
13	**Other Tax Revenue**						
14	Highway Users Tax Fund	66,612	20,000	0	(66,612)	0%	The State Fiscal Year 2025 HUTF distribution is based on 2023 vehicle registrations and lane miles. Since Keystone incorporated in 2024, we reported this year, with distributions starting in July 2025
15	Cigarette Tax	7,115	7,115	5,871	(1,244)	83%	
16	Nicotine Tax	83,315	243,257	14,171	(69,144)	17%	The County has sent us one month of taxes and the rest will show next period
17	Road and Bridges Tax	103,774	89,737	86,327	(17,447)	83%	
18	Specific Ownership Tax	34,723	0	0	(34,723)	0%	Since we don't levy property taxes we don't qualify for SO tax
19	Auto Ownership Tax	13,657	30,000	25,220	11,563	185%	Some of the funds relate to 2024 appear in our 2025 records because the 2024 fiscal year has been closed out.
22	**Total Other Tax Revenue**	309,196	390,109	131,589	(177,607)	43%	
23	**Fees**						
24	Building Permits	40,641	50,000	56,460	15,819	139%	10% revenue from SC on building permit review and grading and excavating permits. $18K is restricted for open space
25	Comm Dev Reimbursable Costs	20,000	0	0	(20,000)	0%	received once a development occurs expense. See other **
26	Franchise Fees	1,500	115,000	0	(1,500)	0%	Comcast has been remitting payment to the County and we should see 2024 & 25 payments by the end of the year.
28		62,141	165,000	56,460	(5,681)	91%	
29	**Licenses**						
30	Business Licenses	34,000	3,750	2,250	(31,750)	7%	Started in June. Forecast is based on 75 licenses @ $50
31	Short Term Rentals	547,150	547,150	58,425	(488,725)	11%	September event
32	Liquor Licenses	1,750	5,250	5,503	3,753	314%	Forecast is based on 30 @$175
33	Tobacco Licenses	0	800	0	0		forecast is based on 4 @ $200
35		582,900	556,950	66,178	(516,722)	11%	
36	**Fines**						
37	Municipal Court Fines	40,000	0	0	(40,000)	0%	new IGA
38	Code Enforcement Fines	5,000	0	0	(5,000)	0%	
39	*** Court Reimbursable Costs	19,382	0	0	(19,382)	0%	will receive once cost occurs. See other *** under expenditures
41		64,382	0	0	(64,382)	0%	
42	**Other Income**						
43	Grants	215,000	340,000	90,823	(124,177)	42%	Town Manager Grant and Comp plan are reimbursable grants at 50%. SIPA Grant for $110K.
44	Interest on Taxes			0	0		
45	Interest on Investments	68,000	68,000	69,682	1,682	102%	
46	Admin Miscellaneous Income	0	122,500	134,388	134,388		CML dinner and development donation of $122,500
48		283,000	530,500	294,893	11,893	104%	
50	**Total Revenue**	4,742,317	5,083,256	2,885,024	(1,857,293)	61%	

	A	B	D	E	F	G	H	I
6			Approved		8 months		% of	
7			Amended		Ended	Variance		
8			2025	2025	8/30/2025	Favorable	2025	
9			Budget	Forecast	Actual	(Unfavor)	Budget	Notes
52	Expenditures							
53		Employee Benefits & Taxes						
54		401 A Match	67,515	67,515	44,591	(22,924)	66%	Town contributes 8% in lieu of social security employee must contribute 3%.401a
55		457 Match	25,318	21,444	11,343	(13,975)	45%	Town matches up to 3% toward 401a when they contribute to 457
56		Flexible Spending Account (FSA)	12,000	1,200	700	(11,300)	6%	This is an expense account and the admin cost is $75 per month so $900 per year.
57		Wellness Reimbursement	17,500	17,500	9,791	(7,709)	56%	employee benefit
58		Health Insurance Premiums	120,360	185,073	120,826	466	100%	employee pays 20% . This line item will be over budget
59		Health Ins Employee Contributions	0	(37,015)	(23,005)	(23,005)		20% from employee
60		Workers Comp Insurance Premiums	12,375	2,086	1,248	(11,127)	10%	based on WC estimate
61		COL and Merit Raises	40,548	40,548	16,119	(24,429)	40%	
62		Payroll Taxes	40,137	14,682	9,674	(30,463)	24%	
63								
64		Total Employee Benefits & Taxes	335,753	313,033	191,287	(144,466)	57%	
65		General Expenditures All Departments						
66		Telephone	3,168	2,500	1,574	(1,594)	50%	
67		Office Lease	196,158	196,158	39,200	(156,958)	20%	Rent is $4900 month currently
68		Office Building Maintenance	3,504	0	0	(3,504)	0%	
69		Office Supplies	5,000	8,000	6,084	1,084	122%	
70		Prof Services/Membership Fees	17,000	20,000	19,149	2,149	113%	Employers Council, CAST, Employers Council, I70 Co., CGFOA, CML, NWCOG and Appraisal
71		Dues and Subscriptions	7,000	5,000	16,355	9,355	234%	items need to be reclassed
72		Training	14,011	14,011	8,925	(5,086)	64%	
73		Travel/Meals/Lodging	14,011	13,511	5,841	(8,170)	42%	
74		Uniforms/Clothing	5,000	5,000	3,338	(1,662)	67%	Planning commissioners coats
75		Insurance	7,500	8,500	6,586	(914)	88%	Based on CIRSA quote. Quarterly expenditure
76		Bank and Misc Fees	0	80	(40)	(40)		
77		IT/Technology	60,000	60,000	27,711	(32,289)	46%	Verticomm, SIPA, Adobe and phone set up
78		Website	0	5,000	4,030	4,030		Annual reoccurring fee
79		Equipment Repairs/Leases	7,589	0	0	(7,589)	0%	
80								
81		Total Gen Exp All Departments	339,942	337,760	138,753	(201,189)	41%	
82								
83		Mayor and Town Council						
84		Mayor Wages	12,000	12,000	7,860	(4,140)	66%	
85		Council Wages	36,000	36,000	23,349	(12,651)	65%	
86		Cell Phone AllowTown Council	6,300	6,300	4,125	(2,175)	65%	
87								
88			54,300	54,300	35,334	(18,966)	65%	
89								
90		Community Support Town Council	100,000	100,000	55,607	(44,393)	56%	Child care $22K, Treetop $10K, $5K 2025 Mountain Towns Host Fees will be moved here. The $40,000 for grants for bear-proof garbage containers will be funded from this allocation.
91		Travel and Training	5,000	1,000	1,001	(3,999)	20%	
92		Misc Expense Town Council	1,401	7,000	7,362	5,961	525%	Town Council dinners and CML Dinner. This line item will be over budget.
93		Total Mayor and Town Council	160,701	162,300	99,304	(61,397)	62%	
94								

		Approved Amended 2025 Budget	2025 Forecast	8 months Ended 8/30/2025 Actual	Variance Favorable (Unfavor)	% of 2025 Budget	Notes
	Administration Services						
	Town Manager Wages	178,200	178,200	107,885	(70,315)	61%	
	Administrative Wages	185,240	195,240	121,018	(64,222)	65%	to include intern from grant
	Cell Phone Administration	2,700	2,700	1,800	(900)	67%	
	Keystone Housing Administration	18,000	18,000	12,000	(6,000)	67%	
		384,140	394,140	242,703	(141,437)	63%	
	Postage	2,919	500	58	(2,861)	2%	
	Printing	4,000	1,000	294	(3,706)	7%	
	Community Engagement	20,000	20,000	7,451	(12,549)	37%	includes comp plan events, 1st year anniversary, town clean up day
	Local Travel	2,919	500	38	(2,881)	1%	
	Elections	0	0	0	0	0%	
	Town Attorney Contract	150,000	150,000	87,114	(62,886)	58%	
	Smoking Cessation (fr Nicotine Tax)	27,000	90,355	0	(27,000)	0%	
	Payroll Contract (Paylocity)	9,900	9,900	5,472	(4,428)	55%	
	Accounting Contract (M&W)	10,000	50,000	40,185	30,185	402%	implementing an account system takes time so their services are need a bit longer. This item will be over budget.
	Annual Audit Contract	19,266	17,500	17,500	(1,766)	91%	annual event
	Short Term Rental Contract Support	120,264	210,264	135,726	15,462	113%	to include the str software enhancements funded by grant
	Miscellaneous Administrative Expense	15,000	5,000	3,584	(11,416)	24%	Publication notices, missed contribution for missed earnings and nicotine admin fees
	Total Administrative Services	**765,407**	**949,159**	**540,125**	**(225,282)**	71%	
	Finance Department						
	Finance Department Wages	127,000	127,000	74,735	(52,265)	59%	
	Cell Phone Finance	900	900	563	(337)	63%	
	Keystone Housing Finance	6,000	6,000	3,750	(2,250)	63%	
		133,900	133,900	79,048	(54,852)	59%	
	Communications / Postage	2,000	500	80	(1,920)	4%	
	Computer Services	18,000	18,000	15,650	(2,350)	87%	Caselle contract
	Treasurers fee			139			for nicotine collection
	Miscellaneous Expense	4,009	500	352	(3,657)	9%	checks and fees for nicotine collection
	Total Finance Department	**157,909**	**152,900**	**95,269**	**(62,779)**	60%	
	Community Development						
	Community Development Wages	241,729	207,452	146,272	(95,457)	61%	
	Cell Phone Comm Dev	1,800	1,800	1,125	(675)	63%	
	Keystone Housing Incentive Comm Dev	12,000	12,000	6,500	(5,500)	54%	
		255,529	221,252	153,897	(101,632)	60%	
	Building Permit/Inspections	0	0	0	0		
	GIS	9,341	5,000	2,841	(6,500)	30%	
	**Professional Services (Contracted)	20,000	0	0	(20,000)	0%	
	Planning Supplies/Printing	5,838	5,838	50	(5,788)	1%	
	Local Travel	5,838	500	0	(5,838)	0%	
	Communications	0	500	191	191	0%	
	Miscellaneous Comm Dev Expense	2,500	2,500	30	(2,470)	1%	
	Total Community Develop	**299,046**	**235,590**	**157,009**	**(142,037)**	53%	

	A	B	D	E	F	G	H	I
6			Approved		8 months		% of	
7			Amended		Ended	Variance		
8			2025	2025	8/30/2025	Favorable	2025	
9			**Budget**	**Forecast**	**Actual**	**(Unfavor)**	**Budget**	**Notes**
146		**Public Works**						
147		Public Works Wages	93,409	93,409	60,153	(33,256)	64%	
148		Cell Phone Public Works	900	900	600	(300)	67%	
149		Keystone Housing Public Works	6,000	6,000	4,000	(2,000)		
150								
151			100,309	100,309	64,753	(35,556)	65%	
152		Communications	0	0	0	0		
153		Engineer Consultant	11,000	11,000	0	(11,000)	0%	
154		Planning and Printing Supplies	2,500	0	0	(2,500)	0%	
155		**Road Maint/Snow Plowing Contracts**						
156		Loveland Pass Village	22,800	19,899	6,895	(15,905)	30%	
157		Keystone Roads- Currently County Maintained	86,000	86,000	99,388	13,388	116%	
158		Roads not County Maintained	96,967	96,967	11,675	(85,292)	12%	
159		Asphalt Crack Seal	0	0	2,580	2,580		
160		Noxious Weed Control	17,514	0	0	(17,514)	0%	
161		Other Maintenance	40,866	10,000	10,095	(30,771)	25%	Actuals include Tree Mitigation at Town Hall
162		Total Road Maintenance/Snow Plowing Contracts	264,147	212,866	130,633	(133,514)	49%	
163						0		
164		Trail Maintenance	50,000	0	0	(50,000)	0%	
165		Signage	15,500	3,000	0	(15,500)	0%	
166		Engineering Services	30,000	30,000	21,482	(8,518)	72%	
167		Miscellaneous Public Works Expense	19,000	3,000	1,500	(17,500)	8%	tools for Public Works
168								
169		**Total Public Works Expenses**	**492,456**	**360,175**	**218,368**	**(407,602)**	44%	
170								
171		**Public Safety**						
172		Communications	33,394	23,600	17,702	(15,692)	53%	
173		Law Enforcement Contract Support	556,414	0	593,205	36,791	107%	Both Dillon and the Summit County Sheriff are included. This line item will be over budget. To maintain transparency, instead of paying the invoice from two different funds, we will adjust this line and record a transfer from the General Fund to the Lodging Tax Fund (see line 185).
174		Animal Control	3,923	2,618	2,618	(1,305)	67%	This is not broken out with Dillon Police IGA
175		Miscellaneous Public Safety Exp	0	0	0	0		
176								
177		**Total Public Safety Expenses**	**593,731**	**26,218**	**613,525**	**19,794**	103%	
178								
179		**Municipal Court**						
180		Judge	7,589	0	0	(7,589)	0%	Under the new IGA, Keystone's payment will be made in arrears once the cost has been established based on its percentage of total court cases
181		Prosecutor	11,209	0	0	(11,209)	0%	
182		Miscellaneous Exp Municipal Cout	584	0	0	(584)	0%	
183								
184		***Total Court Expenses**	**19,382**	**0**	**0**	**(19,382)**	0%	
185								
186		Transfer to Lodging Tax Fund		762,500				GF contribution for Law Enforcement contract and $122,500 contribution for hwy 6 sidewalk in 2025
187		**Total Operating Expenditures**		**3,299,635**				
188								

