



Keystone Town Council Work Session Agenda

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

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

- I. CALL TO ORDER, ROLL CALL**
- II. PUBLIC COMMENT PERIOD**
- III. DISCUSSION OF HOUSING NEEDS ASSESSMENT**
- IV. SE GROUP – COMMUNITY ENGAGEMENT SUMMARY REPORT**
- V. DISCUSSION OF ELECTION POLICY**
- VI. DISCUSSION OF SKID STEER PURCHASE**
- VII. DISCUSSION OF FINANCIALS**
- VIII. DISCUSSION OF BUDGET**
- IX. DISCUSSION OF MANAGER/COUNCIL ISSUES**
- X. ADJOURNMENT**

HOUSING STRATEGY UPDATE

Keystone Town Council
October 28, 2025



Economic & Planning Systems, Inc.
The Economics of Land Use

730 17th Street, Suite 630 ■ Denver, CO 80202
303.623.3557 ■ www.epsys.com

OVERVIEW

- What is the housing need/demand:
 - Inside the Keystone Resort PUD (Vail Resorts)
 - Rest of Town excluding the PUD
- Strategy areas
 - ~~ADU program~~: no longer recommended
 - Livability: housing diversity and community elements
 - Buydown/deed restriction incentive program: what is the target pricing?
 - P3 opportunities and approaches
- Supplemental analysis: Wages and AMI (income levels)

HOUSING NEED

APPROACH

- Vail Resorts (VR) is largely responsible for managing its housing impacts and needs within the Keystone Resort PUD
- Town's focus may be other needs not addressed by the PUD requirements

- Analysis:

Total jobs in Keystone

– Minus jobs inside the PUD^[1]

= Jobs in “Rest of Keystone”

Jobs in “Rest of Keystone”

↳ Convert to employees

↳ Employees who prefer to live in Keystone^[2]

↳ Convert to income levels

^[1] Source: VR annual memo

^[2] Source: Summit County 2019 Housing Needs Assessment Survey

JOBS DATA

- EPS used jobs estimates, not FTEs
 - Longitudinal Employer–Household Dynamics (LEHD) data from the U.S. Census Bureau
 - LEHD uses a consistent statistical methodology, but may have geographic error (paycheck locations may not reflect actual place of work)
- VR memo converts jobs to Full Time Equivalents (FTEs)
 - Data is estimated in many cases: employment generation rates rather than direct employer records
- Jobs from LEHD are reported by place of work
 - Jobs in Keystone are filled by both people (employees) living in Keystone (~7%) and people (employees) who commute in (~93%)
 - Jobs are the more direct comparison
 - Jobs data is not published for FTEs
 - Assumptions are required to convert jobs to FTEs

JOBS VS. EMPLOYEES

- Jobs are headcounts
 - 1 part time job = 1 job
 - 1 full time job = 1 job
- Jobs are held by **employees** who may hold more than one job (common in mountain towns)
- One employee may have:
 - 1 full-time year-round job = 1 job in data
 - 1 job in winter, 1 job in summer = 2 jobs in data
 - 1 full-time and 1 part-time job, etc. = 2 jobs in data
- On average, employees in Summit County have 1.6 jobs
 - Source: 2019 Summit County Housing Needs Assessment (HNA) Survey
 - 2023 HNA did not ask this
- Seasonal employees are not always new people (see above)

JOB ESTIMATES

- **2,300 jobs** in all of Keystone
 - Longitudinal Employer–Household Dynamics (LEHD) data from US Census and Bureau of Labor Statistics
 - One of few sources for small area job estimates
- **Approximately 1,160 jobs** are in the PUD (about ½)
 - Estimated from Vail Resorts memo
 - EPS did not include 14 jobs from single family home job generation rates
- **Rest of Keystone: 1,171 jobs**
 - 1,176 jobs / 1.6 jobs per employee = **732 employees**

Description	Avg. Annual Jobs	Notes
Keystone Resort PUD		
Keystone Resort	748	
Keystone Neighbourhood Company	<u>22</u>	
Subtotal	770	Full time + part time
Other Tenants/Businesses		
Survey Responses	89	
Estimated with jobs per sq. ft. rates	<u>102</u>	
Subtotal	191	Full time + part time
Third Party Property Management	199	Full time + part time
PUD Total	1,160	Vail Resorts' Analysis
Keystone CDP	2,331	LEHD data (BLS & Census)
Other Keystone not in PUD	1,171	Subtracted
Jobs per employee	1.6	2019 Summit County HNA
Employees	732	

Source: Economic & Planning Systems

WHERE DO PEOPLE WANT TO LIVE?

- (Calculations on next slide)
- 2019 HNA Survey reported 12% want to live in “Snake River Basin”
 - Most prefer 10-Mile and Lower Blue River Basins
 - $732 \times 12\% = 88$ employees and housing units needed in Keystone
 - Snake River Basin includes areas like Summit Cove, a desirable area for locals
- Survey responses reflect housing types/supply that exist at that time
 - If more or better housing options are available, maybe more people would choose the Snake River Basin
- **Round to 100 to 200 homes needed in Keystone today**
 - Current inventory may meet workforce needs and preferences

HOUSING DEMAND CALCULATIONS

Description	Factor	Calculation/ Estimate	Unit of Measure	Notes
Jobs Outside Keystone Resort PUD		1,171	jobs	
Jobs per employee		1.60		2019 Summit County HNA Survey
Employees		732	employees	
Preference to live in Snake River Basin	12%	88	employee-households	2019 Summit County HNA Survey
Rounded		100	housing units	Assumes 1:1 relationship between employee and housing units since this is estimating housing demand from people who work in Keystone
Enhanced demand assuming more housing availability	2 X	200	housing units	Survey preferences reflect current conditions and lack of housing options

Source: Economic & Planning Systems

COMPARISON OF HOUSING NEED ESTIMATES

Study	Area	Time	Rental	Owner	Total Units
2023 SCHA (Root Policy)	Countywide/ Regional	5 years	1,261	1,506	2,767
2023 SCHA (Root Policy)	Keystone	5 years	199	66	265
2019 SCHA (EPS)	Snake River Basin	Current (2019)	n/a	n/a	285
2025 Keystone, Outside PUD	Outside PUD	Current	n/a	n/a	100-200
Range					100-285

WORKFORCE HOUSING INVENTORY

- Dorm-style: 1,265 beds
- Year-round: 322 dwelling units
- Compared to current need of:
 - 100–200 units (this analysis)
 - 265–285 (previous Regional HNAs)
- Current inventory may meet workforce needs and preferences

Property	Seasonal Availability	Unit Mix	Year Built	Beds
Seasonal Employee Housing				
Wintergreen	Winter & Summer	Dorm-style, single and double occupancy rooms	2020	144
Tenderfoot	Winter & Summer	Dorm-style, single and double occupancy rooms	2000	460
Sunrise I and III	Winter & Summer	Dorm-style, double occupancy rooms	1987	373
Sagebrush ^[1]	Winter Only	Dorm-style, double occupancy rooms	1977	<u>288</u>
Total				1,265

Source: Town of Keystone; Summit Combined Housing Authority; Vail Resorts; Economic & Planning Systems

^[1] Sagebrush is located just outside of Town of Keystone boundaries

Property	Restriction Type ^[1]	Unit Mix	Year Built	Units
Ownership				
West Hills	90-130% AMI; local workforce	2-BR, 3-BR; duplex, triplex, condos	2019	66
Hidden River Lodge	Local workforce	1-BR, 2-BR, 3-BR condos	1999	16
Other ownership units				<u>9</u>
Subtotal				91
Rental				
Wintergreen (LIHTC)	30 & 60% AMI; local workforce	Studio, 1-BR, 2-BR, 3-BR	2024	47
Wintergreen (100% AMI Rental)	100% AMI; local workforce	1-BR, 2-BR, 3-BR	2019	120
Sunrise II	Vail Resorts employees	1-BR, 2-BR, 3-BR	1994	56
Other rental units				<u>8</u>
Subtotal				231
Total				322

Source: Town of Keystone; Summit Combined Housing Authority; Vail Resorts; Economic & Planning Systems

^[1] Local workforce requirements: Must work 30+ hours per week in Summit County

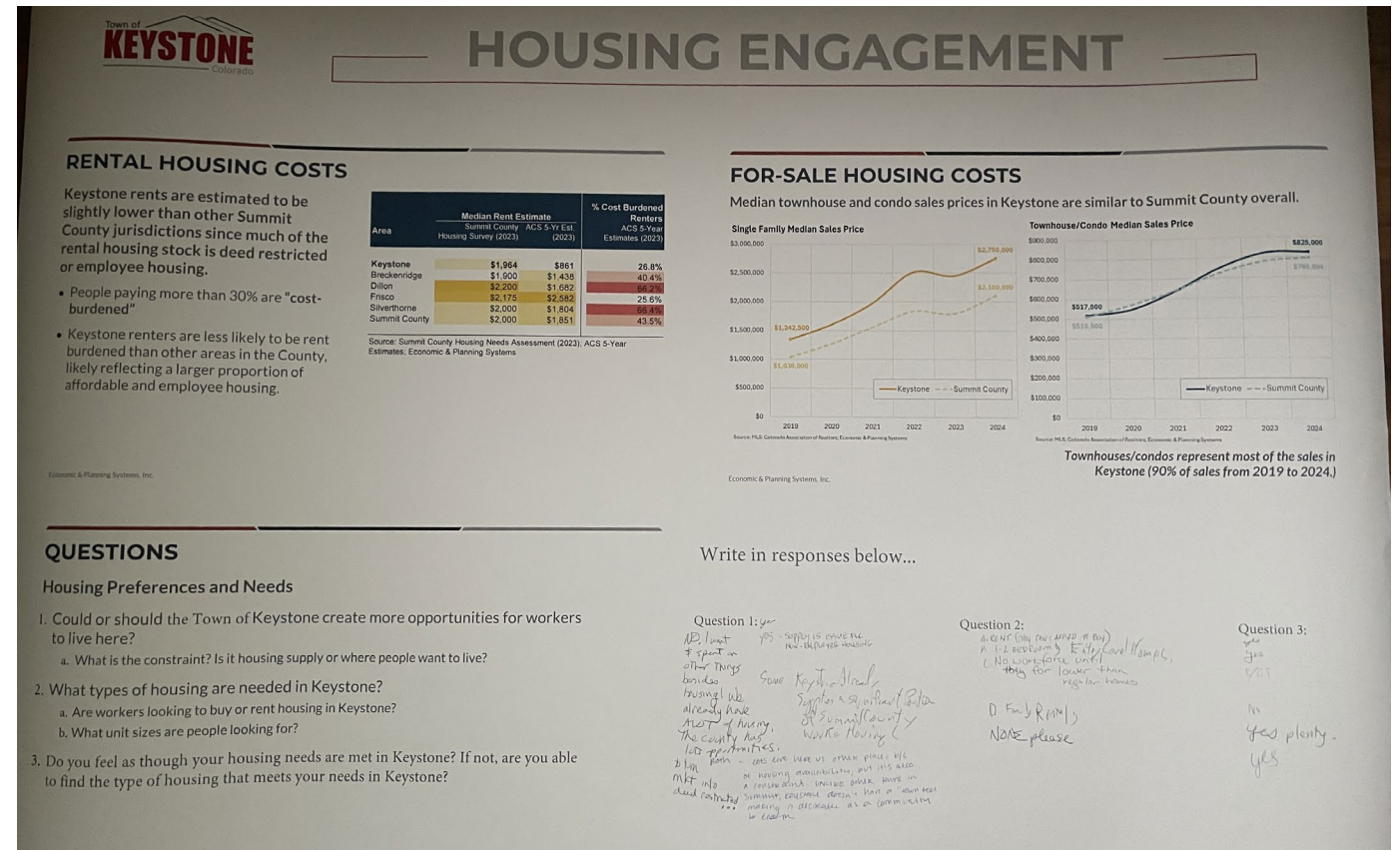
CONCLUSIONS

- Keystone may have enough seasonal and year-round housing to meet local workforce needs
 - ~300 units of year-round workforce housing
 - ~1,300 beds of dorm-style housing
 - Need outside PUD estimated at 100–200 units
- Data limitations make it difficult to precisely segment housing needs inside vs. outside Keystone Resort PUD
- The best housing strategies for Keystone may be:
 - Broadening the types of affordable/workforce housing available (besides dorms and apartments)
 - Improve the quality of housing
 - Attract and retain year-round long-term residents
- Keystone can still have a role in addressing regional needs

STRATEGIES

ENGAGEMENT FINDINGS

- Make Keystone more livable, attractive to full-time residents
- Not enough of a “Town Feel”
- Create more types of housing besides employee housing/dorms and affordable rentals



STRATEGIES

- Housing diversity
 - Increase the types of housing available to residents
 - Broaden beyond employee housing and apartments
 - Create more home ownership opportunities
- More opportunities for full-time residents
 - “People create neighborhood character, not buildings”
- How?
 - Buy-down and deed restriction incentive program
 - Purchase deed restrictions on homes
 - Development
 - P3 with Town-owned property (potential land acquisition around Keystone Center)
 - Outside of Town-owned land, little ability to influence the market
 - Town is largely built out

DEED RESTRICTION INCENTIVES (BUY DOWN)

TWO TYPES OF BUY-DOWN PROGRAMS

- Buy an entire unit or building
 - Cheaper to preserve existing affordable housing than to develop new
 - Acquire at market rate or best price you can negotiate
 - Place a deed restriction to ensure permanent affordability
 - Re-sell or rent at an affordable price
- Purchase a permanent deed restriction
 - “Deed Restriction Incentive Program” (e.g. “Housing Helps”, “Good Deeds”, “Vail InDeed”)
 - Price-capped deed restriction: pay 15–25% of market value; ~3% appreciation cap
 - No price cap (residency and employment): 5–15% of market value
 - Typically, no income limit. Residency and employment requirements naturally cap the market.
 - Helps current residents stay in their home, and preserves housing long-term
 - Incremental “long game”

PROGRAM AND FUNDING

- A program could preserve 8–16 deed restricted homes each year
- Will add up to a significant amount of housing over time
- Program likely serves above 150% AMI
 - Affordability limited by initial purchase price
 - Town could further buy-down resale price
- Creates ownership opportunities and preserves a more diverse mix of housing

Description	Calculation Factors	Amount
Acquisition Price		
Condominium or Townhome Median Price		\$825,000
Target 25% below median or less	25%	\$618,750
Cost for No Price Cap Deed Restriction	10% of mkt. val.	\$61,875
Cost for Price Capped Deed Restriction	20% of mkt. val.	\$123,750
Annual Program		
Annual Funding		\$1,000,000
Acquisitions: no price cap	\$61,875 per home	16
Acquisitions: with price cap	\$123,750 per home	8

Source: Economic & Planning Systems

P3 APPROACHES

P3 PROCESS

- Land is the biggest asset Town can contribute to housing
- Identify property(ies)
 - Potential acquisition of Town Hall property
 - Other surplus land?
- Initial due diligence
 - Utilities and capacity
 - Access
 - Rough estimate of how much development
 - Conceptual site plan
- Request for Qualifications or Proposal (RFQ/P)
 - Town can identify project goals: for-sale, rental, income targets, amenities, etc.
 - Select a development partner to negotiate with

QUESTIONS AND DISCUSSION

SUPPLEMENTAL – AMI ANALYSIS

CONVERT WAGES TO HOUSEHOLD INCOME

- At what income level is housing needed for workers?
- Wages are not household income
 - Multiple earners complicate things
 - In what industry does the second worker work? How much do they make?
- Let's keep it simple
 - 1-person household earns the average wage in an industry
 - 2-person household works in the same industry at the same wage (multiply by 2.0)
- Wage and AMI data on next slide

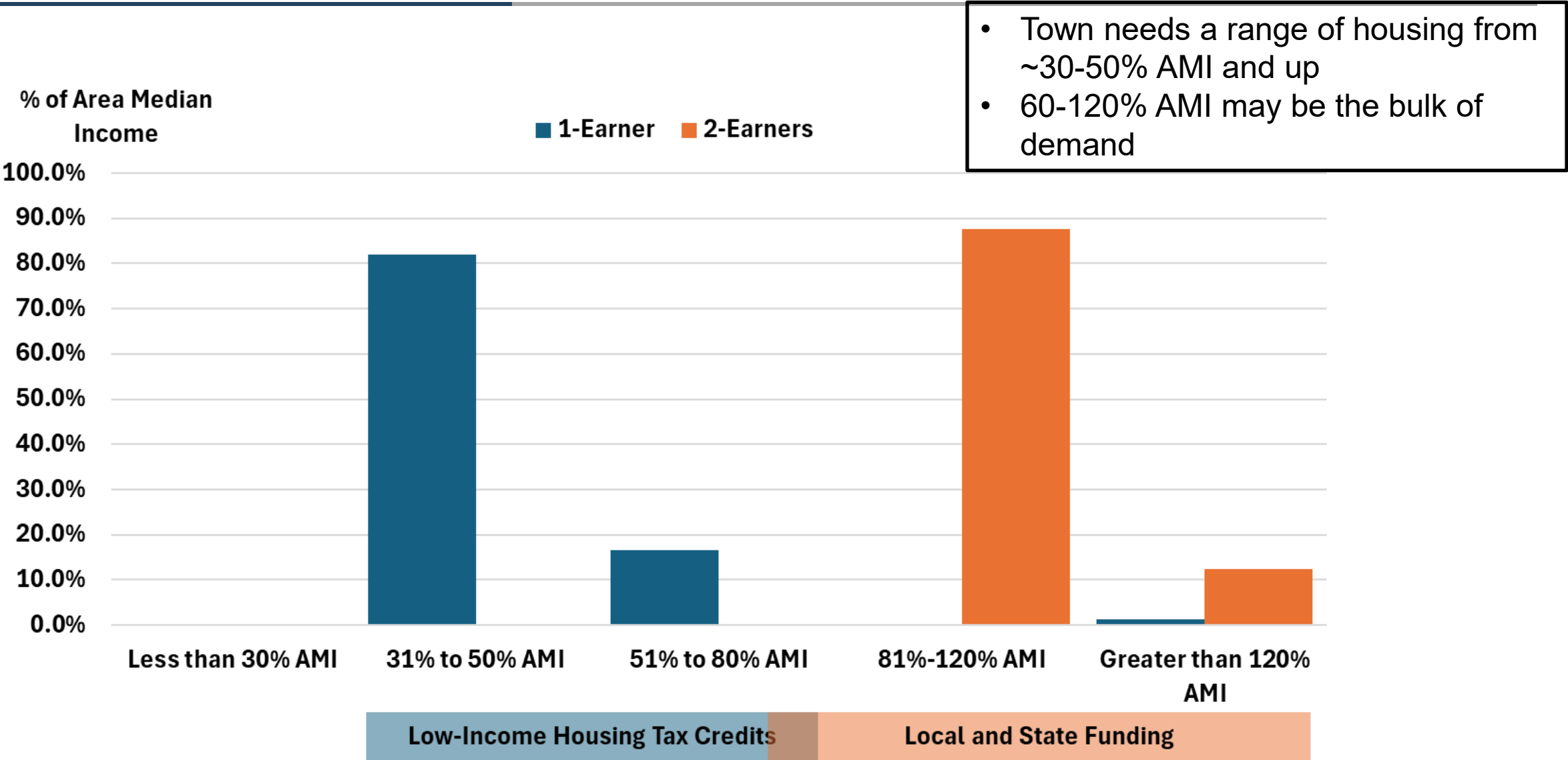
KEYSTONE JOBS BY INDUSTRY, AVG. WAGE, AND AMI

Industry	Jobs	% of Total	1-Earner		2-Earners	
			Avg. Wage (Household Income)	% of AMI (1-person)	Household Income	% of AMI (2-person)
			100% of AMI: \$85,300		100% of AMI: \$88,700	
Agriculture	0	0.0%	\$39,411	46%	\$78,821	89%
Mining	0	0.0%	57,728	68%	\$115,455	130%
Utilities	0	0.0%	129,344	152%	\$258,688	292%
Construction	1	0.0%	76,739	90%	\$153,478	173%
Manufacturing	0	0.0%	50,629	59%	\$101,259	114%
Wholesale Trade	11	0.5%	113,085	133%	\$226,170	255%
Retail Trade	37	1.6%	43,051	50%	\$86,102	97%
Transportation and Warehousing	0	0.0%	60,390	71%	\$120,781	136%
Information	1	0.0%	93,286	109%	\$186,572	210%
Finance and Insurance	4	0.2%	105,367	124%	\$210,735	238%
Real Estate	252	10.8%	63,241	74%	\$126,482	143%
Professional Services	12	0.5%	104,481	122%	\$208,962	236%
Management	7	0.3%	194,695	228%	\$389,390	439%
Administrative and Waste Services	27	1.2%	52,182	61%	\$104,365	118%
Education	0	0.0%	62,308	73%	\$124,615	140%
Health Care	0	0.0%	73,989	87%	\$147,978	167%
Arts, Entertainment, and Recreation	0	0.0%	35,574	42%	\$71,147	80%
Accommodation and Food Services	1,947	83.5%	42,618	50%	\$85,236	96%
Other (ex. Public Admin.)	32	1.4%	48,447	57%	\$96,895	109%
Public Administration	0	0.0%	76,667	90%	\$153,334	173%
Unclassified	0	0.0%	---	---	---	---
Total - All Industries	2,331	100.0%	\$56,107	66%	\$112,215	127%

Source: Economic & Planning Systems

Income Range	% Jobs 1-Earner	% Jobs 2-Earners
Less than 30% AMI	0.0%	0.0%
31% to 50% AMI	83.5%	0.0%
51% to 80% AMI	14.9%	0.0%
81%-120% AMI	0.1%	87.6%
Greater than 120% AMI	<u>1.5%</u>	<u>12.4%</u>
Total	100.0%	100.0%
Household Size for AMI	1.0	2.0
Source: Economic & Planning Systems		

HOUSING UNITS BY AMI



HOUSING UNITS BY AMI

- What you can build depends on what you can fund or finance
- Lower AMI units require a larger subsidy (gap financing)
- Federal Low-Income Housing Tax Credit Program (LIHTC)
 - Essentially the only federal funding source for housing development
 - Highly competitive
 - 30–80% AMI, must average 60% AMI typically
- Above 80% of AMI requires local funding
- Colorado Prop. 123
 - Rental income limit: 60% AMI
 - For-sale income limit: 100% AMI
 - Rural Resort Petition may allow higher AMIs



Memorandum

To: Lindsay Hirsch, Community Development Director, Town of Keystone

From: Brian Duffany, Principal, Economic & Planning Systems

Subject: Questions on Draft Housing Needs Assessment
EPS #243102

Date: October 17, 2025

This memorandum summarizes questions from City Councilmembers on the Draft Housing Needs Assessment (HNA) dated September 5, 2025. This memorandum strives to combine similar questions to avoid redundancy and for brevity. Questions are also anonymized. This memorandum does not address things like table corrections or general editing for clarification that will be addressed in the revised Report.

Jobs and Commuting Data

Page 12 Figure 6. The chart would seem to indicate that the peak seasonal housing is 513 employees (Winter seasonal minus spring Summer Seasonal). We know that VR has over 800 Seasonal employees.

The presentation scheduled for October 28 will address this question in more detail.

The Vail Resorts (VR) data is not directly comparable to published data sources, and the VR and data used in the report both have their own weaknesses. Many of VRs numbers are estimated indirectly from building square footage and employee per square foot factors. The published data used by EPS is from the Longitudinal Household-Employer Dynamics (LEHD) data published by the US Census and Bureau of Labor Statistics (BLS). The LEHD data may underestimate seasonal jobs. We compared the VR seasonal estimates for the PUD with other data for the Town as a whole but there were too many inconsistencies for the information to be used for analysis.

It is important to distinguish between jobs and employees. Jobs are headcounts, and a full-time job and a part-time job are each reflected in the LEHD data as one job each. Employees are people who hold jobs. So, an employee who holds one job in the winter and one job in the summer counts as two jobs in the employment data. Fluctuations in seasonal job counts do not translate 1:1 to increases or decreases in people.

Second, the LEHD data (and all published jobs data sources) report jobs, not Full-Time Equivalents (FTEs) as used in the VR analysis. Several assumptions are required to convert jobs to FTEs, resulting in more potential inaccuracies.

The report lists employment by industry including “Administrative and Waste Services”. Can you better define what jobs are included under “Administrative and Waste Services”? They seem like unrelated categories.

This is poor labeling on our part. This is an abbreviation for Administrative and Support and Waste Management and Remediation Services, #56 under the North American Industrial Classification System (NAICS). From the Census website:

“The Administrative and Support and Waste Management and Remediation Services sector comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.”

Services like property management are included in this sector and are a large part of the economies in resort areas (NAICS 5612 Facilities Support Services, and NAICS 5617 Services to Buildings and Dwellings).

Is there a possibility that some categories were misrepresented (e.g., the increase in manufacturing offsetting a decrease in construction)?

The Bureau of Labor Statistics has thorough processes to verify and continually update business classifications. The jobs data are based on information collected through the unemployment insurance program.

The report states: “Keystone’s economy is heavily dependent on Keystone Resort, indicated by the seasonality of employment in the Town.” In the seasonal employment graphs, do the employee counts include only jobs physically located in Keystone, or do they also capture Keystone residents who commute to jobs in Breckenridge (e.g., Wintergreen residents)? Likewise, do they include people who live outside Keystone (e.g., Summit Cove) but work in Keystone?

Jobs data are reported on the place of work for that job. So, the jobs data in this report reflect jobs located in Keystone. In small areas, there can sometimes be discrepancies between the paycheck address and the physical location of the job. These jobs are filled by people (employees) who live in Keystone (about 7%) and people who commute in from other areas (about 93%).

Demographics/Census Data

The report states: In 2023, 79.2 percent of households in Keystone are renter households compared to 30.8 percent in the county. Does “renter occupied” differentiate between long- and short-term renters; what is the cutoff (e.g., 30 days)?

The Census uses the concept of “usual residence”, which is defined as where a person lives and sleeps most of the time. This definition makes the distinction between visitors renting a unit short term and a long-term rental.

How is a unit classified if it is rented long-term part of the year and used as an STR the remainder?

Units that are primarily rented short-term should be classified as “vacant for occasional or seasonal use” (i.e. second homes). However, if a person is renting for 6-months, for example, and happens to be home when the Census form is delivered, that renter may report that housing unit as their usual residence. There are margins of error in the estimates of full-time residents and renters in places with large vacation rental markets.

Why is there such a difference in tenure between Keystone and Summit County: 79% renters in Keystone vs 31% countywide?

As a purpose built ski area base portal, Keystone’s housing stock is concentrated in two main types of housing: vacation homes and short-term rentals and rental affordable housing. Tenure is calculated on occupied housing units (renters divided by total occupied units). Most of the vacation homes are classified as “vacant for seasonal, occasional, or recreational use” by the Census; i.e. they are not occupied by full time residents. The rental affordable housing has a large influence on the tenure split in Keystone. Summit County as a whole has a much broader range of housing types and neighborhoods that have produced more housing ownership opportunities.

Why is household income so much lower in Keystone (\$51,000) compared to Summit County (\$106,000). Is it skewed by seasonal workers?

The median household income may be influenced by seasonal workers as indicated in the raw data from the Census. They estimate 231 households in the \$50,000-\$59,999 annual income range as shown below, with a margin of error of plus or minus 192 households. An issue with smaller area demographic estimates like this is that there can be a large margin of error. A private/commercial demographic data provider, ESRI, estimates that the median household income in Keystone is about \$100,000 per year which is similar to Summit County.

Household Income in the Past 12 Months (in 2023 Inflation-Adjusted Dollars)		
Label	Estimate	Margin of Error
Total:	621	±232
Less than \$10,000	4	±7
\$10,000 to \$14,999	47	±47
\$15,000 to \$19,999	0	±13
\$20,000 to \$24,999	99	±121
\$25,000 to \$29,999	0	±13
\$30,000 to \$34,999	0	±13
\$35,000 to \$39,999	0	±13
\$40,000 to \$44,999	34	±44
\$45,000 to \$49,999	0	±13
\$50,000 to \$59,999	231	±192
\$60,000 to \$74,999	17	±32
\$75,000 to \$99,999	20	±32
\$100,000 to \$124,999	67	±66
\$125,000 to \$149,999	0	±13
\$150,000 to \$199,999	50	±47
\$200,000 or more	52	±52

Housing Stock and Rental Rates

The report states: “There are nearly 2,000 active short-term rentals (STRs) in Keystone which comprise around 54% of the total housing stock.” How does Keystone’s STR share compare with other towns in Summit County, Colorado, or nationally?

Keystone will be on the high end of the percentage of the housing stock used as short-term rentals. Keystone was originally developed as a purposed built resort base area designed to supply high occupancy turnover beds (HOT beds) to support the ski area. In an urban/suburban community, this percentage will be in the low single digit range. Our scope of work does not include additional research on the number of STRs in other communities, although these data are available.

The report notes: “Out of over 800 total affordable units in Keystone, approximately 500 are rental units intended for resort employees... 62.2% of total affordable units are employee housing.” Are nearly all of these employee units reserved only for Vail Resorts employees?

As shown in our updated slides, there are an estimated 1,265 beds for seasonal Vail Resorts employees. Since this seasonal housing is dormitory-style, it makes more sense to count beds instead of units. Additionally, according to Vail Resorts’ 2022 annual housing report, there are an additional 56 units at the Sunrise II property “made available for long-term (not seasonal) rent to supervisors and managers of the resort”. In addition to units reserved for Vail Resorts employees we estimate an additional 91 deed restricted ownership units and 175 rental units (excluding the 56 units at Sunrise II) reserved for anyone working 30+ hours in Summit County (some of these units have income limits at varying AMI levels).

At Hidden River Lodge, can deed-restricted ownership units be rented out by owners? Are there occupancy requirements?

Owners can rent out their unit or rooms to qualified tenants upon approval but no short term rentals are allowed. More information on Hidden River Lodge’s deed restrictions can be found here: <https://www.summithousing.us/homeownership-3/neighborhoods/snake-river-basin/hidden-river-lodge/>

“Based on the Village at Wintergreen’s website, 2-bedroom units are currently leasing for \$2,800 and up.” My understanding is these units are \$2,800 plus utilities and parking bringing the total to over \$3k. What income would be required for this total cost to remain under 30% of income? How does that compare to Keystone’s median income?

