



# Keystone Town Council Agenda

The Keystone Town Council will have a Regular Meeting on November 26, 2024, at 7:00 p.m. at 1628 Sts. John Rd, Keystone, CO 80435.

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

- I. CALL TO ORDER, ROLL CALL**
- II. APPROVAL OF AGENDA**
- III. COMMUNICATIONS TO COUNCIL**
  - A. *Public Comment (Pursuant to Resolution 2024-18, comment is limited to non-agenda items only; 3-minute time limit please)*
- IV. CONSENT**
  - A. FIRST READING OF ORDINANCES**
  - B. RESOLUTIONS**
  - C. MEETING MINUTES**
    - 1. **November 12, 2024 – Meeting Minutes**
  - D. EXCUSED ABSENCES**
    - 1. **Carol Kerr – November 26, 2024 – Remote Attendance**
  - E. OTHER**
    - 1. **Accounts Payable List**
- V. DISCUSSION**
  - A. PLANNING ITEMS**
    - 1. **Presentation of Comprehensive Plan Proposal – SE Group**

2. [Public Hearing] TOK24-012, A Class 4 Variance for a Proposed Single-Family Residence Located at 0236 Razor Drive, Lot 38, Loveland Pass Village Subdivision, to Allow a 20' Front Yard Setback (a 5" Front Yard Variance), and a 15' Rear Yard Setback (a 10' rear yard variance), zoner R-2: Applicant: Bobby Craig, Arapahoe Architects

**B. CONSIDERATION OF ORDINANCES (SECOND READING/PUBLIC HEARING)**

1. Ordinance 2024-O-14, An Ordinance of Town Council of the Town of Keystone, Colorado, Implementing The Voter-Approved 2% Lodging Tax And Providing Penalties For The Violation Thereof

**C. RESOLUTIONS**

1. Resolution 2024-73, A Resolution of Town Council of the Town of Keystone, Colorado, Approving Amended Town Council Bylaws

**D. OTHER**

1. Cancellation of meeting on December 24, 2024

**VI. PLANNING MATTERS**

**VII. REPORT OF TOWN MANAGER AND STAFF**

**VIII. REPORT OF MAYOR AND COUNCIL**

**IX. OTHER MATTERS (Town Manager/Mayor/Councilmember may bring up items on other matters that are not on the agenda)**

**X. SCHEDULED MEETINGS**

**XI. EXECUTIVE SESSION**

Executive Session pursuant to C.R.S. Section 24-6-402(4)(b) to receive legal advice related to the consideration and the potential adoption of an employee benefit policy.

**XII. ADJOURNMENT**



# Keystone Town Council Agenda

A Regular Town Council Meeting of the Keystone Town Council was held on November 12, 2024, at 7:00 p.m. at 1628 Sts. John Rd, Keystone, CO 80435. Full and timely notice of the meeting had been posted and a quorum of the body was present.

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

Mayor Riley called the meeting to order at 7:01 p.m. The roll was called, and it was found there were present and participating at that time the following members: Councilmember Gretchen Davis, Councilmember Jonathan Hagenow, Councilmember Carol Kerr, Councilmember Dan Sullivan, Councilmember Aaron Parmet, Councilmember Valerie Thisted, and Mayor Ken Riley.

## **II. APPROVAL OF AGENDA**

Mayor Riley presented the agenda.

Councilmember Hagenow moved to approve the agenda. Councilmember Davis seconded.

By hand vote, the motion passed unanimously, and the agenda was approved as presented.

## **III. COMMUNICATIONS TO COUNCIL**

Mayor Riley opened the floor for public comment.

Seeing no members of the public wishing to speak, Mayor Riley closed the public comment period.

#### **IV. CONSENT**

##### **A. FIRST READING OF ORDINANCES**

- 1. Ordinance 2024-O-14, An Ordinance of Town Council of the Town of Keystone, Colorado, Implementing The Voter-Approved 2% Lodging Tax And Providing Penalties For The Violation Thereof**

##### **B. RESOLUTIONS**

##### **C. MEETING MINUTES**

- 1. October 22, 2024 – Meeting Minutes**

##### **D. EXCUSED ABSENCES**

##### **E. OTHER**

- 1. TOK24-014: Class 2 Site Plan Amendment 04 - Kindred Resort at Keystone**
- 2. TOK24-015: Class 2 Sign Permit for Steep & Snowbird business located at 2311 US Hwy 6, Gateway Building**

Mayor Riley presented the consent agenda.

Councilmember Parmet moved to remove Ordinance 2024-O-14, Implementing the Voter Approved 2% Lodging Tax and Providing Penalties for the Violation Thereof, from the consent agenda and place it on the discussion agenda under consideration of ordinances.

Councilmember Hagenow seconded.

By hand vote, the motion passed unanimously, and Ordinance 2024-O-14 was removed from the consent agenda for discussion.

Councilmember Parmet moved to approve the remainder of the consent agenda. Councilmember Hagenow seconded.

By hand vote, the motion passed unanimously, and the remainder of the consent agenda was approved as presented.

## **V. DISCUSSION**

### **A. CONSIDERATION OF ORDINANCES**

#### **1. [First Reading] Ordinance 2024-O-14, An Ordinance of Town Council of the Town of Keystone, Colorado, Implementing the Voter-Approved 2% Lodging Tax And Providing Penalties For The Violation Thereof**

Town Clerk Madeleine Sielu read the title of Ordinance 2024-O-14, An Ordinance of Town Council of the Town of Keystone, Colorado, Implementing the Voter-Approved 2% Lodging Tax And Providing Penalties For The Violation Thereof, into the record for consideration on first reading.

Mayor Riley recognized Town Manager John Crone and Town Attorney Jennifer Madsen to present Ordinance 2024-O-14.

Councilmember Kerr moved to approve Ordinance 2024-O-14 on first reading, scheduling second reading, consideration, and public hearing on November 26, 2024, with two amendments. First, to clarify that the lodging tax is levied a) on the purchase price of the lodging; and b) on the date of the lodging stay. Second, to revise the language in Section 8, so that it is identical to the ballot language for the spending of revenue from the lodging tax fund. Councilmember Parmet seconded.