		Approved Amended 2025 Budget	2025 Forecast	8 months Ended 8/30/2025 Actual	Variance Favorable (Unfavor)	% of 2025 Budget	Notes
189	**Capital and Non-Routine Projects**						
190	Office Set Up-Furniture, Supplies and Equipment	45,500	45,500	4,516	(40,984)	10%	
191	Facility Modifications			0	0		
192	Staff Hiring Expense	1,200	1,200	385	(815)	32%	
193	Start Up Consultant Support (Clerk/Community Dev/Public Works)			0	0		
194	IT-Infrastructure/Software/Computers/Printers/Set up	89,000	89,000	11,523	(77,477)	13%	printer and conferencing A/V
195	Website	30,000	20,000	17,374	(12,626)	58%	new website. Contract received $20K
196	Town Signage	4,000	4,000	0	(4,000)	0%	
197	Engineering Assessment Town Maintained Roads	8,000	8,000	0	(8,000)	0%	
198	Flood Plain Plan	15,000	0	0	(15,000)	0%	
199	Trails and Open Space Master Plan	30,000	30,000	26,446	(3,554)	88%	connectivity plan
200	Comprehensive Use Plan	100,000	200,000	149,921	49,921	150%	contract just shy of $200K grant will cover 50% which is shown in grants
201	Strategic Plan	60,000	60,000	0	(60,000)	0%	
202	Vehicle and equipment	70,000	35,000	0	(70,000)	0%	will purchase a new Gator with plow
204	**Total Capital and Non-Routine Exp**	**452,700**	**492,700**	**210,165**	**(242,535)**	46%	
205							
206	**Economic Development**						
207	Economic Development and Marketing	100,000	0	120	(99,880)	0%	
209	**Total Economic Development Expenses**	**100,000**	**0**	**120**	**(99,880)**	0%	
210							
211	**Total Operating Expenditures**	**3,717,028**	**3,792,335**	**2,263,936**	**(1,586,756)**	61%	
212							
213	**Total Revenue (from above)**	4,742,317	5,083,256	2,885,024	(1,857,293)	61%	
214							
215	**Operating Surplus (Deficit)**	1,025,289	1,290,921	621,088	(404,201)		
216							
217	**Beginning Fund Balance - General**	1,102,678	1,942,890	1,942,890	840,212		
219	**Ending Fund Balance - General**	2,127,967	3,233,811	2,563,976	436,011		
220	**Components of General Fund Bal**						
221	TABOR Restricted Funds	111,511	113,770				
222							

	Approved Amended 2025 Budget	2025 Forecast	8 months Ended 8/30/2025 Actual	Variance Favorable (Unfavor)	% of 2025 Budget	Notes
RESTRICTED FUNDS						
Housing Fund						
Revenue and Other Financing Sources						
Revenue 5A (17.2%) 2 mos Est.	226,361	170,000	144,616	(81,745)	64%	
Revenue 6B (82.8%) 2 mos Est	1,089,689	805,000	696,173	(393,516)	64%	
DPA Loan Interest		676	362	362	0%	This is a new line item base on the DPA loan collection of interest
Interest Income on Taxes	49,850	25,100	24,325	(25,525)	49%	
Total Revenues	**1,365,900**	**1,000,776**	**865,476**	**(500,424)**	**63%**	
Expenditures						
Housing Authority Fees	58,929	86,000	54,102	(4,827)	92%	The auditor recommended that we allocate these costs as expenditures, even though the disbursements are netted
Land Purchase	600,000	600,000	0	(600,000)	0%	
Professional Services	150,000	0	0	(150,000)	0%	conceptual site plans
Down Payment Assistance	100,000	100,000	93,382	(6,618)	93%	Repayment loan
DPA Loan Principal Payment (contra)		(3,189)	(1,785)	(1,785)		
Transfer to General Fund	0	0	0	0	0%	
Total Expenditures	**908,929**	**782,811**	**145,699**	**(763,230)**	**16%**	
Surplus after other sources (uses)	456,971	217,965	719,777			
Fund bal - Beginning Housing Fund	895,592	725,722	725,722			
Fund bal - Ending Housing Fund	1,352,563	943,687	1,445,499			
Conservation Trust Fund						
Revenue and Other Financing Sources						
Conservation Trust Revenue	12,920	0	0	(12,920)	0%	CTF distributions are based on certified population from the prior year. Certified in the 2025, with distributions beginning in March 2026.
Interest Income		0	0	0	0%	
Total Revenues	**12,920**	**0**	**0**	**(12,920)**	**0%**	
Expenditures						
Conservation Trust Expenses	0	0	0	0	0%	
Transfer to General Fund	0	0	0	0	0%	
Total Expenditures	**0**	**0**	**0**	**0**	**0%**	
Surplus after other sources / uses	12,920	0	0	(12,920)	0%	
Fund bal - Begin Cons Trust Fnd	12,920	0	0			
Fund bal - Ending Cons Trust Fnd	25,840	0	0			
Lodging Tax						
Revenue and Other Financing Sources						
Lodging Tax	1,600,000	1,600,000	1,096,334	(503,666)	69%	
Interest Income	32,000	12,000	11,716	(20,284)	37%	
Tranfer from General Fund		762,500				
Total Revenues	**1,632,000**	**2,374,500**	**1,108,050**	**(523,950)**	**68%**	
Expenditures						
Police Services	200,000	1,212,500	219,675	19,675	110%	
Police Capital Equipment	250,000	0	0	(250,000)	0%	
Misc. Public Safety Expenses	15,000	15,000	0	(15,000)	0%	
Road Construction / Repaving	400,000	773,265	920,438	520,438	230%	maintenance of road medians and Hwy 6 sidewalk
Trail Construction / Repaving	80,000	0	0	(80,000)	0%	
Engineering / Design Services	250,000	0	0	(250,000)	0%	
Transfer to (from) General Fund	0	0	0	0		
Total Lodging Tax Expenditures	**1,195,000**	**2,000,765**	**1,140,113**	**(54,887)**	**95%**	
Surplus after other sources / uses	437,000	373,735	(32,063)			
FUND BALANCE - Beginning Lodge Tax	0	0	0			
FUND BALANCE - Ending Lodge Tax	437,000	373,735	(32,063)			

TOWN OF KEYSTONE, COLORADO
STAFF REPORT

TO: Mayor & Town Council Members

From: John Crone, Town Manager

Prepared by: Heikela Fawkes, Finance Director

DATE: September 23, 2025

SUBJECT: Draft 2026 Budget

Executive Summary: Pursuant to Section 10.7 of the Home Rule Charter and the Colorado Local Government Budget Law, the Town Manager is responsible for presenting the annual proposed budget to Council. This draft of the 2026 Budget was prepared in coordination with the Finance Director and reflects input from all department heads.

Council reviewed the draft budget at the September 9th meeting. Staff began presenting the budget to Council; however, time ran short. The budget has since been updated to reflect changes and notes based on Council input and additional information now available. These updates are highlighted in the attached budget document. This evening, we will continue presenting the remaining portions of the budget for Council's review and input.

Other Council Goals to Be Addressed as Information/Funding Becomes Available

- First phase of the north sidewalk/path.

- Median replacement along Highway 6.

- Housing programs to support local workforce housing needs.

- IT and technology equipment to establish the Town's Wi-Fi network.

- Security improvements for the Town building.

- Land use code rewrite

Previous Council Actions: Council has reviewed the initial draft of the 2026 Budget and provided input. Updates to the first portion of the budget, along with explanatory notes, have been highlighted in the attached document.

Next Steps:

- **October 28, 2025** – Council Meeting: Public hearing on the budget with notice published as required by C.R.S. 29-1-106.
- **November 11, 2025** – Council Workshop: Finalize changes and review appropriation and budget resolutions to make sure all funds are balanced and reserves are set.
- **December 9, 2025** – Council Meeting: Adoption of final budget and appropriation.

Suggested Motions: This item is for discussion only. Council directions to staff will guide revisions to be presented at the October 28, 2025 Public Hearing.

Attachment:

Draft 2026 Budget (all funds)

2026 Fee Schedule

2026 Pay Range Scale

Draft

	A	B	C	D	E	F	H	I	L
			2024 Budget	**2024 Actuals**	**Approved 2025 Budget**	**Approved Amended 2025 Budget**	**2025 Estimates**	**2026 Proposed**	**Notes**
12		Sales Tax	2,614,224	2,682,678	3,440,698	3,440,698	3,440,698	3,440,698	Estimating sales tax to be flat
13		**Other Tax Revenue**							
14		* Highway Users Tax Fund	48,627	0	66,612	66,612	8,653	17,647	Based off estimates from CML
15		Cigarette Tax	5,092	8,815	7,115	7,115	7,115	4,980	estimate is based on 30% decease due to no flavored nicotine
16		* Nicotine Tax	59,628	0	83,315	83,315	243,257	170,280	IGA will change for 2026. Revenue is committed to human service and tobacco cessation contributions
17		* Road and Bridges Tax	91,684	80,122	103,774	103,774	89,737	90,000	Road and Bridge funds are distributed from the county based on assessed property value. We receive 50% of the county's Road & Bridge tax, proportional to our share of the county's total assessed valuation.
18		Specific Ownership Tax	25,348	0	34,723	34,723	0	0	Since we don't levy property taxes we don't qualify for SO tax
19		Auto Ownership Tax	9,970	130	13,657	13,657	30,000	14,000	25 has 24 revenues from the County that were disbursed to use after year end closing
20		**Total Other Tax Revenue**	240,348	89,067	309,196	309,196	378,762	296,907	
21		**Fees**							
22		Building Permits	203,203	62,085	40,641	40,641	50,000	40,000	10% revenue from SC on building permit review and grading and excavating permits. $18K in 2025 is restricted for open space from SC building fee transferred to us
23		**Comm Dev Reimbursable Costs		0	20,000	20,000	0	0	received once a development occurs expense. See other **
24		Franchise Fees		0	1,500	1,500	115,000	60,000	Comcast has been remitting payment to the County and we should see 2024 & 25 payments by the end of the year.
26			203,203	62,085	62,141	62,141	165,000	100,000	
27		**Licenses**							
28		Business Licenses		0	34,000	34,000	3,750	3,750	expecting 75
29		Short Term Rentals	541,732	514,240	547,150	547,150	547,150	541,500	based on 1900 @$285
30		Liquor Licenses		4,349	1,750	1,750	5,250	5,775	based on 33 @ $175
31		Tobacco Licenses		800			800	800	based on 4 @ $200
32			541,732	519,389	582,900	582,900	556,950	551,825	
33		**Fines**							
34		Fines & Penalties		0	40,000	40,000	0	40,000	New IGA estimated
35		Code Enforcement Fines		0	5,000	5,000	0	0	eliminating this line item as it will tie in with fines and penalties
36		*** Court Reimbursable Costs		0	19,382	19,382	0	0	will receive once cost occurs. See other *** under expenditures
38			0	0	64,382	64,382	0	40,000	
39		**Other Income**							
40		Grants		80,513	215,000	215,000	340,000	130,000	Town Manager Grant & CPW bear proof grant. If we get awarded any other grants we will do a supplemental budget as necessary
41		Interest on Investments		17,527	68,000	68,000	68,000	50,000	
42		Admin Miscellaneous Income		85	0	0	122,500	0	25 has contribution for sidewalk
43		Transfer from Housing Fund						65,000	Includes an interfund transfer from the Housing Fund to the General Fund to reimburse staff time and administrative support dedicated to housing programs. Wages only.
45			0	98,125	283,000	283,000	530,500	245,000	
47	**Total Revenue**		3,599,507	3,451,344	4,742,317	4,742,317	5,071,909	4,674,430	

	A	B	C	D	E	F	H	I	L
			2024 **Budget**	**2024** **Actuals**	**Approved** **2025** **Budget**	**Approved** **Amended** **2025** **Budget**	**2025** **Estimates**	**2026** **Proposed**	**Notes**
51		**Mayor and Town Council**							
52		Council/Mayor Wages	44,000	41,122	48,000	48,000	48,000	48,000	
53		Medicare Tax Town Council	638	596	696	696	696	696	
54		Colorado Unemployment Tax Town Council	832	498	96	96	96	10	
55		Retirement Contribution Match Town Council	4,840	2,944	3,840	3,840	3,840	3,840	
56		Workman's Comp Town Council	945	984	950	950	136	150	
57		Cell Phone Allow Town Council	5,775	5,344	6,300	6,300	6,300	6,300	
59			**57,030**	**51,488**	**59,882**	**59,882**	**59,068**	**58,996**	
61		Community Support Grant Program		0	100,000	100,000	100,000	115,000	$40,000 for grants for bear-proof containers and $35, 000 community grant will be funded from this allocation. Additional amount is for Council to discuss.
62		Travel and Training Town Council		0	5,000	5,000	1,000	5,000	
63		Misc Expense Town Council	1,251	5,697	1,401	1,401	7,000	10,000	includes Town Council dinners
64		**Total Mayor and Town Council**	**58,281**	**57,185**	**166,283**	**166,283**	**167,068**	**188,996**	