- $(\$3,000 \text{ per month} / 0.30) \times 12 = \$120,000$ annual household income
- AMI definitions vary by household size. For a 2-person household, that is about 113% of AMI. For a 3-person household, that is about 100% of AMI (Summit County 2025 AMI definitions).
- The median household income reported by the Census is about \$51,000 per year. We suspect this figure may be low and skewed by Census responses from people living in employee and other affordable housing. However, we have no way of verifying that claim.
- Based on ESRI estimates, the 2025 median household income in the Keystone CDP is \$101,947 compared to \$112,776 in Summit County.

If local incomes are far below this threshold, should these still be included as “affordable” in the HNA? If local income medians cannot support this pricing who is the target of Wintergreen?

- 120 units at the Village of Wintergreen are reserved for individuals working 30+ hours in Summit County but are not income-restricted. We included these units in the inventory because there is a real risk that market rate apartments without deed restrictions will be rented as weekend “crash pads” by Front Range residents.
- Rents on these 120 units are capped to an average rental rate of 100 percent Area Median Income (AMI). This means some units can rent for more as long as the average is 100% of AMI. For projects receiving local funding through SCHAs, the 2025 maximum rents at 100% of AMI are \$2,992.
- There are another 47 apartments in Wintergreen financed using Low Income Housing Tax Credits and are therefore restricted to a maximum of 60% of AMI (\$1,795 for a 2-bedroom unit). Rents vary according to the AMI limits for the units.
- The Wintergreen development is trying to serve the local and broader Summit County market. Like any real estate development project, it has to balance the rent levels needed to make the project feasible with development costs.

The report says: “Rental rates in Keystone are typically lower than other areas of Summit County...average rents for a 1-bedroom unit in Keystone are generally in the \$2,400 to \$2,500 range, while 2-bedroom units range from around \$2,700 to \$3,000.” Do these rental market numbers include employer-subsidized housing?

These data are from Zillow as of June 2025 and includes a small sample size of market rate rental listings. The data does not include employee housing.

Unlike for-sale housing, there is no consistently collected and reported data on the rental market in Summit County or in many small areas without a large inventory of multifamily properties. Zillow data reflects rental listings posted to the platform by owners, brokers, and property managers. The data does not include Vail Resorts’ seasonal employer housing in Keystone.

Housing Needs and Strategies

The recommendations section states: “The Town may consider adopting an inclusionary housing ordinance and/or a housing linkage policy... Keystone could also consider a ballot initiative to increase lodging tax or a specific tax on short-term rentals.” Beyond funding/tax measures, what other strategies are envisioned to make Keystone more livable for full-time residents?

We are no longer considering market driven policies like inclusionary housing or affordable housing impact (linkage) fees. There is redundancy with the requirements in the PUD for affordable housing mitigation.

In the October 28 presentation we will discuss the limited options identified for expanding resident-occupied housing. These include purchasing deed restrictions and developing Town-owned property. The Comprehensive Plan should address broader land use and community amenity strategies to make Keystone more livable. Housing is an important component of quality of life as well.

The report explains: “AMI metrics reflect household income in the county (all wage earners, all jobs).” If four unrelated people live in one house, are their combined salaries used for AMI?

Typically, yes. For affordable housing with federal funding (e.g. LIHTC), tenants are qualified based on total household income, not individual income. So, multiple low-wage earners often pair up to afford and share housing costs. Often, the combined household income will put them above about 60% of AMI which then disqualifies them for most state and federally funded affordable housing. This is why local middle programs are important in the mountain resort communities (and elsewhere).

The report notes: “Displacement risk is the likelihood that residents may be forced to move involuntarily due to economic pressures or physical conditions.” How do you account for employees who lose employer housing after a time cap (e.g., 2 years) or termination? Are they factored into displacement risk?

The State requirements for housing needs assessments require a “Displacement Risk Assessment”. We think that this requirement is aimed more at addressing urban/suburban displacement pressures from gentrification. Nonetheless, in a mountain resort community housing insecurity does result from factors that include losing employer-provided housing, renting without a long-term lease, and homes being converted to short-term rentals or purchased as a second home. We do not estimate the number of people at risk of displacement, just acknowledge it is a factor.

[T]he biggest issue that the whole document appears to address is the housing needs of 112 units. Almost half driven by commuters...if people are commuting...why is that a need to fix? I think of people in [large metro regions] who commute an hour each way.

We are revising the estimates of need and will discuss this in the October 28 meeting. Commuting is a natural market outcome in many areas. People decide where to live based on numerous factors and some commute by choice based on the community they want to live in and what they can afford. Many housing policies strive for a better balance of jobs and housing – providing more options for workers to live closer to where they live if they so choose. Much of the SB-174 methodology is based around jobs-housing balance. At this small of a geography, it may not make sense to look at it this way.

KEYSTONE COMPREHENSIVE PLAN ENGAGEMENT REPORT

Note that this report has been updated to reflect feedback from Keystone's Planning and Zoning Commission and Town Council. This report is thematically similar to the report shared with both entities in September; however, the content has been updated to reflect the direction provided to the consultant team.

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 an 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 team.
- Online Survey | Open May-September | The online survey allowed respondents to provide thorough feedback on a variety of elements of the plan and received **337** responses as of Oct. 1, 2025, when the survey was closed for responses. It is important to note that participants were not required to complete each question in order to submit their survey response, so different survey questions have different total response numbers depending on whether a participant filled out that individual question.

KEY TAKEAWAYS ACROSS ALL ENGAGEMENTS (IN PERSON & ONLINE SURVEY)

KEY TAKEAWAYS FROM KEYSTONE COMPREHENSIVE PLAN ENGAGEMENT REPORT

Top Community Values & Priorities

Most Important Values:

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

Major Challenges Identified

Sense of Community (Biggest Concern):

- Rated "Poor" or "Fair" by 60% of respondents
- Residents feel disconnected; town lacks cohesive identity
- No central gathering place or "downtown"
- Fragmented into three separate villages (River Run, Mountain House, Lakeside)

Transportation & Safety:

- Highway 6 crossing safety is critical concern
- Razor Drive intersection rated top priority for improvement (nearly unanimous)
- Winter traffic congestion makes navigation difficult
- Lack of continuous sidewalks and bike path connections

Built Environment:

- 57% rated as "Poor" or "Fair"
- Lakeside Village severely neglected and needs revitalization
- Mountain House area outdated and underutilized

Economic Development Priorities

1. **Revitalization of Lakeside Village** (top priority)
2. **Invest in streetscape design and walkability** (159 votes)
3. **Activate River Run Village in off-season months** (110 votes)

Most Desired Businesses:

- Restaurants (184 responses)
- Mail services (160 responses)

- Bars and breweries (105 responses)
- Medical services (96 responses)
- Retail shops (93 responses)

Housing Challenges

- 68 respondents report needing to move to smaller/lower quality housing due to cost
- 69 unable to buy a home or renting longer than anticipated
- 68 needing to live with roommates/family for budgetary reasons
- Full-time residents rate housing availability as "Poor" (57 responses)

Recreation & Sustainability Priorities

Top Recreation Needs:

- Parks and recreation upgrades (195 votes - highest priority for funding)
- Hiking trails (132 responses want more)
- Mountain biking trails (60 responses)
- Public river access (93 responses)

Top Sustainability Priorities:

1. Wildfire hazard mitigation (204 responses)
2. Snake River water quality and ecological health (184 responses)
3. Water conservation (101 responses)
4. Composting and sustainable waste management (90 responses)

Tourism Perspectives

Complex Relationship:

- Tourism essential for economy but creates challenges
- Winter traffic congestion major issue
- Concerns about short-term rentals (STRs) impacting community character
- Desire to maintain "family-friendly" atmosphere distinct from Breckenridge/Vail
- Off-season (mud season) too quiet; businesses struggle year-round

Key Tourism Themes:

- Don't want to become "another Breckenridge" or overly commercialized
- Value the quieter, laid-back atmosphere
- Need better balance between tourists and residents
- Infrastructure can't support current peak visitation

What Residents Want to Preserve

- **Natural environment** (233 rated "Great")
- Small-town feel and quiet atmosphere
- Family-friendly character
- Access to trails and outdoor recreation
- Free parking at River Run
- Less crowded than neighboring resorts

What Residents Want to Change

Most Common Requests:

1. Create actual "town center" or gathering place
2. Improve walkability and pedestrian safety
3. Better connectivity between villages
4. Revitalize Lakeside Village
5. Reduce traffic congestion
6. Add grocery store and mail services
7. More affordable housing for workers

Quality of Life Ratings

Strengths:

- Overall quality of life: 88% rated "Good" or "Great"
- Safety: 93% rated "Good" or "Great"
- Natural environment: 97% rated "Good" or "Great"
- Place to own second home: 80% rated "Good" or "Great"

Weaknesses:

- Sense of community: 60% rated "Poor" or "Fair"
- Built environment: 57% rated "Poor" or "Fair"
- Arts and cultural opportunities: 49% rated "Poor" or "Fair"
- Place to raise children: 54% "Not Sure" or rated "Poor/Fair"

Critical Infrastructure Needs

- Transportation improvements (171 votes for funding priority)
- Pedestrian safety improvements on US 6
- Better pathway connectivity throughout town

- Roundabouts or traffic signals at key intersections
- Year-round bus service to workforce housing

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

VISIONING & 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.

Plentiful Health and Wellness Opportunities	Feeling of Safety	Easy to Get Around (including on Foot and by Bike)	Historic and Heritage-Minded
Conserving the Natural Environment (wildlife habitat and scenery)	A Great Built Environment (architecture, town layout, and parks)	An Inclusive Community	A Climate-Conscious, Resilience-Minded Community
Strong Local Economy	Arts and Culture-Oriented	Strong Sense of Community, With Many Opportunities For Gathering	Strong Image and Reputation
A Great Place for Kids and Families	Maintaining Affordability for Different Household Types	Other Values? Write in	

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.

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.

III: Night Two Visioning & Values responses

VISIONING & 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.

Plentiful Health and Wellness Opportunities •••	Feeling of Safety ••	Easy to Get Around (including on Foot and by Bike) •••••	Historic and Heritage-Minded •
Conserving the Natural Environment (wildlife habitat and scenery) •••••	A Great Built Environment (architecture, town layout, and parks) •••	An Inclusive Community •	A Climate-Conscious, Resilience-Minded Community ••
Strong Local Economy •	Arts and Culture-Oriented •	Strong Sense of Community, With Many Opportunities For Gathering ••••	Strong Image and Reputation ••
A Great Place for Kids and Families ••	Maintaining Affordability for Different Household Types •	Other Values? Write-In	

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.

Small local town feeling
To include schools
Feel good family feelings through their building workspace

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.

Safety when walking
when trying to get across neighborhood
comparable to get across with moving
and traffic (older water left)
A lot of like or funny, but not all like it
Build nature positive community
encouraging stewardship
supporting students & families
supporting entrepreneurs

2. Land use

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

KEYSTONE LAND USE

Where would you like to see more of the following types of development?

Housing	Commercial	Office/Industrial	Conservation
Place a yellow dot in a location where you think there should be more housing.	Place a red dot in a location where you think there should be more commercial uses such as restaurants and retail.	Place a blue dot in a location where you think there should be more offices and light-industrial uses like maker's spaces and welding shops.	Place a green dot in a location where you think new development should be discouraged.

Are there any types of development you would like to see less of?
Write in your response

High-density areas (by 11/1/2022)

The map shows the Keystone area, including the Keystone Ski Resort, Keystone Ranch, and various neighborhoods. Colored dots are placed on the map according to the survey instructions: yellow dots for housing, red dots for commercial, blue dots for office/industrial, and green dots for conservation. A scale bar and a north arrow are also present.

V: Night Two Land Use Responses

KEYSTONE LAND USE

Where would you like to see more of the following types of development?

Housing	Commercial	Office/Industrial	Conservation
Place a yellow dot in a location where you think there should be more housing.	Place a red dot in a location where you think there should be more commercial uses such as restaurants and retail.	Place a blue dot in a location where you think there should be more offices and light-industrial uses like maker's spaces and welding shops.	Place a green dot in a location where you think new development should be discouraged.

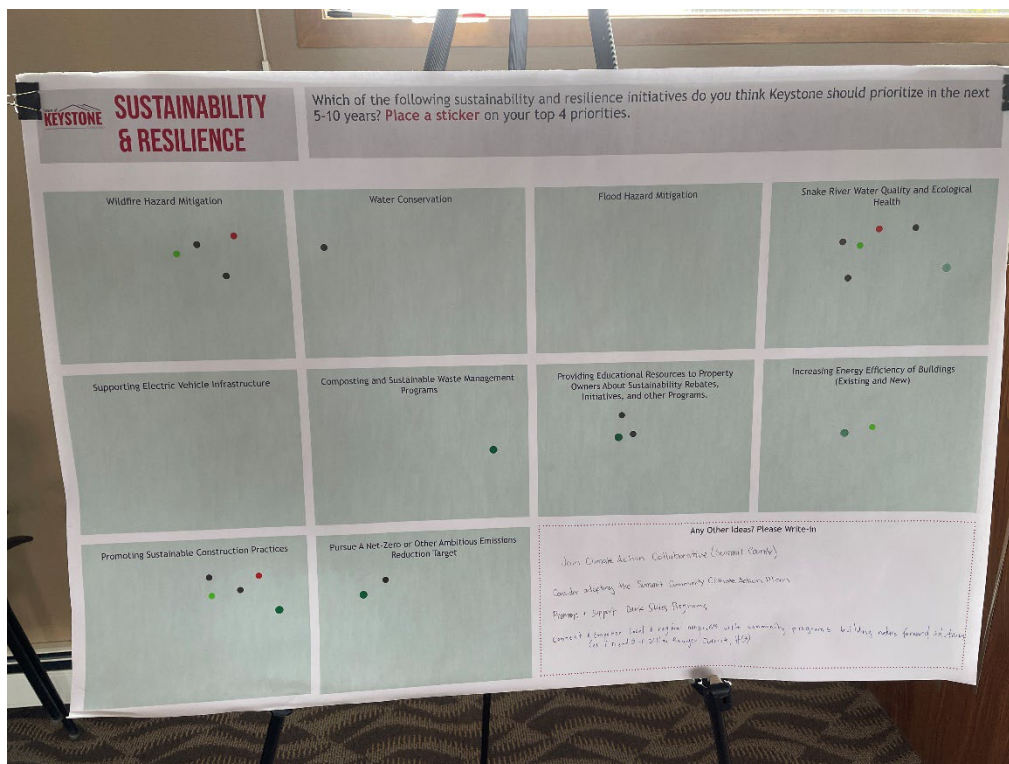
Are there any types of development you would like to see less of?
Write in your response

The map shows the Keystone area, including the Keystone Ski Resort, Keystone Ranch, and various neighborhoods. Colored dots are placed on the map according to the survey instructions: yellow dots for housing, red dots for commercial, blue dots for office/industrial, and green dots for conservation. A scale bar and a north arrow are also present.

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):**
 - Wildfire hazard mitigation
 - Snake River water quality and ecological health
 - Composting and sustainable waste management programs
 - Promoting sustainable construction practices
- Participants were asked to write-in additional ideas. **Responses included:**
 - Join the Summit County Climate Action Collaborative
 - Consider adopting the Summit County Climate Action Plan
 - Promote and support dark sky programs
 - 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



VII: Night Two Sustainability & Resilience Responses

TRANSPORTATION SUSTAINABILITY & RESILIENCE

Please share transportation-related safety concerns and opportunities for improvement using sticker dots and

Vehicular Safety Issue
Place a red dot where you feel unsafe driving or

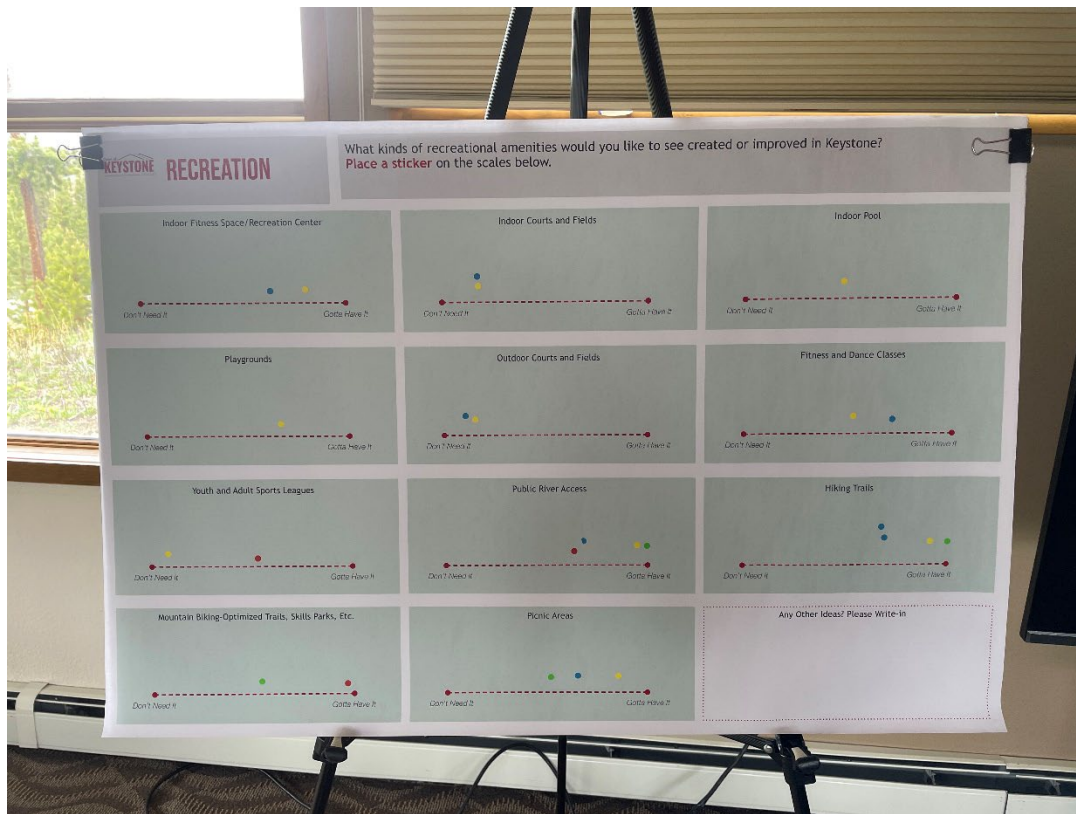
Which of the following sustainability and resilience initiatives do you think Keystone should prioritize in the next 5-10 years? Place a sticker on your top 4 priorities.

Wildfire Hazard Mitigation	Water Conservation	Flood Hazard Mitigation	Snake River Water Quality and Ecological Health
Supporting Electric Vehicle Infrastructure	Composting and Sustainable Waste Management Programs	Providing Educational Resources to Property Owners About Sustainability Rebates, Initiatives, and other Programs.	Increasing Energy Efficiency of Buildings (Existing and New)
Promoting Sustainable Construction Practices	Pursue A Net-Zero or Other Ambitious Emissions Reduction Target	Any Other Ideas? Please Write in	

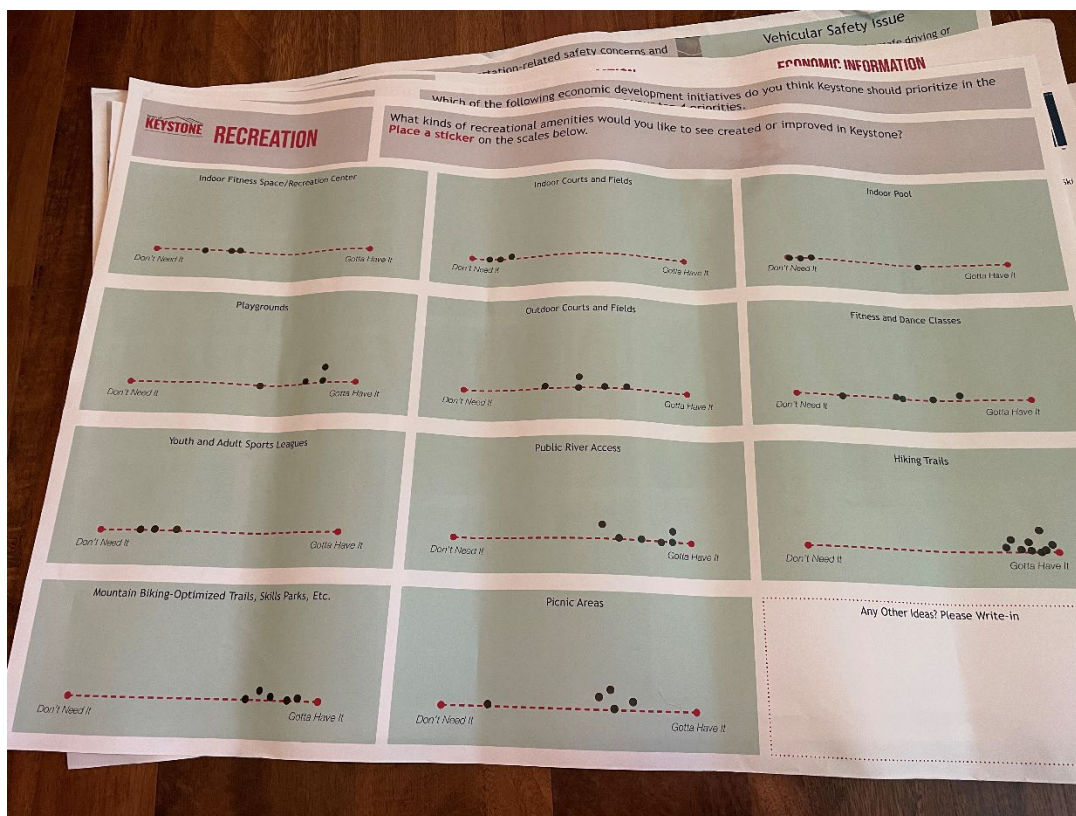
4. Recreation

- 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

KEYSTONE ECONOMIC VITALITY

Which of the following economic development initiatives do you think Keystone should prioritize in the next 5-10 years? **Place a sticker** on your top 4 priorities.

What business types do you wish Keystone had more of that it doesn't currently? **Place a sticker** on any that apply.

Childcare	Restaurants
Libraries	Retail
Medical Services (doctor/dentist)	Office/Co-working Space
Bars and Breweries	Art Galleries and Creative Industries

Tagline: Examine opportunities to site larger businesses, co-working spaces, or light industrial uses to grow Keystone's tax base.

Leverage natural and recreational amenities, history, and arts and cultural assets to encourage tourism-related economic development, especially in warmer months.

Support the development of high-quality commercial space to attract new business types.

Invest in streetscape design and walk/bike transportation projects that contribute to the appeal of commercial areas.

Revitalization and activation of Lakeside Village.

Activate River Run Village with efforts to increase traffic in off-season months.

Locate and define a recognizable town center.

Any Other Ideas? Please Write-In

XI: Night Two Economic Vitality Responses

KEYSTONE ECONOMIC VITALITY

What business types do you wish Keystone had more of that it doesn't currently? Place a sticker on any that apply.

- Childcare
- Restaurants
- Libraries
- Retail
- Medical Services (doctor/dentist)
- Office/Co-working Space
- Bars and Breweries
- Art Galleries and Creative Industries

Which of the following economic development initiatives do you think Keystone should prioritize in the next 5-10 years? Place a sticker on your top 4 priorities.

- Invest in streetscape design and walk/bike transportation projects that contribute to the appeal of commercial areas.
- Revitalize and activation of Lakeside Village.
- Activate River Run Village with efforts to increase traffic in off-season months.
- Locate and define a recognizable town center.

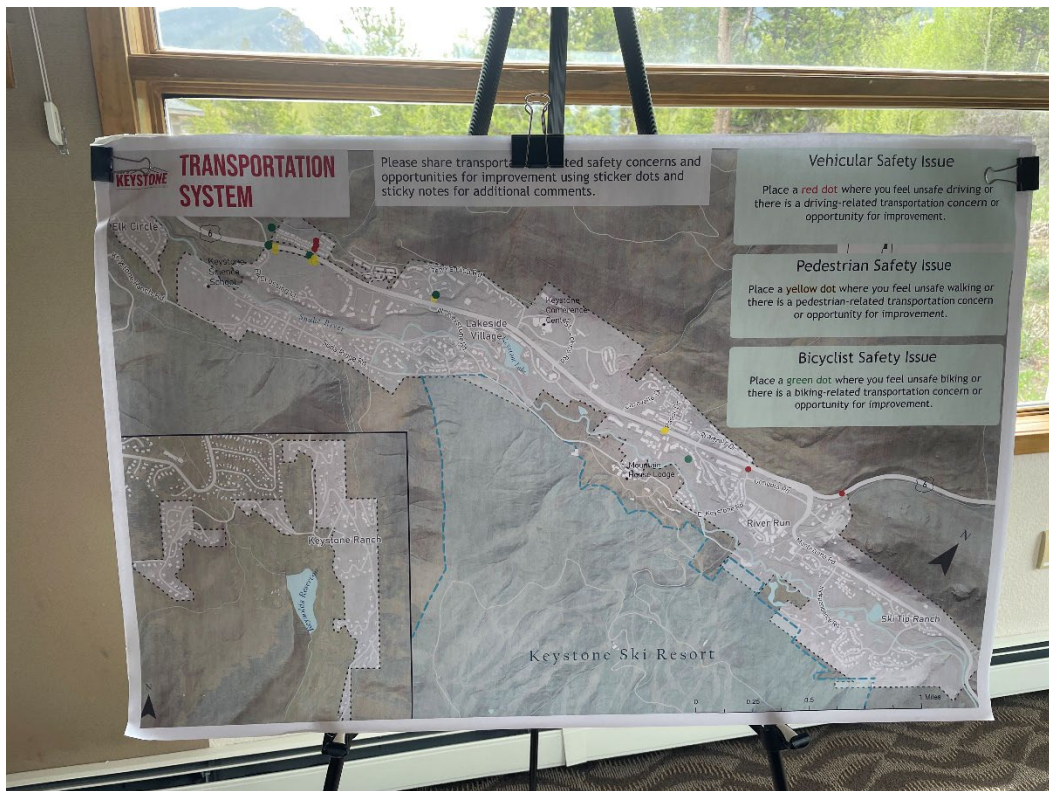
Any Other Ideas? Please Write-in

Other ideas written in: *More Parks, More Trails, More Open Space*

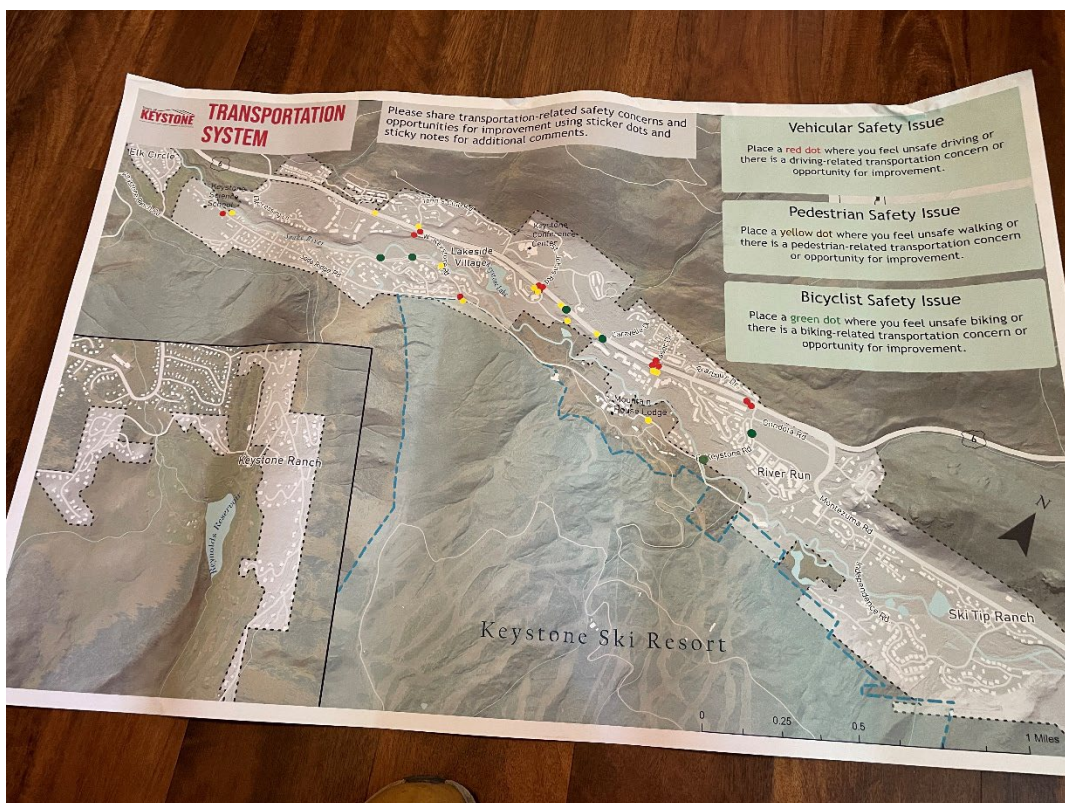
6. Transportation

- 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):**
 - Conserving the natural environment (wildlife habitat and scenery)
 - Maintaining affordability for different household types
 - Easy to get around (including on foot and by bike)
 - Strong sense of community, with many opportunities for gathering
 - 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:**
 - Serenity
 - Small-town vibe
 - Access to nature, and that it is less crowded
 - Wildlife sightings
 - Quiet lower development (wish it were lower)
 - Not over crowded
 - 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:**
 - Open the summer gondola 7 days a week
 - Reduce the traffic and the poverty problem (stronger safety net)
 - Lower volume at music venues
 - Art on electronic boxes
 - Parking
 - Improve Lakeside Village
 - Improve sense of community

- ## XIV: July Visioning & Values Responses

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):
 - Events and live music
 - Restaurants and bars
 - Public art, murals, and sculptures
 - Retail and Shops
 - Public Seating and plazas
 - Kid areas and play spaces
 - 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



ECONOMIC VITALITY

During our May engagement, the community identified the revitalization and activation of Lakeside Village and defining a recognizable town center as key economic vitality priorities. Help us explore the potential for Lakeside Village and it's potential evolution.

What words should describe Lakeside Village ten (10) years from now?

Write in your response.