By hand vote, the motion passed unanimously, and Ordinance 2024-O-

14 was approved on first reading and scheduled for second reading, consideration, and public hearing on November 26, 2024.

**2. Ordinance 2024-O-12, An Ordinance of Town Council of the Town of Keystone, Colorado, Adopting by Reference The 2024 Edition Of The Model Traffic Code Of Colorado Promulgated By The Colorado Department Of Transportation With Amendments, And Setting Forth In Full The Penalty Provisions For Violations Thereof**

Town Clerk Madeleine Sielu read the title of Ordinance 2024-O-12, An Ordinance of Town Council of the Town of Keystone, Colorado, Adopting by Reference The 2024 Edition Of The Model Traffic Code Of Colorado Promulgated By The Colorado Department Of Transportation With Amendments, And Setting Forth In Full The Penalty Provisions For Violations Thereof, into the record for consideration of second reading.

Mayor Riley recognized Town Manager John Crone and Town Attorney Jennifer Madsen to present Ordinance 2024-O-12.

Following staff presentation, Mayor Riley opened the floor for public comment on Ordinance 2024-O-12.

Seeing no members of the public wishing to speak, Mayor Riley closed the floor for public comment.

Councilmember Sullivan moved to adopt Ordinance 2024-O-12.

Councilmember Parmet seconded.

By roll call, the result was:

Ayes: Councilmember Davis, Councilmember Hagenow, Councilmember Kerr, Councilmember Parmet, Councilmember Sullivan Councilmember Thisted, and Mayor Riley (7)

Nays: (0)

Absent: (0)

The motion passed, and Ordinance 2024-O-12 was adopted.

**3. Ordinance 2024-13, An Ordinance of Town Council of the Town of Keystone, Colorado, Designating the Site Selection of Arterial Highways, Interchanges, and Collector Highways, the Site Selection and Construction of Major New Domestic Water and Sewage Treatment Systems and Major Extension of Existing Domestic Water and Sewage Treatment Systems, and the Site Selection and Construction of Major Facilities of a Public Utility as Matters of State Interest, and Enacting the Town of Keystone Areas and Activities of State Interest Governing the Designation, Permitting, Regulation, and Administration of Matters of State Interest, and Providing Penalties for Violations Thereof**

Town Clerk Madeleine Sielu read the title of Ordinance 2024-O-13, An Ordinance of Town Council of the Town of Keystone, Colorado, Designating the Site Selection of Arterial Highways, Interchanges, and Collector Highways, the Site Selection and Construction of Major New Domestic Water and Sewage Treatment Systems and Major Extension of Existing Domestic Water and Sewage Treatment Systems, and the Site Selection and Construction of Major Facilities of a Public Utility as Matters of State Interest, and Enacting the Town of Keystone Areas and Activities of State Interest Governing the Designation, Permitting, Regulation, and Administration of Matters of State Interest, and Providing Penalties for Violations Thereof, into the record for consideration of second reading.

Mayor Riley recognized Town Manager John Crone and Town Attorney Jennifer Madsen to present Ordinance 2024-O-13.

Following staff presentation, Mayor Riley opened the floor for public comment on Ordinance 2024-O-13.

Seeing no members of the public wishing to speak, Mayor Riley closed the floor for public comment.

Councilmember Kerr moved to adopt Ordinance 2024-O-13.  
Councilmember Sullivan seconded.

By roll call, the result was:

Ayes: Councilmember Davis, Councilmember Hagenow,  
Councilmember Kerr, Councilmember Parmet, Councilmember Sullivan  
Councilmember Thisted, and Mayor Riley (7)

Nays: (0)

Absent: (0)

The motion passed, and Ordinance 2024-O-13 was adopted.

## **B. RESOLUTIONS**

### **1. Resolution 2024-68, A Resolution of Town Council of the Town of Keystone, Colorado, Approving Amended Town Council Bylaws**

Mayor Riley recognized Town Manager John Crone and Town Attorney Jennifer Madsen to present on Resolution 2024-68, Approving Amended Town Council Bylaws.

Councilmember Sullivan moved to approve Resolution 2024-68,  
Councilmember Kerr seconded.

Councilmember Thisted made the following statement for the record: "I concede this battle because we all know once an item has made the Town Hall agenda, it's cooked. However, I do have a desire to vehemently reinforce my opposition on the record. These changes undermine the original intent, integrity and proposition sold to voters



when the Charter was drafted and approved. I continue to feel gas lit by the members of the Charter Commission serving on this council who are supporting this obvious assault to the original intent of the Charter. This move stands to pose potential unintended consequences that threaten the integrity of a resident council. All of this for very self-serving justifications. It's disappointing that the council doesn't have a higher level of accountability to our constituents. This and other moves by this council suggest ominous course is charted for our new town.”

By roll call, the result was:

Ayes: Councilmember Davis, Councilmember Hagenow, Councilmember Kerr, Councilmember Sullivan, and Mayor Riley (5)

Nays: Councilmember Thisted (1)

Absent: (0)

Councilmember Parmet refused to vote on this item.

The motion passed, and Resolution 2024-68 was approved.

**2. Resolution 2024-70, A Resolution of Town Council of the Town of Keystone, Colorado, Authorizing Intergovernmental Agreement for Continuation of Services by Summit County and Consenting to Enforcement Of Summit County Regulations**

Mayor Riley recognized Town Manager John Crone and Community Development Director Lindsay Hirsh to introduce Resolution 2024-70, Authorizing Intergovernmental Agreement for Continuation of Services by Summit County and Consenting to Enforcement of Summit County Regulations.

Councilmember Kerr moved to approve Resolution 2024-70.

Councilmember Davis seconded.

By hand vote, the motion passed unanimously, and Resolution 2024-70 was approved.

**3. Resolution 2024-71, A Resolution of Town Council of the Town of Keystone, Colorado, Approving Maintenance of Certain Roads**

Mayor Riley recognized Town Manager John Crone to introduce Resolution 2024-71, Approving Maintenance of Certain Roads.

Councilmember Hagenow moved to approve Resolution 2024-71. Councilmember Sullivan seconded.

By hand vote, the motion passed unanimously, and Resolution 2024-71 was approved.