	A	B	C	D	E	F	H	I	L
			2024 Budget	**2024 Actuals**	**Approved 2025 Budget**	**Approved Amended 2025 Budget**	**2025 Estimates**	**2026 Proposed**	**Notes**
66		**General Government Administration**							
67		General Government Administrative Wages	465,830	395,111	772,717	772,717	748,440	930,000	Incudes Town Manager, Asst Town Manager, Clerk, Deputy Clerk, Finance Director, Community Development Director and Planner with a 6% COLA and Merrit increase pool
68		Medicare Tax Administration	6,755	5,729	11,204	11,204	10,852	13,485	
69		Colorado Unemployment Tax Administration	8,804	4,783	1,545	1,545	1,497	1,860	
70		Payroll Taxes additional in budget			21,215	21,215	0	0	
71		Keystone Housing Administration	24,500	19,000	36,000	36,000	36,000	42,000	
72		Wellness Reimbursement Administration	10,132	8,020	15,000	15,000	15,000	17,500	
73		Health Insurance Administration	76,205	60,327	100,300	100,300	152,976	207,122	
74		Health Ins Employee Contributions Administration		(11,181)			(30,595)	(41,424)	
75		Retirement Contribution Match Administration	51,241	36,966	82,838	82,838	74,844	102,300	
76		Cell Phone Administration	3,600	2,784	5,400	5,400	5,400	6,300	
77		Workman's Comp Administration	9,764	10,620	10,725	10,725	1,700	2,000	
78			**656,831**	**532,159**	**1,056,945**	**1,056,945**	**1,016,114**	**1,281,143**	
79		Flexible Spending Account (FSA & HSA)	5,774	1,473	12,000	12,000	1,200	1,600	
80		Telephone	2,830	2,410	3,168	3,168	2,500	2,700	
81		Office Lease	50,700	50,900	196,158	196,158	196,158	500,000	This line will be updated once we have commitment
82		Office Building Utilities						20,000	Based on Keystone Policy Center actuals
83		Office Building Maintenance	3,700	1,350	3,504	3,504	0	40,000	estimated
84		Office Supplies	11,054	9,788	9,000	9,000	9,000	7,000	includes printing
85		Postage	2,607	11	4,919	4,919	500	6,200	includes election mailings
86		Prof Services/Membership Fees	10,429	16,605	17,000	17,000	20,000	15,000	Employers Council, CAST, Employers Council, I70 Co., CGFOA, CML, NWCOG
87		Dues and Subscriptions	7,936	1,782	7,000	7,000	5,000	6,000	DocuSign, Bill, Smartsheet, Mailchimp, Survey Monkey
88		Training	6,802	6,052	14,011	14,011	14,011	16,000	all departments staff training
89		Travel/Meals/Lodging	9,409	7,402	16,930	16,930	14,011	16,000	includes local travel
90		Uniforms/Clothing	1,700	4,105	5,000	5,000	5,000	5,000	
91		Insurance	5,000	3,104	7,500	7,500	8,500	==25,000==	==includes building insurance==
92		Bank and Misc Fees	0	100	0	0	80	80	
93		IT/Technology	72,966	42,157	87,900	87,900	87,900	96,000	Verticomm, SIPA, Caselle, Paylocity, Adobe and doc access
94		Website	6,802	542	0	0	5,000	10,000	upgraded website annual cost
95		Equipment Repairs/Leases	5,526		7,589	7,589	0	10,000	
96		Community Engagement	8,502	22,054	20,000	20,000	20,000	10,000	==Council to discuss budget amount further==
97		Elections	12,000	7,750	0	0	0	9,000	
98		Town Attorney Contract	90,688	144,825	150,000	150,000	150,000	150,000	
99		Smoking Cessation (fr Nicotine Tax)	59,628	0	27,000	27,000	90,355	170,255	IGA will change for 2026
100		Accounting Contract (M&W)	63,494	52,763	10,000	10,000	50,000	0	finances will be inhouse
101		Annual Audit Contract	0	0	19,266	19,266	17,500	19,000	
102		Short Term Rental Contract Support	116,761	86,250	120,264	120,264	210,264	100,000	2025 includes enhancements
103		Miscellaneous Administrative Expense	0	10	19,009	19,009	6,000	6,000	
104		Contingency						10,000	line item added per charter
105		**Total General Government Administration**	**1,211,137**	**993,592**	**757,219**	**757,219**	**912,979**	**1,250,835**	
106									
107		**Community Development**							
108									
109		Building Permit/Inspections	162,562	483	0	0	0	0	
110		GIS	9,069	0	9,341	9,341	5,000	5,000	
111		**Professional Services (Contracted)	11,336	0	20,000	20,000	0	0	
112		Planning Supplies/Printing	5,668	710	5,838	5,838	5,838	1,000	
113		Local Travel	2,834	0	5,838	5,838	500	1,000	
114		Communications	2,721	365			500	1,000	
115		Miscellaneous Comm Dev Expense	0	0	2,500	2,500	2,500	2,500	
117		**Total Community Develop**	**194,190**	**1,558**	**43,517**	**43,517**	**14,338**	**10,500**	
118									

		2024 Budget	2024 Actuals	Approved 2025 Budget	Approved Amended 2025 Budget	2025 Estimates	2026 Proposed	Notes
	Public Works							
	Public Works Wages	45,344	29,307	93,409	93,409	93,409	98,079	with a 6% COLA and Merrit increase pool
	Medicare Tax Public Works	657	425	1,354	1,354	1,354	1,422	
	Colorado Unemployment Tax Public Works	857	355	187	187	187	196	
	Keystone Housing Public Works	3,000	1,750	6,000	6,000	6,000	6,000	
	Wellness Reimbursement Public Works	2,026	625	2,500	2,500	2,500	2,500	
	Health Insurance Public Works	3,629	3,300	20,060	20,060	32,097	36,911	
	Health Ins Employee Contributions Public Works		(660)			(6,419)	(7,382)	
	Retirement Contribution Match Public Works	4,988	3,008	9,995	9,995	10,275	10,789	
	Cell Phone Public Works	450	225	900	900	900	840	
	Workman's Comp Public Works	672	684	700	700	250	300	
		61,624	39,018	135,105	135,105	140,552	149,655	
	Communications PW	2,721				0	500	
	Engineer Consultant	5,668		11,000	11,000	11,000	10,000	
	Planning and Printing Supplies	2,834		2,500	2,500	0	500	
	Snow Removal Services		22,511	168,767	168,767	120,000	168,000	
	Road Maintenance		9,202	77,866	77,866	82,866	125,000	includes tree removal
	Noxious Weed Control		0	17,514	17,514	0	0	PW is pricing additional spraying in addition to what the County does
	Trail Maintenance		0	50,000	50,000	0	50,000	
	Signage		224	15,500	15,500	3,000	3,000	Public Works is revisiting sign needs to update pricing.
	Engineering Services		4,267	30,000	30,000	30,000	0	also in lodging tax capital
	Miscellaneous Public Works Expense		130	19,000	19,000	3,000	5,000	
	Other maintenance					10,000	5,000	2025 included tree mitigation at Town Hall
	Total Public Works Expenses	72,846	75,352	527,252	527,252	400,418	516,655	
	Public Safety							
	Communications		18,141	33,394	33,394	23,600	66,000	911 Support
	Law Enforcement Contract Support		115,288	556,414	556,414	0	0	will be a transfer from GF to LT Fund
	Animal Control		4,189	3,923	3,923	2,618	0	Dillon IGA does not breakout animal control
	Total Public Safety Expenses	0	137,618	593,731	593,731	26,218	66,000	
	Municipal Court							
	Judge			7,589	7,589	0	0	IGA states expenditures will be 3 years in the rears. Budget in 2028
	Prosecutor			11,209	11,209	0	0	
	Miscellaneous Exp Municipal Cout			584	584	0	0	
	***Total Court Expenses	0	0	19,382	19,382	0	0	
	Transfer to Lodging Tax Fund					762,500	650,000	GF contribution for Law Enforcement contract and $122,500 contribution for hwy 6 sidewalk in 2025
	Total Operating Expenditures	1,536,454	1,265,305	3,164,328	3,164,328	3,299,636	3,964,129	

		2024 Budget	2024 Actuals	Approved 2025 Budget	Approved Amended 2025 Budget	2025 Estimates	2026 Proposed	Notes
	Capital and Non-Routine Projects							
	Repayment for Incorporation Costs	180,000	148,013					
	Summit County fee for Cash advance	5,000	5,000					
	Office Set Up-Furniture, Supplies and Equipment	41,500	0	45,500	45,500	45,500	20,000	
	Facility Modifications	50,000	0				40,000	
	Staff Hiring Expense	5,000	544	1,200	1,200	1,200	0	
	Start Up Consultant Support (Clerk/Community Dev/F	32,500	0				0	
	IT-Infrastructure/Software/Computers/Printers/Set up	109,900	16,288	89,000	89,000	89,000	0	
	Website	15,000	0	30,000	30,000	20,000	0	
	Town Signage Capital	30,000	0	4,000	4,000	4,000	15,000	historical signs for pathways and Town Hall Sign
	Interim Town Manager ($150/hr, 10 weeks)	60,000	67,890	0	0	0	0	
	Engineering Assessment Town Maintained Roads	40,000	24,285,718	8,000	8,000	8,000	0	
	Flood Plain Plan	20,000	0	15,000	15,000	0	0	
	Trails and Open Space Master Plan	30,000	0	30,000	30,000	30,000	30,000	2025 connectivity plan and 2026 will be master plan
	Comprehensive Use Plan		5,414	100,000	100,000	200,000	0	
	Strategic Plan			60,000	60,000	60,000	40,000	
	Way Finding Plan						25,000	
	2 Police Vehicles and equipment	260,000		0	0	0	0	
	Vehicle and equipment			70,000	70,000	35,000	70,000	$35K in 2025 for Gator & plow purchase and $70K in 2026 for truck purchase
Total Capital and Non-Routine Expenditures		878,900	24,528,867	452,700	452,700	492,700	240,000	
	Economic Development and Marketing		0	100,000	100,000	0	100,000	
Total Economic Development Expenditure		0	0	100,000	100,000	0	100,000	
Total Operating Expenditures		2,415,354	25,794,172	3,717,028	3,717,028	3,792,336	4,304,129	
Total Revenue (from above)		3,599,507	3,451,344	4,742,317	4,742,317	5,071,909	4,674,430	
Operating Surplus (Deficit)		1,184,153	(22,342,828)	1,025,289	1,025,289	1,279,574	370,301	
Other Sources (Uses)								
	Contrib Capital for Roads		24,285,718	0	0	0		
	Summit County Adv - Sales Tax		1,400,000	0	0	0		
	Summit County Adv - Repayment		(1,400,000)	0	0	0		
Total Other Sources (Uses)		0	24,285,718	0	0	0		
Beginning Fund Balance		0	0	1,102,678	1,102,678	1,942,890	3,222,464	
Ending Fund Balance - General		1,184,153	1,942,890	2,127,967	2,127,967	3,222,464	3,592,765	
	TABOR Restricted Funds		103,540	111,811	111,511	152,157	140,233	
	Unrestricted Funds		1,839,350	2,016,156	2,016,456	3,070,306	1,086,320	
	Proposed Balloon Payment for Building						1,000,000	
	35% restricted for reserves						1,366,212	35% is held in reserves, which also covers the TABOR restriction shown above
Fund Total - General			1,942,890	2,127,967	2,127,967	3,222,464	3,592,765	

	A	B	C	D	E	F	H	I	L
			2024 Budget	**2024 Actuals**	**Approved 2025 Budget**	**Approved Amended 2025 Budget**	**2025 Estimates**	**2026 Proposed**	**Notes**
209	**Housing Fund**								
211/212			**2024 Budget**	**2024 Actuals**	**Approved 2025 Budget**	**Approved Amended 2025 Budget**	**2025 Estimates**	**2026 Proposed**	**Notes**
215		**Revenue and Other Financing Sources**							
217		Revenue 5A (17.2%) 2 mos Est.	135,572	148,754	226,361	226,361	170,000	170,000	projecting revenues to be flat with 2025 estimates
218		Revenue 6B (82.8%) 2 mos Est	652,638	716,094	1,089,689	1,089,689	805,000	805,000	
219		DPA Loan Interest					676	878	
220		Interest Income on Taxes		3,344	49,850	49,850	25,100	20,000	
221		**Total Revenues**	**788,210**	**868,192**	**1,365,900**	**1,365,900**	**1,000,776**	**995,878**	
223		**Expenditures**							
224		Housing Authority Fees	52,064	52,470	58,929	58,929	86,000	88,000	
225		Building Contribution		90,000					
226		Land Purchase			600,000	600,000	600,000		
227		Professional Services			150,000	150,000	0	150,000	conceptual site plans
228		Down Payment Assistance				100,000	100,000	0	
229		DPA Loan Principal Payment (contra)					(3,189)	4,275	
230		Additional Programming						20,000	
231		Transfer to General Fund			0	0	0	65,000	Includes an interfund transfer from the Housing Fund to the General Fund to reimburse staff time and administrative support dedicated to housing programs.
233		**Total Expenditures**	**52,064**	**142,470**	**808,929**	**908,929**	**782,811**	**327,275**	
235	**Surplus after other sources (uses)**		736,146	725,722	556,971	456,971	217,965	668,603	
237	Fund bal - Beginning Housing Fund		0	0	895,592	895,592	725,722	943,687	
238	**Fund bal - Ending Housing Fund**		736,146	725,722	1,452,563	1,352,563	943,687	1,612,290	
239	**Conservation Trust Fund**								
241/242			**2024 Budget**	**2024 Actuals**	**Approved 2025 Budget**	**Approved Amended 2025 Budget**	**2025 Estimates**	**2026 Proposed**	**Notes**
245		**Revenue and Other Financing Sources**							
246		Conservation Trust Revenue	12,920	0	12,920	12,920	0	10,000	CTF distributions are based on certified population from the prior year. Certified in the 2025, with distributions beginning in 2026.
247		Interest Income					0	300	
248		**Total Revenues**	12,920	0	12,920	12,920	0	10,300	0%
250		**Expenditures**							
251		Conservation Trust Expenses			0	0	0	0	
252		Transfer to General Fund			0	0	0	0	
254		**Total Expenditures**			0	0	0	0	
256	**Surplus after other sources / uses**		12,920	0	12,920	12,920	0	10,300	
258	**Fund bal - Begin Cons Trust Fnd**		0	0	12,920	12,920	0	0	
259	**Fund bal - Ending Cons Trust Fnd**		12,920	0	25,840	25,840	0	10,300	

	A	B	C	D	E	F	H	I	L
6						Approved			
7					Approved	Amended			
8			**2024**	**2024**	**2025**	**2025**	**2025**	**2026**	
9			**Budget**	**Actuals**	**Budget**	**Budget**	**Estimates**	**Proposed**	**Notes**
260	**Lodging Tax Fund**					Approved			
261					Approved	Amended			
262			**2024**	**2024**	**2025**	**2025**	**2025**	**2026**	
263			**Budget**	**Actuals**	**Budget**	**Budget**	**Estimates**	**Proposed**	**Notes**
264									
265									
266		**Revenue and Other Financing Sources**							
267		Lodging Tax			1,600,000	1,600,000	1,600,000	1,600,000	
268		Interest Income			32,000	32,000	12,000	8,000	
269		Transfer from General Fund					762,500	650,000	Includes an interfund transfer from the General Fund to the Lodging Tax Fund to cover the Town's contribution for the Law Enforcement contract and $122,500 development contribution toward the Highway 6 sidewalk project in 2025
270									
271		**Total Revenues**	**0**	**0**	**1,632,000**	**1,632,000**	**2,374,500**	**2,258,000**	
272									
273		**Expenditures**							
274		Police Services			200,000	200,000	1,212,500	1,250,000	
275		Police Capital Equipment			250,000	250,000	0	0	We currently do not have any capital expenses for Police
276		Misc. Public Safety Expenses			15,000	15,000	15,000	0	
277		Road Construction / Maint			400,000	400,000	773,265	700,000	
278		Trail Construction / Maint			80,000	80,000	0		
279		Engineering / Design Services			250,000	250,000		150,000	
280		Building Maint.						0	
281									
282	**Total Lodging Tax Expenditures**		**0**	**0**	**1,195,000**	**1,195,000**	**2,000,765**	**2,100,000**	
283									
284	**Surplus after other sources / uses**		0	0	437,000	437,000	373,735	158,000	
285									
286	**FUND BALANCE - Beginning Lodge Tax**		0	0	0	0	0	373,735	
287	**FUND BALANCE - Ending Lodge Tax**		0	0	437,000	437,000	373,735	531,735	