I'd like to see the playground
 to be a vibrant adventure center
 remember the Mustang Creek trail
 the dance in the summer
 the Edgewater
 keep restaurants open year-round
 bring it to the band
 diverse businesses
 let business decide, not much draw there
 revitalized from ground
 food
 welcoming
 community focused

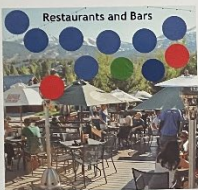
What ideas do you have about economic development or economic diversification more broadly?

Write in your response.

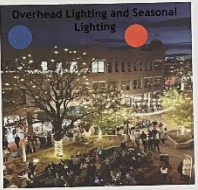
the downtown area
 need has declined business. Many converted
 to studios.
 waste of time unless convenient access/parking
 need address parking

Which of the following elements would you like to see included in a revitalization effort at Lakeside Village to help make it a more recognizable town center? **Place a sticker** on up to 5 priorities.

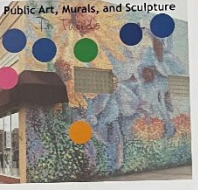
Restaurants and Bars



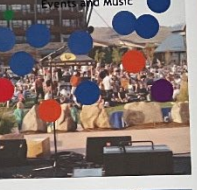
Overhead Lighting and Seasonal Lighting



Public Art, Murals, and Sculpture



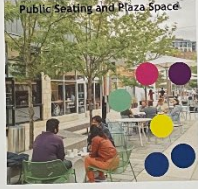
Events and Music



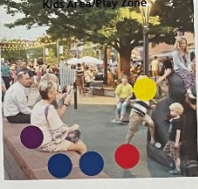
Retail and Shops



Public Seating and Plaza Space



Kids Area/Play Zone



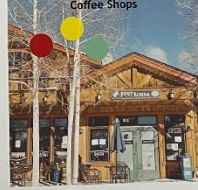
Public Offices/City Hall



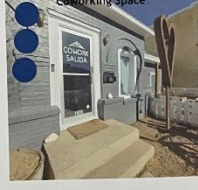
Consistent Branding and Wayfinding Signage



Coffee Shops



Coworking Space



Other ideas? Write in.

No town center - town hall
 - downtown area
 make village area to people may
 want it. If there is a natural
 point meeting to go to lakeside village
 then I would consider development
 then paddle boats to be in lake
 being newbies back every Saturday
 more downtown? to go
 better to do shops all three by water
 the town - downtown - village

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 its 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”.

XVI: July Land Use Responses

KEYSTONE LAND USE

What do you want Keystone to look and feel like in ten (10) years?

Write in your response.

degree #OA roads - Decker
Pedestrian Friendly
Trailer lots - Yes!
To some extent, low-key, non-commercial use
NOT like Vail/Aspen - Yes!!
Not like Aspen/Breckenridge (crowds, parking...)
more pedestrian friendly + commercial
is a residential town that is going to merge
development and nature
is more development but it's not a family friendly
medium family friendly focus

Place a sticker on the scale. With regard to new development, what matters most to you?

It looks good and matches its surroundings (building style, height, materials) ————— It is used for the right things (residential, retail, office, etc.)

Place a sticker on the scale. How much flexibility should zoning allow?

Strict rules that keep each area focused on a single intended use ————— High flexibility that allow a mix of uses if the design fits in

Place a sticker on the scale. What should be prioritized in land development regulations?

Community goals like climate and conservation, affordability, and walkability ————— Individual property rights (maximum control over private land)

Which of the following types of development would you like to see more of in Keystone? **Place a sticker.**

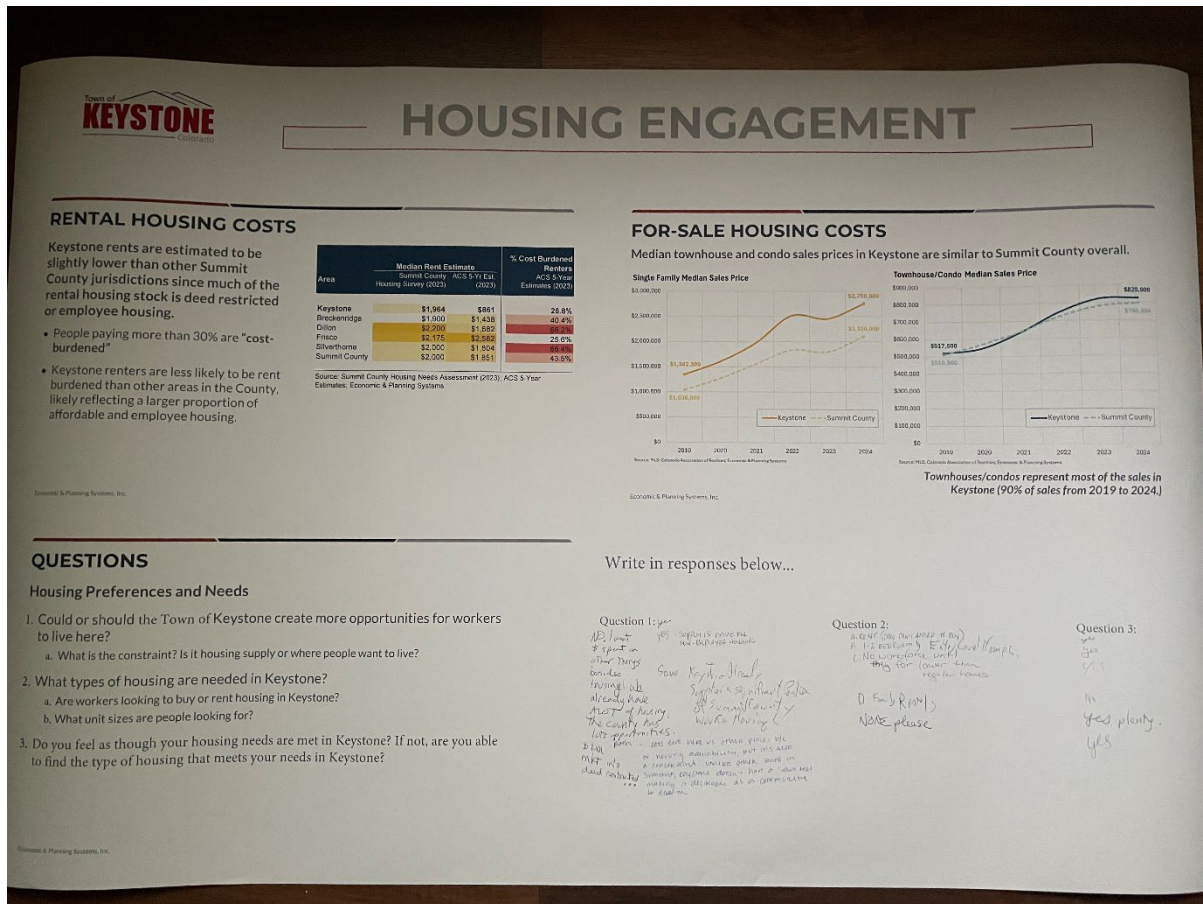
Condos and Apartments	Single-family Homes	Duplexes and Townhomes	Affordable Housing
Office and Coworking Space	Community serving retail (grocery store, childcare, etc.)	Service Industries (restaurants, retail shops, sporting goods stores, etc.)	Light Industrial and Makerspaces

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.

- 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:**
 - Five "yes" responses and one "no" response. There was no elaboration on any response.

XVII: July Housing Responses



5. Recreation

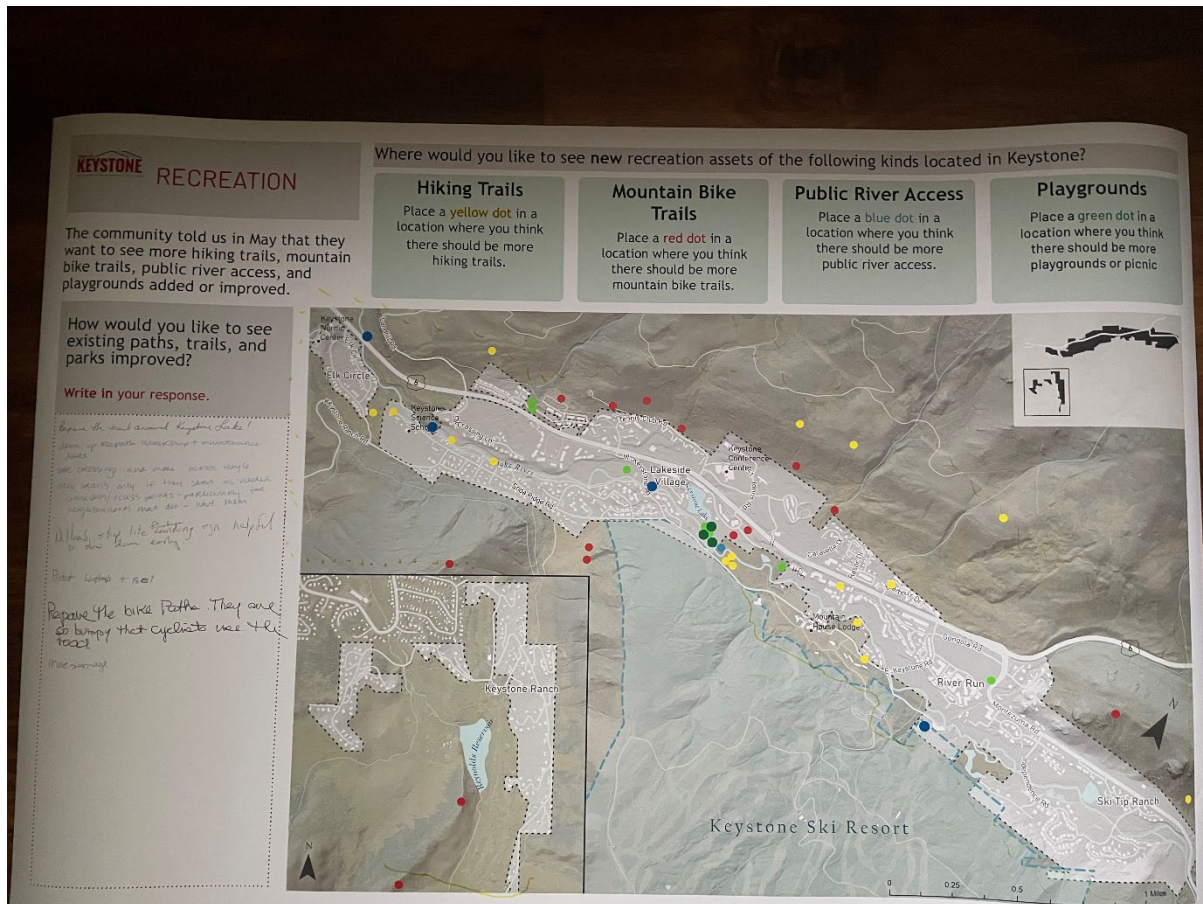
- Participants were informed that in May the community indicated that they want to see more hiking trails, mountain biking trails, public river access, and playgrounds and other passive recreational opportunities added or improved in Keystone. Participants were then asked: "how would you like to see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

Responses included:

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

- 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. **Yellow** 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

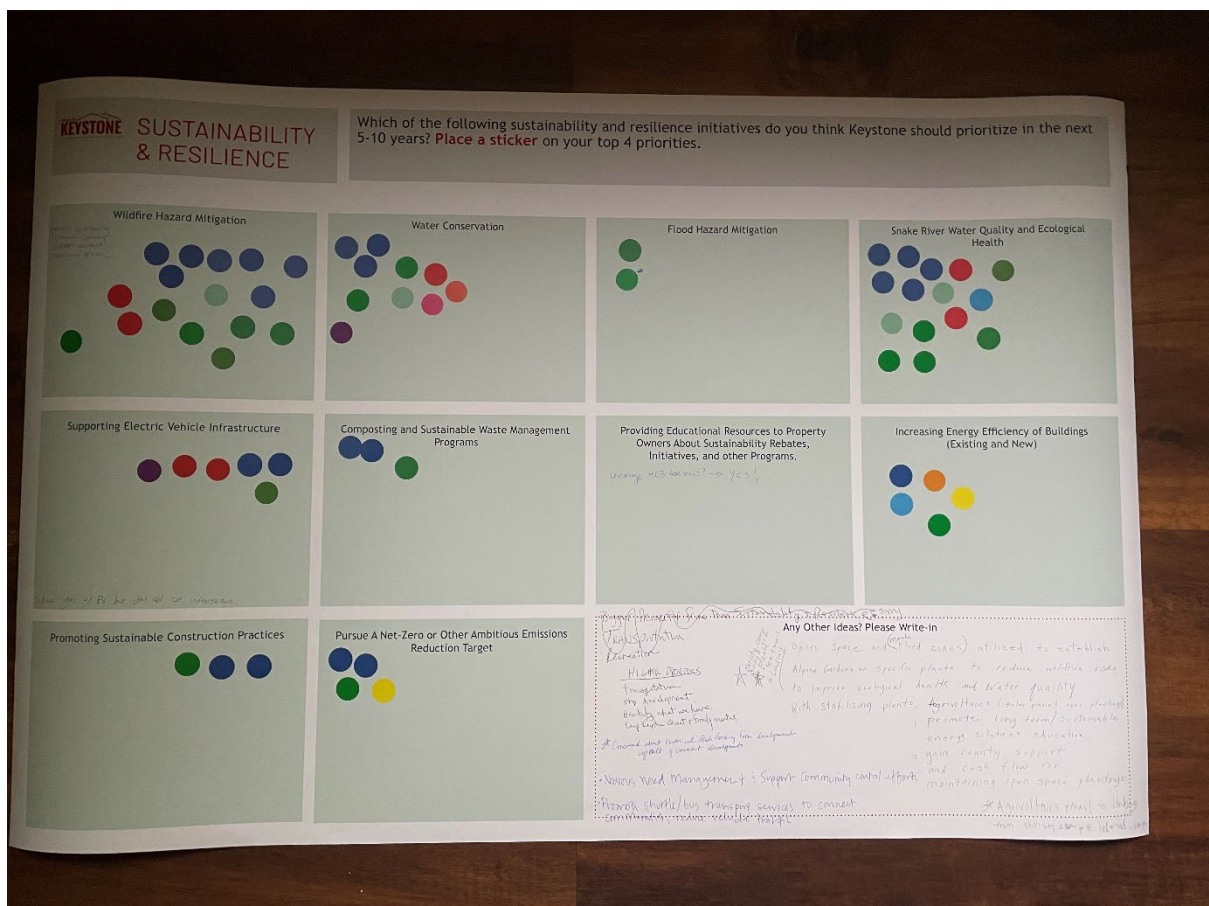


6. Sustainability and resilience

- 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:**
 - Wildfire Hazard Mitigation
 - Snake River Water Quality and Ecological health
 - Water conservation
 - Supporting electric vehicle infrastructure
 - Increasing energy efficiency of buildings (existing and new)
- Write in response to the above question included:
 - Noxious weed management

- Promote shuttle/bus transport services to connect community and reduce traffic
- 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.
- Agrivoltaics (solar panel over plantings)
 - Promote long term sustainable energy solutions and education.
 - Gain county support and cash flow for maintaining open space plantings
- More alternative transportation.
- Less development.
- Beautify what we have in Keystone.
- Keep Keystone quiet.

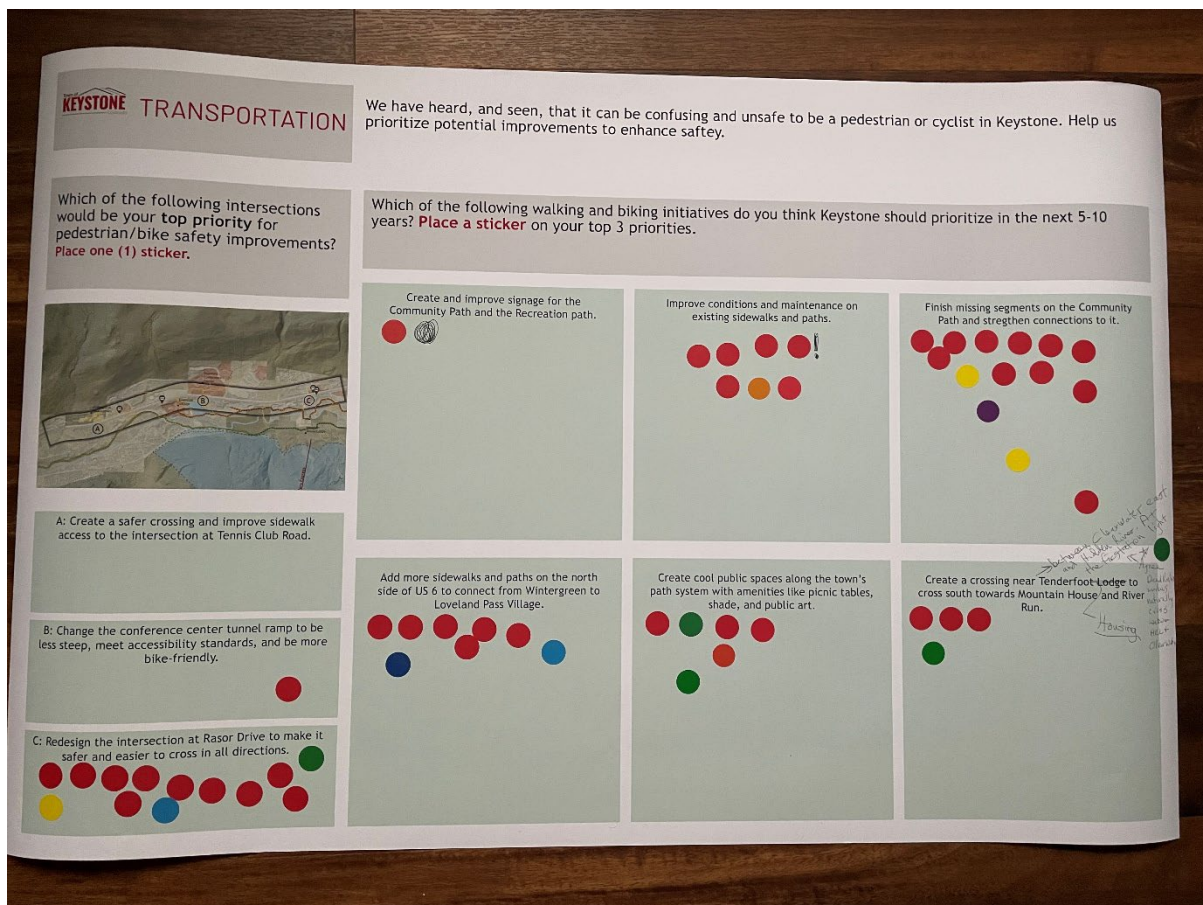
XIX: July Sustainability & Resilience responses



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):
 - Redesign the intersection at Razor Drive to make it safer and easier to cross in all directions. All but one of the participants voted for this option.
 - 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.

- XX: July Transportation Responses



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 hole 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:





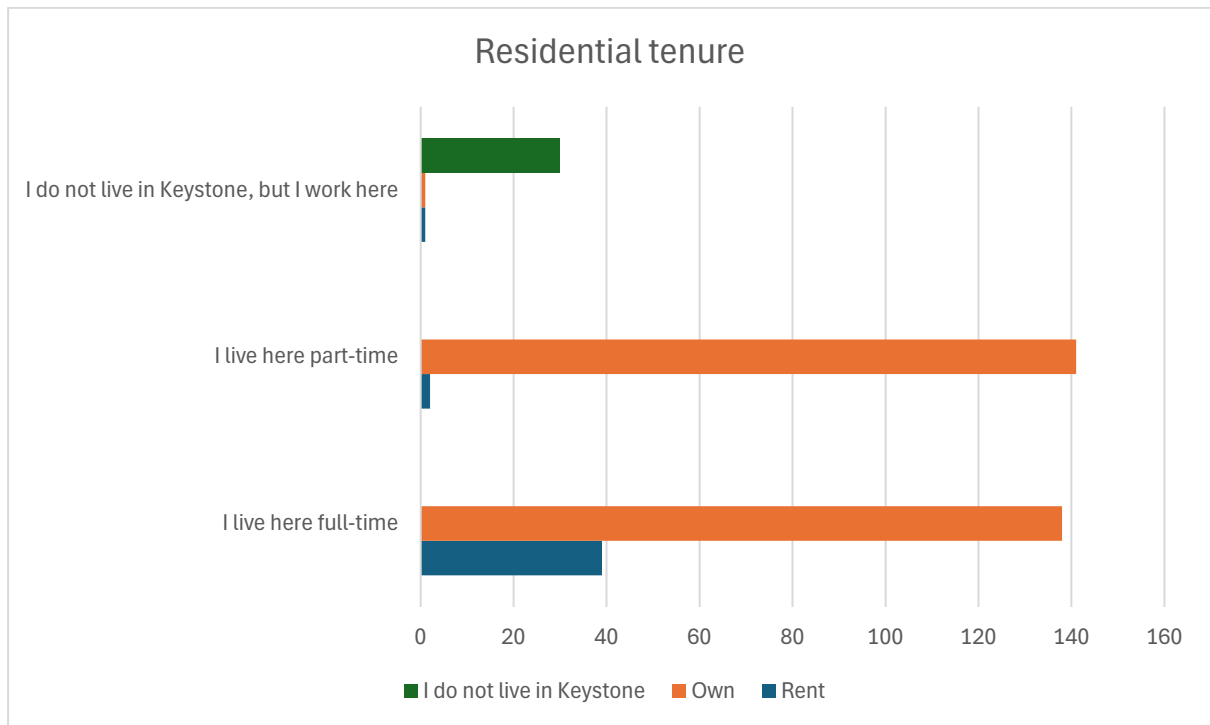


ONLINE COMMUNITY SURVEY DATA

1.How many years have you lived or owned property in the Town of Keystone?

	Less than 2 years	2-5 year s	6-10 year s	11-20 years	More than 20 years
I live here full-time	22	56	25	34	40
I live here part-time	24	23	29	29	45
I do not live in Keystone, but I work here	2	3	1	1	1
TOTAL	48	82	55	64	86

2.If you live in Keystone, do you rent or own your residence?



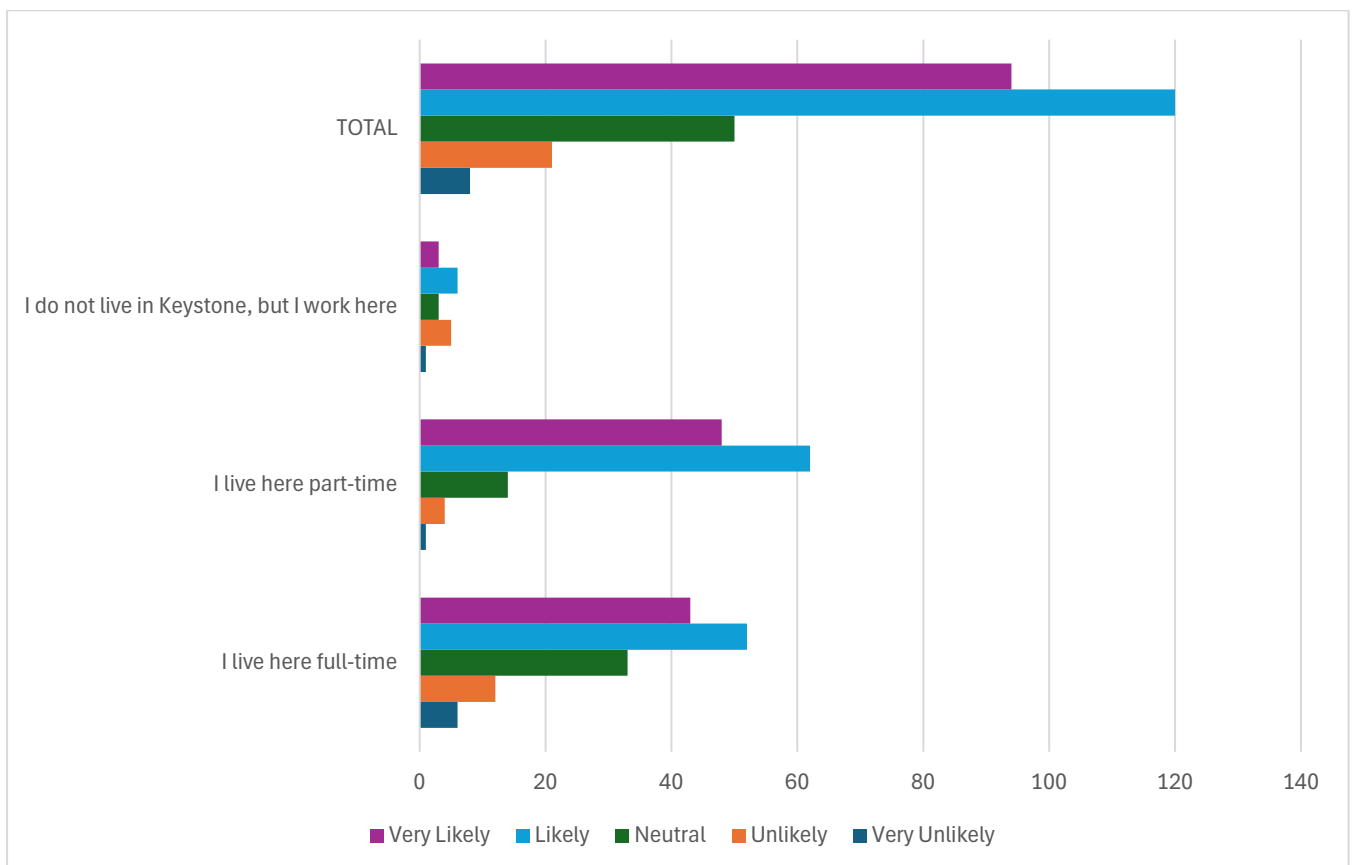
3.Which of the following best describes your household?

	Single-person household	Couple, no children	Couple, empty nesters (children no longer at home)	Household with children under 18 living at home full-time	Household with part-time or visiting children (e.g., shared custody, grandchildren visiting regularly)	Multi-generational household (e.g., includes parents, adult children, or grandparents living together)	Unrelated individual living together
I live here full-time	41	58	45	14	0	2	18
I live here part-time	8	37	68	16	17	2	1
I do not live in Keystone, but I work here	2	11	5	8	0	1	2
TOTAL	51	106	118	38	17	5	21

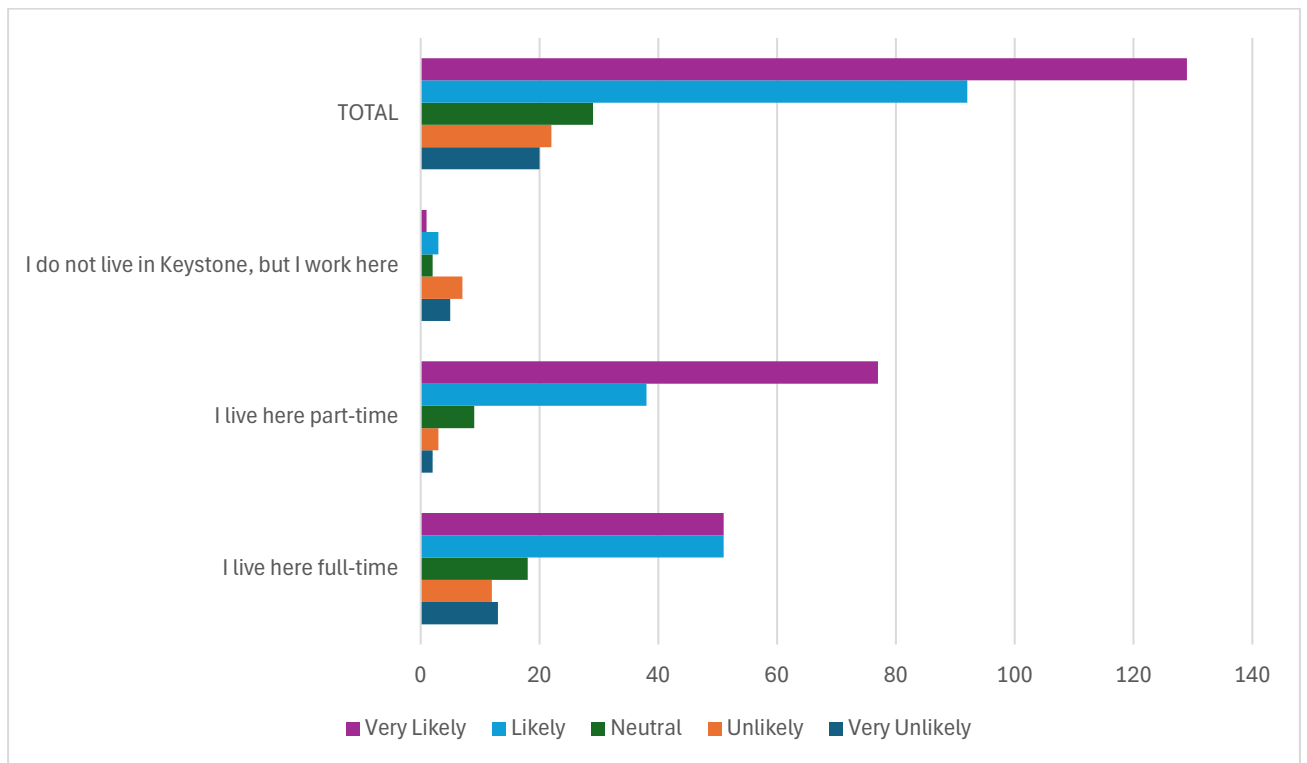
4. Please select your age range and the age ranges of those in your household.

	0-5	6-10	11-15	16-20	21-30	31-40	41-50	51-64	65+
I live here full-time	4	0	8	3	24	39	32	59	45
I live here part-time	5	9	12	9	8	11	23	67	66
I do not live in Keystone, but I work here	2	2	4	2	8	8	7	9	3
TOTAL	11	11	24	14	40	58	62	135	114

5. Please indicate how likely you would be to recommend living in Keystone to a friend or colleague.



6. Please indicate how likely you are to live or own property in Keystone 5 years from now.



7.How would you rate Keystone as a Place to Live?

	Poor	Fair	Good	Great	Not Sure
I live here full-time	6	16	46	78	0
I live here part-time	1	8	48	67	5
I do not live in Keystone, but I work here	1	8	3	4	1
TOTAL	8	32	97	149	6

8.How would you rate Keystone as a Place to Work?