**C. OTHER**

**VI. PLANNING MATTERS**

**VII. REPORT OF TOWN MANAGER AND STAFF**

Town Manager John Crone reported on the following matters: an upcoming meeting with several stakeholders throughout the County on Emergency Evacuation; meeting with the Summit County Housing Authority staff; meeting with the Public Works Director and Colorado Department of Transportation on safety at the Rasor Dr intersection; the consideration Intermountain Transportation Planning Region split will be re-considered for a vote soon; the Town received notice that they were awarded a grant from the Department of Local Affairs for completion of the comprehensive plan. Discussion of this and the Planning Commissions recommendation of the contractor for the plan will be discussed at an upcoming meeting; continued meetings with local homeowners' associations in Keystone; there will be a Town holiday party hosted on December 5, 2024; roads assessment will be postponed to 2025 due to the onset of winter road conditions; and a local meeting with Summit County Mayors, Managers, and Commissioners.

**VIII. REPORT OF MAYOR AND COUNCIL**

Mayor Riley provided an update on local homeowners' association meetings and the Summit County Mayors, Managers, and Commissioners meeting.

Councilmembers Kerr and Hagenow provided an update on the most recent Coffee with Council meeting. They indicated that there was positive discussion with members of the community on resilience and the future of Keystone. Upcoming meetings of Coffee with Council will be held on December 2 and January 6. The meeting on January 6 will be held in the evening time.

Councilmember Parmet provided information about trail closures announced in open space areas in or near Keystone and their potential impacts on residents.

**IX. OTHER MATTERS (Town Manager/Mayor/Councilmember may bring up items on other matters that are not on the agenda)**

Mayor Riley proposed a staff direction to amend bylaws to allow for public comment at the beginning of work sessions. With consensus, Council directed staff to bring back amendments to the bylaws to reflect this change to the next meeting.

Mayor Riley discussed the idea of hosting a strategic planning retreat in January 2025. With consensus, Council directed the Town Manager to find appropriate timing for a retreat.

**X. SCHEDULED MEETINGS**

**XI. EXECUTIVE SESSION**

Councilmember Hagenow moved to enter an Executive Session pursuant to C.R.S. Section 24-6-402(4)(b) and (4)(e)(I) to receive legal advice concerning a negotiation of a contract for law enforcement services as well as to determine positions relative to the negotiation of the contract for law enforcement services, develop strategies for such negotiations, and instruct negotiators accordingly. Councilmember Sullivan seconded.

By hand vote, the motion passed unanimously, and Town Council entered Executive Session at 8:12 p.m.

The Executive Session concluded at 9:02 p.m.

## **XII. ADJOURNMENT**

Seeing no further business being discussed, the meeting was adjourned at 9:02 p.m.

**Town of Keystone  
Accounts Payable List**

Period: October 19 through November 20, 2024

Payables processed for the period indicated above:

<b>PAYEEES</b>	<b>AMOUNT</b>	<b>DESCRIPTION</b>	<b>REVIEWED, APPROVED BY</b>
*Paylocity	414.78	payroll processing fee	E.Cox, J Crone
*Rocky Mountain Reserve	75.00	FSA funding	E.Cox, J Crone
Abell, Gabrielle	213.51	reimbursement costco membership, supplies	M. Sielu, J. Crone
Benesch	3,427.06	engineering East Keystone Bridge	M. Sielu, J. Crone
All Summit Always Professional	3,400.00	plowing Nov	M. Sielu, J. Crone
A-Peak Asphalt Inc	6,400.00	road repair	M. Sielu, J. Crone
CEBT	16,765.26	health insurance premium Nov-Dec	E.Cox, J. Crone
Colorado Mountain College	1,550.00	leadership summit	M. Sielu, J. Crone
Colorado Municipal League	5,467.00	2025 membership	M. Sielu, J. Crone
Deckard Technologies	15,625.00	short term rental compliance	M. Sielu, J. Crone
Employers Council Services Inc	765.00	payroll, human resources consultant	M. Sielu, J. Crone
FirstBank Credit Card Center	2,000.82	p-card charges	M. Sielu, J. Crone
Keystone Neighbourhood Company	2,500.00	reimbursement bridge repairs	M. Sielu, J. Crone
Keystone Policy Center	4,900.00	Office Lease Dec	J. Crone
LaserGraphics	421.00	office supplies	M. Sielu, J. Crone
Marchetti & Weaver	3,095.95	Accounting	J. Crone
Patagonia	263.20	staff jackets	M. Sielu, J. Crone
Range West Inc	482.50	Topographic Survey - Brightwood	M. Sielu, J. Crone
Resultant	675.00	MS365 license Sep-Nov	M. Sielu, J. Crone
SeaGrizzly, LLC	290.00	telephone provider Oct-Nov	M. Sielu, J. Crone
Staples Contract & Commercial LLC	198.78	office supplies	M. Sielu, J. Crone
Summit County Building Department	16,048.98	refund Jul-Aug building permit overpayment	M. Sielu, J. Crone
Summit County Sherriff's Office	24,629.48	law enforcement, animal control services Sep-	M. Sielu, J. Crone
Verticomm (All Copy Products)	1,810.00	IT Managed Service Provider	M. Sielu, J. Crone
Widner Juran LLP	13,105.72	legal services	J. Crone
<b>Total Payables</b>	<b>124,524.04</b>		
<b>Payrolls processed during the period indicated:</b>		<b>Paydate</b>	
Payroll Wages (Net pay)	45,050.70	11/1 & 11/15	
Payroll Taxes & Liability Payments	11,610.32	11/1 & 11/15	
CRA Contributions	8,898.80	11/1 & 11/15	
<b>Total Payroll</b>	<b>65,559.82</b>		
<b>TOTAL ACCOUNTS PAYABLE</b>	<b>190,083.86</b>		

11/20/2024 0:00

**Acronym Table**

CAST	Colorado Association of Ski Towns
CEBT	Colorado Employee Benefits Trust
CIRSA	Colorado Intergovernmental Risk Sharing Agency
CMCA	Colorado Municipal Clerk Association
CML	Colorado Municipal League
CRA	Colorado Retirement Association
FSA	Flexible Spending Account
NWCCOG	NorthWest Colodao Council of Governments
SIPA	Statewide Internet Portal Authority
STR	Short Term Rental
WC	Workers Compensation

# TOWN OF KEYSTONE, COLORADO

## STAFF REPORT

TO: Mayor & Town Councilmembers  
THROUGH: John Crone, Town Manager,  
Jennifer Madsen, Town Attorney  
FROM: Lindsay Hirsh, Community Development Director  
DATE: November 26, 2024 – Council Meeting  
SUBJECT: Town of Keystone First Comprehensive Plan – Request for  
Proposal Update and Presentation from SE Group

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### **Executive Summary:**

The Planning Commission has recommended that the SE Group be selected to lead the Town's First Comprehensive Plan, as outlined in the Town's Comprehensive Plan Request for Proposals. The SE Group will have the opportunity to present their proposal and take questions from Council before the selection of a firm is finalized.