Development Review Fee Schedule

Work Sessions:	
Planning Commission Only	$2305
Planning Commission & Town Council	$7790
Zoning:	
Preliminary	$5,240 plus $235 per unit/lodge room
Final	$3,440 plus $235 per unit or lodge room
PUD Amendments	
Major	$5,240 plus $235 per unit/lodge room
Minor	$1,760 plus $235 per unit or lodge room
Site Plans	
Multifamily	$5240 plus $235 per unit or lodge room
Commercial	$5,240 plus $875 per 1,000 sq ft for the first 30,000 sq ft, and $170 per 1,000 sq ft thereafter
Other Site Plan Reviews	Hourly rate
Variances	
All Types	$2,305
Renewals	$1,125
Conditional Use Permits (CUPs)	
All Types	Hourly rate
Temporary Use Permits (TUPs)	
All Types	Hourly rate
Non-Conforming Parcel Plan Review	
Un-platted Parcels	$2,305
Renewals	$1,125
Subdivisions	
Preliminary	$5,240 plus $235 per lot
Final	$2,380 plus $235 per lot
General Subdivision Exemptions	All $2,530 plus $235 per lot
Marijuana	

2026 Town of Keystone, Amended Colorado Fee Schedule – Adopted (insert date after approval)

Medical	$3,890 plus hourly rate after initial 10 hours of review time
Retail	$3,890 plus hourly rate after initial 10 hours of review time
Home Occupations	
Low Impact	$205
Moderate	$3,255
Code Amendments	
All	$2,305 plus hourly rate after initial 10 hours of review time
Development Agreements	
All	$2,305 plus hourly rate after initial 10 hours of review time
Signs	
Sign Programs	$1,855 plus hourly rate after initial 10 hours of review time
Sign Program Amendments	$1,125 plus hourly rate after initial 10 hours of review time
Sign Permit	$205
All Other Applications	
All	Hourly Rate
Hourly Rate	
Planning	$205.00/hour
Engineering	$210.00/hour
Other consultants (including attorney review)	As provided by agreement

Colorado Open Records Act Request Fee Schedule	
Research & Retrieval Fees	
First hour	Free
Each additional hour	$33.58 per hour, pro-rated by the quarter of an hour
Photocopy fees	
Copies of a public record	$0.25/page

2026 Town of Keystone, Amended Colorado Fee Schedule – Adopted (insert date after approval)

Liquor Licensing Fee Schedule

Application Fees	
Application Fee	$1,000
Application Fee with Concurrent Review	$1,000
Application Fee Transfer of Ownership	$750
Application Fee Additional Liquor-Licensed Drugstore	$1,000
Application Fee Additional Liquor-Licensed Drugstore	$1,000
Application Late Renewal Fee (Not more than 90-days of license expiration date)	$500
Application Reissue Fee (More than 90-days but less than 180-days of license expiration date)	$500
Application Reissue Fine (More than 90-days but less than 180 days of license expiration date)	$25.00 per day beyond 90-day expiration date
Annual Renewal Application Fee	$100
Annual Art Gallery Fee	$100
Retail License Fees	
Local license fees will be assessed in accordance with the license fees outlined in C.R.S § 44-3-505.	
Additional Fees	
Change of Location	$750
Corporate/LLC Change (Per Person)	$100
Manager Registration (Hotel & Restaurant; Tavern; Lodging & Entertainment; Campus Liquor Complex)	$30

Tobacco Licensing Fee Schedule

Application Fee	$600
Renewal Fee	$200

2026 Town of Keystone, Amended Colorado Fee Schedule – Adopted (insert date after approval)

Road and Bridge Fee Schedule	
Floodplain Development	
Permits	$1,255
Grading Permits	
Single Family	$1,835 +$55 for each inspection over the allowed 3
Duplex	$2,760 +$55 for each inspection over the allowed 3
Multi Family, Commercial	$2,760 plus $35.00/1,000 SF of disturbance over 10,000 SF + $55 for each inspection over the allowed 5
Road Construction	Same as above
Plan Review	$55.00 Plan review projects not requiring a grading permit
Right of Way/Road Easement Vacation	
Review	$1,160.00
Variance to Road and Bridge Standards	
Individual Request	$365.00
Project Request	$765.00
Bond/Letter of Credit Admin Fee	
Less than or equal to $5,000	$365.00
Greater than $5,000	2% of the bond/letter of credit amount plus $365.00 to a maximum fee of $6,455.00

Short Term Rental Fee Schedule	
License Fee (renewals & new licenses)	$285

2026 Town of Keystone, Amended Colorado Fee Schedule – Adopted (insert date after approval)

Town of Keystone Pay Ranges and Job Classifications – Fiscal Year 2026

Salary Grade	Job Title	Range Minimum	Range Maximum
500		**$156,566** $75.27/hr.	**$216,246** $103.96/hr.
	Town Manager (e)		
400		**$107,120** $51.50/hr.	**$173,848** $83.58/hr
	Community Development Director (e) Finance Director (e) Assistant Town Manager (e)		
300		**$96,815** $46.55/hr.	**$134,625** $64.72/hr.
	Town Clerk (e)		
200		**$86,531** $41.60/hr.	**$108,895** $52.35/hr.
	Public Works Director (e) Town Planner (e)		
100		**$70,035** $33.67/hr.	**$93,285** $44.85/hr.
	Deputy Clerk / Admin Assistant (e)		

*(e) – exempt position

Town of Keystone
Town Manager Performance Review

The purpose of the review process is to provide written feedback and an interactive assessment with the Town Manager to discuss goals, workload, challenges or opportunities and other topics.

In addition to the written review, at least annually, the Town Council will meet with the Town Manager to discuss the annual work plan of the Town Manager in tandem with the strategic plan of the Town Council, as a means of providing regular feedback.

Written performance review:

On an annual basis (at a minimum), initiated by the Mayor or the Town Manager, the Council will be given a review form to complete on the assessment of the services and performance of the Town Manager and their office.

- Council members will be asked to complete and return the evaluation form.

- The Town Manager will use the same evaluation tool to complete a self-assessment.

- Town Council will meet in executive session to discuss the Town Manager's performance and to assimilate the individual performance reviews and Town Manager's self-assessment to reflect the view of the Council as a body, rather than individual Council members.

- The Mayor and Mayor Pro-Tem will meet with the Town Manager to discuss the review.

- The Mayor will direct that the performance evaluation and any subsequent actions be placed in the Town Manager's contract employment file.

DIRECTIONS:
Please rate the Town Manager using the following scale for each section.

5-Outstanding   4-Exceeding expectations   3-Meeting Expectations   2-Below Expectations   1-Fails to Meet Expectations

The items within each Section are items that should be considered in the evaluation.   There should be a single rating for each Section. Please supplement your quantitative ranking with comments, especially if an item is exceptional or sub-standard.

A review that recognizes strength areas and areas for development is typically more helpful than a review that rates every area the same.

1. Community Relations, Collaboration, Public Interaction Rating:	Comments
The items below represent areas of consideration in the determination of an overall rating of this section. ***Does the Town Manager:*** 1. interact with everyone in a courteous and respectful manner; actively listen; clearly and effectively share information; demonstrate effective oral and written communication skills; and consistently present themself in constructive and professional manner? 2. anticipate and meet citizen needs; build positive relationships with constituents; follow through with commitments in a timely manner; and value the importance of delivering quality customer service to clients? 3. effectively provide support for boards and committees established by the Council? 4. collaborate, inform, and involve the community in decisions that may affect them? 5. Respond appropriately to public requests and complaints or areas of concern brought to the attention of staff by Town Council? 6. develop ways to engage, outreach and serve the growing diverse Keystone community? 7. provide effective communications with community members with clarity, integrity and professionalism?	

2. Town Council Relations	**Rating:**	**Comments**
The items below represent areas of consideration in the determination of an overall rating of this section. ***Does the Town Manager:*** 1. keep the Council informed of emerging and developing internal and external issues? 2. respectfully and attentively address council members' concerns? 3. explore recommendations from Council, provide assessments, and explain recommended actions? 4. follow through with commitments in a timely manner?		

3. Implementation of Strategic Priorities:	Rating:	Comments
The items below represent areas of consideration in the determination of an overall rating of this section. ***Does the Town Manager:*** 1. effectively tie Council goals and direction to proposed action (ordinances, plans, targets, action items)? 2. skillfully orchestrate alignment of departmental goals and objectives with council goals and objectives? 3. collect and communicate to the Town Council, regular status reports to document progress on strategic priorities? 4. develop partnerships/relationships and grant proposals to advance the town's strategic priorities?		

4. Team Development:	Rating	Comments
The items below represent areas of consideration in the determination of an overall rating of this section. ***Does the Town Manager:*** 1. treat colleagues with dignity and respect, value the contributions of others? 2. create effective processes for selecting, evaluating and developing Town staff? 3. apply an appropriate level of supervision to improve any areas of substandard performance? 4. promote a collaborative working style and a culture that welcomes constructive feedback and demonstrates a high level of customer service? 5. lead an integrated team willing to shift department resources when necessary to address a larger or urgent organizational need or opportunity? 6. encourage and provide employees professional development and opportunities for advancement within the organization? 7. recruits and retains competent personnel for staff positions? 8. prepare the organization to act in a crisis?		

5. Organizational Management and Development:	Rating:	Comments

The items below represent areas of consideration in the determination of an overall rating of this section.

Does the Town Manager:

1. proactively manage day to day operations in the Town?

2. encourage diversity and inclusivity within the organization's workforce?

3. drive results and expect to reach or exceed goals?

4. prepare the organization to act in a crisis?

5. negotiate skillfully?

6. demonstrate proficiency in job knowledge and professional skills?

7. act as a spokesperson for the Town to media representatives, elected and appointed officials and the public at large?

8. implement and enforce the Town's Home Rule Charter, ordinances, contracts and other enactments?

9. focus on meeting commitments in a timely manner consistent with Tow priorities

6. Economic and Community Development:	Rating:	Comments
The items below represent areas of consideration in the determination of an overall rating of this section. ***Does the Town Manager:*** 1. work well with the Town Council and business community to develop a positive business climate and effective strategies for economic development? 2. collaborate with other government and economic development organizations to create economic development opportunities?		

7. **Financial Management:**	Rating:	Comments
The items below represent areas of consideration in the determination of an overall rating of this section. ***Does the Town Manager:*** 1. manage the Town's financial and accounting system to ensure that it is accurate, transparent, auditable and leverages industry's best practices? 2. ensure actions and decisions reflect an appropriate level of responsibility for financial planning and accountability? 3. effectively use long term financial forecasting to aid in projecting budget variances and cost over-runs? 4. provide timely reporting of financial information and budget to actual comparisons for Town Council review? 5. make the best possible use of available funds, conscious of the need to operate local government efficiently and effectively? 6. prepare a balanced annual budget to provide services at a level directed by Town Council? 7. investigate alternative funding solutions such as grants, partnerships or changes to revenue structure?		

8. **Strategic Leadership:**	Rating:	Comments
The items below represent areas of consideration in the determination of an overall rating of this section. ***Does the Town Manager:*** 1. anticipate future needs for new technologies, systems, methods and program planning? 2. keep council advised of new and pending legislation and developments in public policy? 3. establish and maintain an awareness of developments occurring within other cities or other jurisdictions that may have an impact on Town activities? 4. regularly benchmark other cities and jurisdictions that may provide innovative ideas for Keystone? 5. successfully translate strategies into objectives and action plans that guide the work of the organization to realize the goals established by the Town Council? 6. anticipate future trends accurately and create productive approaches to continuously improve services? 7. resiliently and capably adapt to changing conditions and requirements?		

9. OVERALL RATING:	Rating:	OTHER COMMENTS AND GENERAL OBSERVATIONS:
The Overall Rating reflects the Overall Performance of the Town Manager during the review period. It is a consideration of all Factors in the evaluation and performance. **Comments:** **Appreciated Aspects of the Town Manager** **Suggestions for areas of change and/or improvement**		

_____   _____

Signature/ Printed Name of Person Completing Review   Date

TOWN OF KEYSTONE, COLORADO
STAFF REPORT

TO: Mayor & Town Councilmembers

THROUGH: John Crone, Town Manager

FROM: Council Member Steve Martin

               Jennifer Madsen, Town Attorney

DATE: September 23, 2025

SUBJECT: Draft Code of Ethics

Executive Summary:

A draft Code of Ethics will be presented to Council. The Code of Ethics is intended to guide the conduct of elected officials, appointed officials, board and commission members, and employees.

The draft document reflects Keystone's home rule authority under its Charter and establishes clear standards, enforcement processes, and procedures for addressing ethical concerns locally. Adoption of this Code will align Keystone's practices with best governance standards, ensure consistency across all roles in Town government, and provide residents with confidence in the fairness of decision-making.

Background:

Introduction

In 2006, Colorado voters approved Article XXIX of the state constitution, establishing a "gift ban" and statewide ethics standards for public officials and the state's Independent Ethics Commission (IEC). Section 7 of Article XXIX provides that these state provisions do not apply to home-rule municipalities that adopt their own charter or ordinance addressing the same matters. In effect, this allows a municipality to create and enforce its own ethics code rather than remain under the jurisdiction of the state's IEC.

For background, municipalities that do not adopt their own ethics code fall under the jurisdiction of the five-member IEC, which investigates and decides complaints related to the state's gift ban. The IEC process has proven frustrating for many public officials because the commission typically meets only once a month, and it can take a significant amount of time for decisions to be issued. As a result, ethics complaints often remain unresolved for extended periods, creating prolonged uncertainty for both the officials involved and the public.