	Poor	Fair	Good	Great	Not Sure
I live here full-time	14	44	33	19	34
I live here part-time	6	28	20	10	64
I do not live in Keystone, but I work here	0	7	3	8	0
TOTAL	20	79	56	37	98

9. How would you rate Keystone as a Place to Raise Children?

	Poor	Fair	Good	Great	Not Sure
I live here full-time	26	33	28	15	43
I live here part-time	7	28	23	12	58
I do not live in Keystone, but I work here	3	5	5	1	4
TOTAL	36	66	56	28	105

10. How would you rate Keystone as a Place to Retire?

	Poor	Fair	Good	Great	Not Sure
I live here full-time	13	19	36	66	12
I live here part-time	1	12	39	65	11
I do not live in Keystone, but I work here	2	3	4	6	3
TOTAL	16	34	79	137	26

10. How would you rate Keystone as a place to Own a Second Home?

	Poor	Fair	Good	Great	Not Sure
I live here full-time	9	14	24	70	28
I live here part-time	1	3	29	95	0
I do not live in Keystone, but I work here	0	2	5	8	3
TOTAL	10	19	58	173	31

11. How would you rate Keystone for Overall Quality of Life?

	Poor	Fair	Good	Great	Not Sure
I live here full-time	3	19	52	72	0
I live here part-time	0	5	36	87	1
I do not live in Keystone, but I work here	0	6	4	8	0
TOTAL	3	30	92	167	1

12. Please rate your feeling of Safety in Keystone...

	Poor	Fair	Good	Great	Not Sure
I live here full-time	2	9	44	90	1
I live here part-time	0	2	24	102	1
I do not live in Keystone, but I work here	1	4	4	8	1
TOTAL	3	15	72	200	3

13. Please rate the ease of getting around in Keystone...

	Poor	Fair	Good	Great	Not Sure
I live here full-time	22	43	46	35	0
I live here part-time	2	23	57	47	0
I do not live in Keystone, but I work here	4	5	5	4	0
TOTAL	28	71	108	86	0

14. Please rate your sense of the natural environment in Keystone (including wildlife habitat, scenery)

	Poor	Fair	Good	Great	Not Sure
I live here full-time	3	3	27	112	0
I live here part-time	0	3	16	108	1
I do not live in Keystone, but I work here	0	1	4	13	0
TOTAL	3	7	47	233	1

15. Please rate your sense of the built environment in Keystone (including architecture, town layout, parks and transportation networks)

	Poor	Fair	Good	Great	Not Sure
I live here full-time	38	57	39	11	1
I live here part-time	9	52	48	19	1
I do not live in Keystone, but I work here	9	2	5	2	0
TOTAL	56	111	92	32	2

16. Please rate the Health and Wellness Opportunities in Keystone...

	Poor	Fair	Good	Great	Not Sure
I live here full-time	22	40	52	29	3
I live here part-time	6	28	41	42	12
I do not live in Keystone, but I work here	4	2	7	3	2
TOTAL	32	70	100	74	17

17. Please rate the Arts and Cultural Opportunities in Keystone...

	Poor	Fair	Good	Great	Not Sure
I live here full-time	32	48	48	11	7
I live here part-time	8	44	52	15	10
I do not live in Keystone, but I work here	1	9	4	2	2
TOTAL	41	101	104	28	19

18. Please rate the Social Gathering Opportunities in Keystone...

	Poor	Fair	Good	Great	Not Sure
I live here full-time	16	57	55	17	1
I live here part-time	7	44	49	19	8
I do not live in Keystone, but I work here	2	7	4	4	1
TOTAL	25	108	108	40	10

19. Please rate your sense of the Economic Health of Keystone...

	Poor	Fair	Good	Great	Not Sure
I live here full-time	19	43	61	11	12
I live here part-time	6	29	45	19	30
I do not live in Keystone, but I work here	2	5	7	2	2
TOTAL	27	77	113	32	44

20. Please rate the Sense of Community in Keystone...

	Poor	Fair	Good	Great	Not Sure
I live here full-time	43	48	45	10	0
I live here part-time	25	47	41	11	5
I do not live in Keystone, but I work here	2	9	5	1	1
TOTAL	70	104	91	22	6

21. Please rate your sense of the image, or reputation of Keystone...

	Poor	Fair	Good	Great	Not Sure
I live here full-time	10	38	69	27	2
I live here part-time	1	27	70	29	1
I do not live in Keystone, but I work here	1	8	2	7	0
TOTAL	12	73	141	63	3

22. Please rate the Parks and Recreational Opportunities in Keystone...

	Poor	Fair	Good	Great	Not Sure
I live here full-time	17	40	48	41	0
I live here part-time	10	21	48	48	2
I do not live in Keystone, but I work here	3	4	8	3	0
TOTAL	30	65	104	92	2

23. Please rate the Importance of: The feeling of Safety

	Not Important	Somewhat Important	Very Important	Essential	Not Sure
I live here full-time	4	18	58	63	2
I live here part-time	0	9	51	68	0
I do not live in Keystone, but I work here	0	1	7	10	0
TOTAL	4	28	116	141	2

24. Please Rate the importance of: The ease of getting around

	Not Important	Somewhat Important	Very Important	Essential	Not Sure
I live here full-time	2	31	73	39	0
I live here part-time	1	23	77	28	0
I do not live in Keystone, but I work here	0	1	6	10	0
TOTAL	3	55	156	77	0

25. Please rate the importance of: the quality of the natural environment

	Not Important	Somewhat Important	Very Important	Essential	Not Sure
I live here full-time	1	7	50	87	0
I live here part-time	0	5	47	77	0
I do not live in Keystone, but I work here	0	2	6	10	0
TOTAL	1	14	103	174	0

26. Please rate the importance of: the quality of the built environment

	Not Important	Somewhat Important	Very Important	Essential	Not Sure
I live here full-time	3	32	73	35	2
I live here part-time	3	26	75	25	0
I do not live in Keystone, but I work here	0	6	8	4	0
TOTAL	6	64	156	64	2

27. Please rate the importance of: Health and Wellness opportunities

	Not Important	Somewhat Important	Very Important	Essential	Not Sure
I live here full-time	2	49	58	34	2
I live here part-time	7	36	64	21	1
I do not live in Keystone, but I work here	1	4	11	2	0
TOTAL	10	89	133	57	3

28. Please rate the importance of: Arts and Cultural Opportunities

	Not Important	Somewhat Important	Very Important	Essential	Not Sure
I live here full-time	19	72	43	9	1
I live here part-time	9	61	50	8	1
I do not live in Keystone, but I work here	2	8	7	1	0
TOTAL	30	141	100	18	2

29. Please rate the importance of: Social Gathering Opportunities

	Not Important	Somewhat Important	Very Important	Essential	Not Sure
I live here full-time	12	57	62	13	1
I live here part-time	9	47	62	8	1
I do not live in Keystone, but I work here	2	6	7	3	0
TOTAL	23	110	131	24	2

30. Please rate the importance of: The economic health of the Town

	Not Important	Somewhat Important	Very Important	Essential	Not Sure
I live here full-time	8	23	62	51	1
I live here part-time	1	18	71	34	5
I do not live in Keystone, but I work here	0	2	11	5	0
TOTAL	9	43	144	90	6

31. Please rate the importance of: The sense of community in Town

	Not Important	Somewhat Important	Very Important	Essential	Not Sure
I live here full-time	6	35	76	28	0
I live here part-time	3	44	67	15	0
I do not live in Keystone, but I work here	0	5	9	4	0
TOTAL	9	84	152	47	0

32. Please rate the importance of: Keystone's image/reputation

	Not Important	Somewhat Important	Very Important	Essential	Not Sure
I live here full-time	18	44	58	23	2
I live here part-time	5	33	58	32	1
I do not live in Keystone, but I work here	0	6	10	2	0
TOTAL	23	83	126	57	3

33. Please rate the importance of: Parks and Recreational Opportunities

	Not Important	Somewhat Important	Very Important	Essential	Not Sure
I live here full-time	1	20	70	52	0
I live here part-time	2	31	56	40	0
I do not live in Keystone, but I work here	1	2	12	3	0
TOTAL	4	53	138	95	0

34. In the past year, how frequently have you or members of your household visited the Keystone Resort?

	Not at all	Once a month or less	2-4 times a month	2 times a week or more
I live here full-time	10	10	41	83
I live here part-time	7	25	49	46
I do not live in Keystone, but I work here	1	4	5	8
TOTAL	18	39	95	137

35. In the past year, how frequently have you or members of your household gone to a restaurant or shop in River Run Village?

	Not at all	Once a month or less	2-4 times a month	2 times a week or more
I live here full-time	28	61	41	13
I live here part-time	9	63	47	9
I do not live in Keystone, but I work here	0	11	5	2
TOTAL	37	135	93	24

36. In the past year, how frequently have you or members of your household gone to a restaurant or shop in Lakeside Village?

	Not at all	Once a month or less	2-4 times a month	2 times a week or more
I live here full-time	77	55	9	4
I live here part-time	49	60	17	2
I do not live in Keystone, but I work here	9	7	0	1
TOTAL	135	122	26	7

37. In the past year, how frequently have you or members of your household taken a bus or other mode of public transport instead of driving to access your desired amenities or services?

	Not at all	Once a month or less	2-4 times a month	2 times a week or more
I live here full-time	61	40	32	11
I live here part-time	57	44	17	10
I do not live in Keystone, but I work here	12	1	4	1
TOTAL	130	85	53	22

38. In the past year, how frequently have you or members of your household walked or biked instead of driving to access your desired amenities or services?

	Not at all	Once a month or less	2-4 times a month	2 times a week or more
I live here full-time	15	28	37	64
I live here part-time	9	30	57	33
I do not live in Keystone, but I work here	7	6	4	1
TOTAL	31	64	98	98

39. In the past year, how frequently have you or members of your household volunteered your time to a group or local activity?

	Not at all	Once a month or less	2-4 times a month	2 times a week or more
I live here full-time	67	46	20	10
I live here part-time	95	17	9	4
I do not live in Keystone, but I work here	7	8	3	0
TOTAL	169	71	32	14

40. In the past year, how frequently have you or members of your household attended a cultural or community event in Keystone?

	Not at all	Once a month or less	2-4 times a month	2 times a week or more
I live here full-time	39	80	20	5
I live here part-time	24	83	20	2
I do not live in Keystone, but I work here	1	13	4	0
TOTAL	64	176	44	7

41. Please rate the Ease of Walking in the Town of Keystone

	Poor	Fair	Good	Excellent	Don't know
I live here full-time	32	54	44	15	0
I live here part-time	18	34	44	33	0
I do not live in Keystone, but I work here	8	4	4	2	0
TOTAL	58	92	92	50	0

42. Please rate the availability of paths and trails in the Town of Keystone

	Poor	Fair	Good	Excellent	Don't know
I live here full-time	14	55	42	34	0
I live here part-time	3	27	52	46	1
I do not live in Keystone, but I work here	7	4	5	2	0
TOTAL	24	86	99	82	1

43. Please rate the availability of Public Parking in the Town of Keystone

	Poor	Fair	Good	Excellent	Don't know
I live here full-time	29	42	55	14	3
I live here part-time	6	31	63	23	6
I do not live in Keystone, but I work here	2	6	9	1	0
TOTAL	37	79	127	38	9

44. Please rate the availability of public restrooms in the Town of Keystone

	Poor	Fair	Good	Excellent	Don't know
I live here full-time	34	50	38	11	11
I live here part-time	18	36	39	15	21
I do not live in Keystone, but I work here	5	6	5	1	1
TOTAL	57	92	82	27	33

45. Please rate the ease of travel by public transportation in the Town of Keystone

	Poor	Fair	Good	Excellent	Don't know
I live here full-time	25	32	53	19	16
I live here part-time	11	27	49	15	27
I do not live in Keystone, but I work here	2	9	6	0	1
TOTAL	38	68	108	34	44

46. Please rate the availability of housing that meets my family's needs in the Town of Keystone

	Poor	Fair	Good	Excellent	Don't know
I live here full-time	57	29	27	21	11
I live here part-time	5	21	46	41	16
I do not live in Keystone, but I work here	9	4	1	1	3
TOTAL	71	54	74	63	30

47. Please rate the existing recreational opportunities in the Town of Keystone

	Poor	Fair	Good	Excellent	Don't know
I live here full-time	5	17	41	80	1
I live here part-time	1	13	42	72	1
I do not live in Keystone, but I work here	1	4	6	7	0
TOTAL	7	34	89	159	2

48. Please rate the availability of quality health services in the Town of Keystone

	Poor	Fair	Good	Excellent	Don't know
I live here full-time	40	53	30	13	9
I live here part-time	17	28	30	13	40
I do not live in Keystone, but I work here	6	3	5	1	3
TOTAL	63	84	65	27	52

49. Please rate the availability of opportunities to attend cultural events in the Town of Keystone

	Poor	Fair	Good	Excellent	Don't know
I live here full-time	16	46	64	17	2
I live here part-time	1	30	69	24	5
I do not live in Keystone, but I work here	1	7	4	4	2
TOTAL	18	83	137	45	9

50. 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]

	Transportation improvements (including connectivity and safety)	Economic development and village revitalization	Parks and recreation maintenance, upgrades, and expansion	Environmental stewardship and resilience initiatives	Providing more affordable housing and increasing housing stock	More arts, cultural, and community-centered events
I live here full-time	84	78	95	57	59	32
I live here part-time	77	88	93	44	19	38
I do not live in Keystone, but I work here	10	12	7	4	10	5
TOTAL	171	178	195	105	88	75

51. Are there any recreational offerings you would like to see more of in Keystone? [Select all that apply]

	Ind oor fitn ess spa ce/r ecr eati on cen ter	Ind oor cou rts and fiel ds	Pool	Pl ay gr ou nd s	Ball fields	Fit ne ss an d da nc e cl as se s	You th and adu lt spo rts	Pub lic rive r acc ess	Hiki ng trail s	Mo unt ain biki ng skill s par k	Picni c areas	Ot he r - W rit e In (R eq uir ed)
I live here full-time	88	21	48	37	14	30	28	45	63	33	33	31
I live here part-time	69	18	28	31	2	24	5	36	59	23	30	17
I do not live in Keystone, but I work here	11	7	8	6	2	5	4	12	10	4	7	2
TOTAL	168	46	84	74	18	59	37	93	132	60	70	50

***Write in responses will be recorded in the final version of this report that will be featured as an appendix to the comprehensive plan.**

**52. Which of the following economic development and revitalization initiatives do you consider to be most important?
[Choose up to 3]**

	Revitali- zation and activati- on of Lakesid- e Village.	Activate River Run Village with efforts to increase traffic in off- season months.	Leverage natural and recreational amenities, history, and arts and cultural assets to encourage tourism- related economic developmen- t, especially in warmer months.	Support the developmen- t of high- quality commercial space to attract new business types.	Examine opportunitie- s to site larger businesses, co-working spaces, or light industrial uses to grow Keystone's tax base.	Invest in streetscape design and walk/bike transportati- on projects that contribute to the appeal of commercial areas.	Other - Write In (Required)
I live here full-time	62	48	38	31	22	81	30
I live here part-time	75	55	48	31	15	68	12
I do not live in Keystone, but I work here	12	7	5	5	0	10	4
TOTAL	149	110	91	67	37	159	46

***Write in responses will be recorded in the final version of this report that will be featured as an appendix to the comprehensive plan.**

53. Are there any services or business types in Keystone you would like to see more of? [Choose all that apply]

	Childcare	Libraries	Mail services	Restaurants	Retail	Medical services (doctor/dentist)	Office/co-working space	Bars and breweries	Art galleries and creative industries	Commercial office space	Other - Write In (Required)
I live here full-time	31	37	90	80	41	48	18	45	29	7	19
I live here part-time	15	12	63	95	47	40	12	54	40	3	12
I do not live in Keystone, but I work here	5	4	7	9	5	8	0	6	6	1	4
TOTAL	51	53	160	184	93	96	30	105	75	11	35

***Write in responses will be recorded in the final version of this report that will be featured as an appendix to the comprehensive plan.**

54. Which of the following transportation initiatives do you consider to be most important?

	Improve local transit with increased frequency and better routes	Improve the bikeability of the town with off-street path connectivity and wayfinding	Improve the pedestrian safety of US 6 crossings	Improve pedestrian ease of movement with better pathway connectivity	Focus on the reduction and/or management of traffic congestion	Other - Write In (Required)	None of the above
I live here full-time	53	74	100	90	59	15	1
I live here part-time	45	67	80	66	39	10	6
I do not live in Keystone, but I work here	6	12	12	11	7	2	0
TOTAL	104	153	192	167	105	27	7

***Write in responses will be recorded in the final version of this report that will be featured as an appendix to the comprehensive plan.**

55. lease select the intersections of US 6 that you think are the most important to improve for safety. [Choose up to 5]

	US 6 and Land fill Rd.	US 6 and Antler's Gulch Rd.	US 6 and Ralston Rd.	US 6 and W. Keystone Rd. (near Keystone Grocery and Gas)	US 6 and Decatur Rd.	US 6 and Tennis Club Rd.	US 6 and Saints John Rd.	US 6 and Caravelle Dr.	US 6 and Rasor Dr.	US 6 and Oro Grande Rd.	US 6 and East Keystone Rd.	US 6 and Montezuma Rd.	I don't know
I live here full-time	25	31	3	58	10	16	12	6	58	14	31	34	14
I live here part-time	7	7	4	44	11	19	17	7	39	13	26	33	32
I do not live in Keystone, but I work here	1	4	2	7	0	0	3	0	10	1	4	3	3
TOTAL	33	42	9	109	21	35	32	13	107	28	61	70	49

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

	Wildfire hazard mitigation	Water conservation	Flood hazard mitigation	Snake River water quality and ecological health	Supporting electric vehicle infrastructure	Composting and sustainable waste management programs	Providing educational resources to property owners about efficiency grants and rebate programs	Increasing energy efficiency of buildings (existing and new)	Promoting sustainable construction practices	Other - Write In (Required)
I live here full-time	102	54	8	95	23	47	34	38	30	7
I live here part-time	92	41	13	80	28	37	22	26	24	10
I do not live in Keystone, but I work here	10	6	1	9	4	6	2	6	5	0
TOTAL	204	101	22	184	55	90	58	70	59	17

57. Have housing challenges in Keystone affected you or someone close to you in any of the following ways? [Choose all that apply]

	Needing to move to a smaller or lower quality housing unit due to cost	Needing to move far from my job to afford a place to live	Not being able to buy a home or renting for longer than anticipated	Needing to live with roommates or family for budgetary reasons	Needing to move away from the area altogether
I live here full-time	55	41	48	53	38
I live here part-time	7	5	10	8	8
I do not live in Keystone, but I work here	6	8	11	7	3
TOTAL	68	54	69	68	49

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

What is your primary relation to the Town of Keystone?	Comment
I live here full-time	Good
	good
	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.
	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.
	Feels that Keystone is mainly a winter based tourism economy.
	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
	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.
	Tourism is vital to Keystone. My experience with tourism has only been positive.
	Tourisam has fed the system that built roads, sewers, cable, etc. so I consider it a necessary evil
	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.
	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.
	No significant issues
	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.

	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.
	it's too seasonal...need shoulder months focus
	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.
	There is too much tourism
	just right
	great place for fun in all seasons
	Currently, I feel that the challenges outweigh the benefits.
	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.
	Good, too many season passes on weekends
	Perception that Keystone is inferior to Breck and Vail and other ski resorts because "nothing is happening" here
	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.
	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.
	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.
	Lots of drunk people during Keystone's festivals
	Keystone seems dead outside of ski season and a few festivals each year.
	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.
	We moved for the fun and opportunity and tourism is part of our life
	great
	Traffic flow in and out of parking lots, during ski season, must be addressed
	We need tourism. Keep it family oriented and wildlife friendly. That is the beauty of Keystone.

	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.
	Great
	Tourism provides many benefits to living here, events, amenities, activities, etc.
	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!
	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.
	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?
	Tourism is the lifeblood of Keystone
	Tourism is good and tourists are generally happy but it makes it hard to meet new people
	Expected for Mtns
	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
	Seasonal, winter primarily. Fractured as Keystone is essentially split into 2 areas - need to be connected by better transportation systems.
	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.
	Increases value, we STR part of the interment travel so gets better rates to help pay for our expense mortgage.
	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
	Disjointed
	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.
	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!
	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.
	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.
	Tourism is necessary for our economy. Airbnbs have ruined summit county neighborhoods and hurt the housing market.
	Lifeblood of Keystone
	Need more Tourist's education and awareness to ensure respect of people living here and the town overall. How to be a Good Neighbor.
	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.
	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.
	Tourism is great if a town how complete proper infrastructure to support it which keystone does not come even close
	Tourism is vital to Keystone
	We don't need more tourists or we will become overcrowded like Breck
	It is an essential part of this community
	Vital
	Education! Tourist need to know about altitude and to respect mtn environment
	N/A
	Winter traffic jams make it difficult to get places.
	Solely vail centered and without vision
	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.
	It's all tourism, it does not feel like local community
	Bad drivers from Texas
	Some is good but don't put all your eggs in one basket
	Heavy inconsistent flows of tourism. Either alot of people in town or a little depending on time of year.

	Not enough to do. The villages are ghost towns!
	Traffic i
	married to Vail Resorts. There is no separation of town and resort. Keystone doesn't have it own identity like it used to.
	Good and bad
	N/a
	Tourism is the primary economic driver and is essential for the town to thrive. Promote tourism, be a business friendly town.
	Feast or famine.
	Amazing needs a parking garage in river run
	Good amount. Don't need any more
	tourism brought me here originally - bet that's true for 90+% of pop
	Vital to economy, medical, restaurants, retail, activities,
	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.
	Highway 6 is a challenge in the winter and summer. Need roundabouts from Landfill Road to the east end at Montezuma Road.
	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.
	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
	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.
	With the increase of living in an RV,nation wide, it would be prudent to have a place to boondock and/or full hookups.
	More quality retail would help service the huge influx of people into the town.
	Complacent. The Mountain House and Lakeside areas are tired and lack the necessary updates of a world class ski area.
	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.
	Tourism is what makes this county run, but we need more housing for employees and less second homes for the tourists.
	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

	Don't know
	Inconsistent
	Love the quiet summers. Makes the crazy busy winters manageable
	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.
	To many short term rentals
	Tourism is a vital part of the local economy. The challenges they bring have long been overlooked because the money they bring in
	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.
	Happy to have the tourists IF they weren't stealing all the homes. I make good money and still can barely afford anything. More short term rental restriction please.
	Tourism is the soul of our community , like it or not
	Live next to 3 STRs. These need to managed better and owners need to be educated that their "businesses" impact peoples' neighborhoods. Barking and roaming dogs are a huge problem - safety, quality of life, attracting wildlife.
	Keystone resort doesn't do their share to fund services that mainly benefit them and their employees. The resort itself is a great benefit. Keystone as a corporation doesn't make a good neighbor. Their customers are a drain on public services. They expect the town and residents to cover many of the costs that they should be paying for.
	Need to have more year- round tourism if possible to sustain businesses

	Essential for jobs
	They are our bread and butter! We should always support our guests and reach out to other states for a wider demographic of travelers.
	We live in a tourism based community, so it's something we have to live with. I wish there were local incentives/ discounts for food/bars/retail not available to tourists. Better access through summit cove gates or through river course gate for residents. Wish there were a way to improve walking along and to decrease speeding on soda springs
	Essential for economy
	it's too up and down....need to address the slow months
	More people can visit in a day than live here
	While not being a colorado native myself I find it Exhilarating living in a location where those who also don't live here stop to take photos or just want to take in the sites. Times get packed, but to me that's just good business.
	Traffic on hwy 6 in the winter is horrible! It impacts my ability do my activities
	when there was a bus available to get around our community, tourism only seemed to negatively affect my experience on the busiest weekends. Now that the bus stops to two keystone workforce housing neighborhoods have been removed (starting Oct. 2025), it will be impossible to navigate the Town during peak seasons. We are considering leaving a community we love because we will no longer be able to get around and need to move closer to a bus stop. Please bring the Wintergreen and West Hills bus stops back!!!!
	Key
I live here part-time	Good
	A benefit
	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.)
	It creates crowds and obnoxious guests.
	Tourism is the reason Keystone exists. It must continue to be prioritized.
	Winter traffic congestion is a problem
	Tourism is key to the economy of Keystone
	Tourism is the foundation of the Keystone economy
	Good regarding skiing. Need additional reasons to visit during warmer months.
	Tourism provides the \$ to allow the Town to do the things it wants to do
	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.
	Loud and obnoxious short term renters looking to party
	We like that it is a recognized destination resort.
	The ski resort is very much a local resort. Too many snowboarders-attracts more of a low brow crowd compared to other resorts.

	As long as STR (short term rentals) allowed, tourism will continue.
	Excessive in winter and very slow in off season
	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.
	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.
	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.
	I like that tourism creates a lively, vibrant setting for the area.
	Keystone should be the quality of the Broadmoor only less expensive and more family friendly
	Overrun. Unmanageable. Big turnoff
	I am concerned about increased tourism. During peak times it is already too crowded. Also eliminate KNC
	Promoting family visits is least disruptive
	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.
	Outside skiing and a few festivals, non-existent
	Tourism is an important part of who Keystone is. Making sure we have adequate amenities, like ski bus service, restaurants, shops is key to our longterm success.
	We rent our home in winter season to help offset costs of owning
	Need more tourists, higher quality restaurants and offerings
	Too winter focused
	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.
	I think the festivals need to be more affordable for locals and include more local vendors
	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.
	June seems pretty dead. Lakeside like a ghost town. River Run similar
	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.
	Tourism is its purpose and life line. Continue to support this.
	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.

	Continue emphasis on family programs 12 months per year.
	Keystone Ski Resort is reducing free parking and selling land for development instead of more parking.
	It is a resort town. It is expected and needed.
	Tourism helps Keystone. I feel the town accommodates visitors and that also makes it nice for those of us that live there.
	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.
	Tourism is what keeps Keystone going! As an owner that does not 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.
	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.
	Creates parking issues
	Not affected
	Required for economic existence
	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.
	Tourism is the driver of the economy in keystone. STRs enable this economy to flourish. Keystone's goal should be to create a community that allows your system to stay in keystone rather than drive to Dillon or Silverthorne for dining and groceries. /
	1. Need to attract more use of commerce (such as restaurants) in the summer season. 2. Need to better manage over crowded ski slopes
	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
	It was critical to my decision to purchase in keystone
	It supports our community
	Tourism is the heart of Keystone and is top priority
	It's good where it's at. I don't want more.
	Feast or famine. Ski season parking can be challenging at times.
	Keystone is already overbuilt, overcrowded. DONOT TRY TO BRING IN INDUSTRY1 Keep the town small, no growth.
	supporting tourism is key to the survival of the town. the more attractions we can bring to town the better
	It's all about the visitors. And should be.
	it has always been family friendly and concerned with protecting the forest/environment

	Good as it is. Too much tourism sucks, I enjoyed Keystone because it has the touristy things (skiing, summer festivals) but isn't so over-run like Breck or Vail
	Good, too bad Vail is mismanaging the tourist experience in favor of developing real estate and profits.
	Winter and summer are pretty busy, but need more activities and town amenities to attract people in the shoulder season.
	Sleepy when compared to other near-by destinations. Lack of quality dining options force us to frequent Dillon, Frisco, and Silverthorne all the time.
	Tourism should be the primary focus of the Keystone area, not empty nest transplants wanting to have retirement living
	My experience in Keystone is mostly as a tourist.
	UNMANAGED on mountain
	Tourism is critical to the local economy so I am fully supportive of making it a great place for tourists.
	People come get primarily for skiing and the summer festivals. I didn't think many people see Keystone as a destination unto itself.
	Tourism brought us to Keystone originally plus we rely on steady tourism draw for our property rental.
	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.
	Because 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.
	Essential
	Keystone is a tourist town
	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.
	It's a hidden gem and I love it!
	Summer is not nearly as busy as Vail, Breck, etc. Shopping options like Lolo have left. Village needs help and to play off Kindred
	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.