### **Background:**

On July 29, 2024, the Town issued its Request for Proposals (RFP) for the Town's First Comprehensive Plan. The RFP sought a professional consulting firm (or team) to assist the Town in the development of the Comprehensive Plan. Seven complete RFP submissions were received, and Town staff identified three top proposals that most satisfied the goals of the RFP. The three finalist teams were Cushing Terrell, SE Group, and MIG.

On October 17<sup>th</sup>, the Planning Commission interviewed the three finalists to assist the Town in the creation of the Comprehensive Plan. After the consultant teams' presentations were made and interviews conducted, the Planning Commission identified SE Group as the first-choice consultant team by a majority of the Commissioners. The recommendation for the SE Group was based on their:

- Extensive 25-year experience on planning and economic projects in resort mountain communities,
- Strong project management, led by Gabby Voeller, Senior Community Planner,
- Experience working with the US Forest Service and Vail Resorts,
- Experience understanding infrastructure capacity and reliability,
- Strong sub-consultants that include Economic Planning Systems (EPS), and Fehr & Peers transportation and engineering.

Subsequently on Oct. 18<sup>th</sup>, the Town was awarded a \$100,000 matching grant from the Department of Local Affairs to help fund the Comprehensive Plan Project.

**Next Steps:**

The SE Group has been invited to interview and present their proposal directly to Council. Approximately twenty minutes is allocated for the SE Group presentation with ten minutes for additional questions and follow-up discussion.

Town Council should provide direction to staff whether to proceed with the selected firm for the Town's Comprehensive Plan project.

**Financial Considerations:**

The project's Not to Exceed Cost is \$200,000 as outlined in the RFP, and a \$100,000 matching grant from DOLA has been awarded to help fund the contract with the selected firm.

**Attachments:**

- SE Group Proposal
- RFP for the Town of Keystone First Comprehensive Plan

PROPOSAL FOR  
PROFESSIONAL SERVICES

# TOWN OF KEYSTONE FIRST COMPREHENSIVE PLAN



**MAIN CONTACT:**  
Gabby Voeller  
*Senior Associate, Community Planning*  
970.550.6005 | gvoeller@segroup.com

**SUMMIT COUNTY OFFICE ADDRESS:**  
PO Box 2729  
Frisco, Colorado 80443  
**CORPORATE ADDRESS:**  
4609 South 2300 East, Suite 204  
Salt Lake City, UT 84117



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“The Town of Waterville Valley is small, but highly influenced by its setting near the Waterville Valley Resort and the White Mountain National Forest. **These recreation and tourism influences make planning very complex with a large number of seasonal residents, visitors and guests.** Recognizing this, SE Group prepared a public engagement strategy that sought insight from this broad constituency. Using stakeholder meetings, online surveys, public open houses, informational booths at special events and interactions with the Planning Board, a significant amount of insight in community attitudes and opinions was captured. **SE Group did a terrific job of encapsulating the community attitudes and opinions in ways that illustrated unique challenges and opportunities for the community.”**

MARK DECOTEAU  
Town Manager, Waterville Valley

9/6/2024



Town of Keystone  
ATTN: Lindsay Hirsh, Community Development Director  
1628 Sts. John Road  
Keystone, CO 80435  
LHirsh@keystoneco.gov

RE: Town of Keystone First Comprehensive Plan

Dear Lindsay Hirsh,

The Town of Keystone is at a pivotal moment, transitioning into a new municipality and creating its first Comprehensive Plan. This plan will focus on preserving Keystone's unique mountain character while fostering sustainable growth and addressing key areas such as land use, zoning, public infrastructure, and environmental stewardship. SE Group has decades of experience working with resort, rural and mountain communities throughout Colorado and beyond on their most challenging issues. We would be honored to assist the Town of Keystone with the development of the Town's first comprehensive plan.

We have assembled a highly skilled team for this project, with SE Group as the prime consultant, supported by Economic Planning Systems (EPS) and Fehr & Peers as subconsultant firms. Leading the team is Gabby Voeller, a local planner with a deep understanding of Keystone's unique dynamics, and Dillon McBride, who will serve as the Project Manager. Both Gabby and Dillon, along with key staff members Ayden Eickhoff, Caleb Schmitz, Carly Sieff, and Rachel Shindman, are committed to working on the Comprehensive Plan Update for the duration of the project. Additional team members will provide essential support for specific aspects of the project but may not be involved throughout its entirety. Our firm has carefully reviewed and fully understands the requirements of the RFP. Each member of our team brings extensive experience in addressing critical issues faced by peer communities in Colorado, including affordable housing, land use planning, and sustainable economic development.

Our team specializes in working with mountain communities closely tied to ski resorts and shaped by access to public lands and recreation amenities. We have a deep understanding of the unique dynamics these communities face, particularly those with a resort component. Similar projects we've completed include the West Vail Master Plan, Town of Conway, NH Comprehensive Plan, the Town of Minturn Community Plan Update, and the Blueprint Silverthorne Comprehensive Plan. We are also currently updating the comprehensive plans for the City of Steamboat Springs and for the Town of Nederland, CO. SE Group understands the need to align Keystone's community planning priorities with maintaining strong, ongoing relationships with the Keystone ski resort. Our familiarity with Keystone is backed by established relationships and recent project experience, including our work on the w Bergman Bowl expansion.