Section 2.11 of the Town of Keystone's Home Rule Charter, "Standards of Conduct," contemplated that the Town Council would adopt its own code of ethics. Section 2.11 of the Charter requires the Town Council to adopt, by April 2026, an ordinance governing conflicts of interest, recusals from voting, and other standards of conduct or ethics that supersede state or constitutional provisions on the same topics. Until that ordinance is enacted, the Keystone public officials must comply with the standards in state law.

Rationale for a Local Code

Adopting a local ethics code provides several advantages. It preserves local control and autonomy, allowing the Town to design standards that reflect its governance structure and community expectations rather than relying on a statewide body. A local code also offers clarity and flexibility by defining key issues such as conflicts of interest, gifts, and recusals in more precise terms than the broad constitutional provisions enforced by the IEC. Finally, a municipal process can be more efficient, timely, and accessible than state-level investigations.

Benefits of Exemption from the IEC

In addition, a properly adopted local code avoids duplication of authority and conflicting outcomes by ensuring ethics matters are handled exclusively at the municipal level. It also insulates local officials from statewide political dynamics, keeping disputes closer to the community. Importantly, recent case law confirms that once a home-rule

municipality adopts a code addressing the matters in Article XXIX, the IEC no longer has jurisdiction.

Overview of the Draft Code of Ethics

Division 1 – Legislative Intent and Definitions

- **Purpose:** Establishes the Town's intent that all Public Servants maintain high standards of honesty, integrity, and accountability.
- **Authority:** Adopted under Keystone's Home Rule Charter, superseding conflicting provisions of state law.
- **Applicability:** Applies to elected officials (Mayor and Council), appointed officials, Town Manager, Town Attorney, employees, and all board/commission members.
- **Definitions:** Provides precise definitions for terms such as *business, direct official action, employee, financial interest, gift, immediate family, personal interest, public body,* and *relative*. These definitions create clarity and consistency when interpreting the Code.

Division 2 – Prohibited Acts

Establishes clear boundaries on conduct that is not allowed. Key provisions include:

- **Gifts:** Prohibits Public Servants from accepting gifts from parties with business before the Town. Includes exceptions (e.g., campaign contributions, low-value tokens, family gifts, professional awards, nonprofit event tickets).
- **Fraudulent Activity:** Prohibits bribery, misappropriation of Town funds, falsification of records, forgery, or improper benefits from vendors.
- **Nepotism:** Restricts hiring or supervising immediate family members without an approved waiver.
- **Conflicts of Interest:** Requires disclosure and prohibits participation in decisions where a Public Servant or their relative has a financial or personal interest.
- **Employment Restrictions:** Establishes "cooling-off" periods for matters involving former employers.

- **Outside Employment:** Requires written disclosure of outside jobs, business interests, or board service that may intersect with Town responsibilities. Prohibits use of Town resources for outside activities.
- **Discrimination & Harassment:** Explicitly bans bias or prejudice in official duties, covering protected characteristics (race, gender, religion, disability, etc.).
- **Criminal Conduct:** Conviction of crimes involving fraud, theft, or government operations may constitute an ethics violation.
- **Special Consideration:** Forbids special treatment or favoritism not available to the public at large.
- **Misuse of Resources/Position:** Prohibits using Town property, time, or confidential records for private gain, or leveraging official position for personal benefit.
- **Aiding Violations:** Prohibits knowingly assisting others in violating the Code.

Division 3 – Discouraged Acts

Encourages higher standards by addressing situations that may not be formal violations but still risk undermining public confidence.

- **Post-Employment Restrictions:** Former Public Servants should avoid accepting roles tied directly to matters they handled while in office for six months after leaving.
- **Appearances of Impropriety:** Even without a formal conflict, Public Servants are encouraged to disclose and recuse themselves when impartiality might reasonably be questioned (e.g., involving close friends, property interests, or previously stated biases).

Division 4 – Disclosure and Recusal Procedures

Provides mechanisms for transparency and fairness.

- **Disclosure:** Outlines how Public Servants must disclose conflicts or potential improprieties, depending on their role (Council, staff, board members).

- **Recusal:** Requires abstaining from decisions where conflicts exist, including leaving the room during deliberations. Provides a quorum exception when necessary.
- **Challenges:** Allows residents or officials to challenge a failure to disclose or recuse. Council, Manager, or boards then determine whether a conflict exists.
- **Advisory Opinions:** Public Servants can request written advice from the Town Attorney, which provides safe-harbor protection if followed.
- **Waivers:** Council or Town Manager may grant waivers if serving the Town's best interest.

Division 5 – Enforcement

Establishes processes for handling ethics complaints.
- **Filing a Complaint:** Any person may file a verified complaint; it must include specific facts, supporting evidence, and a sworn statement.
- **Initial Review:** The Board of Ethics (Town Council) reviews complaints to determine jurisdiction, merit, and next steps. Complaints may be dismissed if frivolous, moot, or outside jurisdiction.
- **Enforcement Options:**
    - **Informal Administrative Review:** A streamlined process for resolving most complaints with proportional penalties.
    - **Investigation:** Independent review with subpoena powers for complex or fact-intensive cases.
    - **Formal Hearing:** For serious or contested allegations; may include appointment of a Hearing Officer or panel, presentation of evidence, cross-examination, and formal findings.
- **Penalties:** Range from oral/written reprimands and restitution to suspension, removal from appointed positions, or financial penalties. Removal from elected office requires a 2/3 Council vote.
- **Employee Cases:** Enforcement against employees is handled by the Town Manager under the Charter, with guidance from the Code.

The draft Keystone Code of Ethics addresses the key matters in Article XXIX of the Colorado Constitution by prohibiting improper gifts, conflicts of interest, and misuse of office, while establishing clear disclosure, recusal, and enforcement processes under the Town's home rule authority.

Next Steps:

After introduction and overview and Council discussion of the draft Code of Ethics, the document will be converted into an ordinance form and scheduled for consideration and possible adoption at a future Council meeting.

Attachment:

- Draft Code of Ethics

TOWN OF KEYSTONE

Code of Ethics

Division 1 - Legislative Intent and Definitions

Sec. 1. Legislative intent.

It is the intent of the Town that its elected officials, appointees, and employees uphold the highest standards of ethical conduct, honesty, integrity, and accountability. By doing so, the Town seeks to ensure that the public has confidence that those serving in positions of public trust are acting in the best interests of the community.

All officials, appointees, and employees are expected to comply with both the letter and the spirit of this Code of Ethics and to actively avoid situations that may result in ethical conflicts or the appearance of impropriety.

Recognizing that ethical challenges may arise in the course of public service, the purpose of this Code of Ethics is to:

(1)   Define acceptable conduct and identify actions that constitute a breach of the public trust, particularly in areas such as the use of public office for private gain, employment or supervision of family members, gifts, conflicts of interest, prior and outside employment, post-employment restrictions, improper use of confidential information, and other ethical matters consistent with the Town Charter;

(2)   Establish a clear and accessible process that allows residents and stakeholders to report potential ethical violations and pursue local enforcement, ensuring that any breach of the public trust can be properly investigated and addressed.

In accordance with the Town of Keystone Home Rule Charter Section 2.11, the Town of Keystone Code of Ethics is adopted as an exercise of the Town's exclusive home rule authority and reflects a proper exercise of the Town Council's legislative power on behalf of the Town. This Code supersedes any conflicting provisions of Colorado state law, including those found in Article XXIX of the Colorado Constitution ("Ethics in Government").

The Town Council has deliberately considered and evaluated all subject areas addressed in Article XXIX. Where this Code addresses the same topics, it does so intentionally and with the purpose of governing them under local law. Where this Code omits or addresses such topics differently, the Council has likewise acted intentionally, having reviewed and determined an alternative local approach is appropriate.

Sec. 2. Applicability.

This Code of Ethics applies to Public Servants of the Town of Keystone. A "Public Servant" means:

(1) The elected or appointed Mayor; and

(2) Any elected or appointed council member; and

(3) Officials appointed by the Town Council to serve such as: Town Manager and Town Attorney and

(4) Employees of the Town; and

(5) Appointed officials including all members of all boards, commissions, and bodies regardless of whether such member is a regular, or alternate member.

Sec. 3. No private right of action.

Nothing in this Code of Ethics is intended to, or does, create a private right of action against the Town or against any Public Servant based upon noncompliance with its provisions. Authority to enforce compliance with this Code of Ethics is vested exclusively in the Town pursuant to the provisions of the Code.

Sec. 4. Definitions.

For purposes of this Article, the following terms have the assigned meaning:

(a) *Business* means a corporation, partnership, sole proprietorship, firm, enterprise, franchise, association, organization, self-employed individual, holding company, joint stock company, receivership, trust, activity or entity.

(b) *Town* means the Town of Keystone, Colorado.

(c) *Direct official action* means any action which involves:

(1) Approving, disapproving, administering, negotiating, enforcing, or recommending for or against an application, contract, purchase order, lease, concession, franchise, grant, vendor, concessionaire, land use, or any other matter to which the Town is a party.

(2) Enforcing laws or regulations or issuing, enforcing, or administering permits and licenses;

(3) Appointing, supervising, managing, and terminating employees, temporary workers, and independent contractors.

Direct official action does not include acts that are purely ministerial and mandated by law, including *pro forma* or perfunctory signing of documents on behalf of the Town and approval of documents as to form. Also, a person who abstains from a vote is not exercising direct official action.

(d)   *Employee* means any person in the employ of the Town or of any of its agencies or departments but excluding the Mayor, Town Council Members, Town Manager and Town Attorney. Independent contractors and volunteers are not deemed employees.

(e)   *Financial interest* means any interest equated with money or its equivalent. Financial interest shall not include the interest that a Public Servant or relative has as:

   (1)   an employee of a business, or as a holder of an ownership interest in such business, in a decision of any public body, when the decision financially benefits or otherwise affects such business but entails no foreseeable, measurable financial benefit to the officer, employee or relative;

   (2)   a non-salaried officer or member of a nonprofit corporation or association or of an educational, religious, charitable, fraternal or civic organization in the holdings of such corporation, association or organization;

   (3)   a recipient of public services when such services are generally provided by the Town on the same terms and conditions to all similarly situated citizens, regardless of whether such recipient is a Public Servant or relative;

   (4)   a recipient of a commercially reasonable loan made in the ordinary course of business by a lawfully established financial or lending institution;

   (5)   a shareholder in a mutual or common investment fund in the holdings of such fund unless the shareholder actively participates in the management of such fund;

   (6)   a policyholder in an insurance company, a depositor in a duly established savings association or bank, or a similar interest-holder, unless the discretionary act of such person, as a Public Servant, could immediately, definitely and measurably affect the value of such policy, deposit or similar interest;

   (7)   an owner of government-issued securities unless the discretionary act of such owner, as a Public Servant, could immediately, definitely and measurably affect the value of such securities; or

   (8)   the interest that a Public Servant has in the compensation received from the Town for services provided to the Town as a Public Servant.

(f)   *Gift* means a payment, subscription, advance, favor, discount, promise of future employment, forbearance, discount, promise of future employment, or deposit of money, goods, services, or anything of value given, unless consideration of equal or greater value is received in exchange.

(g)   *Immediate family* means a spouse, civil union partner, domestic partner, fiancé/fiancée, parents, children, brothers, sisters, aunts, uncles, nieces, nephews, grandparents, grandchildren, great grandparents, great grandchildren, first cousins, including step relatives and in-laws, and any person with whom he or she is cohabiting.

(h)   *Personal interest* means any interest (other than a financial interest) by reason of which a Public Servant, or a relative of such Public Servant, would, in the judgment of a reasonably prudent person, realize or experience some direct and substantial benefit or detriment different in kind from that experienced by the general public. Personal interest shall not include:

(1)   The interest that a Public Servant or relative has as a member of a board, commission, committee, or authority of another governmental entity, nonprofit corporation, association, or civic organization shall not be considered a personal interest unless the circumstances suggest that the Public Servant could realize a direct and substantial benefit or detriment distinct from that of the general public, such as holding a leadership position or when the organization is directly affected by the matter under consideration;

(2)   the interest that a Public Servant or relative has in the receipt of public services when such services are generally provided by the Town on the same terms and conditions to all similarly situated citizens; or

(3)   the interest that a Public Servant has in the compensation, benefits, or terms and conditions of his or her employment with the Town.

Examples of personal interest include an increase in the value of a real property interest or advancement of an employment opportunity.

(i)   *Public body* means the Town Council or any authority, board, committee, commission, department, or office of the Town.

(j)   *Relative* means the spouse, civil union partner, or minor child of the Public Servant, any person claimed by the officer or employee as a dependent for income tax purposes, or any person residing in and sharing with the Public Servant the expenses of the household.

Division 2 - Prohibited Acts

Sec. 1. Gifts.

(a)   Gifts Prohibited: A Public Servant shall not accept any gift (as defined) if:

(1)   The Public Servant is in a position to take direct official action with regard to the giver of the gift; or

(2)   The Town has or is known to be likely to have a transactional, business, or regulatory relationship with the giver of the gift.

A gift made to a relative of the Public Servant shall be considered a gift made to the Public Servant notwithstanding the Public Servant's knowledge of such gift.

(b) Exceptions and Items not Considered Gifts: Provided that the gift could not be reasonably considered a bribe or a means of improper influence on a direct official action, the following shall not be considered gifts for purposes of this section:

(1) Campaign contributions as permitted by law.

(2) An unsolicited item or items of value less than the dollar amount established and adjusted in Colorado Constitution, article XXIX, Section 3(6), per vendor or third-party per year. As of January 1, 2023, that amount is seventy-five dollars ($75.00) and the amount increases periodically in accordance with Colorado Constitution, article XXIX, Section 3(6). In valuing the unsolicited item or items:

a. The cost of the gift is the retail value of the item unless the receiver has knowledge that the giver paid more than the retail value, in which case the cost is the amount actually paid.

b. For a charity event, the cost of the event is the amount the event organizer reports to the Internal Revenue Service as the non-deductible portion of the event.

c. It is not permissible to pay part of the cost of a gift that is offered with a value exceeding the amount set forth in subsection (b)(2) of this section to reduce the value to less than the amount set forth in subsection (b)(2) of this section in order to accept the gift.