	It's what supports the village.
	Keystone is set up for second home rentals but struggles to find housing for local workers
	Too many STR
	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.
	tourism is essential to Keystone
	No problem for us.
	It is very seasonal. Need to create more reasons for people to visit in the summer and shoulder months.
	People are friendly
	Many people vacation in Keystone to enjoy its natural beauty and activities. Those visitors provide the revenue that supports the vitality of the community for the rest of us enjoy. We have to understand that tourism is the primary source of revenue for the town and without it Keystone would become Montezuma.
	Tourism is the lifeblood of Keystone -- we absolutely need to encourage and support it as much as possible. While other economic development is great, Keystone will always be a tourism centered community and we must recognize that.
	overall average
	We have a pretty healthy tourism population, and I think the opening of Kindred will help lend to more exposure
	mostly good. Several experience too much confusion with no signage, wrong info, poor instructions, waste of lift purchase due to employee mistakes
	Keystone was built to be for tourists, so tourism is a benefit - supporting the economy, but more needs to be done to make it a draw for people t want to come and stay for longer visits. Need more events. The challenge is the traffic in winter on Hwy 6
	Tourism is critical and a vital part of the Keystone community's success.
	Tourism is vital to our short term rental opportunities
	The Tourism is very balanced and allows for Keystone to remain a quiet community. It is not overrun by people.
	River Run has been maintained but Lakeside Village and the Mountain House have not and desperately need attention. Lakeside Village is the forgotten Village. It was beautiful 20 years ago.
	The Epic passs encourages people to come for the day only. They don't eat in the restaurants or stay any period of time which does not make a contribution to the community.
I do not live in Keystone, but I work here	Tourism is good for business. Keystone (town & resort) needs to consider more than the bottom line.
	Ok
	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

	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.
	Beneficial
	Winter tourism is steady and strong. The KNC does a great job with peak summer visitation. Some should seasons could use help.
	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.
	Ficus on summer is falling short.
	Keystone is about skiing.
	Very nuanced situation, but with better infrastructure and RESTRICTIONS ON SECOND HOMES/SHORT TERM RENTALS locals would stand a better chance to survive here
	Winter is busy and summers are a relaxing experience which is what I believe draws people to Keystone. They are different guests looking for different experiences
	Keystone is a resort, not a town so we need more activities and events to bring tourists here
	I love it and think we need to increase it year round

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

What is your primary relation to the Town of Keystone?	Comment
I live here full-time	Communication and have a better sense of community for people living here.
	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.
	Improved walk/bike ability, including sidewalks for high traffic areast
	I'd have the rec path plowed during winter and I would add a grocery store.
	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
	Let's develop a sense of arrival to traffic using Hwy 6, and at both ends of town
	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.
	Better security
	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.
	Build a rec center
	Affordable housing
	Find a way to work with the resort to support year-round business in River Run and Lakeside Villages
	KNC
	The closing of summer operations/bike haul two days a week. We need it to go back to being open 7 days a week.
	Eliminate short term rentals in single-family neighborhoods
	path connectivity and improvement
	being able to go from East Keystone to Lakeside and the Ranch without having to go on US 6
	A real main street with restaurants, cafes, etc, but we need employees.
	I'd provide 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.
	Medical offices
	Brand it for its own natural character and legacy and keep it family oriented

	Get rid of the semi traffic on 6
	Separate from Vail
	Ban Airbnbs
	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.
	Make it easier to get from one side of Keystone to the other
	Have a real town center.
	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;)
	All need to pay into KNC not just certain neighborhoods and Vail resorts need to pay in lot more
	Business - more of - reduce bails control of KNC and to see it dissolved over time
	traffic control
	Traffic flow during ski season. Extend bus routes to get local cars off the roads and out of the parking lots
	Trail connectivity
	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.
	More affordable housing for local workers.
	Cheaper ski and golf
	Repair potholes in the roads
	bike path on landfill side
	Improve safety living next to Wintergreen, especially related to traffic, unsafe driving, etc. need a gate between Wintergreen and Antler Gulch.
	The introduction of sideways on highway 6
	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.
	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.
	The cost of HOA's
	More restaurants and shopping like Breckenridge or frisco

	More locals such that it becomes easier to make new friends
	Bulldoze 3 Peaks and build a park
	Prior comments, a centralized downtown area that is easily accessible
	Availability and price of worker housing
	The roads are in bad shape & need re-paving.
	More walkable, or a Main Street / downtown area
	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.
	Install light rail to integrate all areas of the city,
	Create a town core, revitalize river run, use the river run parking lot as a town park and surround it with business and housing.
	Another affordable housing option for non-vail keystone employees and residents (like Wintergreen, maybe)
	That it stopped catering to Vail Resorts and started making its own decisions.
	The relationship between locals and tourists. I know we need them but I really dislike having them around!!
	The intersection by the gas station should be a roundabout
	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.
	Sense of Community is lacking.
	Better sidewalks and crossings on US 6
	To have a real grocery store and business center so people don't have to drive 10 minutes into Dillon or take long bus rides to get food
	Traffic flow and safety
	To have one robust downtown or village as opposed to three that are ghost towns over half the time.
	Add mail delivery service and sidewalks along the highway
	More affordable
	Access to Lakeside Village
	Walkability
	slow down traffic on Hwy 6 from Swan Mtn Rd to Montezuma Rd.
	I would like to see easier ways for locals to get around. There's not a lot of walkways and bus stops for the new developments of local housing. It is also difficult to navigate turning in and out from highway 6.
	An actual town
	There needs to be a town center unless you consider River Run the center
	Add a night life

	Rec Path in winter
	Lack of affordable housing opportunities.
	Limit Airbnb
	The traffic entrance and exit of keystone resort on E keystone road and montezuma.
	Make it active all year round. The resort areas are empty most of the time.
	where is the "town" of keystone? mtn house? River Run? in a strip mall on hwy 6?
	get rid of KNC
	Use underutilized spaces and improve Hwy 6 crossing
	More affordable, quality housing for those who actually live here year round.
	N/a
	Need a post office or mail delivery
	Improve walkability
	Parking garage in river run
	Require bear resistant trash containers
	better leverage nature-based events, edu, hiking, biking, music in June, Fall
	More "sense of being a town". Greater 2nd homeowner involvement/consideration
	Better infrastructure to support the ebb and flow of the population. Better balance of a resident community necessary to support a tourist economy.
	walkability - need several roundabouts
	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.
	We need neighborhood STR zones
	Go back to not being a town. Stupidest decision ever
	Improve local transit with increased frequency and better routes
	See above. And celebrate the Historic Resources, before Vail Resort razes all of them.
	More pedestrian and bike friendly along highway 6, fewer semi trucks driving through.
	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)
	Create an indoor lcerink/recenter with skatepark
	More deed restricted housing.
	Affordable housing options or making employee housing an actual lease
	Add right turn lane onto US 6 from West Keystone Rd to ease egress from Mountain House area.
	The image that its the worst town in the county.

	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.
	Reduce short term rentals
	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.
	Revitalize existing areas. Don't add unnecessarily. Keystone is not and will never be an Aspen or Breckenridge and should not strive to be
	Housing availability!!!!!!
	Time limits on employee housing.
	Bike paths more connected. They are very patchy right now. Also more affordable housing.
	We would lift the people moving above the ground
	Develop and enforce loose dogs regulations. Better regulate STRs.
	The mayor. Seems to tight with KNC. I personally voted for him and now wish I hadn't.
	improved transportation throughout Town
	Lack of alternate routes when traffic is heavy on US 6
	Improve Open Space Trails
	Mountain house base area needs growth/ updates.
	Better quality restruaran
	Get rid of Vail ownership
	mail services
	Better housing opportunities for those with a lower income.
	More roundabouts (? Or lights) for crossings.
	Support our local keystone workforce! a great example would be to reinstated the Keystone shuttle buses to the workforce housing neighborhoods to assure our workforce can actual get to work)
	Open more months
I live here part-time	More inviting for part-time home owners
	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.
	Safe sidewalks on US 6
	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.
	Better ski day traffic management, including communications, shuttles, and car pool incentives.
	Keep all current FREE parking areas
	Allow all homeowners and full time residents to vote

	Enabling part-time resident homeowners and renters to vote
	National Forest wildfire mitigation - picking up downed timber. Serves as risk for kindling.
	Improve transportation options
	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.
	Stop short term rentals
	Improve appearance
	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.
	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.
	More of a town feel. More restaurant choices. Free gondola in summer
	Rebuild the keystone mountain house area and turn it into another river run
	The expensive condos that have been built and that are still being built.
	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.
	More pedestrian friendly sidewalks and hiking trails. hiking trails.
	I would like the Keystone Village and Lakeside areas to be more vibrant and attractive for spending time.
	Mail delivery
	Proper grocery store
	limit growth and improve upon what we have.
	Raise the bar for no -resort amenities
	Get rid of the town council.
	Take over and eliminate Keystone Neighborhood Company. Duplicative.
	Improve Lakeside Village - shops, parking, restaurants
	Would like the town to take over Knc neighborhood. Currently east keystone foots the bill for all of keystone community activities.
	Improve beauty of gathering places- lakeside and mountain house
	Better walking/biking paths

	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.
	Offer more opportunities for locals like affordable entry into festivals, cheaper restaurants and bars. Perks. For locals
	Safety of crossing Highway 6 at Rasor Drive.
	Safety of pedestrian crossing on 6th street and the speed of vehicles on that road
	Improve pedestrian walking and safety
	Shuttle parking lots so you don't have to schlep skis through the village.
	If more housing is needed, fight the federal government to open up more land.
	Make it feel more like a town than condos and strip malls along us 6
	Supermarket
	improve walking areas along Hwy 6 and put in at least one pedestrian over-pass before someone is killed.
	Better side walks and infrastructure - Not good today
	Control traffic speed and noise on US 6
	Reduce the number of condos that block the views!
	More river run restaurants that stay open later
	A more defined city center
	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 outrageous that there aren't maintained sidewalks along the hwy. I guess, make it a safe place for pedestrians to encourage people walking all year long.
	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.
	Better police patrols
	More quality restaurants
	Create and maintain better communication with the community.
	A few more options for restaurants, but small businesses, not chains.
	Revitalize lakeside and have an affordable grocery retail store
	I would connect the village with mountain house area with a pedestrian path try to make it a larger village
	Increase / attract more entertainment commerce such as restaurants and concert events
	Make it feel more like a town then a resort area
	Slow down us 6
	would like healthy food in restaurants, not only pub food
	Develop a image of uniqueness and quality in the public sector.

	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.
	More year-round activities to attract visitors, especially during the summer months.
	the lack of affordable and healthy restaurants
	I like Keystone a tin the way it is. Sometimes, less is more
	Better safer walkways, snow removal , and taking better advantage of beautiful scenery.
	More unique shops and restaurants with a cute downtown like Breck.
	Finally figure out what to do with Lakeside retail and River Run. Both locations are depressing, lack vibrancy.
	Go back to being part of unincorporated Summit County. The high amount of risk and liability taken on by being an incorporated town is not good.
	Keystone has a dearth of hiking trails considering the natural beauty of the area and adjacency of the national forest.
	parking structure would help
	Better walking/biking options.
	slow down the pace of development and traffic growth.
	More affordable housing for workers
	Have more of an active town center that appeals to visitors and residents alike.
	Restore the health of the Snake River.
	Grocery
	Grocery store
	More walking and biking paths.
	revitalize the Lakeside Village. Its run down, dated, but sits along pristine landscape.
	Nothing comes to mind
	don't over develop
	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.
	Highway 6 needs a sidewalk and/or bike path.
	More public parks for kids and community. Increase landscape quality. Get retail to Village. Fix mail issues
	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.
	Not being double taxed with KNC
	Provide more affordable housing
	Make Hazmat trucks go through tunnel
	Highway 6 speeds reduced and don't allow engine brakes on trucks
	We need a grocery store, a big one.
	Maintain and improve existing bike and pedestrian paths and add to same.
	cost of living, rent, is too high
	Work with Vail to get better local bus service for skiers. I think that Vail should have separate bus service for its employees. In the morning, the busses are filled with employees and visitors are left standing while holding ski equipment. It's dangerous. Also, sometimes their busses won't stop because they are filled. The whole bus system keeps getting worse.
	Get Vail properties to step up and improve River Run and actually manage the asset properly. Poorly managed. Not sure this can be fixed but the tenant space as laid out are not conducive for treats to run an efficient business. Width to depth's of stores are wrong and too many side corridors for a tenant actually make a profit.
	Public restrooms
	Better enforcement of vehicle speed and noise on hwy 6.
	The fact that there is no real town core. It would be great to have a walkable downtown area that is not the resort base.
	More things to do and overhaul of The Village
	To redevelop Mountain Haus. I think there's a lot of potential in that area. Creating a new village like atmosphere similar to River Run could definitely increase the tourist population and attract more visitors. In turn, it would help the town of Keystone grow and provide new opportunities.
	overcrowding and lack of safety on the mountain.
	Add a grocery store
	Create a town center
	Good question but not sure
	Greater focus on improving the Mountain House Base area
	More local community activities to bring people together
	Revitalize Lakeside Village
	Revitalization of lakeside village and the mountain house..They are tired and need serious attention. Twenty five years ago , it was beautiful!
	Clean it up and provide more activities.

I do not live in Keystone, but I work here	More collaboration b/t Vail Corp and Town
	Lakeside village is typically dead, could use an anchor restaurant/nightlife.
	Better transportation
	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.
	Get rid of the stop sign that was added at the bottom of Montezuma rd. It only creates more traffic for no reason.
	Gondola thru villages
	The mean 2nd homeowners.
	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.
	Road improvements
	More parking during ski season
	Number of second homes that sit empty half the year while locals struggle to live
	Develop Mountain House base area
	I would revitalize Mountain House. We need to spread out the skiers.
	I would love to see us have more Summer Activities similar to other Resorts
TOTAL	

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

What is your primary relation to the Town of Keystone?	Comment
I live here full-time	Size
	Open space
	Wildlife
	N/a
	Free parking
	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.
	The natural resources surrounding our community. Lets work hard to protect that!
	Expanding in public lands for more luxury homes.
	USFS access from the town
	The beauty and existing outdoor recreation opportunities
	I'd like to see it continue to offer a high quality relationship with the wildlife around here, not to displace them
	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.
	All of the paths
	The small ski town charm. I know there is a need for some growth, just don't turn us into Breckenridge, Frisco, or Silverthorne.
	Don't be Breckenridge
	The laid back, hands-off, nature-centric, ride-centric vibe and culture, ensuring it doesn't become like Vail or Breckenridge.
	Unincorporate
	small
	family oriented place to have fun
	Less congestion than the rest of the county, but even here it's gotten excessive.
	The quiet small town atmosphere. We don't really have a community gathering place, nor reasons to get together that are not tourism based.
	Low density neighborhood feeling and family friendliness
	Freeze deveopment

	0 - change is good
	Can't think of much these days
	The general quietness that we have compared to other towns in Summit county.
	The nature/wetlands around town
	Quiet
	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 that are never occupied. Also, people from Texas would not be allowed.
	Family feel
	Safety
	the vibe
	Keep the open spaces and recreation
	Free parking! Please keep parking free
	no post office
	Being intertwined with the ski resort.
	nature and it's natural beauty: forest, river, views of hills/mountains, hikability
	The rec path and wetlands, that's what makes us unique.
	Our relationship with the ski area whether Vail or not
	Bike paths, bike trails, open green spaces
	The nature and how natural and original it is
	Weather
	The low-key off-season. Winters are so busy, it's nice to have a reprieve in the non-winter months.
	Feels more in the forest than other towns, don't cut down to many trees
	Skifield ownership
	Small town sense of community
	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!
	The natural beauty and outdoor recreational opportunities. Lets protect our natural environment!
	Its location nestled in the national forest. Please no more development. Let's improve what we have .
	The solitude during mud season
	Blindly following the newly elected officials and suspending a sense of reality
	Local feel.

	The free parking!
	Don't know
	The preservation of natural, un gentrified areas
	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.
	Don't become overcrowded like breck
	The ski resort and Its beauty and access to trails, nature, etc...
	The feeling that you are in the wilderness when walking the paths in town.
	Small community atmosphere. Limit density.
	Trail System
	I love how Keystone is tucked away from some of the busier towns like Frisco and Breckenridge.
	Small town feel
	Nothing right now.
	It's ski resort
	Family oriented community
	Don't remove the wine and jazz festival.
	I love that we don't have police
	Size it doesn't need to grow by population.
	The mountains
	Reduction of area biking trails, ease of outdoor rec in the valley.
	Accessibility to the mountain
	Outdoor recreation access
	Having no police
	how chill it is in the summer.
	Protect existing open spaces!
	Parking garage river run
	Quiet in the summer
	feels like I live in nature, not in a city - but have city amenities nearby
	access to natural environment, support for tourism, 2nd homeowners
	The recreation opportunities - mainly skiing.
	Hopefully always being a unique town from the towns that surround us and somewhere that people want to live and visit
	It's already changed in many ways for the worst

	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!
	Hum...
	National Forests and trails.
	Create more of a centralized town feel.
	I would never want to change the town into a late night bar scene.
	The beauty of it.
	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
	That it's not crazy busy like Breck or Frisco
	Keep the essence of what makes keystone "Keystone".
	Trail system along snake river
	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.
	The small town feel. I avoid Breckenridge at all costs because the towns drive to be a top winter destination
	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.
	The amount of green spaces and natural environment.
	The small community feel.
	Have Vail and the town get at cross purposes
	The family-oriented focus. We dont want to become another Breck!
	Family friendly
	I don't want to lose the natural beauty of the area and access to that beauty
	Marijuana free family zone
	Preserve Open Space along the Snake River
	The skiing is world class. The Summets with our festivals are great. We need more traffic during off months.
	The small feel.
	easy access to ski
	The views, the mountain family friendly vibe.
	How quiet the trails are (shhhh)
	I previously would have said the free shuttle but that was taken from us!
I live here part-time	hidden gem destination
	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.
	Lack of dispensaries. Hope we never get one.
	That it is not Breckenridge. Any change that makes Keystone more like Breck is a bad idea.
	The peaceful environment
	The generally peaceful surroundings, ski mountain and bike/hike paths
	Preserve nature and habitat near city center and Settler's Creek neighborhood.
	Its family-friendly, nature based characteristics
	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.
	More restaurants
	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.
	Keep it small town feel. Revitalize the Lake Village area. There is hardly anything there.
	The local feel that it is sadly losing
	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.)
	We need to keep the small town, low key vibe and avoid at all costs becoming a Breckenridge.
	The natural setting
	I want it to remain less travelled and smaller than other resorts
	Density
	the quaintness and "old school", or "throwback" style and vibe of the village which keeps it super friendly
	Free parking at River Run.
	The natural beauty. There are plenty of current buildings that could be used to improve Keystone (vs bulldogn new one).
	Free skier parking and keep the tennis center
	Do not want overdevelopment
	Quiet and safe
	Quiet
	Keep the bike path along the river.
	Its overall small footprint.
	The incredible beauty of the natural surroundings
	It's purpose!
	Welcoming tourists and visitors, it's a purpose built resort town

	Connection to the environment around us.
	The Snake River wetlands and surrounding natural areas.
	Not to become a Vail, Beaver Creek
	Keep the low-key feel, leave the glitz to Vail and the crappy retail to Breck
	It's natural beauty.
	Wetlands
	The small town feel
	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.
	The Outback! Unless you add more access!
	Easy access to outdoor activities
	Natural surroundings
	Protection of the wetlands
	The natural beauty
	The quiet family friendly environment. Do not become a spring break or get away for the affluent. Do not become Aspen, Breck or Vail.
	Access to the river and natural settings.
	That's family oriented
	Availability of short term rental capacity for families coming to the area for winter and summer enjoyment / commerce
	Small town feel
	The peaceful serenity
	free parking lots, especially at River Run
	Keep Keystone available to the locals.
	STR RUKES AND REORTING.
	its laid back feel.
	My time there. It's my happy place for sure. I ski a lot and hike
	keeping natural spaces natural
	Please please dont cut down many more trees to build condos
	Family atmosphere!
	Would not want to add more condos/hotels.
	The preservation of the Snake River as open space
	Being a resort town geared towards visitors and tourists.
	make it the next Vail, or ParkCity it is only a Ski Area at this point
	Love the family orientation.

	low noise with good air quality from limited traffic and development.
	The recreational paths.
	Is like keystone to maintain it's image as more of a low key spot.
	It's bedroom feel; it's not the city feel of Breckenridge or Silverthorne. Ex: like Beaver Creek is to Vail.
	Focus on responsible development that preserves the character and beauty of the area
	Access to natural environment.
	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.
	Family oriented ski resort.
	keep a family tourist resort
	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.
	Ice skating on Keystone Lake in the winter!!
	Location!
	Family friendly, small town charm.
	Laid back feel.
	The tenured bars
	Access to national forest and reduce growth of new accommodations
	The surrounding access to National Forest land and keeping it undeveloped.
	Keystone ski resort
	Keep the name Keystone.
	The family image
	Need to keep green space
	Stay friendly to 2nd homeowners.
	The non-glitzy, laid-back atmosphere throughout the town. Don't let Keystone become Breckenridge or Vail.
	The quiet atmosphere. Keystone should never try to become Silverthorne or Breck. Let it be a relaxing escape.
	Culture and skiing is grand
	That it is tucked away and has a nice balance between balance and solitude
	History, Heritage, Fondue Chessel, Alpenglöw Stube, local businesses
	Keep its relationship to the natural environment- with hiking, biking etc
	Ability to provide short term rental at the Mountain House Base
	Keystone is a locals town, it is not overrun by tourists. You really do get to enjoy the outdoors with minimal crowds.
	Keystone as a smaller, appealing resort town

	The beauty of Keystone is that is it a smaller , quiet, child friendly resort community that I hope never changes.
	Wild life showing up once in awhile, the vegetation around the river, and open spaces. I also like the tranquility of Keystone as opposed to the busy congestion and noise of other Summit County towns.
I do not live in Keystone, but I work here	Serenity calm small town feel
	Snake river natural habitat
	Free parking in river run
	Have more full time and affordable living facilities to help bring in the needed workers
	Golf course
	The strong sense of community created through events.
	Quaintness
	Small town feel
	There is nothing wrong with Keystone but it is going to grow and that is reality
	Ski Tip Lodge, always needs to stay like it is.
	I would like to keep the Marsh/open/forested area we have and not build more condos/townhomes

TOWN OF KEYSTONE, COLORADO

STAFF REPORT

TO: Mayor & Town Councilmembers
THROUGH: John Crone, Town Manager
FROM: Madeleine Sielu, Town Clerk
DATE: October 28, 2025 – Work Session
SUBJECT: Discussion of Potential Election Policies

Executive Summary:

Staff is asking Town Council to consider whether to adopt an ordinance outlining the requirement for write-in candidates to declare their candidacy, to allow for the possibility of cancellation of a municipal election.

Background:

In 2026, the Town of Keystone is scheduled to hold its first Regular Municipal Election. Below is a general timeline that outlines critical dates for the election process in 2026.

- January 6, 2026 – 91 days prior to election – Nominating petitions available for pick-up **(Title 31)**
- January 26, 2025 – 71 days prior to election – Nominating petitions due (i.e. deadline to declare candidacy) **(Title 31)**
- February 2, 2025 – 64 days prior to election – last day for corrections to nominating petitions **(Title 31)**
- February 6, 2025 – First FCPA report due from candidates **Charter**
- February 20, 2025 – 45 days prior (46 days since 45 is on Saturday) – UOCAVA ballots must go out **(Title 31)**
- March 8, 2025 – Second FCPA report due from candidates **Charter**
- March 23, 2025 – Third FCPA report due from candidates **Charter**
- April 7, 2026 – Municipal Election **Charter**

If the same number of candidates run for office as the number of offices available, it is possible for the Town Council to consider cancelling the election. This would require the adoption of an ordinance outlining the requirement for write-in candidates to officially declare their candidacy by a certain date. This cancellation can only occur starting 64 days before the scheduled election, which, for the election on April 7, is Monday, February 2. Staff is asking Town Council to consider whether they would like the ability to consider cancellation of an election. If so, staff would need to bring back an ordinance for Town Council to approve. Passage of this ordinance would not lead to the automatic cancellation of an election. If there are the same number of candidates as available offices, the Town Council would still have to pass a resolution cancelling the election. The Town Council could decide at that time whether the election would be cancelled. The Town Council would not be able to cancel the election if this ordinance has not been adopted.

Alternatives:

Town Council could decide they do not want to formally consider this ordinance.

Financial Considerations:

There are financial costs associated with having an election. Having the ability to cancel an election would result in potential cost savings in printing costs, the hiring of election judges, and staff time.

Previous Council Actions:

N/A

Next Steps:

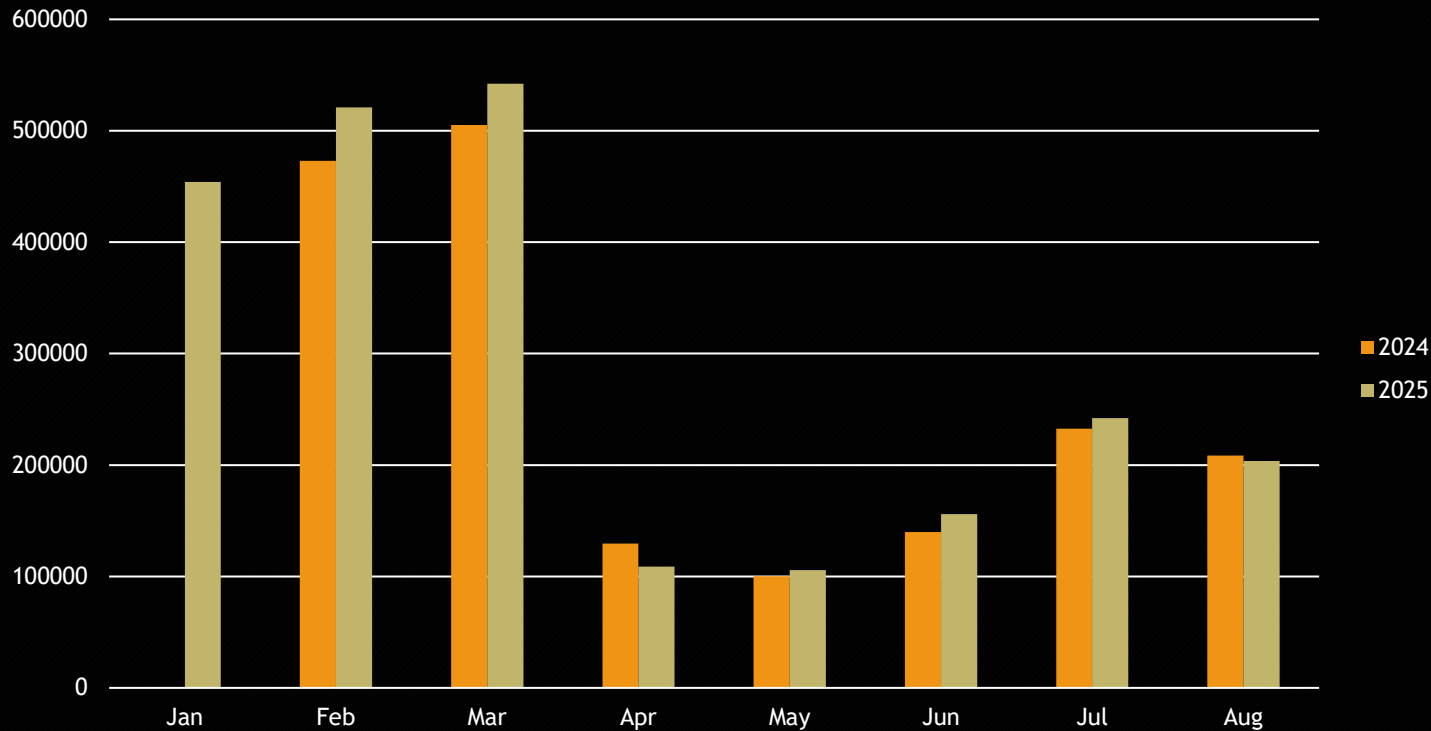
If Town Council is interested in the passage of this ordinance, staff will bring back an ordinance for first reading at the next regular meeting.

Attachment:



August tax revenues and September financials

Monthly Comparison of Sales Tax Collected

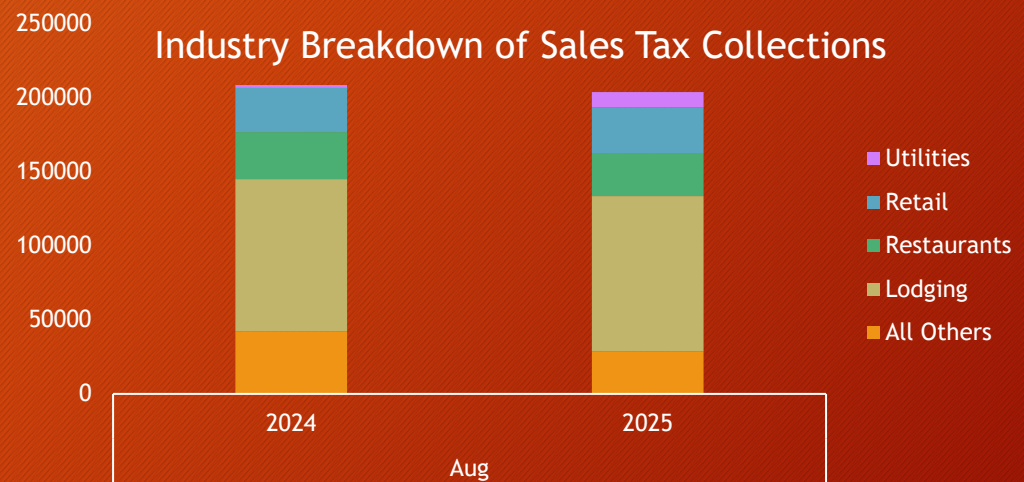


Sales tax revenue for August 2025 decreased by 2% compared to August 2024. The year-to-date total (February through August) is up 5% compared to the same period last year. With eight months of collections, we're sitting at roughly 68% of the annual budget, which is right where we'd expect to be heading into fall.

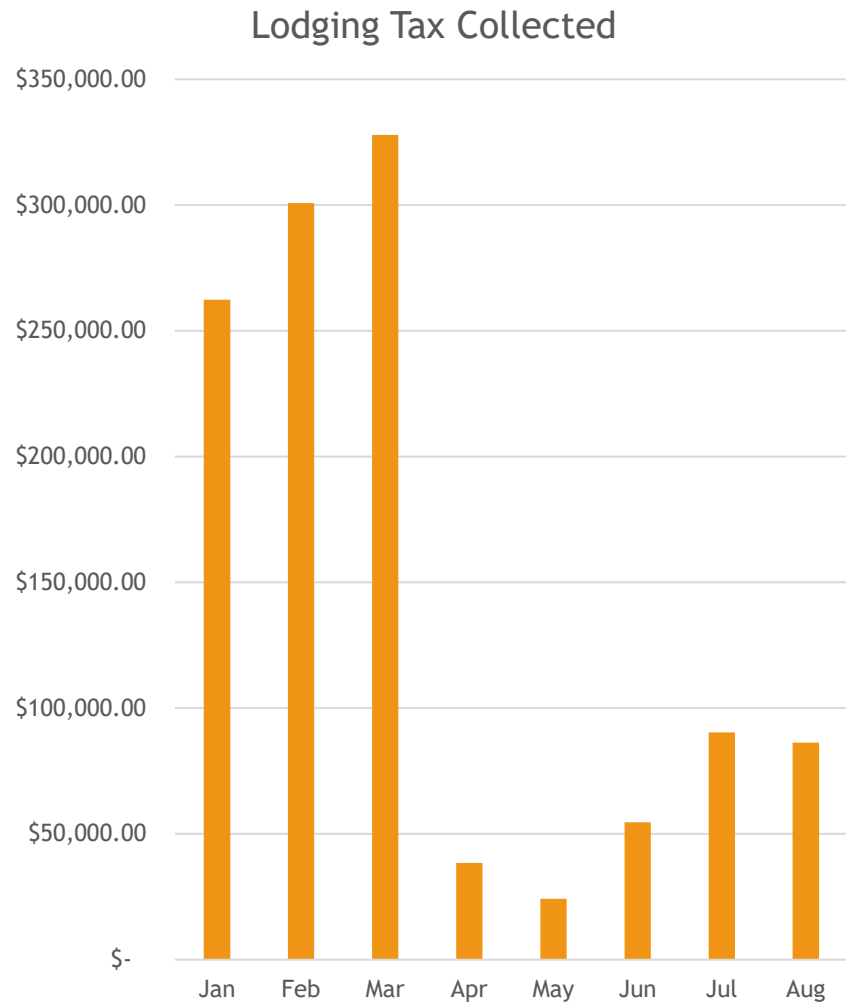
January 2024 shows no collections because the Town had not yet incorporated.