Our team believes that strong community engagement is foundational to any comprehensive planning effort. This is especially important as the Keystone community comes together as a new municipality and creates its first town plan. A successful engagement process begins with listening closely to our clients and the communities we serve. We then craft our approach and materials to respond to their needs. Our fundamental goal is to ensure that community engagement informs all aspects of the planning process and the plan's implementation. We are currently leading a extensive community engagement process as a part of the Comprehensive Plan Update for the City of Steamboat Springs—leveraging our team's many years of experience in engagement, and tailoring our approach to meet the needs of the community. For Keystone, we propose a process to gather wide-ranging public input from all corners of the community and use it to inform policy recommendations that address Keystone's top challenges.

We believe our team is uniquely suited to the needs of this Comprehensive Plan process. In the following pages, we demonstrate how our team possesses the expertise and dedication to fulfill the needs outlined in the RFP.

We look forward to speaking with you further, and we welcome the opportunity to review this proposal in detail with you at any time.

Sincerely,

The SE Group Planning Team

Gabby Voeller  
Senior Associate, Community Planning  
970-262-4344 | gvoeller@segroup.com

# FIRM BACKGROUND & PROJECT TEAM

## SE GROUP | PRIME CONTRACTOR

Project Management, Community Planning,  
Landscape Architecture & Public Engagement

## FEHR & PEERS | TRANSPORTATION

## EPS | ECONOMY & HOUSING

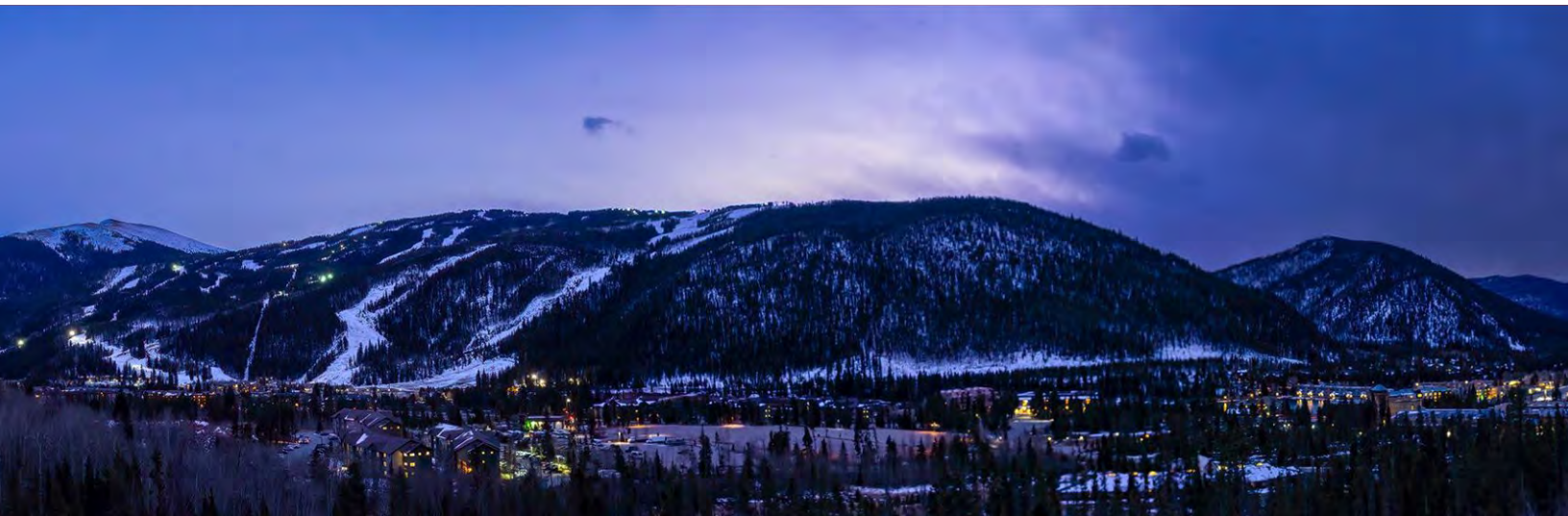
**Keystone's First Comprehensive Plan** will provide the foundation for a vibrant, sustainable and well-balanced community.

Led by SE Group and our team's decades of experience in resort mountain communities, every decision made will be rooted in our deep understanding of the challenges and opportunities unique to communities like Keystone.



# COMPREHENSIVE PLANNING FOR MOUNTAIN RESORT COMMUNITIES

Our work is focused on towns and rural cities often surrounded by public lands, four-season resorts, and where access to the outdoors is an economic driver. The newly formed Town of Keystone—with its stunning Rocky Mountain vistas and access to rivers, trails and resorts—is a popular destination for tourists and a desirable home to those who value natural beauty and recreational opportunities. With such growth pressures, careful and thoughtful planning is imperative. Through this initial comprehensive planning process, we will provide the Keystone community with the tools and knowledge it needs to navigate its future and complex decisions regarding growth, infrastructure and conservation. The comprehensive plan will serve as the foundation to address challenges, support economic vitality, maintain a high quality of life, and preserve the community’s special qualities and character.



Our integrated planning and design services identify opportunities for communities to grow and thrive in profound ways. Our work is informed by our national experience but is always rooted in local knowledge and close collaboration with our clients. As a trusted partner, we consider the environmental, social, and economic factors of a project – the whole picture. The value of our experience goes far beyond the know-how we’ve gained from thousands of projects. The real value is the wisdom that comes with it, and our proven ability to find opportunities in rapid and continuous change. We bring that experience to our clients and to every project.

## We’ve had the distinct honor of recently working with the following communities:

- |                           |                          |
|---------------------------|--------------------------|
| City of Cañon City        | Town of Ridgway          |
| City of Fort Morgan       | Town of Silverthorne     |
| City of Fruita            | Town of Snowmass Village |
| City of Steamboat Springs | Town of Telluride        |
| City of Leadville         | Town of Vail             |
| Town of Breckenridge      | Town of Minturn          |
| Town of Buena Vista       | Clear Creek County       |
| Town of Estes Park        | Huerfano County          |
| Town of Frisco            | Summit County            |
| Town of Nederland         | Lake County              |
| Town of Pagosa Springs    |                          |

# FEHR & PEERS | TRANSPORTATION

Fehr & Peers has specialized in providing transportation planning and engineering services to public and private sector clients since 1985. The firm develops creative, cost-effective, and results-oriented solutions to planning and design challenges associated with all modes of transportation. By leveraging the latest research and innovative technology, Fehr & Peers engages and improves communities through its projects, using its expertise to develop implementable plans and policies that address the needs of all transportation system users. The firm offers clients insight and expertise in all aspects of transportation, including land use and transportation planning, parking, bicycle and pedestrian planning, transit planning, safety analysis, and more.