(3) An unsolicited token or award of appreciation that is reasonable in value and purpose given the position and responsibility of the Public Servant, such as plaques and professional awards.

(4) Items of perishable or nonpermanent value, including but not limited to meals, lodging, travel expenses, or tickets to sporting, recreational, education, or cultural events provided that the value of the item is reasonable and would be customarily accepted when considering the Public Servant's position, responsibility, and role in the Town.

(5) Tickets or entry fees to an event expressly advertised for the purpose of benefiting and advancing the purpose of a non-profit organization, *e.g.*, greens fees for a golf event benefiting a recognized local charity.

(6) Unsolicited informational material, publications, or subscriptions related to the recipient's performance of duties within the scope of elected or appointed office or employment.

(7) Admission to, and the cost of food or beverages consumed at, a reception, meal or meeting by an organization before whom the recipient appears in an official, representative capacity to speak or to answer questions as part of a scheduled program.

(8)   Reasonable expenses paid by a nonprofit organization or federal, state, or local government for attendance at a convention, fact-finding mission or trip, or other meeting if the person is scheduled to deliver a speech, make a presentation, participate on a panel, or represent the state or local government, provided that the non-profit organization receives less than five percent (5%) of its funding from for-profit organizations or entities.

(9)   A gift from an individual who is an immediate family member or personal friend on a special occasion.

(10)   A component of compensation paid or other recognition given in the normal course of employment, appointment, volunteer services, or business.

(11)   Any scholarship or grant or other financial aid for education given to any Public Servant or immediate family member for any reason.

(12)   Awards or prizes given at competitions or drawings at events open to the public.

(13)   Discounts that are similarly available to all employees of the Town, or discounts that are offered to the public generally or to a large segment of the public (i.e., all uniformed personnel, all government employees, or all first responders).

(14)   Any exemption granted or exception recognized pursuant to Federal or State law.

(15)   Any other exceptions as may be specified in an Advisory Opinion as described in Section 2 of Division 4.

Sec. 2. Fraudulent activity.

(a)   A Public Servant shall not engage in any of the following activities:

(1)   Receipt of a bribe or kickback, or willing participation in a scheme of bribery;

(2)   Misappropriation of Town funds, supplies, assets, or resources;

(3)   Falsification of Town records, including personnel records;

(4)   Forgery or alteration of any public record;

(5)   Accepting, requesting, or seeking any material item or pecuniary benefit from contractors, vendors, or parties providing services or materials to the Town where such item or benefit may be reasonably viewed as intending to improperly influence the Public Servant.

Sec. 3. Employment and supervision of immediate family members.

(a)   Unless he or she obtains a waiver pursuant to Section 2 of Division 4, a Public Servant shall not appoint or hire a member of his or her immediate family for any type of employment, including, but not limited to, full time employment, part time employment, permanent employment, and temporary employment.

(b)   A Public Servant shall not supervise or be in a direct line of supervision over a member of his or her immediate family. If a Public Servant comes into a direct line of supervision whether by employment or contractual relationship of a member of his or her immediate family, he or she shall have six (6) months to come into compliance or to obtain a waiver pursuant to Section 2 of Division 4.

Sec. 4. Conflict of interest.

(a)   *Conflicts of Interest* as defined by this Section are prohibited.

(b)   Sales to the Town. A Public Servant, or relative of such Public Servant, shall not have a financial interest in the sale to the Town of any real or personal property, equipment, material, supplies or services, except personal services provided to the Town as a Public Servant, if:

    (1)   such Public Servant is a member of Town Council;

    (2)   such Public Servant exercises, directly or indirectly, any decision-making authority on behalf of the Town concerning such sale; or

    (3)   in the case of services, such Public Servant exercises any supervisory authority in his or her role as a Town officer or employee over the services to be rendered to the Town.

(c)   Purchases from the Town. A Public Servant or relative shall not, directly or indirectly, purchase any real or personal property from the Town, except such property as is offered for sale at an established price, and not by bid or auction, on the same terms and conditions as to all members of the general public.

(d)   Interests in other decisions. Any Public Servant who has, or whose relative has, a financial or personal interest in any decision of any public body of which he or she is a member or to which he or she makes recommendations, shall, upon discovery thereof, disclose such interest in the manner prescribed in Section 2(a) of Division 4, and shall refrain from taking direct official action in the manner prescribed in Section 2(b) of Division 4, attempting to influence, or otherwise participating in such decision in any manner as a Public Servant.

(e)   A Public Servant who determines that his or her actions arise to a Conflict of Interest is required to disclose the conflict in the manner prescribed in Section 2(a) of Division 4, and shall refrain from taking direct official action in the manner prescribed in Section 2(b) of Division 4.

Sec. 5. Prior employment.

No person shall be disqualified from service with the Town as a Public Servant solely because of his or her prior employment. However, Public Servants shall not take any direct official action with respect to matters involving their former employers for a period of six (6) months from the date of termination of the prior employment.

Sec. 6. Outside employment or business activity.

(a) A Public Servant's outside employment and business activities may create ethical issues addressed by this Code of Ethics and, in particular, potential conflicts of interest addressed by Section 4 of Division 2.

(b) Disclosure of Employment and Other Business Activities: All Public Servants shall report in writing to the Town Clerk any existing or proposed outside employment or other outside business interests such as membership on volunteer, non-profit, homeowners' association (HOA), or for-profit boards or commissions that engages with or seeks to influence decisions by the Town, or that may reasonably be perceived to affect their responsibilities to the Town. After being hired, elected, or appointed, all Public Servants shall report to the Town Clerk any changes of employment or changes to outside business interests that may affect the person's responsibilities to the Town, within thirty days after accepting the same. An employee must obtain approval as required by the Town's Human Resources guideline before engaging in outside employment.

(c) The Town Clerk shall maintain for public inspection all reporting made by Public Servants pursuant to this section.

(d) Town resources may not be used for any outside employment or outside business activity.

(e) Public Servants serving on governing boards of homeowners' associations (HOAs) must disclose such affiliations to the Town Clerk. If the HOA is directly affected by a matter before the Council or relevant Town board, commission, or committee, the Public Servant shall consider recusal to avoid a conflict of interest or the appearance thereof, particularly if the individual holds a leadership role (e.g., president, vice president). The decision to participate should be guided by the principles set forth in Section 4 of Division 2 on Conflict of Interest and the standard of a reasonably prudent person.

Sec. 7. Discrimination and harassment prohibited.

(a) General Rule. Town affairs must be conducted without bias or prejudice. A Public Servant s shall not, in the performance of official duties, manifest by words or conduct any bias, prejudice, or discrimination toward any person, group, or entity. This includes, but is not limited to, bias or prejudice based on race, color, ethnicity, national origin, ancestry, religion or creed, sex, gender, gender identity or expression, sexual orientation, marital or familial status, age, disability, genetic information, military or veteran status, socioeconomic status, or any other characteristic protected by law. A Public Servant shall also not permit others under their direction or control to engage in such conduct.

(b)   Exceptions. A Public Servant is not liable under subsection (a) for:

    (1)   conduct undertaken in good faith

        (i)   to implement an existing Town policy, or

        (ii)   to carry out the direction of a superior; or

    (2)   conduct involving the legitimate advocacy of a position relating to race, sex, religion, national origin, disability, age, sexual orientation, or socioeconomic status

        (i)   in litigation or similar proceedings, or

        (ii)   incidental to the formation of Town policy.

(c)   Definitions. For purposes of this section:

    (1)   "Words or conduct" manifesting "bias or prejudice" includes, but is not limited to, physical abuse, verbal abuse, threats, intimidation, harassment, coercion, assault, stalking, hate speech, and other conduct that threatens or endangers the health or safety of any person.

    (2)   "Good faith" means that the Town official or employee has a reasonable basis for believing, and does believe, that the conduct in question is lawful and not discriminatory.

    (3)   "Legitimate advocacy" means that the position espoused is not frivolous.

Sec. 8. Criminal offenses.

All Public Servants are expected to comply with the law. It is a violation of the Code of Ethics to be convicted (including a plea of *nolo contendre* or no contest) of a crime that reasonably demonstrates an unfitness for public service or intentional disregard for the public trust or public property. Such offenses include, but are not limited to, crimes against fellow Public Servants or their property, theft or vandalism of public property, offenses involving fraud (see Article 5, Title 18, C.R.S.), offenses relating to morals (see Article 7, Title 18, C.R.S.), or offenses involving governmental operations (see Article 8, Title 18, C.R.S.). It is not the intent of this section to recognize as an ethical violation traffic offenses or misdemeanors which are unrelated to the Public Servant's official duties or employment.

Sec. 9. Special consideration.

A Public Servant shall not request or provide any special treatment, favors, or advantages to any individual that are not equally available to others in similar situations or with similar needs. All actions and decisions must be based on fairness, consistency, and impartial application of rules and policies.

Sec. 10. Use of public property.

A Public Servant shall not use or authorize the use of Town time, facilities, equipment or supplies for personal or private benefit. It is not a violation of the section to communicate or correspond with a Public Servant's constituents, family members, or co-workers.

Sec. 11. Use of public office for private gain.

A Public Servant shall not use their official position or confidential information to seek or secure personal benefit for themselves, their immediate family, any business with which they are associated, or any person or organization with whom they are negotiating or have an agreement for future employment.

Sec. 12. Use of confidential records.

A Public Servant shall not disclose or use any non-public information or records obtained through their official duties, except when required to do so in the performance of those duties or as mandated by law or court order.

Sec. 13. Aiding others.

A Public Servant shall not knowingly aid or assist any Public Servant in the violation of any provision of this Code of Ethics.

<div align="center">

Division 3 - Discouraged Acts

</div>

Sec. 1. Subsequent employment or appointment.

(a)   For a period of six (6) months after leaving Town office or employment—whether by expiration of term, resignation, or termination—a former Public Servant should not accept any appointment or employment that:

(1)   Was not available to others through a competitive process, and
(2)   Involves acting on the same matters over which the individual exercised direct official action during their service with the Town.

(b)   For the purposes of this section, "unavailable to others" refers to positions obtained through a non-competitive process. Positions filled by public election or appointment by elected officials are not considered "unavailable to others."

Sec. 2. Appearances of impropriety discouraged.

(a)   An appearance of impropriety arises when a Public Servant is expected to take, or may take, direct official action that—while not amounting to a formal Conflict of Interest—could reasonably be perceived as compromising the Public Servant's integrity, impartiality, or competence. Examples of situations that may create such an appearance include, but are not limited to:

(1)   Taking official action involving a close personal friend.

(2)   Receiving an official notice of a quasi-judicial hearing due to the Public Servant's ownership or lease of property affected by the matter.

(3)   Participating in a quasi-judicial decision after having publicly expressed a personal opinion, position, or bias on the issue.

(b)   If a Public Servant believes that their involvement may create an appearance of impropriety, they are strongly encouraged—but not required—to disclose the situation under Section 1 of Division 4. They may also choose to recuse themselves from participation if they believe it is appropriate.

(c)   A violation of this section does not constitute a violation of the Code of Ethics. However, compliance with this section does not excuse or defend a violation of any other provision of the Code.

Division 4 - Disclosure and Recusal Procedure

Sec. 1. Disclosure and recusal procedure and challenges.

(a)   Disclosure.

(1)   A Public Servant shall disclose any potential or actual Conflict of Interest, and may voluntarily disclose any appearance of impropriety, as soon as the issue becomes reasonably known to them. .

(i)   For Town Council members, disclosure shall be made either orally at a public meeting or in writing to all other Council members.
(ii)   For the Town Manager or Town Attorney, disclosure shall be made either orally at a public meeting or in writing to the Town Council.
(iii)   For appointed officials, disclosure shall be made either orally at a meeting or in writing to all other members of the relevant board or commission.
(iv)   For employees, disclosure shall be made in writing to their immediate supervisor.

(2)   A disclosure must state whether it concerns a Conflict of Interest or an appearance of impropriety, describe the general nature of the interest involved, indicate whether the matter may result in an economic or financial benefit or detriment, and include the estimated value of any such benefit or detriment.

(b)   Recusal. When recusal is required due to a Conflict of Interest, or voluntarily undertaken due to an appearance of impropriety, the Public Servant shall:

(1)   Avoid any communication with other Public Servants regarding the matter and not attempt to influence their decisions.
(2)   Abstain from voting on or taking any official action related to the matter.

(3)   Physically leave the room or premises during discussion, deliberation, or decision-making on the matter.

The Town Council may, by majority vote, require the recusal of a Council member in accordance with subsection (c)(1). The Town Manager may require the recusal of an employee in accordance with subsection (c)(2). Failure to comply with a required recusal shall be considered a violation of this Code of Ethics.

Exception: A Town Council member may participate and vote on a matter involving a Conflict of Interest if necessary to achieve a quorum or allow Council action, and if the member complies with the disclosure requirements set forth in Section 24-18-110, C.R.S.

(c)   Challenges for Conflict of Interest

(1)   Challenge of Town Council Member:

Any person may challenge a Council member's failure to disclose a Conflict of Interest or failure to recuse. The challenge must be submitted in writing to the Town Council or stated orally during a public meeting and must include the supporting facts. The Council shall promptly investigate the challenge, may request an opinion from the Town Attorney, and may determine by majority vote (excluding the challenged member) whether a Conflict exists and whether recusal is required. This determination is final and not subject to appeal.

(2)   Challenge of Employee:

Any person may submit a written challenge regarding an employee's failure to disclose or recuse, addressed to the Town Manager and copied to the Mayor. The Town Manager shall promptly investigate and determine whether a Conflict exists and whether recusal is required. This determination is final and not subject to appeal.

(3)   Challenge of Other Public Servants:

Challenges concerning any other Public Servant must be submitted either in writing or orally during a public meeting to the person's appointing authority or board/commission chair, and must include facts supporting the challenge. The appointing authority or the relevant board/commission shall investigate and determine whether a Conflict exists and whether recusal is required. This determination is final and not subject to appeal.

Sec. 2. Advisory opinions and waivers.

(a)   Any Public Servant may submit a written request to the Town Attorney for an advisory opinion on whether a specific action would violate the Code of Ethics. If the Town Attorney's opinion is based on full and accurate disclosure of all relevant facts, it shall

serve as a specific defense against enforcement for failure to disclose a Conflict or to recuse, under this Code.