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.

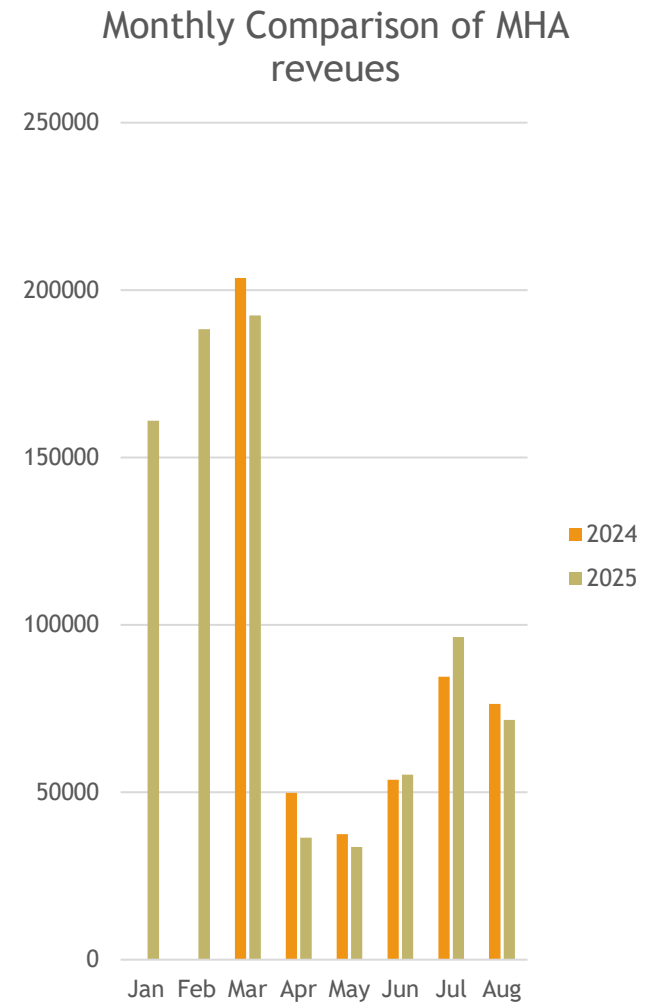


- Town of Keystone began collecting lodging tax in January 2025.
- Year-to-date, lodging tax collections have reached 74% of the \$1.6 million annual budget, putting revenues ahead of projections.



Monthly SCHA Contributions

- *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.
- August revenues are 6% lower than in August 2024.



	F	G	H	I	J	L	M	N	O	Q
1		Town of Keystone								
2		Statement of Financial Position								
3		As of Dates Indicated								
4										
5			Audited							
6			Final							
7			2024							
8			Combined							
9			Funds							
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6									
7			Approved	Approved		9 months			
8			2025	2025	2025	Ended	Variance	% of	
9			Budget	Budget	Forecast	9/30/2025	Favorable	2025	
10		GENERAL FUND				Actual	(Unfavor)	Budget	Notes
11		Revenues							75% of the year has elapsed
12		Sales Tax (1 mos estimated)	3,440,698	3,440,698	3,440,698	2,126,748	(1,313,950)	62%	
13		Other Tax Revenue							
14		Highway Users Tax Fund	66,612	66,612	8,653	6,336	(60,276)	10%	registrations and lane miles. Since Keystone incorporated in 2024, we reported
15		Cigarette Tax	7,115	7,115	7,115	6,774	(341)	95%	this year, with distributions started on July 2025. Forecast updated with CML
16		Nicotine Tax	83,315	83,315	243,257	136,413	53,098	164%	projections
17		Road and Bridges Tax	103,774	103,774	89,737	89,464	(14,310)	86%	from the County
18		Specific Ownership Tax	34,723	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	13,657	30,000	27,023	13,366	198%	Some of the funds relate to 2024 appear in our 2025 records because the 2024
21		Other Tax Revenue				1,169			fiscal year was closed out before distributions from the County were made.
22									Mineral and Severance Tax from the State
23		Total Other Tax Revenue	309,196	309,196	378,762	267,179	(43,186)	86%	
24		Fees							
25		Building Permits	40,641	40,641	50,000	58,295	17,654		We receive 10% revenue from SC on building permit review and grading and
26		Comm Dev Reimbursable Costs	20,000	20,000	0	0	(20,000)	143%	excavating permits we generate inhouse. \$18K is restricted for open space
27		Franchise Fees	1,500	1,500	115,000	0	(1,500)	0%	received once a development occurs expense.
28									Comcast has been remitting payment to the County and we should see 2024 &
29			62,141	62,141	165,000	58,295	(3,846)	94%	0% 25 payments by the end of the year.
30		Licenses							
31		Business Licenses	34,000	34,000	3,750	2,650	(31,350)	8%	Started in June. Forecast is based on 75 licenses @ \$50
32		Short Term Rentals	547,150	547,150	547,150	104,025	(443,125)	19%	September event
33		Liquor Licenses	1,750	1,750	5,250	6,378	4,628	364%	Forecast is based on 30 @ \$175
34		Tobacco Licenses	0	0	800	500	500		forecast is based on 4 @ \$200
35			582,900	582,900	556,950	113,553	(469,347)	19%	
36		Fines							
37									
38		Municipal Court Fines	40,000	40,000	0	0	(40,000)	0%	new IGA and fines were recently approved by council. Revenues should start to
39		Code Enforcement Fines	5,000	5,000	0	0	(5,000)	0%	come in before year end
40		*** Court Reimbursable Costs	19,382	19,382	0	0	(19,382)	0%	will receive once cost occurs. See other *** under expenditures
41									
42			64,382	64,382	0	0	(64,382)	0%	
43		Other Income							
44		Grants	215,000	215,000	340,000	145,823	(69,177)	68%	Town Manager Grant and Comp plan are reimbursable grants at 50%. SIPA
45		Interest on Taxes				0	0		Grant for \$110K.
46		Interest on Investments	68,000	68,000	68,000	79,979	11,979	118%	
47		Admin Miscellaneous Income	0	0	122,550	134,388	134,388		CML dinner and development donation of \$122,500
48									
49			283,000	283,000	530,550	360,190	77,190	127%	
50									
51		Total Revenue	4,742,317	4,742,317	5,071,959	2,925,965	(1,817,521)	62%	
52									

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6									
7			Approved	Approved		9 months			
8			2025	Amended	2025	Ended	Variance	% of	
9			Budget	2025	Forecast	9/30/2025	Favorable	2025	Notes
				Budget		Actual	(Unfavor)	Budget	
53	Expenditures								
54	Employee Benefits & Taxes								
55	401 A Match		67,515	67,515	67,515	49,977	(17,538)	74%	Town contributes 8% in lieu of social security employee must contribute 3%.401a
56	457 Match		25,318	25,318	21,444	12,730	(12,588)	50%	Town matches up to 3% toward 401a when they contribute to 457
57	Flexible Spending Account (FSA)		12,000	12,000	1,200	825	(11,175)	7%	This is an expense account and the admin cost is \$125 per month or \$1200 per year.
58	Wellness Reimbursement		17,500	17,500	17,500	10,624	(6,876)	61%	employee benefit
59	Health Insurance Premiums		120,360	120,360	185,073	136,880	16,520	114%	employee pays 20% . This line item will be over budget
60	Health Ins Employee Contributions		0	0	(37,015)	(26,064)	(26,064)	20%	from employee
61	Workers Comp Insurance Premiums		12,375	12,375	2,086	1,248	(11,127)	10%	based on WC estimate
62	COL and Merit Raises		40,548	40,548	40,548	18,120	(22,428)	45%	
63	Payroll Taxes		40,137	40,137	14,682	10,697	(29,440)	27%	
64									
65	Total Employee Benefits & Taxes		335,753	335,753	313,033	215,037	(120,716)	64%	
66	General Expenditures All Departments								
67	Telephone		3,168	3,168	2,500	1,763	(1,405)	56%	
68	Office Lease		196,158	196,158	196,158	44,100	(152,058)	22%	Rent is \$4900 month currently. Additional amounts are to to cover upcoming lease purchased
69	Office Building Maintenance		3,504	3,504	0	800	(2,704)	23%	
70	Office Supplies		5,000	5,000	8,000	6,609	1,609	132%	
71	Prof Services/Membership Fees		17,000	17,000	20,000	19,149	2,149	113%	Employers Council, CAST, Employers Council, I70 Co., CGFOA, CML, NWCOG and Appraisal
72	Dues and Subscriptions		7,000	7,000	5,000	16,420	9,420	235%	items need to be reclassified
73	Training		14,011	14,011	14,011	9,621	(4,390)	69%	
74	Travel/Meals/Lodging		14,011	14,011	13,511	5,841	(8,170)	42%	
75	Uniforms/Clothing		5,000	5,000	5,000	3,338	(1,662)	67%	Planning commissioners coats
76	Insurance		7,500	7,500	8,500	6,586	(914)	88%	Based on CIRSA quote. Quarterly expenditure
77	Bank and Misc Fees		0	0	80	(30)	(30)		
78	IT/Technology		60,000	60,000	60,000	30,119	(29,881)	50%	Verticomm, SIPA, Adobe and phone set up
79	Website		0	0	5,000	4,030	4,030		Annual reoccurring fee
80	Equipment Repairs/Leases		7,589	7,589	0	0	(7,589)	0%	not currently needed
81									
82	Total Gen Exp All Departments		339,942	339,942	337,760	148,346	(191,596)	44%	
83									
84	Mayor and Town Council								
85	Mayor Wages		12,000	12,000	12,000	8,783	(3,217)	73%	
86	Council Wages		36,000	36,000	36,000	25,888	(10,112)	72%	
87	Cell Phone AllowTown Council		6,300	6,300	6,300	4,613	(1,687)	73%	
88									
89			54,300	54,300	54,300	39,284	(15,016)	72%	
90									
91	Community Support Town Council		100,000	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.
92	Travel and Training		5,000	5,000	1,000	1,001	(3,999)	20%	
93	Misc Expense Town Council		1,401	1,401	12,000	7,388	5,987	527%	Town Council dinners and CML Dinner. This line item will be over budget.
94	Total Mayor and Town Council		160,701	160,701	167,300	103,280	(57,421)	64%	
95									

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7			Approved	Approved		9 months			
8			2025	Amended	2025	Ended	Variance	% of	
9			Budget	2025	Forecast	9/30/2025	Favorable	2025	Notes
			Budget	Budget	Forecast	Actual	(Unfavor)	Budget	
96		Administration Services							
97		Town Manager Wages	178,200	178,200	178,200	120,577	(57,623)	68%	
98		Administrative Wages	185,240	185,240	195,240	135,310	(49,930)	73%	to include intern from grant
99		Cell Phone Administration	2,700	2,700	2,700	2,025	(675)	75%	
100		Keystone Housing Administration	18,000	18,000	18,000	13,500	(4,500)	75%	
101									
102			384,140	384,140	394,140	271,412	(112,728)	71%	
103		Postage	2,919	2,919	500	58	(2,861)	2%	
104		Printing	4,000	4,000	1,000	294	(3,706)	7%	
105		Community Engagement	20,000	20,000	20,000	7,713	(12,287)	39%	includes comp plan events, 1st year anniversary, town clean up day , RTAP
106		Local Travel	2,919	2,919	500	38	(2,881)	1%	
107		Elections	0	0	0	0	0	0%	
108		Town Attorney Contract	150,000	150,000	150,000	96,017	(53,983)	64%	
109		Smoking Cessation (fr Nicotine Tax)	27,000	27,000	243,257	115,550	88,550	428%	forecast updated to match IGA & County budget
110		Payroll Contract (Paylocity)	9,900	9,900	9,900	6,509	(3,391)	66%	
111		Accounting Contract (M&W)	10,000	10,000	60,000	46,007	36,007	460%	implementing an account system takes time so their services are need a bit longer. This item will be over budget.
112		Annual Audit Contract	19,266	19,266	17,500	17,500	(1,766)	91%	annual event
113		Short Term Rental Contract Support	120,264	120,264	210,264	137,351	17,087	114%	to include the str software enhancements funded by grant
114		Miscellaneous Administrative Expense	15,000	15,000	5,000	6,587	(8,413)	44%	Publication notices, missed contribution for missed earnings and nicotine admin fees
115		Contingency			10,000				added per our bylaws
116									
117		Total Administrative Services	765,407	765,407	1,122,061	705,036	(60,371)	92%	
118									
119		Finance Department							
120		Finance Department Wages	127,000	127,000	127,000	84,504	(42,496)	67%	
121		Cell Phone Finance	900	900	900	638	(262)	71%	
122		Keystone Housing Finance	6,000	6,000	6,000	4,250	(1,750)	71%	
123									
124			133,900	133,900	133,900	89,392	(44,508)	67%	
125									
126		Communications / Postage	2,000	2,000	500	80	(1,920)	4%	
127		Computer Services	18,000	18,000	18,000	15,650	(2,350)	87%	Caselle contract
128		Treasurers fee				1,337			for nicotine collection
129		Miscellaneous Expense	4,009	4,009	500	362	(3,647)	9%	checks and fees for nicotine collection
130		Total Finance Department	157,909	157,909	152,900	106,821	(52,425)	68%	
131									
132		Community Development							
133		Community Development Wages	241,729	241,729	207,452	164,306	(77,423)	68%	
134		Cell Phone Comm Dev	1,800	1,800	1,800	1,275	(525)	71%	
135		Keystone Housing Incentive Comm Dev	12,000	12,000	12,000	7,250	(4,750)	60%	
136									
137			255,529	255,529	221,252	172,831	(82,698)	68%	
138		Building Permit/Inspections	0	0	0	0	0		
139		GIS	9,341	9,341	5,000	2,841	(6,500)	30%	
140		**Professional Services (Contracted)	20,000	20,000	0	0	(20,000)	0%	
141		Planning Supplies/Printing	5,838	5,838	5,838	50	(5,788)	1%	
142		Local Travel	5,838	5,838	500	0	(5,838)	0%	
143		Communications	0	0	500	191		0%	
144		Miscellaneous Comm Dev Expense	2,500	2,500	2,500	30	(2,470)	1%	
145									
146		Total Community Develop	299,046	299,046	235,590	175,943	(123,103)	59%	
147									

	A	B	C	D	E	F	G	H	I
6									
7									
8									
9									
			Approved 2025 Budget	Approved Amended 2025 Budget	2025 Forecast	9 months Ended 9/30/2025 Actual	Variance Favorable (Unfavor)	% of 2025 Budget	Notes
148		Public Works							
149		Public Works Wages	93,409	93,409	93,409	67,230	(26,179)	72%	
150		Cell Phone Public Works	900	900	900	675	(225)	75%	
151		Keystone Housing Public Works	6,000	6,000	6,000	4,500	(1,500)		
152									
153			100,309	100,309	100,309	72,405	(27,904)	72%	
154		Communications	0	0	0	0	0		
155		Engineer Consultant	11,000	11,000	11,000	0	(11,000)	0%	
156		Planning and Printing Supplies	2,500	2,500	0	0	(2,500)	0%	
157		Road Maint/Snow Plowing Contracts							
158		Loveland Pass Village	22,800	22,800	19,899	6,895	(15,905)	30%	
159		Keystone Roads- Currently County Maintained	86,000	86,000	86,000	162,338	76,338	189%	
160		Roads not County Maintained	96,967	96,967	96,967	11,675	(85,292)	12%	
161		Asphalt Crack Seal	0	0	0	2,580	2,580		
162		Noxious Weed Control	17,514	17,514	0	0	(17,514)	0%	
163		Other Maintenance	40,866	40,866	10,000	10,095	(30,771)	25%	Actuals include Tree Mitigation at Town Hall
164		Total Road Maintenance/Snow Plowing Contracts	264,147	264,147	212,866	193,583	(70,564)	73%	
165							0		
166		Trail Maintenance	60,000	50,000	0	0	(50,000)	0%	
167		Signage	15,500	15,500	3,000	0	(15,500)	0%	
168		Engineering Services	30,000	30,000	30,000	21,482	(8,518)	72%	
169		Miscellaneous Public Works Expense	19,000	19,000	3,000	1,545	(17,455)	8%	tools for Public Works
170									
171		Total Public Works Expenses	502,456	492,456	360,175	289,015	(274,005)	59%	
172									
173		Public Safety							
174		Communications	33,394	33,394	23,600	17,702	(15,692)	53%	
175									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
176		Law Enforcement Contract Support	556,414	556,414	0	741,644	185,230	133%	line and record a transfer from the General Fund to the Lodging Tax Fund (see line 185).
177		Animal Control	3,923	3,923	2,618	2,618	(1,305)	67%	This is not broken out with Dillon Police IGA
178		Miscellaneous Public Safety Exp	0	0	0	0	0		
179		Total Public Safety Expenses	593,731	593,731	26,218	761,964	168,233	128%	
180									
181		Municipal Court							
182		Judge	7,589	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
183		Prosecutor	11,209	11,209	0	0	(11,209)	0%	
184		Miscellaneous Exp Municipal Cout	584	584	0	0	(584)	0%	
185									
186		***Total Court Expenses	19,382	19,382	0	0	(19,382)	0%	
187									
188		Transfer to Lodging Tax Fund			762,500				GF contribution for Law Enforcement contract and \$122,500 contribution for hwy 6 sidewalk in 2025
189		Total Operating Expenditures	3,174,328	3,164,328	3,477,537	2,505,442			
190									

	A	B	C	D	E	F	G	H	I
6									
7									
8			Approved	Approved		9 months			
9			2025	Amended	2025	Ended	Variance	% of	
			Budget	Budget	Forecast	9/30/2025	Favorable	2025	Notes
						Actual	(Unfavor)	Budget	
191		Capital and Non-Routine Projects							
192		Office Set Up-Furniture, Supplies and Equipment	45,500	45,500	45,500	4,516	(40,984)	10%	
193		Facility Modifications				0	0		
194		Staff Hiring Expense	1,200	1,200	1,200	385	(815)	32%	
195		Start Up Consultant Support (Clerk/Community Dev/Public Works)				0	0		
196		IT-Infrastructure/Software/Computers/Printers/Set up	89,000	89,000	89,000	11,523	(77,477)	13%	printer and conferencing A/V
197		Website	30,000	30,000	20,000	17,374	(12,626)	58%	new website. Contract received \$20K
198		Town Signage	4,000	4,000	4,000	0	(4,000)	0%	
199		Engineering Assessment Town Maintained Roads	8,000	8,000	8,000	0	(8,000)	0%	
200		Flood Plain Plan	15,000	15,000	0	0	(15,000)	0%	
201		Trails and Open Space Master Plan	30,000	30,000	30,000	26,446	(3,554)	88%	connectivity plan
202		Comprehensive Use Plan	100,000	100,000	200,000	166,803	66,803	167%	Forecast included the full amount of the contract.
203		Strategic Plan	60,000	60,000	60,000	0	(60,000)	0%	
204		Vehicle and equipment	70,000	70,000	75,000	0	(70,000)	0%	will purchase a new skidster with plow
205									
206		Total Capital and Non-Routine Exp	452,700	452,700	532,700	227,047	(225,653)	50%	
207									
208		Economic Development							
209		Economic Development and Marketing	100,000	100,000	0	120	(99,880)	0%	
210									
211		Total Economic Development Expenses	100,000	100,000	0	120	(99,880)	0%	
212									
213		Total Operating Expenditures	3,727,028	3,717,028	4,010,237	2,732,609	(1,056,320)	74%	
214									
215		Total Revenue (from above)	4,742,317	4,742,317	5,071,959	2,925,965	(1,817,521)	62%	
216									
217		Operating Surplus (Deficit)	1,015,289	1,025,289	1,061,722	193,356	(831,933)		
218									
219		Beginning Fund Balance - General	1,102,678	1,102,678	1,942,890	1,942,890	840,212		
220									
221		Ending Fund Balance - General	2,117,967	2,127,967	3,004,612	2,136,246	8,279		
222		Components of General Fund Bal							
223		TABOR Restricted Funds	142,270	111,511	120,307				
224									

	A	B	C	D	E	F	G	H	I
6									
7			Approved	Approved		9 months			
8			2025	2025	2025	Ended	Variance	% of	
9			Budget	Budget	Forecast	9/30/2025	Favorable	2025	Notes
						Actual	(Unfavor)	Budget	
225									
226									
227		RESTRICTED FUNDS							
228		Housing Fund							
229		Revenue and Other Financing Sources							
231		Revenue 5A (17.2%) 2 mos Est.	226,361	226,361	170,000	158,343	(68,018)	70%	
232		Revenue 6B (82.8%) 2 mos Est	1,089,689	1,089,689	805,000	762,256	(327,433)	70%	
233		DPA Loan Interest			676	433	433	0%	This is a new line item base on the DPA loan collection of interest
234		Interest Income on Taxes	49,850	49,850	25,100	28,533	(21,317)	57%	
235		Total Revenues	1,365,900	1,365,900	1,000,776	949,565	(416,335)	70%	
236									
237		Expenditures							
238		Housing Authority Fees	58,929	58,929	86,000	60,869	1,940	103%	The auditor recommended that we allocate these costs as expenditures, even though the disbursements are netted
239		Land Purchase	600,000	600,000	600,000	0	(600,000)	0%	
240		Professional Services	150,000	150,000	0	0	(150,000)	0%	conceptual site plans
241		Down Payment Assistance			100,000	93,382	(6,618)	93%	Repayment loan
242		DPA Loan Principal Payment (contra)			(3,189)	(2,144)	(2,144)		
243		Transfer to General Fund	0	0	0	0	0	0%	
244									
245		Total Expenditures	808,929	908,929	782,811	152,107	(756,822)	17%	
246									
247		Surplus after other sources (uses)	556,971	456,971	217,965	797,458			
248									
249		Fund bal - Beginning Housing Fund	895,592	895,592	725,722	725,722			
250		Fund bal - Ending Housing Fund	1,452,563	1,352,563	943,687	1,523,180			
251									
252		Conservation Trust Fund							
253		Revenue and Other Financing Sources							
254		Conservation Trust Revenue	12,920	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.
255		Interest Income			0	0	0	0%	
256		Total Revenues	12,920	12,920	0	0	(12,920)	0%	
257									
258		Expenditures							
259		Conservation Trust Expenses	0	0	0	0	0	0%	
260		Transfer to General Fund	0	0	0	0	0	0%	
261									
262		Total Expenditures	0	0	0	0	0	0%	
263									
264		Surplus after other sources / uses	12,920	12,920	0	0	(12,920)	0%	
265									
266		Fund bal - Begin Cons Trust Fnd	12,920	12,920	0	0			
267		Fund bal - Ending Cons Trust Fnd	25,840	25,840	0	0			
268									
269		Lodging Tax							
270		Revenue and Other Financing Sources							
271		Lodging Tax	1,600,000	1,600,000	1,600,000	1,178,749	(421,251)	74%	
272		Interest Income	32,000	32,000	12,000	11,725	(20,275)	37%	
273									
274		Transfer from General Fund			762,500				
275									
276		Total Revenues	1,632,000	1,632,000	2,374,500	1,190,474	(441,526)	73%	
277									
278		Expenditures							
279		Police Services	200,000	200,000	1,212,500	163,638	(36,362)	82%	
280		Police Capital Equipment	250,000	250,000	0	0	(250,000)	0%	
281		Misc. Public Safety Expenses	15,000	15,000	15,000	0	(15,000)	0%	
282		Road Construction / Repaving	400,000	400,000	921,000	920,438	520,438	230%	maintenance of road medians, Hwy 6 sidewalk and Ranch road rebuild. Item is over budget
283		Trail Construction / Repaving	80,000	80,000	0	0	(80,000)	0%	
284		Engineering / Design Services	250,000	250,000	0	0	(250,000)	0%	
285		Transfer to (from) General Fund	0	0	0	0	0		
286									
287		Total Lodging Tax Expenditures	1,195,000	1,195,000	2,148,500	1,084,076	(110,924)	91%	
288									
289		Surplus after other sources / uses	437,000	437,000	226,000	106,397			
290									
291		FUND BALANCE - Beginning Lodge Tax	0	0	0	0			
292		FUND BALANCE - Ending Lodge Tax	437,000	437,000	226,000	106,397			

TOWN OF KEYSTONE, COLORADO

STAFF REPORT

TO: Mayor & Town Councilmembers
THROUGH: John Crone, Town Manager
FROM: Heikela Fawkes, Finance Director
DATE: October 28, 2025
SUBJECT: 2025 Supplemental Budget - Workshop

Executive Summary: The purpose of this workshop is to present the Town of Keystone's Proposed Supplemental Budget for Fiscal Year 2025. We have updated several items for Council to review and discuss prior to public meeting on November 11, 2025 and formal adoption scheduled for December 9, 2025

The supplemental ensures that all revenues and expenditures remain properly classified, accurate, and balanced in accordance with C.R.S. §29-1-109, the Town Charter, and Keystone's adopted fiscal and reserve policies.

Background: The Town Council adopted the original 2025 Budget on December 10, 2024 (Resolution 2024-77). A limited supplemental was approved on February 11, 2025 to increase the Workforce Housing Fund for the Down Payment Assistance Program.

Since that time, additional adjustments have occurred across multiple funds to align expenditures and revenues with actual operations and Council

direction.

Budget Summary for General Fund

General Fund Major Adjustments

The following graph illustrates the General Fund appropriations by category for 2025, comparing the originally adopted budget to the proposed supplemental adjustments.

General Fund Appropriations		
Category	2025 Approved	2025 Supplemental (Est.)
Current Operating Expenses	\$ 2,941,577	\$ 2,715,038
Capital Outlay	\$ 775,451	\$ 532,700
Transfer Out	\$ -	\$ 762,500
Total General Fund	\$ 3,717,028	\$ 4,010,238

Overall, General Fund appropriations increased by approximately 7% or by \$293,210 compared to the adopted 2025 budget.

The following major increase adjustments are included in this supplemental draft:

- Misc Expense Town Council
Increased to \$12,000 to fund Council meeting meals and hosting costs for CAST, Managers & Mayors, and CML.
- Health Insurance Administration
Increased to \$152,976, which includes total premiums for all administrative staff. This amount is offset by \$30,595 in employee contributions.

- Smoking Cessation (fr Nicotine Tax)
Updated to \$243,257 to align with the County-approved Nicotine Tax Expenditure Budget, ensuring expenditures match restricted revenue
- Accounting Contract
Increased to \$60,000 to continue third-party accounting support while Caselle implementation is finalized.
- Short-Term Rental Contract Support
Updated to \$210,264 to reflect the upgraded STR licensing program enhancements. This is offset by a \$110,000 reimbursement grant, but per state budget law the total expenditure must be appropriated in full.
- Contingency
A \$10,000 contingency line has been added to comply with Town Charter requirements.
- Public Works – Other Maintenance
Includes \$10,000 for tree mitigation work at the Town Hall property.
- Comprehensive Use Plan
Updated to show the full \$200,000 per contract for the Town's Comprehensive Use Plan. The Town was awarded a 50% reimbursement grant (up to \$100,000) to offset this expenditure; however, the total project cost must be shown for appropriation purposes.

The 2025 supplemental also reflects several areas, savings were realized in Administrative Wages, Payroll Taxes, Workers' Compensation, Flex Spending Account, Equipment Repairs and Leases, and Miscellaneous Administrative Expenses, Professional Services Contracted, Snow

Removal Services, Noxious Weed Control, Trail Maintenance, Signage, and other Miscellaneous Public Works Expenses, Public Safety Communications, Municipal Court, Economic Development and Marketing, Floodplain Planning, and Vehicle and Equipment categories as actual costs came in below original budget or were deferred to 2026.

Updated appropriations also includes a General Fund transfer to the Lodging Tax Fund to cover the General Funds share of the Law Enforcement contract and the \$122,500 contribution for the Highway 6 sidewalk project. The Law Enforcement Contract Support (General Fund) and Police Services (Lodging Tax Fund) expenditures increased from the original 2025 budget due to the approval of the Dillon–Keystone Police Department IGA in February, while the Town was still obligated to fulfill its contract with the Summit County Sheriff’s Office through May.

It’s also important to note that although revenues are not part of the appropriation, they are estimated to increase by \$207,092 (4.4%) from the originally approved 2025 budget. The General Fund beginning balance has also been updated to reflect actual 2024 year-end results of \$1,942,890, compared to the originally projected \$1,102,678, resulting in an estimated 2025 ending fund balance of \$3,044,612, up from the originally approved \$2,127,967.

Lodging Tax Fund

The following graph illustrates the Lodging Tax Fund appropriations by category for 2025, comparing the originally adopted budget to the proposed supplemental adjustments.

Lodging Tax Fund Appropriations		
Category	2025 Approved	2025 Supplemental (Est.)
Current Operating Expenses	\$ 465,000	\$ 1,227,500
Capital Outlay	\$ 730,000	\$ 921,000
Transfer Out		
Total Lodging Tax Fund	\$ 1,195,000	\$ 2,148,500

Overall, Lodging Tax Fund appropriations increased by approximately \$762,500 for operating and \$191,000 for capital compared to the adopted 2025 budget.

The following major increase adjustments are included in this supplemental draft:

- Police Services

This expenditure was originally appropriated in both the General Fund and Lodging Tax Fund; however, for best practices and transparency on the total cost of this service, the expenditure has been consolidated within the Lodging Tax Fund, with the General Fund now providing the contribution through an interfund transfer. The total cost of services is approximately \$1,212,500.

- Road Construction / Maintenance

This line item has been updated to \$921,000, which includes the cost to complete a section of the Highway 6 sidewalk and the Ranch Road rebuild project.

The 2025 supplemental also reflects savings realized in police capital equipment, trail construction, and engineering/design services as certain expenditures were deferred or came in below original estimates.

It is also noted that total revenues increased from \$1,632,000 to \$2,374,500, reflecting both the transfer from the General Fund to the Lodging Tax Fund, the \$122,500 developer contribution, and the General Fund contribution for police services.

Workforce Housing Fund and Conservation Trust Fund

No adjusted appropriations are needed for either fund, as estimated actual expenditures are below the originally adopted 2025 budget levels. Both funds remain within budget and in compliance with adopted fiscal and reserve policies.