As a national transportation planning and engineering firm, Fehr & Peers focuses on serving local communities. The Denver and Boulder offices have consistently and successfully delivered customized, community-based, data-driven transportation plans for communities across the Rocky Mountains, with a particular focus on mountain communities and their unique transportation challenges.

Fehr & Peers excels in collaborating with diverse planning teams to deliver Comprehensive Plans that feature innovative visions for future land use supported by robust, connected, and implementable multimodal transportation networks. Recent comprehensive plans in Colorado that the firm has contributed to include Glenwood Springs, Windsor, Carbondale, Lyons, Minturn, Summit County, and Routt County. The team also recently worked closely within Summit County on the Summit Stage Short Range Transit Plan and Summit Stage Equity and Access Plan, gaining valuable insights into the Keystone community and the region's transportation challenges.

Fehr & Peers is excited about the opportunity to bring the knowledge gained from that recent work in Summit County and its experience in the transportation elements of comprehensive planning to support the town in developing a long-range vision for Keystone.

# ECONOMIC & PLANNING SYSTEMS | ECONOMY & HOUSING

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization.

EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services.

## Areas of Expertise

- Real Estate Economics
- Public Finance
- Land Use & Transportation
- Economic Development & Revitalization
- Fiscal and Economic Impact Analysis
- Housing Policy
- Public-Private Partnership (P3)
- Parks and Open Space Economics

## Clients Served

Since 1983 EPS has provided consulting services to hundreds of public- and private-sector clients in Colorado and throughout the United States. Clients include cities, counties, special districts, multi-jurisdictional authorities, property owners, developers, financial institutions, and land use attorneys.

## Staff Capabilities

The professional staff includes specialists in public finance, real estate development, land use and transportation planning, government organization, and computer applications. The firm excels in preparing concise analyses that disclose risks and impacts, support decision making, and provide solutions to real estate development and land use-related problems.

# PROJECT TEAM MEMBERS

FIRM	TEAM MEMBER	PROJECT ROLE
SE Group	<b>Gabby Voeller, AICP</b> Senior Community Planner	Senior Advisor
SE Group	<b>Dillon McBride</b> Associate Community Planner	Project Manager
SE Group	<b>Ayden Eickhoff</b> Associate Community Planner	Assistant Project Manager
SE Group	<b>Caleb Schmitz</b> Community & Recreation Planner	Staff Planner & GIS
SE Group	<b>Scott Prior</b> Senior Associate, Environmental Planning & Permitting	Resort Planning
Fehr & Peers	<b>Carly Sieff</b> Senior Associate Transportation Planner	Transportation Manager
Fehr & Peers	<b>Charlie Alexander</b> Principal	Transportation Senior Advisor
Fehr & Peers	<b>Danielle Miyoko Furuichi</b> Transportation Planner/Engineer	Transportation Planner
EPS	<b>Brian Duffany</b> Principal	Housing and Economy Advisor
EPS	<b>Rachel Shindman</b> Vice President	Housing and Economic Planner

Project team full resumes provided in Appendix A.

## LOCAL PLANNERS AT THE FOREFRONT

Team leader and Senior Community Planner, Gabby Voeller, has been part of the SE Group team based out of Frisco, Colorado for 8 years. Gabby brings a deep understanding of resort communities, planning principles, regulatory frameworks, and long-term sustainability. This ensures that Keystone’s comprehensive plan is built on a solid foundation of strategic planning and meaningful community engagement.

While our integrated team of landscape architects, transportation engineers, and economic experts plays a vital role, SE Group’s planners at the helm guarantee that every decision is rooted in a holistic understanding of Keystone’s unique challenges and opportunities.



# WHY US?

## We are Resort Mountain Town Experts

SE Group has worked from our offices in Summit County for 25 years. We have spent decades working in the communities we care about most, developing comprehensive plans that solidify their vision and guide them confidently into the future. Our beginnings and continued work with mountain resorts provides us with unparalleled understanding of the relationship between towns and their local mountain playgrounds. We know the connection between the town and Keystone Resort is pivotal to the community's future. SE Group has the experience of fostering a cooperative approach that aligns the interests of both entities, benefiting the town as it grows.

## Strategic Growth Aligned with Keystone's Unique Need

Our planners will craft a comprehensive framework that carefully balances growth with the preservation of Keystone's stunning natural beauty and distinctive character. We will address key concerns such as managing the impact of Highway 6 traffic, enhancing pedestrian safety, and developing effective solutions to address housing pressures. Our plan will provide clear, actionable guidance on how to navigate these challenges while fostering sustainable development and seizing new economic opportunities.

## We Create Plans with Implementation in Mind

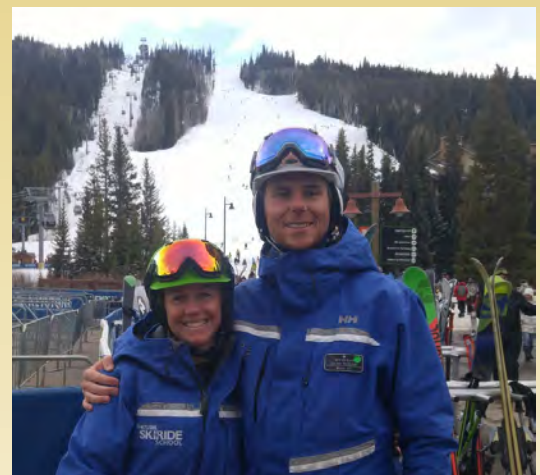
SE Group's comprehensive plan will serve as a roadmap for Keystone's future, providing actionable steps that lead to real, measurable results. Keystone will emerge as a well-planned, vibrant town that honors its roots while embracing its potential for growth and evolution.