(b)   Noncompliance with advisory opinions. If the Town Attorney believes an advisory opinion has not been followed, they shall notify the individual and their appointing authority. The appointing authority shall, after consulting with the Town Attorney, take appropriate action to ensure compliance.

(c)   Waivers. Any current, former, or prospective Public Servant may submit a written request for a waiver of any provision of the Code of Ethics before taking the action in question.

   (1)   For elected or appointed officials, the Town Council may grant a waiver upon finding that it serves the best interests of the Town. The Council shall provide appropriate public notice, and the waiver request shall be heard in an open public meeting.

   (2)   For employees, the Town Manager may grant a waiver if they find that the benefit to the Town outweighs any potential harm.

Division 5 - Enforcement Process for Code of Ethics

Sec. 1. Flexibility in enforcement process intended.

The enforcement provisions of this Code of Ethics are intended to strike a balance between several important considerations: the seriousness of the alleged violation, the need for a fair and timely resolution, the equitable treatment of all parties involved, and the responsible use of public resources. To achieve this balance, the Code allows the Town Council, acting as the Board of Ethics, the flexibility to determine the most appropriate method of enforcement based on the circumstances of each case.

These enforcement procedures apply to ethics allegations involving all Public Servants, excluding employees. Alleged ethical violations by employees are addressed separately in Section 11 of Division 5.

Sec. 2. Definitions for enforcement process.

For purposes of the enforcement process under this Code of Ethics, the following terms are defined as follows:

(a)   *Business day* means a calendar day that is not a Saturday, Sunday, or official Town holiday on which Town offices are closed to the public.

(b)   *Complainant* means the individual who files a Verified Complaint with the Town pursuant to Section 4 of Division 5.

(c)   *Respondent* means the individual alleged in a Verified Complaint to have violated the Code of Ethics.

(d)   *Verified Complaint* means a written complaint that meets the content requirements of Section 4(c) of Division 5.

Sec. 3. General provisions related to enforcement.

(a)   The Complainant shall not participate in the enforcement process beyond serving as a witness, unless otherwise permitted by the Code of Ethics.

(b)   Disqualification. If the Mayor or a Town Council member is named as the Respondent in a Verified Complaint, that individual must disqualify themselves from participating in any proceedings related to the complaint.

(c)   No Ex Parte Communications. Neither the Respondent nor the Complainant—or their representatives—may engage in ex parte communications with the Town Council, Board of Ethics, Hearing Body, or Hearing Officer regarding any aspect of the Verified Complaint, except as expressly authorized by the Code of Ethics. All communications or inquiries must be directed to the Town Attorney.

(d)   The Town Attorney shall serve as legal advisor to the Board of Ethics. If the Town Attorney is named as the Respondent in a Verified Complaint, has a Conflict of Interest, or declares an appearance of impropriety, the Board of Ethics shall appoint an alternative advisor.

(e)   Members of the Board of Ethics must remain unbiased and neutral in processing all Verified Complaints. A prior professional relationship between a Board member and the Respondent does not, by itself, create an appearance of impropriety. However, any Board member who cannot remain impartial or who has a Conflict of Interest shall recuse themselves in accordance with Section 1 of Division 4.

(f)   Administrative meetings of the Board of Ethics shall be held during regular or special meetings of the Town Council. However, Informal Administrative Reviews and Formal Hearings may be scheduled separately at dates and times set by the Board of Ethics. A quorum of the Board shall consist of three (3) or more members, and unless otherwise specified in the Code of Ethics, a majority vote of a quorum present is required for any decision.

Sec. 4. Filing a complaint.

(a)   Verified Ethics Complaint.

(1)   An ethics action is initiated by submitting a formal written ethics complaint ("Verified Complaint") with the Town.

(2)   Any person, either individually or on behalf of an organization, may file a Complaint with the Town.

(b)   Contents of the Verified Complaint. A Verified Complaint must set forth the following:

(1) The name of the individual submitting the Verified Complaint, either personally or on behalf of an organization, along with their mailing address, telephone number, and, if available, email address. Anonymous submissions will not be accepted.

(2) The name of the person(s) alleged to have violated the Code of Ethics.

(3) A detailed description of the facts supporting the alleged violation, along with a specific citation to the provision(s) of the Code of Ethics alleged to have been violated.

(4) The names of any witnesses with knowledge of the relevant facts, along with sufficient contact information for each witness.

(5) The signature of the person submitting the complaint, accompanied by the following verification statement:

"The undersigned hereby certifies or affirms that the information contained within this Verified Complaint is true to the best of my knowledge, information, and belief formed after reasonable reflection. I have not filed this Verified Complaint for the purpose of harassment or to falsely disparage the individual(s) claimed to have committed violations of the Keystone Code of Ethics."

(c) Filing of the Verified Complaint. A Verified Complaint must be submitted by mail or hand delivery to any one of the following:

(1) The Mayor (or, if the Complaint concerns the Mayor, the Mayor Pro Tem);

(2) The Town Clerk (or, if the Complaint concerns the Town Clerk, the Town Manager); or

(3) The Town Attorney (or, if the Complaint concerns the Town Attorney, the Town Manager).

The Complaint shall be considered filed on the date it is received by any of the persons listed above.

(d) Processing of the Verified Complaint

(1) Within five (5) business days of the filing date, the Town Attorney shall deliver a copy of the Verified Complaint to the Respondent, along with a dated cover letter and a copy of the Code of Ethics.

(2) The Respondent may submit a written response ("Answer") to the allegations within twenty-one (21) calendar days from the date shown on the cover letter.

(3) Within five (5) business days of the filing date, the Town Attorney shall also distribute a copy of the Verified Complaint to:

(i)   All members of the Board of Ethics, and

(ii)   The Town Manager.

The Town Attorney shall also deliver the Respondent's Answer (if submitted) to both the Board of Ethics and the Complainant.

Sec. 6. Initial administrative review.

No sooner than thirty (30) calendar days after the Verified Complaint is filed, the Board of Ethics shall convene during a regular or special public meeting to review the Verified Complaint and any Answer received. This review may occur in executive session as permitted under Section 24-6-402, C.R.S.

Based on the Verified Complaint and the Respondent's Answer (if any), the Board of Ethics may make one or more of the following determinations:

(a)   Proceed with Review. That the Verified Complaint alleges facts that may constitute a violation of the Code of Ethics and warrants further review.

(b)   Dismiss the Complaint. That one or more claims in the Verified Complaint should be dismissed without further action for any of the following reasons:

(1)   The Board lacks jurisdiction over the individual(s) named;

(2)   Even if true, the alleged conduct would not constitute a violation of the Code of Ethics;

(3)   The allegations were previously raised in another Verified Complaint and are already under consideration or were resolved;

(4)   The alleged violation is minor in nature and does not justify use of public resources;

(5)   The conduct occurred more than one year before the complaint was filed, and due to the passage of time, evidence, witnesses, or recollections are likely unavailable, making prosecution impractical;

(6)   The Complaint is frivolous, groundless, or brought for purposes of harassment;

(7)   The alleged violation is unlikely to be proven by a preponderance of the evidence due to reliance on conflicting oral testimony or unverifiable statements;

(8)   The Respondent has admitted wrongdoing and made or committed to make sufficient redress or corrective action acceptable to the Board of Ethics;

(9)   The matter is moot or will become moot because the Respondent is no longer (or will soon no longer be) a Public Servant before the conclusion of the process;

(10)   The Respondent previously received an advisory opinion under Section 2 of Division 4 indicating that the conduct did not violate the Code of Ethics;

(11)   The Board has referred the matter to a more appropriate agency with jurisdiction, such as law enforcement, the District Attorney, the State Attorney General, or another public body better positioned to address the complaint;

(12)   Any other reason based on legal principles applicable to civil cases.

A decision to dismiss any claim, along with the written reason for dismissal, shall be made publicly available. The Board of Ethics retains the authority to dismiss allegations at any time during the enforcement process.

Sec. 7. Prosecution of allegations.

Following the Initial Administrative Review, if the Board of Ethics determines that the Verified Complaint alleges facts that may be sufficient to constitute a violation of the Code of Ethics, the Board may initiate one or more of the following enforcement processes:

(a)   Assignment to Investigation. An investigation may be initiated when the allegations involve serious and disputed factual issues that could be resolved through the independent review of evidence and interviews with witnesses. This process is appropriate when additional fact-finding is necessary to determine whether a violation occurred.

(b)   Informal Administrative Review. An Informal Administrative Review may be used to address significant ethical concerns while ensuring the efficient and reasonable use of public resources. This process is intended to serve as the primary and more common method for resolving ethical allegations. It allows for resolution without the formality of a hearing when the issues can be fairly addressed through a streamlined process.

(c)   Formal Hearing. A Formal Hearing is reserved for cases involving serious and contested allegations of unethical conduct that may require a public proceeding to fully address the facts and to restore public confidence in the Town's governance and the integrity of its Public Servants. This process typically involves greater procedural formality and use of public resources.

Sec. 8. Investigation.

(a)   Scope of Investigation. When the Board of Ethics refers a Verified Complaint for investigation, the referral must include the following elements:

(1)   The individual, firm, or agency assigned to conduct the investigation;

(2)   A clear statement of the scope and purpose of the investigation, including the specific issues the Board seeks to have addressed;

(3)   A budget for the investigation;

(4) A timeline for completion, including delivery of the investigator's report or work products. The investigation must be completed within forty-five (45) days, unless the Board of Ethics approves an extension;

(5) The name of the Town staff member or contractor responsible for administering and overseeing the investigation;

(6) Authorization for the Board of Ethics to enter into contracts necessary to carry out the investigation.

(b) Confidential work product investigation report. If requested by the Board of Ethics, the appointed investigator shall prepare a written report. This report is considered a confidential work product and is not subject to public disclosure, as it is an inter-agency advisory or deliberative document prepared for the benefit of the Town Council to assist in decision-making. See Section 24-72-202(6.5), C.R.S.

(c) Subpoena power. The investigator is authorized to issue and serve administrative subpoenas, in a form approved by the Town Attorney, to compel the production of documents or the appearance of witnesses for interviews. A party's failure to comply with a subpoena shall be noted in the investigator's report, and the Board of Ethics may draw reasonable inferences from such failure as it deems appropriate.

(d) After submitting the investigation report, the investigator shall have no further role in the complaint process except to serve as a witness, if called upon.

Sec. 9. Informal administrative review.

(a) Purpose. The Informal Administrative Review process allows the Board of Ethics to consider allegations from a Verified Complaint using an expedited and cost-effective procedure. The process may be modified at the discretion of the Board based on the nature and complexity of the allegations, without formal amendment to this Code of Ethics.

(b) Notice of Hearing. Notice of the Informal Administrative Review hearing shall be provided to both the Respondent and Complainant at least twenty-one (21) days before the scheduled date. The notice will include the date, time, location, and purpose of the hearing.
The Town may also post notice on its official website to inform the public of the upcoming proceeding.

(c) Submission of Materials. The notice will specify the deadline for submission of any supporting documentation, affidavits, or witness statements. Materials submitted after the deadline will not be accepted. The notice shall also inform parties that they may have individuals present at the hearing to respond to questions posed by the Board of Ethics; however, no formal testimony will be scheduled.

(d) Hearing Procedure. At the designated hearing, the Board of Ethics may consider all documentation submitted before the deadline. Board members may ask questions of individuals in attendance. However:

    (1) Formal testimony is not required or scheduled;

    (2) Oral presentations are not expected;

    (3) Cross-examination is not permitted.

(e) **Deliberation and Decision.** After reviewing the materials and any informal responses, the Board of Ethics shall deliberate and determine whether the allegations in the Verified Complaint have been proven by a preponderance of the evidence. A majority vote of the quorum present is required for any decision.

If the Board finds a violation, it may impose one or more of the following penalties, by majority vote of all Board members:

    (1) Oral or written reprimand delivered to the Respondent;

    (2) Public reprimand announced or read during a Town Council meeting;

    (3) Suspension or removal from a Town-appointed committee, board, liaison role, or representative position;

    (4) Restitution or reimbursement of damages to the Town or a harmed party, not to exceed the Respondent's remaining salary or compensation for their term in office;

    (5) A financial penalty equal to twice the amount of any benefit gained through unethical conduct;

    (6) Any other penalty deemed just and appropriate, based on the severity of the violation and any mitigating factors.

Important Limitation: The Board of Ethics may not impose suspension or removal from elected office through the Informal Administrative Review process.

Sec. 10. Formal hearing.

(a) Referral to Formal Hearing. If one or more allegations are not dismissed following the initial review, the Board of Ethics may direct that the matter proceed to a Formal Hearing as outlined in this section.

(b) Appointment of Ethics Prosecutor. Subject to Town Council contract approval, the Board of Ethics may appoint an Ethics Prosecutor, who must be a licensed attorney. The Ethics Prosecutor is authorized to perform all duties under this section and their contract. Once appointed, the Prosecutor's name shall be provided to the Respondent via hand delivery or mail.

(c) Notice of Formal Hearing. A Notice of Formal Hearing will be mailed to the Respondent and the Ethics Prosecutor. The notice shall include:

(1) A summary of the alleged violations;

(2) Notification that the Respondent may be represented by legal counsel or another representative at their own expense;

(3) An invitation for the Respondent to submit a new or updated Answer to the Verified Complaint within 21 calendar days of receiving the Notice. The updated Answer shall be promptly delivered to the Ethics Prosecutor.

(d) Appointment of Hearing Officer or Hearing Body. The Board of Ethics shall appoint one of the following to preside over the Formal Hearing:

(1) A Hearing Officer, or

(2) A Hearing Body, which may consist of:

(i) A three-member panel of the Board of Ethics;

(ii) The full Board of Ethics; or

(iii) An odd-numbered panel of Town residents (not to exceed seven), selected randomly from volunteers. Alternate members may be selected in case of unavailability.

The chairperson of the Hearing Body or the Hearing Officer shall manage pre-hearing matters and preside at the hearing. Their names shall be mailed to the Respondent and the Ethics Prosecutor.