A detailed breakdown of each line-item adjustment is included in the October 14, 2025, Workshop Packet memo for Council reference. Items that have been updated since October 14th have been highlighted in green. The items highlighted in yellow are items that have been updated since the first supplemental draft.

The supplemental provides the legal authority to realign appropriations and maintain compliance with State budget law.

Alternatives:

No formal action or approval is required at this time.

Tonight's workshop provides an opportunity for Council to review and discuss the 2025 Supplemental Proposed Budget Draft and provide direction or feedback prior to the public hearing.

A public meeting will be held on November 11, 2025, to allow the public and Council to provide comments on the proposed 2026 Budget prior to final adoption.

The final 2026 Budget will return to Council for consideration and adoption on December 9, 2025.

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Financial Considerations:

All funds remain balanced, and no new revenues or debt are required.

The supplemental adjustments are supported by current collections, grants, and existing fund balances.

Reserves remain above policy thresholds, and the Town continues to comply with C.R.S. 29-1-109 and adopted fiscal policies.

Previous Council Actions:

- December 10, 2024: Council adopted the 2025 Annual Budget by Resolution 2024-77.
- February 11, 2025: Council approved the first supplemental appropriation to the Housing Fund, increasing expenditures to \$908,929 to support the Down Payment Assistance Program.
- September 9 & 23, 2025: Council held budget workshops to review and provide direction for the 2025 Supplemental Budget. Items that have changed since September 9th have been highlighted in yellow.
- October 14, 2025: Council was provided a detailed report outlining each line-item for informational purposes, with no formal discussion or action occurring at that

meeting. Items that have been updated since October 14th have been highlighted in green.

Next Steps:

Following tonight's workshop, staff will incorporate any feedback and direction provided by Council. Public hearing is scheduled for November 11, 2025.

Suggested Motions:

No formal action is requested at this time.

This workshop is for discussion and public input only.

Attachment:

2025 Supplemental Budget

No formal action is requested at this time.

This hearing is for discussion and public input only.

Attachment:

2025 Supplemental Budget

Budget Summary by Fund

	<u>2024 Budget</u>	<u>2024 Actuals</u>	<u>Approved 2025 Budget</u>	<u>Approved Amended 2025 Budget</u>	<u>2025 Proposed Supplemental Budget</u>
General Fund Revenues and Expenditures Summary					
General Fund Beginning Balance	\$ -	\$ -	\$ 1,102,678	\$ 1,102,678	\$ 1,942,890
Revenues	\$ 3,599,507	\$ 3,451,344	\$ 4,742,317	\$ 4,742,317	\$ 4,949,409
Expenditures	\$ (1,536,454)	\$ (1,265,305)	\$ (3,264,328)	\$ (3,264,328)	\$ (2,715,038)
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from Housing Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Lodging Tax Fund	\$ -	\$ -	\$ -	\$ -	\$ (762,500)
Net Operating Budget	\$ 2,063,053	\$ 2,186,039	\$ 1,477,989	\$ 1,477,989	\$ 1,471,872
Capital Revenue	\$ -	\$ -	\$ -	\$ -	\$ 122,550
Capital Outlay	\$ (878,900)	\$ (24,528,867)	\$ (452,700)	\$ (452,700)	\$ (532,700)
Net Capital Budget	\$ (878,900)	\$ (24,528,867)	\$ (452,700)	\$ (452,700)	\$ (410,150)
Revenues Over (Under)	\$ 1,184,153	\$ (22,342,828)	\$ 1,025,289	\$ 1,025,289	\$ 1,061,722
Contrib Capital for Roads		\$ 24,285,718			
General Fund Ending Balance	\$ 1,184,153	\$ 1,942,890	\$ 2,127,967	\$ 2,127,967	\$ 3,004,612
TABOR Restricted Funds		\$ 103,540	\$ 111,811	\$ 111,511	\$ 152,159
Unrestricted Funds		\$ 1,839,350	\$ 2,016,156	\$ 2,016,456	\$ 1,601,029
35% restricted for reserves					\$ 1,251,424
General Fund Total	\$ -	\$ 1,942,890	\$ 2,127,967	\$ 2,127,967	\$ 3,004,612

Budget Summary by Fund

	2024	2024	Approved	Approved	2025
	<u>Budget</u>	<u>Actuals</u>	<u>2025</u>	<u>2025</u>	<u>Year-end estimates</u>
			<u>Budget</u>	<u>Budget</u>	<u>2025 proposed</u>
					<u>supplemental budget</u>
Lodging Tax Revenues and Expenditures Summary					
Lodging Tax Fund Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ -	\$ -	\$ 1,632,000	\$ 1,632,000	\$ 1,612,000
Transfer from General Fund					\$ 762,500
Expenditures	\$ -	\$ -	\$ (465,000)	\$ (465,000)	\$ (1,227,500)
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ (730,000)	\$ (730,000)	\$ (921,000)
Net Lodging Tax	\$ -	\$ -	\$ 437,000	\$ 437,000	\$ 226,000
Revenues Over (Under)	\$ -	\$ -	\$ 437,000	\$ 437,000	\$ 226,000
Lodging Tax Fund Ending Balance	\$ -	\$ -	\$ 437,000	\$ 437,000	\$ 226,000
Housing Fund Revenues and Expenditures Summary					
Housing Fund Beginning Balance	\$ -	\$ -	\$ 895,592	\$ 895,592	\$ 725,722
Revenues	\$ 788,210	\$ 868,192	\$ 1,365,900	\$ 1,365,900	\$ 1,000,776
Expenditures	\$ (52,064)	\$ (142,470)	\$ (208,929)	\$ (308,929)	\$ (182,811)
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ (600,000)	\$ (600,000)	\$ (600,000)
Transfer to General Fund					
Net Housing Fund	\$ 736,146	\$ 725,722	\$ 556,971	\$ 456,971	\$ 217,965
Revenues Over (Under)	\$ 736,146	\$ 725,722	\$ 556,971	\$ 456,971	\$ 217,965
Housing Fund Ending Balance	\$ 736,146	\$ 725,722	\$ 1,452,563	\$ 1,352,563	\$ 943,687
CTF Fund Revenues and Expenditures Summary					
CTF Fund Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 12,920	\$ -	\$ 12,920	\$ 12,920	\$ -
Transfer from General Fund					
Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
Net CTF Fund	\$ 12,920	\$ -	\$ 12,920	\$ 12,920	\$ -
Revenues Over (Under)	\$ 12,920	\$ -	\$ 12,920	\$ 12,920	\$ -
CTF Ending Balance	\$ 12,920	\$ -	\$ 12,920	\$ 12,920	\$ -

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	A	B	C	D	E	F	H	K
6						Approved	2025	
7					Approved	Amended	Proposed	
8			2024	2024	2025	2025	Supplemental	
9			<u>Budget</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Notes</u>
48								
49								
50								
51								
52		Mayor and Town Council						
53		Council/Mayor Wages	44,000	41,122	48,000	48,000	48,000	
54		Medicare Tax Town Council	638	596	696	696	696	.45% of wages
55		Colorado Unemployment Tax Town Council	832	498	96	96	96	.20% of wages
56		Retirement Contribution Match Town Council	4,840	2,944	3,840	3,840	3,840	8% match
57		Workman's Comp Town Council	945	984	950	950	136	based on Cirsa quote
58		Cell Phone Allow Town Council	5,775	5,344	6,300	6,300	6,300	\$75 month for each council member
59								
60			57,030	51,488	59,882	59,882	59,068	
61								
62		Community Support Program		0	100,000	100,000	100,000	
63		Travel and Training Town Council		0	5,000	5,000	1,000	
64		Misc Expense Town Council	1,251	5,697	1,401	1,401	12,000	Includes Town Council dinners, CAST, Manager & Mayors and CML events
65		Total Mayor and Town Council	58,281	57,185	166,283	166,283	172,068	
66								
67								
68								
69								
70								

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	A	B	C	D	E	F	H	K
			2024	2024	Approved	Approved	2025	
			Budget	Actuals	2025	2025	Proposed	
					Budget	Budget	Supplemental	Notes
							Budget	
71		General Government Administration						
72		General Government Administrative Wages	465,830	395,111	772,717	772,717	748,440	Includes Town Manager, Clerk, Deputy Clerk, Finance Director, Community Development Director and Planner with merit raise pool.
73		Medicare Tax Administration	6,755	5,729	11,204	11,204	10,852	.45% of wages
74		Colorado Unemployment Tax Administration	8,804	4,783	1,545	1,545	1,497	.2% of wages
75		Payroll Taxes additional in budget			21,215	21,215	0	
76		Keystone Housing Administration	24,500	19,000	36,000	36,000	36,000	\$500 month per employee
77		Wellness Reimbursement Administration	10,132	8,020	15,000	15,000	15,000	\$2,500 per year for each employee
78		Health Insurance Administration	76,205	60,327	100,300	100,300	152,976	Medical, Dental, Vision, Life and Disability Insurance
79		Health Ins Employee Contributions Administration		(11,181)			(30,595)	Employees contribute 20% of premium
								Town contributes 8% in lieu of social security employee must contribute 3% 401a. Town matches up to 3% toward 401 when employees contribute to
80		Retirement Contribution Match Administration	51,241	36,966	82,838	82,838	74,844	457
81		Cell Phone Administration	3,600	2,784	5,400	5,400	5,400	\$75 per month per employee
82		Workman's Comp Administration	9,764	10,620	10,725	10,725	1,700	per Cirsa quote
83			656,831	532,159	1,056,945	1,056,945	1,016,114	
84		Flexible Spending Account (FSA & HSA)	5,774	1,473	12,000	12,000	1,200	FSA and HSA administration cost
85		Telephone	2,830	2,410	3,168	3,168	2,500	Ooma phone system and app
								Lease currently is \$4900 month but this also includes funds for purchase if needed
86		Office Lease	50,700	50,900	196,158	196,158	196,158	
87		Office Building Utilities						
88		Office Building Maintenance	3,700	1,350	3,504	3,504	0	not currently used
89		Office Supplies	11,054	9,788	9,000	9,000	9,000	includes printing
90		Postage	2,607	11	4,919	4,919	500	
91		Prof Services/Membership Fees	10,429	16,605	17,000	17,000	20,000	Employers Council, CAST, Employers Council, 170 Co., CGFOA, CML, NWCOG
92		Dues and Subscriptions	7,936	1,782	7,000	7,000	5,000	DocuSign, Bill, Smartsheet, Mailchimp, Survey Monkey
93		Training	6,802	6,052	14,011	14,011	14,011	all departments staff training
94		Travel/Meals/Lodging	9,409	7,402	16,930	16,930	14,011	includes local travel and training travel
95		Uniforms/Clothing	1,700	4,105	5,000	5,000	5,000	For Keystone branded uniform/clothing for staff/council
96		Insurance	5,000	3,104	7,500	7,500	8,500	
97		Bank and Misc Fees	0	100	0	0	80	for wire fees to transfer money from COLOTRUST to First Bank
98		IT/Technology	72,966	42,157	87,900	87,900	87,900	Verticomm, SIPA, Caselle, Paylocity, Adobe and doc access
99		Website	6,802	542	0	0	5,000	
100		Equipment Repairs/Leases	5,526		7,589	7,589	0	not currently needed
101		Community Engagement	8,502	22,054	20,000	20,000	20,000	
102		Elections	12,000	7,750	0	0	0	
103		Town Attorney Contract	90,688	144,825	150,000	150,000	150,000	
104		Smoking Cessation (fr Nicotine Tax)	59,628	0	27,000	27,000	243,257	updated to reflect actual expenditures per IGA and county budget
105		Accounting Contract (M&W)	63,494	52,763	10,000	10,000	60,000	needed until Caselle is implemented
106		Annual Audit Contract	0	0	19,266	19,266	17,500	
107		Short Term Rental Contract Support	116,761	86,250	120,264	120,264	210,264	2025 includes enhancements. Blue Vector and Deckard program compliance costs
108		Miscellaneous Administrative Expense	0	10	19,009	19,009	6,000	
109		Contingency					10,000	line item added per charter
110		Total General Government Administration	1,211,137	993,592	757,219	757,219	1,085,881	
111								
112		Community Development						
113								
114		Building Permit/Inspections	162,562	483	0	0	0	The County keeps 90% of the building application fee, and in return they handle 0 all building permits and inspections for us per IGA
115		GIS	9,069	0	9,341	9,341	5,000	Planning program for GIS
116		**Professional Services (Contracted)	11,336	0	20,000	20,000	0	Not currently a need
117		Planning Supplies/Printing	5,668	710	5,838	5,838	5,838	
118								
119		Local Travel	2,834	0	5,838	5,838	500	
120		Communications	2,721	365			500	
121		Miscellaneous Comm Dev Expense	0	0	2,500	2,500	2,500	
122								
123		Total Community Develop	194,190	1,558	43,517	43,517	14,338	
124								

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	A	B	C	D	E	F	H	K
						Approved	2025	
						Amended	Proposed	
			2024	2024	2025	2025	Supplemental	Notes
			Budget	Actuals	Budget	Budget	Budget	
125		Public Works						
126		Public Works Wages	45,344	29,307	93,409	93,409	93,409	
127		Medicare Tax Public Works	657	425	1,354	1,354	1,354	.45% of wages
128		Colorado Unemployment Tax Public Works	857	355	187	187	187	.2% of wages
129		Keystone Housing Public Works	3,000	1,750	6,000	6,000	6,000	\$500 month per employee
130		Wellness Reimbursement Public Works	2,026	625	2,500	2,500	2,500	\$2,500 per year for each employee
131		Health Insurance Public Works	3,629	3,300	20,060	20,060	32,097	Medical, Dental, Vision, Life and Disability Insurance
132		Health Ins Employee Contributions Public Works		(660)			(6,419)	Employees contribute 20% of premium Town contributes 8% in lieu of social security employee must contribute 3% 401a. Town matches up to 3% toward 401 when employees contribute to
133		Retirement Contribution Match Public Works	4,988	3,008	9,995	9,995	10,275	457
134		Cell Phone Public Works	450	225	900	900	900	\$75 per month per employee
135		Workman's Comp Public Works	672	684	700	700	250	per Cirsa quote
136			61,624	39,018	135,105	135,105	140,552	
137		Communications PW	2,721				0	
138		Engineer Consultant	5,668		11,000	11,000	11,000	
139		Planning and Printing Supplies	2,834		2,500	2,500	0	
140		Snow Removal Services		22,511	168,767	168,767	120,000	reduced based on actuals and estimated for Nov/Dec
141		Road Maintenance		9,202	77,866	77,866	82,866	
142		Noxious Weed Control		0	17,514	17,514	0	did not use. County sprayed.
143		Trail Maintenance		0	50,000	50,000	0	
144		Signage		224	15,500	15,500	3,000	
145		Engineering Services		4,267	30,000	30,000	30,000	
146		Miscellaneous Public Works Expense		130	19,000	19,000	3,000	To cover possible unknow expenditures
147		Other maintenance					10,000	tree mitigation at Town Hall.
148		Total Public Works Expenses	72,846	75,352	527,252	527,252	400,418	
149								
150		Public Safety						
151		Communications		18,141	33,394	33,394	23,600	911 Support cost This expenditure will be funded through a transfer from the General Fund to the
152		Law Enforcement Contract Support		115,288	556,414	556,414	0	Lodging Tax Fund and paid from Lodging tax fund
153		Animal Control		4,189	3,923	3,923	2,618	Dillon IGA does not breakout animal control so no longer utilized
154								
155		Total Public Safety Expenses	0	137,618	593,731	593,731	26,218	
156								
157		Municipal Court						
158		Judge			7,589	7,589	0	IGA states expenditures will be 3 years in the rears. Budget in 2028
159		Prosecutor			11,209	11,209	0	
160		Miscellaneous Exp Municipal Cout			584	584	0	
161								
162		***Total Court Expenses	0	0	19,382	19,382	0	
163								
164		Economic Development and Marketing		0	100,000	100,000	0	will not utilize this year
165								
166		Total Economic Development Expenditure	0	0	100,000	100,000	0	
167								
168		Transfer to Lodging Tax Fund					762,500	GF contribution for Law Enforcement contract and \$122,500 contribution for hwy 6 sidewalk in 2025
169		Total Operating Expenditures	1,536,454	1,265,305	3,264,328	3,264,328	3,477,538	
170								

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	A	B	C	D	E	F	H	K
			2024 Budget	2024 Actuals	Approved 2025 Budget	Approved Amended 2025 Budget	2025 Proposed Supplemental Budget	Notes
171		Capital and Non-Routine Projects						
172		Repayment for Incorporation Costs	180,000	148,013				
173		Summit County fee for Cash advance	5,000	5,000				
174		Office Set Up-Furniture, Supplies and Equipment	41,500	0	45,500	45,500	45,500	
175		Facility Modifications	50,000	0				
176		Staff Hiring Expense	5,000	544	1,200	1,200	1,200	
177		Start Up Consultant Support (Clerk/Community Dev/Pu	32,500	0				
178		IT-Infrastructure/Software/Computers/Printers/Set up	109,900	16,288	89,000	89,000	89,000	
179		Website	15,000	0	30,000	30,000	20,000	
180		Town Signage Capital	30,000	0	4,000	4,000	4,000	
181		Interim Town Manager (\$150/hr, 10 weeks)	60,000	67,890	0	0	0	
182		Engineering Assessment Town Maintained Roads	40,000	24,285,718	8,000	8,000	8,000	
183		Flood Plain Plan	20,000	0	15,000	15,000	0	
184		Trails and Open Space Master Plan	30,000	0	30,000	30,000	30,000	2025 connectivity plan
185		Comprehensive Use Plan		5,414	100,000	100,000	200,000	
186		Strategic Plan			60,000	60,000	60,000	Estimated cost for strategic plan
187		Way Finding Plan						
188		2 Police Vehicles and equipment	260,000		0	0	0	
189		Vehicle and equipment			70,000	70,000	75,000	\$75K in 2025 for Skidster & plow purchase
190								
191		Total Capital and Non-Routine Expenditures	878,900	24,528,867	452,700	452,700	532,700	
192								
196								
197		Total General Fund Expenditures	2,415,354	25,794,172	3,717,028	3,717,028	4,010,238	
198								
199		Total Revenue (from above)	3,599,507	3,451,344	4,742,317	4,742,317	5,071,959	
200								
201		Operating Surplus (Deficit)	1,184,153	(22,342,828)	1,025,289	1,025,289	1,061,722	
202		Other Sources (Uses)						
203		Contrib Capital for Roads		24,285,718	0	0	0	
204		Summit County Adv - Sales Tax		1,400,000	0	0	0	
205		Summit County Adv - Repayment		(1,400,000)	0	0	0	
206								
207		Total Other Sources (Uses)	0	24,285,718	0	0	0	
208								
209		Beginning Fund Balance	0	0	1,102,678	1,102,678	1,942,890	
210								
211		Ending Fund Balance - General	1,184,153	1,942,890	2,127,967	2,127,967	3,004,612	Estimated ending fund balance based on all the above
212								
213		TABOR Restricted Funds		103,540	111,811	111,511	152,159	Legal requirement
214		Unrestricted Funds		1,839,350	2,016,156	2,016,456	1,601,029	Estimated available fund balance in excess of required reserves
215		Proposed Balloon Payment for Building						
216		35% restricted for reserves					1,251,424	35% is held in reserves, which also covers the TABOR restriction shown above
217		Fund Total - General		1,942,890	2,127,967	2,127,967	3,004,612	
218								

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6						Approved	2025	
7					Approved	Amended	Proposed	
8			2024	2024	2025	2025	Supplemental	
9			<u>Budget</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Notes</u>
219	Housing Fund				Approved	Amended		
220								
221			2024	2024	2025	2025	2025	
222			<u>Budget</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Estimates</u>	<u>Notes</u>
223								
224								
225	Revenue and Other Financing Sources							
227	Revenue 5A (17.2%) 2 mos Est.	135,572	148,754	226,361	226,361	170,000	reduced to align with actuals	
228	Revenue 6B (82.8%) 2 mos Est	652,638	716,094	1,089,689	1,089,689	805,000	reduced to align with actuals	
229	DPA Loan Interest					676	Interest made on Down Payment Assistance Loan	
230	Interest Income on Taxes		3,344	49,850	49,850	25,100	Earned interest from bank	
231	Total Revenues	788,210	868,192	1,365,900	1,365,900	1,000,776		
232								
233	Expenditures							
234	Housing Authority Fees	52,064	52,470	58,929	58,929	86,000	Fees the SCHAs charges	
235	Building Contribution		90,000					
236	Land Purchase			600,000	600,000	600,000		
237	Professional Services			150,000	150,000	0	not used this year	
238	Down Payment Assistance				100,000	100,000		
239	DPA Loan Principal Payment (contra)					(3,189)	Repayment of principal on down payment assistance loan	
240	Additional Programming							
241	Transfer to General Fund			0	0	0		
242								
243	Total Expenditures	52,064	142,470	808,929	908,929	782,811		
244								
245	Surplus after other sources (uses)	736,146	725,722	556,971	456,971	217,965		
246								
247	Fund bal - Beginning Housing Fund	0	0	895,592	895,592	725,722		
248	Fund bal - Ending Housing Fund	736,146	725,722	1,452,563	1,352,563	943,687		
249	Conservation Trust Fund				Approved	Amended		
250								
251		2024	2024	2025	2025	2025		
252		<u>Budget</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Estimates</u>	<u>Notes</u>	
253								
254								
255	Revenue and Other Financing Sources							
256	Conservation Trust Revenue	12,920	0	12,920	12,920	0	CTF distributions are based on certified population from the prior year. Certified in the 2025, with distributions beginning in 2026.	
257	Interest Income					0		
258	Total Revenues	12,920	0	12,920	12,920	0	0%	
259								
260	Expenditures							
261	Conservation Trust Expenses			0	0	0		
262	Transfer to General Fund			0	0	0		
263								
264	Total Expenditures			0	0	0		
265								
266	Surplus after other sources / uses	12,920	0	12,920	12,920	0		
267								
268	Fund bal - Begin Cons Trust Fnd	0	0	0	0	0		
269	Fund bal - Ending Cons Trust Fnd	12,920	0	12,920	12,920	0		

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6						Approved	2025	
7					Approved	Amended	Proposed	
8			2024	2024	2025	2025	Supplemental	
9			<u>Budget</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Notes</u>
270								
271		Lodging Tax						
272		Revenue and Other Financing Sources						
273		Lodging Tax			1,600,000	1,600,000	1,600,000	
274		Interest Income			32,000	32,000	12,000	Estimated interest income earned from bank
								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
275		Transfer from General Fund					762,500	
276								
277		Total Revenues	0	0	1,632,000	1,632,000	2,374,500	
278								
279		Expenditures						
280		Police Services			200,000	200,000	1,212,500	Cost of police service from IGA
281		Police Capital Equipment			250,000	250,000	0	We currently do not have any capital expenses for Police
282		Misc. Public Safety Expenses			15,000	15,000	15,000	
283		Road Construction / Maint (including sidewalks and medians)			400,000	400,000	921,000	2026 Estimated continuation of capital sidewalk and West Keystone overlay. 2025 was for capital sidewalk and Ranch Road rebuild
284		Trail Construction / Maint			80,000	80,000	0	
285		Engineering / Design Services			250,000	250,000		
286		Building Maint.						
287								
288		Total Lodging Tax Expenditures	0	0	1,195,000	1,195,000	2,148,500	
289								
290		Surplus after other sources / uses	0	0	437,000	437,000	226,000	
291								
292		FUND BALANCE - Beginning Lodge Tax	0	0	0	0	0	
293		FUND BALANCE - Ending Lodge Tax	0	0	437,000	437,000	226,000	
294								
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TOWN OF KEYSTONE, COLORADO

STAFF REPORT

TO: Mayor & Town Councilmembers
THROUGH: John Crone, Town Manager
FROM: Heikela Fawkes, Finance Director
DATE: October 28, 2025
SUBJECT: 2026 Proposed Budget Draft - Workshop

Executive Summary: The purpose of this workshop is to present the Town of Keystone's Proposed Budget for Fiscal Year 2026. We have updated several items for Council to review and discuss prior to public meeting on November 11, 2025 and formal adoption scheduled for December 9, 2025.

The 2026 Budget ensures all revenues and expenditures remain properly classified, accurate, and balanced in accordance with C.R.S. §29-1-109, the Town Charter, and Keystone's adopted fiscal and reserve policies.

Background: September 9 & 23, 2025: Council held budget workshops to review and provide direction for the 2026 Budget draft. Items that have been updated since September 9th have been highlighted in yellow.

October 14, 2025: Council was provided a detailed report outlining each line-item for informational purposes, with no formal discussion or action occurring at that meeting. Items that have been updated since October 14th have been highlighted in green.

Budget Summary for General Fund

General Fund

Revenues: \$4,674,430

Expenditures: \$4,506,300

Ending Fund Balance: \$3,172,742

Revenues: \$4,674,430 — When comparing the 2026 Draft Budget to the original 2025 Budget or year-end 2025 estimates, it's important to note that the 2026 figures reflect updated and current revenue streams. Several prior line items were updated to match current disbursements, while others were set to zero for revenues the Town no longer qualifies for or collects.

Revenues are estimated conservatively, based on prior actuals and current known data. Sales tax revenues are projected to remain relatively flat.

However, with a new short-term rental venue, restaurants, and a retail establishment coming online later this year, the Town anticipates additional economic activity that should increase sales tax collections or offset any potential declines. Overall, the 2026 estimates remain conservative.

Grants are listed with awarded grants, and if we receive additional grants, we will prepare a supplemental budget to account for those expenditures.

In addition, no miscellaneous income is anticipated for 2026, and the 2025 Budget included a one-time capital sidewalk contribution from a developer that will not recur. We have also included an interfund transfer from the Housing Fund to the General Fund to reimburse staff time and administrative support dedicated to housing programs. Wages only.

General Fund Operating expenditures: \$4,506,300

General Fund

The 2026 Draft Budget supports the Town's core governmental operations and services. The following summary reflects major program and expenditure highlights by department.

Town Council & Mayor – increased by \$22,014 from 2025 estimates

This department provides stipends for the Mayor and Council Members and includes funding for conferences and training for council, council meeting dinners and events, as well as community grants.

General Government Administration wages and benefits – increased by \$265,029 from 2025 estimates

This reflects continued staffing for the Town Manager, Finance Director, Clerk, Deputy Clerk, Community Development Director, and Planner, with the addition of a new Assistant Town Manager position being added. A portion of this position will be funded through the Housing Fund to support housing-related programs and projects. The budget also includes cost-of-living and merit adjustments for all personnel and full-year funding for employee benefits. The overall increase is primarily attributed to the addition of the new position and rising health insurance costs projected for 2026.

General Government Administration Operations – decreased by \$335,021 from 2025 estimates

The 2026 Draft Budget reflects operational costs for administration, including the office facility lease, professional services, memberships, training, postage, insurance, audit, community engagement, and election costs.

Postage has increased to cover the 2026 election as well as the added costs incurred for this year's election; no election occurred in 2025, and therefore no expenses were budgeted or incurred in that year. Insurance shows an estimated increase to cover the new lease-purchase building, anticipated vehicle acquisitions, and higher coverage levels for electronic data processing and public officials E&O.

Website costs have also increased for ongoing website maintenance and ADA accessibility compliance. Additional increases are reflected in training, technology, and IT services to address annual cost adjustments and expanded service needs.

Offsetting these increases, savings are anticipated in office lease, office supplies, smoking cessation program (reduced to reflect the ban on flavored nicotine sales, which affects program contributions), and accounting contract, as financial operations will transition fully in-house once Caselle is implemented. The short-term rental contract line has also been reduced from 2025, as the prior year included one-time enhancement costs that will not recur in 2026.

Community Development – reduced by \$3,838 from 2025 estimates

This department accounts for expenditures related to building permits, GIS program, planning supplies, local travel, and communications, with adjustments made to more accurately reflect anticipated activity levels and realistic budget needs for 2026.

Public Works – increased by \$128,297 from 2025 estimates

Public Works accounts for expenditures related to road maintenance, snow removal, trail maintenance, signage, and facility upkeep. The 2026 Draft

Budget reflects full-year staffing with a 6% COLA and merit increase pool, along with higher health insurance costs. Contracted snow removal and road maintenance remain the largest operating expenses at \$168,000 and \$125,000, respectively. The snow removal budget was held at its original amount since annual costs fluctuate based on winter conditions and snowfall levels. Additional funding is included for weed control, as Summit County completed spraying in 2025, along with allocations for trail resurfacing and signage replacement. Engineering and miscellaneous maintenance expenditures are consistent with prior-year levels, with modest increases to provide flexibility for unforeseen repairs and maintenance needs.

Public Safety – increased by \$39,782 with 2025 year-end estimates

Public Safety accounts for expenditures related to law enforcement and emergency communications. The Dillon–Keystone Police Services IGA will continue to be funded through a transfer from the General Fund to the Lodging Tax Fund, ensuring all police-related costs are recorded within the Lodging Tax Fund for transparency. The 2026 Budget includes an \$800,000 transfer from the General Fund to cover increased service costs associated with the Dillon–Keystone Police Department. In addition, \$66,000 is budgeted for 911 communications support, reflecting a substantial increase from 2025 to account for higher call volume and expanded dispatch coverage serving the Keystone area.

Municipal Court – no change from 2025 estimates

Municipal Court accounts for expenditures related to judicial and prosecutorial services provided under the Silverthorne–Keystone IGA. No

direct costs are budgeted for 2026 since the IGA specifies that expenditures are billed on a three-year lag, with the next billing cycle in 2028, and then will be annual.

Economic Development & Marketing – increased \$100,000 from 2025 year-end estimates

Accounts for expenditures of \$100,000 dedicated to community marketing and economic development initiatives. The original 2025 Budget included this same amount; however, the expenditure was deferred to 2026.

Capital and Non-Routine Projects – reduced by \$277,700 from 2025 estimates

These projects reflect continued investment in community facilities, planning, and infrastructure. Major 2026 allocations include:

- Trails and Open Space Master Plan (\$30,000) for master plan.
- Comprehensive Plan Completion (\$15,000) to finalize plan.
- Strategic Plan Update (\$40,000)
- Wayfinding Plan (\$25,000) to guide community vision and signage design.
- Town Hall Facility Improvements, including furniture, technology, and security upgrades (\$60,000 total across related lines).
- Vehicle and Equipment Replacement (\$70,000) for a new truck.