## Housing Expertise

SE Group has expertise working with communities to address housing pressures in community comprehensive plans, and increasingly working with communities on housing specific planning studies and needs assessments. EPS has a wide range of experience and expertise working with communities to address housing challenges, and has worked on several housing needs assessments. EPS further is working with the Department of Local Affairs to further understand guidelines for communities in completing housing needs assessments following recent State Legislation.

## NATIONAL EXPERIENCE, LOCAL KNOWLEDGE

SE Group has broad comprehensive planning experience from across North America and understands what makes such endeavors truly successful. Establishing offices first in Aspen and now in Frisco has fostered a strong connection to Colorado—*Summit County in particular*— and is the home to many members of the company's leadership today. On a national level, we have worked with recreation-based and resort communities, local agencies and municipalities on a vast array of planning efforts and understand the dynamics at play. In short, we are national experts in comprehensive planning for tourism and recreation influenced communities, but we also have deep knowledge of the local character, priorities and landscape that makes Keystone a desirable destination and the treasured home to residents it is today.



SE Group Associate Planner Dillon McBride (and Project PM!) poses for a photo with his now wife at Keystone, where they met as ski instructors riding Summit Express.

*Our local team is deeply connected the recreation and community landscape, enriching our understanding of Keystone's unique blend of local charm and recreational appeal.*

# QUALIFICATIONS

The following is a list of relevant projects that highlight our expertise in providing comprehensive plan services.

Project profiles, including contact information, are provided on the following pages for the first three projects listed in the table below which were completed in the last 5 years.

Information for the remaining projects can be found in Appendix B.

	FIRM			COMMUNITY & PROJECT FEATURES									
	SE GROUP	FEHR & PEERS	EPS	Mountain Community Planning	Comprehensive Planning	Land Use and Development	Economic Sustainability	Tourism Economics	Inclusive Community Engagement	Infrastructure Planning	Year Round Resort Stakeholders	Environmental Preservation	Housing Needs & Workforce Housing Concerns
West Vail Master Plan	●	●	●	●	●	●	●	●	●	●	●	●	●
Minturn Community Plan Update	●	●	●	●	●	●	●	●	●	●	●	●	●
Town of Conway Comprehensive Plan	●			●	●	●	●	●	●	●	●	●	●
Fruita In Motion Comprehensive Plan	●		●	●	●	●	●	●	●	●	●	●	●
Pagosa Springs Comprehensive Plan	●			●	●	●	●	●	●	●	●	●	●
Leadville/Lake County Affordable Housing Site Analysis	●				●				●				●
Huerfano County IHOP & Planning Projects	●			●	●	●	●	●	●			●	●
Town of Frisco Planning Projects	●			●				●	●				●
Telluride Housing Planning	●				●				●		●	●	●
Town of Silverthorne	●			●	●	●	●	●	●	●	●	●	●
Waitsfield Vermont Bylaw Modernization	●				●								●
Steamboat Springs Comprehensive Plan	●			●	●	●	●	●	●	●	●	●	●
Spearfish Comprehensive Plan	●			●	●	●	●	●	●			●	●
North Elba/Lake Placid Comprehensive Plan	●			●	●	●	●	●	●	●	●	●	●
Routt County Comprehensive Plan		●		●						●			
Summit Stage Short Range Transit Plan		●		●						●			
Frisco Community Plan and Parking Study		●		●						●			
Carbondale Comprehensive Plan		●		●	●					●			
Housing Needs Assessment, Summit County, CO			●	●	●								●





# WEST VAIL MASTER PLAN

Vail, Colorado



SE Group, in collaboration with Fehr & Peers and EPS, recently worked with the Town of Vail, CO to develop a plan for the West Vail neighborhood, a portion of the Town that is primarily residential and is separate from visitor-focused amenities associated with Vail Mountain Resort, such as Lionshead. SE Group acted as the lead consultant on the project, partnering with three Colorado-based firms bringing expertise in transportation and mobility, housing and land use economics, and urban design.

The Plan was adopted by the Vail Town Council in November 2021. The final Plan identifies and addresses several key challenges for the West Vail neighborhood, including its outdated commercial core, lack of housing availability, and need for additional infrastructure for pedestrians and bicyclists. One key challenge for West Vail is the many nonconforming uses and structures in residential zones within the neighborhood. The housing section of the Plan discusses these issues and recommends zoning changes that would encourage an appropriate level of housing density for the neighborhood’s current and projected population.

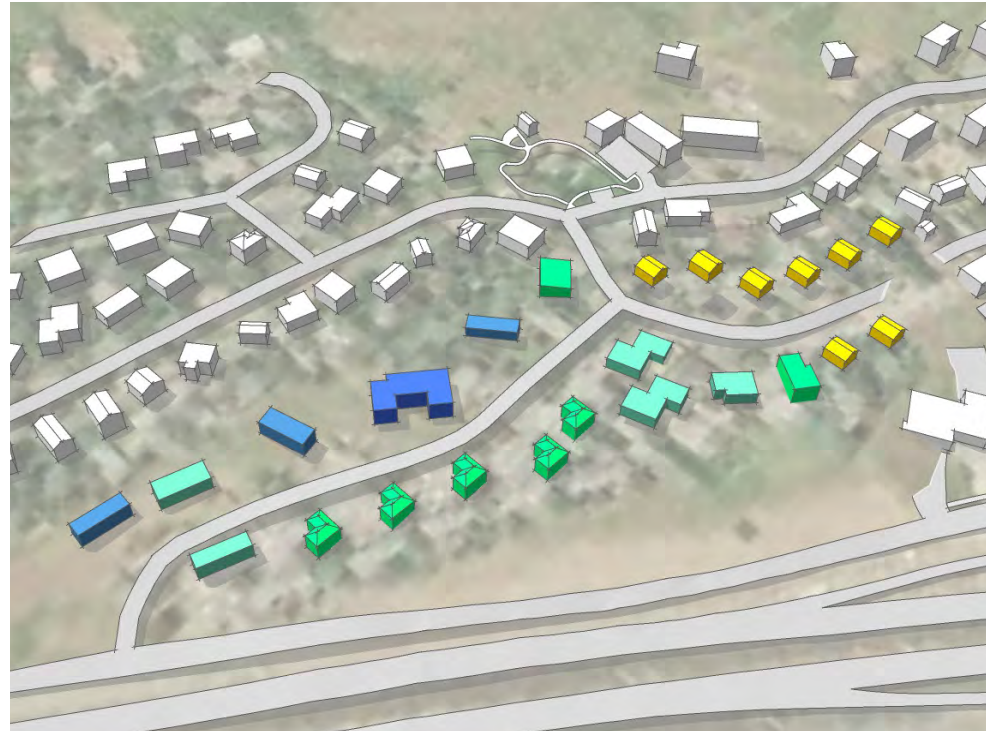
Informed by a series of public workshops on the Commercial Area, Housing, and Transportation, the plan presents three scenarios for redesigning the commercial core to include new opportunities for multimodal transit, additional housing units, and spaces for new businesses. The first scenario, dubbed “Quick Wins,” demonstrates a