(e) Challenges for Bias or Prejudice. Within seven (7) days of receiving notice of appointments, the Respondent or Complainant may submit a written challenge to any Hearing Officer, Hearing Body member, or the Ethics Prosecutor for alleged bias or prejudice. The Board of Ethics will rule on such challenges and, if warranted, appoint a replacement. Late challenges will not be considered.

(f) Pre-Hearing Procedures

(1) Setting the Hearing Date: The Town Attorney or Board-appointed representative shall coordinate with the parties to schedule a hearing. Notice of the hearing will be mailed to all involved parties. Any rescheduling must be approved by the Hearing Officer or Hearing Body.

(2) Pre-Hearing Statements: At least 21 days before the hearing, each party shall submit a pre-hearing statement including:

(i) Final witness list with a summary of testimony and estimated time for direct examination;

(ii)   Final exhibits; and

(iii)   Any stipulations agreed upon. Evidence not disclosed by the deadline shall be inadmissible unless good cause is shown.

(3)   Pre-Hearing Conference: The chairperson or Hearing Officer may schedule a conference to issue a hearing order and resolve procedural or evidentiary issues.

(4)   Subpoenas: The Hearing Officer or Hearing Body may issue subpoenas to compel witness attendance or evidence production, upon motion with an offer of proof.

(i)   Subpoenas must follow Colorado Rule of Civil Procedure 45 and be served at least 48 hours before the hearing. Proof of service must be shared with all parties.

(ii)   Non-parties may move to quash or modify a subpoena; decisions will be made in consultation with the Town Attorney or assigned legal representative.

(iii)   Subpoenas may be enforced as authorized by law.

(iv)   Witnesses unable to appear may be required to respond to written interrogatories, participate in a deposition, or testify remotely. Costs for remote or alternative testimony shall be paid by the requesting party.

(g)   Conduct of Hearing

(1)   The Hearing shall be conducted in an informal but fair manner.

(i)   The Hearing Officer or Chairperson may administer oaths, rule on evidence, and maintain order.

(ii)   Use of the Colorado Rules of Evidence is at their discretion.

(2)   Hearing Procedure:

(i)   Stipulated evidence is admitted at the beginning.

(ii)   The party with the burden of proof presents first, followed by the opposing party.

(iii)   Rebuttal evidence is allowed.

(iv)   Witnesses may be cross-examined, and all testimony shall be under oath or affirmation.

(v)   The Hearing Officer may limit or direct testimony to ensure relevance and professionalism.

      (vi)   Parties may make closing arguments or submit written briefs with the chairperson's consent.

(h)   Record of Hearing. An official electronic or stenographic record will be made and retained by the Town Clerk for two (2) years. No unofficial recordings shall be recognized.

(i)   Deliberation and Decision. After the hearing, the Hearing Officer or Body will deliberate and determine whether the alleged violations were proven by a preponderance of the evidence.

    (1)   A written decision will be issued, including findings of fact and conclusions based on the Code of Ethics.

    (2)   Only members who were present for the full hearing may participate.

    (3)   Any findings and recommendations must be adopted by a two-thirds majority of the quorum present.

    (4)   The written decision shall be delivered to the Board of Ethics, which will schedule formal acceptance and approval at a public meeting, also by two-thirds vote of a quorum.

Once accepted, a copy of the final findings, conclusions, and order shall be mailed to the Respondent, Complainant, and Ethics Prosecutor.

(j)   Available Penalties. If a violation is found, the Hearing Officer or Body may recommend one or more of the following:

    (1)   Oral or written reprimand (private or public);

    (2)   Removal or suspension from any Town-appointed role;

    (3)   Ineligibility for future Town appointments;

    (4)   Restitution for damages caused by the ethical violation;

    (5)   A penalty equal to double the financial benefit obtained;

    (6)   Any other just and appropriate penalty based on the seriousness of the violation and mitigating factors.

(k)   Suspension or Removal from Office. If suspension or removal from elected or appointed office is recommended, the Board of Ethics must consider the recommendation at a public meeting.

    (1)   The Respondent shall be recused if they are a member of the Town Council.

    (2)   A decision to suspend or remove requires a two-thirds (2/3) vote of all Council members in office at the time of such vote.

(l)   Appeal. Any party may appeal the final decision through Colorado Rule of Civil Procedure 106(a)(4). The date of the final decision is the date it is hand-delivered or mailed by certified mail to the parties.

Sec. 11. Enforcement of ethical violations committed by employees.

The method and manner of enforcing this Code of Ethics for allegations made against Employees shall be at the discretion of the Town Manager, who, under Keystone Charter Section 7.4, holds authority over the supervision, suspension, transfer, and termination of Employees.

In addressing ethical allegations involving Employees, the Town Manager may be guided by the purpose and intent of the enforcement provisions of this Code of Ethics, including its principles, processes, and procedures, to ensure a fair, effective, and transparent outcome that promotes employee accountability and public confidence.

TOWN OF KEYSTONE, COLORADO
STAFF REPORT

TO: Mayor & Town Councilmembers

THROUGH:

FROM: John Crone, Town Manager

DATE: September 23, 2025

SUBJECT: Town Speed Limits

Executive Summary:

The purpose of this workshop is to discuss imposing speed limits on Town roads.

Background:

In becoming a town, Keystone took ownership of all previously county-owned right-of-ways (ROWs). The attached map shows these roads in red. Since our last road discussion, the Town has determined that North Fork Road, Meisel Road, Gondola Road, and Wayback Drive are actually public roads that had private maintenance required instead of being maintained by the County.

Some of the roads are still posted with the County speed limits (Montezuma – 30; Soda Ridge Rd. – 30). The Model Traffic Code, as adopted by the Town, has speed limits for certain types of roads; however, the Town can set its own specific speed limits.

MTC:

(2) Except when a special hazard exists that requires a lower speed, the following speeds shall be

lawful:

(a) Twenty miles per hour on narrow, winding mountain highways or on blind curves;

(b) Twenty-five miles per hour in any business district, as defined in section 42-1-102(11);

(c) Thirty miles per hour in any residence district, as defined in section 42-1-102(80);

(d) Forty miles per hour on open mountain highways;

Next Steps:

Staff would like guidance on recommended speeds for each of the Town-owned roads. Staff will then draft an ordinance setting such speed limits.

TOWN OF KEYSTONE, COLORADO
STAFF REPORT

TO: Mayor & Town Councilmembers

THROUGH:

FROM: John Crone, Town Manager

DATE: September 23, 2025

SUBJECT: Bear-Proof refuse Container

Executive Summary:

The purpose of this work session item is to discuss amending the Town's bear-proof refuse containers.

Background:

On March 11, 2025, Town Council passed an ordinance requiring most residents to have bear-proof refuse containers. This ordinance goes into effect in August 2025 for individuals and August 2026 for dumpster enclosures.

The Town was just awarded a $40,000 grant to help pay for the new equipment that may be required by individuals and businesses in order to comply with the ordinance.

Summit County recently ran a grant program that gave up to $400 to residents who upgrade their trash bin or $600 for trash enclosures, and up to $3,000 toward commercial dumpster or garbage enclosure upgrades.

Dumpster enclosures are required by August 2026. Most enclosures are already wildlife-proof or can be readily changed. Costs for a new enclosure, including design, can top $60,000. There are several hundred dumpsters located throughout Keystone.

The ordinance as adopted does allow for the Town Manager to grant exemptions for commercial dumpsters that cannot build enclosures. This exemption allows businesses to use a bear-proof dumpster if it is impossible to build an enclosure.

After discussions with CPW, staff is recommending that we make two changes to the ordinance.

The first change is in Section 3 – Definitions. The current definition for wildlife-proof refuse containers reads: 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 ($^1/_2$"). 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.

Staff recommends that the definition be changed to allow for containers approved by the Interagency Grizzly Bear Committee and remove the consideration of non-certified containers. The new definition would read: 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, Interagency Grizzly Bear Committee, 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.

The second recommended change is in Section 5(B), which allows for exemptions to the requirement for dumpster enclosures. The proposed change would allow any establishment (not just commercial), to meet the requirements of the ordinance by using a certified dumpster. The proposed change would read: B. ~~If a commercial~~ An establishment ~~cannot construct a dumpster enclosure, it~~ may petition the Town Manager to allow the use of a wildlife-proof refuse container as an alternative.

Next Steps:

If the Council approves of these changes, staff will draft an ordinance implementing the proposed changes..

TOWN OF KEYSTONE
ORDINANCE NO. 2025-O-06

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF KEYSTONE, COLORADO, REGARDING WILDLIFE-PROOF REFUSE CONATAINERS AND THE FEEDING OF WILDLIFE

WHEREAS, the Town of Keystone, Colorado ("Town") is a home rule municipality, duly organized and existing under the laws of the state of Colorado; and

WHEREAS, the Town of Keystone Town Charter article 2.9 grants the Keystone Town Council the right to exercise all legislative powers and functions of municipal government; and

WHEREAS, the Town of Keystone Town Council finds that it is important that we take steps necessary to minimize interactions between the wildlife and our citizens; and

WHEREAS, the Town of Keystone Town Council has found that one of the most important things that the Town can do is to limit the ability of wildlife to feed on our refuse; and

WHEREAS, the Town Council has determined that it is in the best interest of the health, safety, and welfare of the Town and its citizens adopt an ordinance to regulate wildlife-proof refuse containers and the feeding of wildlife.

NOW THEREFORE, BE IT ORDAINED by the Town Council of the Town of Keystone, Colorado, as follows:

Section 1.   The Town Council adopts the items in attached Exhibit A as the Town's ordinance regarding dumpster enclosures, wildlife-proof refuse containers, and the feeding of wildlife operating within the town limits of the Town of Keystone.

Section 2.   Should any one or more sections or provisions of this Ordinance or of the Code provisions enacted hereby be judicially determined invalid or unenforceable, such judgment shall not affect, impair or invalidate the remaining provisions of this Ordinance or of such Code provision, the intention being that the various sections and provisions are severable.

Section 3.   Any and all Ordinances or Codes or parts thereof in conflict or inconsistent herewith are, to the extent of such conflict or inconsistency, hereby repealed; provided, however, that the repeal of any such Ordinance or Code or part thereof shall not revive any other section or part of any Ordinance or Code provision heretofore repealed or superseded.

Section 4.   Codification. This ordinance may be codified and numbered for purposes of codification without the need for further approval by the Town Council.

Section 5.   Effective Date. After adoption by the Town Council, this ordinance shall take effect on August 15, 2025.

INTRODUCED, READ AND PASSED AS AN ORDINANCE, ON FIRST READING, AND SCHEDULED FOR PUBLIC HEARING ON MARCH 11, 2025, AT A REGULAR MEETING OF THE TOWN COUNCIL OF THE TOWN OF KEYSTONE, COLORADO, THIS

11th DAY OF FEBRUARY, 2025.

_____
Kenneth D. Riley, Mayor

ATTEST:

_____
Town Clerk

APPROVED AS TO FORM:

_____
Town Attorney

READ, PASSED AND ADOPTED WITH A ROLL CALL VOTE OF ___ IN FAVOR AND ___ OPPOSED ON SECOND READING, AT A REGULAR MEETING OF THE TOWN COUNCIL OF THE TOWN OF KEYSTONE, COLORADO, THIS _____ DAY OF _____, 2025.

_____
Kenneth D. Riley, Mayor

ATTEST:

_____
Town Clerk

APPROVED AS TO FORM:

_____
Town Attorney

<u>**Exhibit A**</u>
Town of Keystone Wildlife-Proof Refuse Container Ordinance

<u>Section 1</u>. – Title.

This ordinance shall be known as the *WILDLIFE-PROOF REFUSE CONTAINER ORDINANCE*.

<u>Section 2</u>. - Purpose.

The purpose of this Ordinance is to require wildlife-proof enclosures and/or wildlife-proof containers for all refuse that might be considered a wildlife attractant in order to protect the property, health, welfare, peace or safety of its citizens, inhabitants and visitors.

<u>Section 3</u>. - Definitions.

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: A single refuse container that is greater than 1 cubic yard in volume. This excludes wildlife-proof containers that hold multiple containers smaller than one cubic yard.

DUMPSTER ENCLOSURE: A fully enclosed structure consisting of four (4) sides, a roof, and a secure door or cover, which shall have 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.

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, Interagency Grizzly Bear Committee, 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 ($1/2$"). 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.

Section 4. – Residential Refuse Disposal

A.   All residential containers that receive refuse that may be considered an attractant 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 a wildlife-proof dumpster

enclosure for all refuse. The enclosure shall be kept closed in a secure manner except when refuse is being deposited.

   E. Multi-family housing developments and other types of clustered residential housing, utilizing centralized refuse containers that cannot construct a dumpster enclosure may petition the Town Manager to allow the use of a wildlife-proof refuse container as an alternative.

   F. Multi-family housing developments and other types of clustered residential housing may use wildlife-proof refuse containers that are smaller than one cubic yard in volume for day-to-day public use in addition to the required enclosure.

Section 5. – Commercial Refuse Disposal:

   A. All refuse containers receiving refuse from commercial establishments and restaurants shall be secured in a dumpster enclosure.

   B. ~~If a commercial~~ An establishment ~~cannot construct a dumpster enclosure, it~~ may petition the Town Manager to allow the use of a wildlife-proof refuse container as an alternative.

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

   D. Commercial establishments may use wildlife-proof refuse containers that are smaller than one cubic yard in volume for day-to-day public use in addition to the required enclosure.

Section 6. – 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.

Section 7. – 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.

Section 8. – 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 ordinance shall keep all doors closed and latched at all times when the enclosure is not being actively accessed.

Section 9. - 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.

Section 10. – Feeding of Wildlife:

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.

Section 11. - 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.

Section 12. - 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.

Section 13. – 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 an

administrative 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 to be set by resolution of the Town Council for a first offense.

      2.   A fine to be set by resolution of the Town Council for a second offense.

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

Section 14. – 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.

Section 15. – Compliance Required and Time Period:

Any container required by this Chapter shall be brought into conformity with the provision of this Chapter by August 15, 2025.

Any enclosure required by this Chapter shall be brought into conformity with the provision of this Chapter by August 15, 2026. ~~Upon application to the Town Manager, 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. If a party cannot provide an enclosure by the date required, it must provide a wildlife-proof container within the timeframe herein.~~