Debt Service – Building Lease Purchase – New line item

Debt Service accounts for the \$520,000 in principal payment toward the Town Hall building lease-purchase agreement.

Summary

Total General Fund expenditures for 2026 are proposed at \$4,506,300, an increase of \$496,062 from the 2025 year-end estimates. Departmental changes have been outlined individually for transparency. The addition of the \$520,000 principal payment on the Town Hall lease-purchase agreement is the single largest factor contributing to the overall increase.

Lodging Tax Fund

The Lodging Tax Fund is a restricted fund established to support key community priorities, including public safety, infrastructure improvements, and Highway 6 corridor safety. It is funded by the Town's 2% lodging tax on all short-term lodging stays of less than 30 days.

Revenues: \$2,408,000 – increased by \$33,500 from 2025 estimates

Expenditures: \$2,369,976 – increased by \$221,476

Ending Fund Balance: \$264,024 – increased by \$38,024

We have budgeted revenues to remain flat with the 2025 approved budget. However, with a new short-term rental venue coming online later this year, the Town anticipates additional lodging tax revenues that should increase sales tax collections or offset any potential declines. We have also increased the interfund transfer from the General Fund to the Lodging Tax Fund to \$800,000 to cover the police services increases.

The Lodging Tax Fund will continue to fund Police Services, with the General Fund contributing \$800,000 toward the total cost of approximately \$1.5 million. This amount includes the additional \$107,000 for the police

vehicle purchase contribution. The 2026 plan also continues roadway and infrastructure projects, including the Highway 6 sidewalk and West Keystone overlay. These projects include engineering and project design, construction oversight, and ongoing trail maintenance.

Workforce Housing Fund

The Housing Fund is established to support the development, preservation, and administration of affordable and attainable housing within the Town of Keystone. It is funded through revenue from the Multi-Jurisdictional Housing Authority (MHA) tax.

Revenues in this fund are restricted to housing purposes and are tracked separately from the General Fund to ensure transparency and compliance with voter-approved ballot language and intergovernmental agreements. To accurately reflect the cost of operations, the Town will transfer funds from the Housing Fund to the General Fund to reimburse wages for staff time dedicated to housing-related projects.

Revenues: \$995,878 – decrease of \$4,898

Expenditures: \$398,725 – decrease of \$384,086

Ending Fund Balance: \$1,540,840 – increase of \$597,153

We have budgeted revenues to remain fairly flat with 2025 estimates, with some adjustments to lower interest earnings. Expenditures include \$88,000 in SCHAs fees and \$150,000 in Professional Services for conceptual site plan drawings for a potential housing project next to Town Hall. We have also budgeted \$100,000 for additional housing programming to be

determined by Council, which may include a contribution to refresh SCHAs programming.

Conservation Trust Fund

The Conservation Trust Fund is a restricted fund supported by proceeds from the Colorado State Lottery. These funds are distributed to eligible local governments based on population and may only be used for parks, recreation, open space acquisition, and related capital improvements

Revenues: \$10,300 – increased by \$10,300

Expenditures: \$0 – remain the same at \$0

Ending Fund Balance: \$10,300 – increased by \$10,300

Revenues have been estimated at \$10,300 from State Lottery distributions, with the first payment expected in April 2026 for the first quarter. No expenditures are planned for 2026, allowing the Town to accumulate reserves for future park, recreation, and open space improvements.

Alternatives:

No formal action or approval is required at this time.

Tonight's workshop provides an opportunity for Council to review and discuss the 2026 Proposed Budget Draft and provide direction or feedback prior to the public hearing.

A public meeting will be held on November 11, 2025, to allow the public and Council to provide comments on the proposed 2026 Budget prior to final adoption.

The final 2026 Budget will return to Council for consideration and adoption on December 9, 2025.

Financial Considerations:

The proposed budget is supported by current collections, grants, and existing fund balances. Reserves remain above policy thresholds, and the Town continues to comply with C.R.S. §29-1-109 and adopted fiscal and reserve policies.

Previous Council Actions:

Council held workshops on September 9 and 23, 2025, and received detailed line-item updates on October 14, 2025.

Next Steps:

Following tonight's workshop, staff will incorporate any feedback and direction provided by Council. Public hearing is scheduled for November 11, 2025.

Suggested Motions:

No formal action is requested at this time.

This workshop is for discussion and input only.

Attachment:

2026 Proposed Budget Draft

			Approved	Approved	2025	
	2024	2024	2025	Amended	<u>Year-end estimates</u>	2026
	<u>Budget</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>2025 proposed</u>	<u>Proposed</u>
					<u>supplemental budget</u>	
General Fund Revenues and Expenditures Summary						
General Fund Beginning Balance	\$ -	\$ -	\$ 1,102,678	\$ 1,102,678	\$ 1,942,890	\$ 3,004,612
Revenues	\$ 3,599,507	\$ 3,451,344	\$ 4,742,317	\$ 4,742,317	\$ 4,949,409	\$ 4,674,430
Expenditures	\$ (1,536,454)	\$ (1,265,305)	\$ (3,264,328)	\$ (3,264,328)	\$ (2,715,038)	\$ (2,931,300)
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (520,000)
Transfer to Lodging Tax Fund	\$ -	\$ -	\$ -	\$ -	\$ (762,500)	\$ (800,000)
Net Operating Budget	\$ 2,063,053	\$ 2,186,039	\$ 1,477,989	\$ 1,477,989	\$ 1,471,872	\$ 423,130
Capital Revenue	\$ -	\$ -	\$ -	\$ -	\$ 122,550	\$ -
Capital Outlay	\$ (878,900)	\$ (24,528,867)	\$ (452,700)	\$ (452,700)	\$ (532,700)	\$ (255,000)
Net Capital Budget	\$ (878,900)	\$ (24,528,867)	\$ (452,700)	\$ (452,700)	\$ (410,150)	\$ (255,000)
Revenues Over (Under)	\$ 1,184,153	\$ (22,342,828)	\$ 1,025,289	\$ 1,025,289	\$ 1,061,722	\$ 168,130
Contrib Capital for Roads		\$ 24,285,718				
General Fund Ending Balance	\$ 1,184,153	\$ 1,942,890	\$ 2,127,967	\$ 2,127,967	\$ 3,004,612	\$ 3,172,742
TABOR Restricted Funds		\$ 103,540	\$ 111,811	\$ 111,511	\$ 152,159	\$ 140,233
Unrestricted Funds		\$ 1,839,350	\$ 2,016,156	\$ 2,016,456	\$ 1,601,029	\$ 1,115,537
Proposed Balloon Payment for Building						\$ 480,000
35% restricted for reserves					\$ 1,251,424	\$ 1,436,972
General Fund Total	\$ -	\$ 1,942,890	\$ 2,127,967	\$ 2,127,967	\$ 3,004,612	\$ 3,172,742

			Approved	Approved	2025	
			2025	Amended	<u>Year-end estimates</u>	
	<u>2024</u>	<u>2024</u>	<u>2025</u>	<u>2025</u>	<u>2025 proposed</u>	<u>2026</u>
	<u>Budget</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>supplemental budget</u>	<u>Proposed</u>
Lodging Tax Revenues and Expenditures Summary						
Lodging Tax Fund Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 226,000
Revenues	\$ -	\$ -	\$ 1,632,000	\$ 1,632,000	\$ 1,612,000	\$ 1,608,000
Transfer from General Fund					\$ 762,500	\$ 800,000
Expenditures	\$ -	\$ -	\$ (215,000)	\$ (215,000)	\$ (1,227,500)	\$ (1,305,976)
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ (980,000)	\$ (980,000)	\$ (921,000)	\$ (850,000)
Net Lodging Tax	\$ -	\$ -	\$ 437,000	\$ 437,000	\$ 226,000	\$ 252,024
Revenues Over (Under)	\$ -	\$ -	\$ 437,000	\$ 437,000	\$ 226,000	\$ 252,024
Lodging Tax Fund Ending Balance	\$ -	\$ -	\$ 437,000	\$ 437,000	\$ 226,000	\$ 478,024
Housing Fund Revenues and Expenditures Summary						
Housing Fund Beginning Balance	\$ -	\$ -	\$ 895,592	\$ 895,592	\$ 725,722	\$ 943,687
Revenues	\$ 788,210	\$ 868,192	\$ 1,365,900	\$ 1,365,900	\$ 1,000,776	\$ 995,878
Expenditures	\$ (52,064)	\$ (142,470)	\$ (208,929)	\$ (308,929)	\$ (182,811)	\$ (333,725)
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ (600,000)	\$ (600,000)	\$ (600,000)	\$ -
Transfer to General Fund						\$ (65,000)
Net Housing Fund	\$ 736,146	\$ 725,722	\$ 556,971	\$ 456,971	\$ 217,965	\$ 597,153
Revenues Over (Under)	\$ 736,146	\$ 725,722	\$ 556,971	\$ 456,971	\$ 217,965	\$ 597,153
Housing Fund Ending Balance	\$ 736,146	\$ 725,722	\$ 1,452,563	\$ 1,352,563	\$ 943,687	\$ 1,540,840
CTF Fund Revenues and Expenditures Summary						
CTF Fund Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 12,920	\$ -	\$ 12,920	\$ 12,920	\$ -	\$ 10,300
Transfer from General Fund						
Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net CTF Fund	\$ 12,920	\$ -	\$ 12,920	\$ 12,920	\$ -	\$ 10,300
Revenues Over (Under)	\$ 12,920	\$ -	\$ 12,920	\$ 12,920	\$ -	\$ 10,300
CTF Ending Balance	\$ 12,920	\$ -	\$ -	\$ -	\$ -	\$ 10,300

Draft

	A	B	C	D	E	F	H	I	L
6						Approved	2025		
7					Approved	Amended	Year-end estimates		
8			2024	2024	2025	2025	and 2025 proposed	2026	
9			Budget	Actuals	Budget	Budget	supplemental budget	Proposed	Notes
10									
11									
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% decrease due to no flavored nicotine
16		* Nicotine Tax	59,628	0	83,315	83,315	243,257	170,280	Revenues are based on Nicotine IGA & budget.
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.
25			203,203	62,085	62,141	62,141	165,000	100,000	
26									
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
37									
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	122,550	0	25 has contribution for sidewalk
43									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.
44		Transfer from Housing Fund						65,000	
45			0	98,125	283,000	283,000	530,550	245,000	
46									
47		Total Revenue	3,599,507	3,451,344	4,742,317	4,742,317	5,071,959	4,674,430	

Draft

	A	B	C	D	E	F	H	I	L
6						Approved	2025		
7					Approved	Amended	Year-end estimates		
8			2024	2024	2025	2025	and 2025 proposed	2026	
9			<u>Budget</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	supplemental budget	<u>Proposed</u>	<u>Notes</u>
48									
49									
50									
51									
52		Mayor and Town Council							
53		Council/Mayor Wages	44,000	41,122	48,000	48,000	48,000	48,000	Per Town Charter
54		Medicare Tax Town Council	638	596	696	696	696	696	.45% of wages
55		Colorado Unemployment Tax Town Council	832	498	96	96	96	96	.20% of wages
56		Retirement Contribution Match Town Council	4,840	2,944	3,840	3,840	3,840	3,840	8% match
57		Workman's Comp Town Council	945	984	950	950	136	150	based on Cirsa quote
58		Cell Phone Allow Town Council	5,775	5,344	6,300	6,300	6,300	6,300	\$75 month for each council member
59									
60			57,030	51,488	59,882	59,882	59,068	59,082	
61									
62		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.
63		Travel and Training Town Council		0	5,000	5,000	1,000	5,000	
64		Misc Expense Town Council	1,251	5,697	1,401	1,401	12,000	15,000	includes Town Council dinners, CAST, Manager & Mayors and CML events
65		Total Mayor and Town Council	58,281	57,185	166,283	166,283	172,068	194,082	
66									
67									
68									
69									
70									

Draft

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6						Approved	2025		
7					Approved	Amended	Year-end estimates		
8					2025	2025	and 2025 proposed	2026	
9			2024	2024	2025	2025	supplemental budget	Proposed	Notes
			Budget	Actuals	Budget	Budget			
71		General Government Administration							
72		General Government Administrative Wages	465,830	395,111	772,717	772,717	748,440	930,000	Includes Town Manager, Asst Town Manager, Clerk, Deputy Clerk, Finance Director, Community Development Director and Planner with a 6% COLA and Merrit increase pool
73		Medicare Tax Administration	6,755	5,729	11,204	11,204	10,852	13,485	.45% of wages
74		Colorado Unemployment Tax Administration	8,804	4,783	1,545	1,545	1,497	1,860	.2% of wages
75		Payroll Taxes additional in budget			21,215	21,215	0	0	
76		Keystone Housing Administration	24,500	19,000	36,000	36,000	36,000	42,000	\$500 month per employee
77		Wellness Reimbursement Administration	10,132	8,020	15,000	15,000	15,000	17,500	\$2,500 per year for each employee
78		Health Insurance Administration	76,205	60,327	100,300	100,300	152,976	207,122	Medical, Dental, Vision, Life and Disability Insurance
79		Health Ins Employee Contributions Administration		(11,181)			(30,595)	(41,424)	Employees contribute 20% of premium Town contributes 8% in lieu of social security employee must contribute 3% 401a. Town matches up to 3% toward 401 when employees contribute to
80		Retirement Contribution Match Administration	51,241	36,966	82,838	82,838	74,844	102,300	457
81		Cell Phone Administration	3,600	2,784	5,400	5,400	5,400	6,300	\$75 per month per employee
82		Workman's Comp Administration	9,764	10,620	10,725	10,725	1,700	2,000	per Cirs quote
83			656,831	532,159	1,056,945	1,056,945	1,016,114	1,281,143	
84		Flexible Spending Account (FSA & HSA)	5,774	1,473	12,000	12,000	1,200	1,600	FSA and HSA administration cost
85		Telephone	2,830	2,410	3,168	3,168	2,500	2,700	Ooma phone system and app
86		Office Lease	50,700	50,900	196,158	196,158	196,158	60,000	updated to reflect office lease
87		Office Building Utilities						0	updated per lease purchase agreement
88		Office Building Maintenance	3,700	1,350	3,504	3,504	0	0	updated per lease purchase agreement
89		Office Supplies	11,054	9,788	9,000	9,000	9,000	7,000	includes printing
90		Postage	2,607	11	4,919	4,919	500	6,200	includes election mailings
91		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
92		Dues and Subscriptions	2,936	1,782	7,000	7,000	5,000	6,000	DocuSign, Bill, Smartsheet, Mailchimp, Survey Monkey
93		Training	6,802	6,052	14,011	14,011	14,011	16,000	all departments staff training
94		Travel/Meals/Lodging	9,409	7,402	16,930	16,930	14,011	16,000	includes local travel and training travel
95		Uniforms/Clothing	1,700	4,105	5,000	5,000	5,000	5,000	For Keystone branded uniform/clothing for staff/council
96		Insurance	5,000	3,104	7,500	7,500	8,500	25,000	includes building, vehicle, electronic data processing, general liability, Public officials E&O insurance
97		Bank and Misc Fees	0	100	0	0	80	80	for wire fees to transfer money from COLOTRUST to First Bank
98		IT/Technology	72,966	42,157	87,900	87,900	87,900	96,000	Verticomm, SIPA, Caselle, Paylocity, Adobe and doc access
99		Website	6,802	542	0	0	5,000	10,000	Gov Bult \$4K ongoing maint of website and \$6K for ADA acseability compliance
100		Equipment Repairs/Leases	5,526		7,589	7,589	0	10,000	estimated for possible equipment rentals and equipment repairs if needed for anticipated purchae of Gator and Truck
101		Community Engagement	8,502	22,054	20,000	20,000	20,000	10,000	Council to discuss budget amount further
102		Elections	12,000	7,750	0	0	0	9,000	Estimated elections cost
103		Town Attorney Contract	90,688	144,825	150,000	150,000	150,000	150,000	Estimated based on historic expense
104		Smoking Cessation (fr Nicotine Tax)	59,628	0	27,000	27,000	243,257	170,280	IGA will change for 2026 so this line item may change once IGA is executed
105		Accounting Contract (M&W)	63,494	52,763	10,000	10,000	60,000	0	finances will be moved in house
106		Annual Audit Contract	0	0	19,266	19,266	17,500	19,000	increased to account for lodging tax fund
107		Short Term Rental Contract Support	116,761	86,250	120,264	120,264	210,264	100,000	2025 includes enhancements. Blue Vector and Deckard program compliance costs
108		Miscellaneous Administrative Expense	0	10	19,009	19,009	6,000	6,000	estimated to account for unknow expenditures
109		Contingency					10,000	10,000	line item added per charter
110		Total General Government Administration	1,211,137	993,592	757,219	757,219	1,085,881	750,860	
111									
112		Community Development							
113									
114		Building Permit/Inspections	162,562	483	0	0	0	0	The County keeps 90% of the building application fee, and in return they handle all building permits and inspections for us per IGA
115		GIS	9,069	0	9,341	9,341	5,000	5,000	Planning program for GIS
116		**Professional Services (Contracted)	11,336	0	20,000	20,000	0	0	Not currently a need
117		Planning Supplies/Printing	5,668	710	5,838	5,838	5,838	1,000	Estimated for supplies and printing
118									
119		Local Travel	2,834	0	5,838	5,838	500	1,000	Estimated for local travel to look at properties/projects
120		Communications	2,721	365			500	1,000	Estimated for notices and other communications
121		Miscellaneous Comm Dev Expense	0	0	2,500	2,500	2,500	2,500	Estimated for any unknow expenditures
122									
123		Total Community Develop	194,190	1,558	43,517	43,517	14,338	10,500	
124									

Draft

	A	B	C	D	E	F	H	I	L
6						Approved	2025		
7					Approved	Amended	Year-end estimates		
8					2025	2025	and 2025 proposed	2026	
9			2024	2024	2025	2025	supplemental budget	Proposed	Notes
			Budget	Actuals	Budget	Budget			
125		Public Works							
126		Public Works Wages	45,344	29,307	93,409	93,409	93,409	98,079	with a 6% COLA and Merrit increase pool
127		Medicare Tax Public Works	657	425	1,354	1,354	1,354	1,422	.45% of wages
128		Colorado Unemployment Tax Public Works	857	355	187	187	187	196	.2% of wages
129		Keystone Housing Public Works	3,000	1,750	6,000	6,000	6,000	6,000	\$500 month per employee
130		Wellness Reimbursement Public Works	2,026	625	2,500	2,500	2,500	2,500	\$2,500 per year for each employee
131		Health Insurance Public Works	3,629	3,300	20,060	20,060	32,097	36,911	Medical, Dental, Vision, Life and Disability Insurance
132		Health Ins Employee Contributions Public Works		(660)			(6,419)	(7,382)	Employees contribute 20% of premium
									Town contributes 8% in lieu of social security employee must contribute
133		Retirement Contribution Match Public Works	4,988	3,008	9,995	9,995	10,275	10,789	3% 401a. Town matches up to 3% toward 401 when employees contribute to
134		Cell Phone Public Works	450	225	900	900	900	900	\$75 per month per employee
135		Workman's Comp Public Works	672	684	700	700	250	300	per Cirsa quote
136			61,624	39,018	135,105	135,105	140,552	149,715	
137		Communications PW	2,721				0	500	
138		Engineer Consultant	5,668		11,000	11,000	11,000	10,000	Estimated for as-needed assistance to provide expertise in plan review, project design, regulatory compliance, and/or construction oversight
139		Planning and Printing Supplies	2,834		2,500	2,500	0	500	Estimated for as-needed assistance to provide expertise in plan review, project design, regulatory compliance, and/or construction oversight
140		Snow Removal Services		22,511	168,767	168,767	120,000	168,000	Estimated for contracted snow removal service during winter months
									Estimated for contracted services including snow removal, tree removal, median upkeep, and general road maintenance such as pothole repair and drainage work.
141		Road Maintenance		9,202	77,866	77,866	82,866	125,000	
142		Noxious Weed Control		0	17,514	17,514	0	10,000	estimated cost for weed control spraying
143		Trail Maintenance		0	50,000	50,000	0	50,000	Estimated repaving Regional Trail when needed
144		Signage		224	15,500	15,500	3,000	5,000	Increased to \$5,000 to account for additional signs if needed
145		Engineering Services		4,267	30,000	30,000	30,000	0	also in lodging tax capital
146		Miscellaneous Public Works Expense		130	19,000	19,000	3,000	5,000	To cover possible unknown expenditures
147		Other maintenance					10,000	5,000	2025 included tree mitigation at Town Hall. 2026 to cover other maintenance not
148		Total Public Works Expenses	72,846	75,352	527,252	527,252	400,418	528,715	
149									
150		Public Safety							
151		Communications		18,141	33,394	33,394	23,600	66,000	911 Support cost per Sargent
152		Law Enforcement Contract Support		115,288	556,414	556,414	0	0	This expenditure will be funded through a transfer from the General Fund to the Lodging Tax Fund and paid from Lodging tax fund
153		Animal Control		4,189	3,923	3,923	2,618	0	Dillon IGA does not breakout animal control
154									
155		Total Public Safety Expenses	0	137,618	593,731	593,731	26,218	66,000	
156									
157		Municipal Court							
158		Judge			7,589	7,589	0	0	IGA states expenditures will be 3 years in the rears. Budget in 2028
159		Prosecutor			11,209	11,209	0	0	
160		Miscellaneous Exp Municipal Cout			584	584	0	0	
161									
162		***Total Court Expenses	0	0	19,382	19,382	0	0	
163									
164		Economic Development and Marketing		0	100,000	100,000	0	100,000	Estimated cost for marketing and economic development
165									
166		Total Economic Development Expenditure	0	0	100,000	100,000	0	100,000	
167									
168		Transfer to Lodging Tax Fund					762,500	800,000	GF contribution for Law Enforcement contract and \$122,500 contribution for hwy 6 sidewalk in 2025
169		Total Operating Expenditures	1,536,454	1,265,305	3,264,328	3,264,328	3,477,538	3,731,300	
170									

Draft

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8			2024	2024	2025	2025	and 2025 proposed	2026	
9			Budget	Actuals	Budget	Budget	supplemental budget	Proposed	Notes
171		Capital and Non-Routine Projects							
172		Repayment for Incorporation Costs	180,000	148,013					
173		Summit County fee for Cash advance	5,000	5,000					
174		Office Set Up-Furniture, Supplies and Equipment	41,500	0	45,500	45,500	45,500	20,000	Estimated for possible office furniture and equipment needs
175		Facility Modifications	50,000	0				40,000	Estimated for possible facility modifications such as security, wi-fi enhancements
176		Staff Hiring Expense	5,000	544	1,200	1,200	1,200	0	
177		Start Up Consultant Support (Clerk/Community Dev/Pu	32,500	0				0	
178		IT-Infrastructure/Software/Computers/Printers/Set up	109,900	16,288	89,000	89,000	89,000	0	
179		Website	15,000	0	30,000	30,000	20,000	0	
180		Town Signage Capital	30,000	0	4,000	4,000	4,000	15,000	historical signs for pathways and Town Hall Sign
181		Interim Town Manager (\$150/hr, 10 weeks)	60,000	67,890	0	0	0	0	
182		Engineering Assessment Town Maintained Roads	40,000	24,285,718	8,000	8,000	8,000	0	
183		Flood Plain Plan	20,000	0	15,000	15,000	0	0	
184		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
185		Comprehensive Use Plan		5,414	100,000	100,000	200,000	15,000	Estimated increase to complete comp plan to councils direction
186		Strategic Plan			60,000	60,000	60,000	40,000	Estimated cost for strategic plan
187		Way Finding Plan						25,000	Estimated cost for way finding study by staff, CU Boulder students and possible consultant
188		2 Police Vehicles and equipment	260,000		0	0	0	0	
189		Vehicle and equipment			70,000	70,000	75,000	70,000	purchase
190									
191		Total Capital and Non-Routine Expenditures	878,900	24,528,867	452,700	452,700	532,700	255,000	
192									
193		Debt Service							
194		Debt Service, Principal - Building Lease Purchase	0					520,000	annual building lease purchase principal
195			0						
196		Total Debt Service	0	0	0	0	0	520,000	
197									
201									
202		Total General Fund Expenditures	2,415,354	25,794,172	3,717,028	3,717,028	4,010,238	4,506,300	
203									
204		Total Revenue (from above)	3,599,507	3,451,344	4,742,317	4,742,317	5,071,959	4,674,430	
205									
206		Operating Surplus (Deficit)	1,184,153	(22,342,828)	1,025,289	1,025,289	1,061,722	168,130	
207		Other Sources (Uses)							
208		Contrib Capital for Roads		24,285,718	0	0	0		
209		Summit County Adv - Sales Tax		1,400,000	0	0	0		
210		Summit County Adv - Repayment		(1,400,000)	0	0	0		
211									
212		Total Other Sources (Uses)	0	24,285,718	0	0	0		
213									
214		Beginning Fund Balance	0	0	1,102,678	1,102,678	1,942,890	3,004,612	Estimated fund balance for Jan 1, 2026
215									
216		Ending Fund Balance - General	1,184,153	1,942,890	2,127,967	2,127,967	3,004,612	3,172,742	Estimated ending fund balance based on all the above
217									
218		TABOR Restricted Funds		103,540	111,811	111,511	152,159	140,233	Legal requirement
219		Unrestricted Funds		1,839,350	2,016,156	2,016,456	1,601,029	1,115,537	Estimated available fund balance in excess of required reserves
220		Proposed Balloon Payment for Building						480,000	Earmarked for proposed building balloon payment
221		35% restricted for reserves					1,251,424	1,436,972	35% is held in reserves, which also covers the TABOR restriction shown above
222		Fund Total - General		1,942,890	2,127,967	2,127,967	3,004,612	3,172,742	
223									

Draft

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9			<u>Budget</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	supplemental budget	<u>Proposed</u>	<u>Notes</u>
224	Housing Fund				Approved	Amended			
225					2025	2025			
226			<u>Budget</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Estimates</u>	<u>Proposed</u>	<u>Notes</u>
227									
228									
229									
230	Revenue and Other Financing Sources								
232	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	
233	Revenue 6B (82.8%) 2 mos Est	652,638	716,094	1,089,689	1,089,689	805,000	805,000	projecting revenues to be flat with 2025 estimates	
234	DPA Loan Interest					676	878	Interest made on Down Payment Assistance Loan	
235	Interest Income on Taxes		3,344	49,850	49,850	25,100	20,000	Earned interest from bank	
236	Total Revenues	788,210	868,192	1,365,900	1,365,900	1,000,776	995,878		
237									
238	Expenditures								
239	Housing Authority Fees	52,064	52,470	58,929	58,929	86,000	88,000	Fees the SCHAs charges	
240	Building Contribution		90,000						
241	Land Purchase			600,000	600,000	600,000			
242	Professional Services			150,000	150,000	0	150,000	Estimated conceptual site plans	
243	Down Payment Assistance				100,000	100,000	0		
244	DPA Loan Principal Payment (contra)					(3,189)	(4,275)	Repayment of principal on down payment assistance loan	
245	Additional Programming						100,000	Estimated additional housing programming TBD by Council and includes refreshing SCHAs programming	
246	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.	
247									
248	Total Expenditures	52,064	142,470	808,929	908,929	782,811	398,725		
249									
250	Surplus after other sources (uses)	736,146	725,722	556,971	456,971	217,965	597,153		
251									
252	Fund bal - Beginning Housing Fund	0	0	895,592	895,592	725,722	943,687		
253	Fund bal - Ending Housing Fund	736,146	725,722	1,452,563	1,352,563	943,687	1,540,840		
254	Conservation Trust Fund				Approved	Amended			
255					2025	2025	2025	2026	
256		<u>Budget</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Estimates</u>	<u>Proposed</u>	<u>Notes</u>	
257									
258									
259									
260	Revenue and Other Financing Sources								
261	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.	
262	Interest Income					0	300	estimated revenues earned on interest from bank	
263	Total Revenues	12,920	0	12,920	12,920	0	10,300	0%	
264									
265	Expenditures								
266	Conservation Trust Expenses			0	0	0	0		
267	Transfer to General Fund			0	0	0	0		
268									
269	Total Expenditures			0	0	0	0		
270									
271	Surplus after other sources / uses	12,920	0	12,920	12,920	0	10,300		
272									
273	Fund bal - Begin Cons Trust Fnd	0	0	0	0	0	0		
274	Fund bal - Ending Cons Trust Fnd	12,920	0	12,920	12,920	0	10,300		

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			Budget	Actuals	Budget	Budget			
275									
276		Lodging Tax							
277		Revenue and Other Financing Sources							
278		Lodging Tax			1,600,000	1,600,000	1,600,000	1,600,000	Estimating revenues to be flat with 2025 budget
279		Interest Income			32,000	32,000	12,000	8,000	Estimated interest income earned from bank
280		Transfer from General Fund					762,500	800,000	Includes an interfund transfer from the General Fund to the Lodging Tax Fund to cover the Town's contribution for the Law Enforcement contract.
281									
282		Total Revenues	0	0	1,632,000	1,632,000	2,374,500	2,408,000	
283									
284		Expenditures							
285		Police Services			200,000	200,000	1,212,500	1,412,976	Cost of police service from IGA
286		Police Capital Equipment Contribution			250,000	250,000	0	107,000	Vehicle purchase contribution per IGA
287		Misc. Public Safety Expenses			15,000	15,000	15,000	0	
288		Road Construction / Maint (including sidewalks and medians)			400,000	400,000	921,000	700,000	2026 Estimated continuation of capital sidewalk and West Keystone overlay.
289		Trail Construction / Maint			80,000	80,000	0	80,000	2025 was for capital sidewalk and Ranch Road rebuild
290		Engineering / Design Services			250,000	250,000		70,000	Estimated for as-needed assistance to provide expertise in plan review, project design, regulatory compliance, and/or construction oversight
291		Building Maint.						0	
292									
293		Total Lodging Tax Expenditures	0	0	1,195,000	1,195,000	2,148,500	2,369,976	
294									
295		Surplus after other sources / uses	0	0	437,000	437,000	226,000	38,024	
296									
297		FUND BALANCE - Beginning Lodge Tax	0	0	0	0	0	226,000	
298		FUND BALANCE - Ending Lodge Tax	0	0	437,000	437,000	226,000	264,024	
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