lower cost method of improving walkability and providing some additional housing units in the commercial core on a short-term basis. The second scenario presents a phased concept that retains existing parcels, in which redevelopment of a Town-owned property would catalyze redevelopment of other parcels. The third scenario takes a “master-planned” approach that overrides existing parcel lines to create a single cohesive design for the entire area. Together, the three scenarios help convey the plan’s vision for “West Vail Center,” a walkable, mixed-use core that would function as a social and economic hub for the neighborhood. These scenarios and the broader plan recommendations were also shaped by a highly engaged Advisory Committee made up of Town residents.

**Project completed: April 2020**

## CONTACT

**Matt Gennett**  
 Community Development Director  
 Town of Vail  
 970.479.2146  
[mgennett@vailgov.com](mailto:mgennett@vailgov.com)





# MINTURN COMMUNITY PLAN

Minturn, Colorado

SE Group worked with the Town of Minturn on an update of the town's Community Plan. The Community Plan encompassed all aspects of the town's growth and development and summarized community goals and priorities. The planning effort leveraged the expertise of a multi-disciplinary team of subconsultants, including StudioSeed, Economic & Planning Systems, Fehr & Peers, and TetraTech.

The Minturn Community Plan effort was conducted alongside several other engagement and planning processes in the Town of Minturn. Since the Community Plan update process began in the fall of 2021, the Town also initiated an update of its zoning, an area plan for one of the town's most popular parks, an update of the Town's design standards and guidelines for its historic downtown area, and a statistically valid community survey. The Community Plan encapsulated all of these ongoing activities and initiatives and related them to the broader vision for the community.

As with any community plan effort, public engagement was a core element to this process. Our team conducted an open house and developed an interactive project website. A large Steering Committee also helped to provide input on the planning process and contents at multiple points during the process.

**Project completed: September 2022**

## CONTACT

**Scot Hunn, AICP/MPA**  
**Principal/Owner**  
Hunn Planning & Policy LLC  
970.343.2161  
[scot@hunnplanning.com](mailto:scot@hunnplanning.com)



# MINTURN



## COMMUNITY PLAN -Imagine Minturn-





# TOWN OF CONWAY MASTER PLAN

Conway, New Hampshire

SE Group recently worked with the Town of Conway to update the Town's Master Plan. Housing and land use policies were a primary focus of this Master Plan update, as the Town has long grappled with balancing long-term rental and homeownership opportunities with seasonal vacation homes and short-term rentals. To-date, SE Group has performed a detailed analysis of current housing conditions in Conway, engaged members of the public to get their perspectives on housing needs, and performed an analysis of current regulatory barriers for addressing housing needs. As a parallel project, SE Group also assisted the Town in pursuing grant funds to support further planning and analysis of land use regulation strategies related to housing development.

## CONTACT

**Paul DegliAngeli**

Town Engineer, Deputy Town Manager  
Town of Conway, New Hampshire

[pauld@conwaynh.org](mailto:pauld@conwaynh.org)  
603.447.3811 X224





# CONWAY



# FORWARD



# UNDERSTANDING THE NEW TOWN OF KEYSTONE

The Town of Keystone is ready to develop a Comprehensive Plan that reflects the values of the community and provides a clear roadmap for the future. The plan will be guided by meaningful public engagement and offer a structured guide for the Town to achieve its long-range goals. These goals include fostering a diverse economy, balancing environmental preservation with recreation access, and providing recommendations to help Keystone develop a solid foundation in land use planning that respects the unique character of its community areas.

Additionally, working closely with Vail Resorts on issues that affect both the resort, and the town is a key component to this process. The consultant team further understands that the plan will include elements such as resilience in the face of hazards and water supply, housing needs, health and community well-being, opportunities for achieving the community's energy goals, and recreation and tourism. Section 3 of this Scope of Work further breaks down how the consultant team will approach these elements in the updated Comprehensive Plan.

Furthermore, the team understands that the Town is seeking guidance on the plan format and style. The consultant team has experience developing brand standards, and ensuring that plan documents are creative, unique, and in compliance with State accessibility guidelines. Our plans are not only beautiful but pragmatic and implementable. We understand that the Town of Keystone needs the final plan to provide practical and measurable action items, including clear direction on the role of the plan as a decision-making tool for years to come.

## THOROUGH AND INCLUSIVE COMMUNITY ENGAGEMENT

An engagement process that reaches a wide range of community members helps the Town respond to the needs of the entire community. Our engagement approach, as outlined in Phase 2 of the Scope of Work, will build trust between Town staff, local boards, and community members and supports collaborative decision-making in the long term. We understand that each community requires a distinct approach to engagement, and offer a full menu of virtual and in-person engagement opportunities to meet those needs. Since this will be the first comprehensive planning process for the newly formed Town of Keystone, the consultant team understands that the Town will likely want to engage in a robust amount of engagement that includes multiple in-person and virtual meetings throughout the planning process.

## FORWARD-LOOKING AND REALISTIC PLANNING

The Comprehensive Plan process is an ideal opportunity for analyzing this relationship and determining appropriate policies that encourage levels of growth that will not place unsustainable strains on the Town's infrastructure. The Comprehensive Plan process offers a valuable chance to address key issues and opportunities related to transportation and circulation. This includes enhancing connectivity across Highway 6, tackling parking challenges, exploring opportunities for workforce and affordable housing, fostering economic development, and diversifying the economy within the mountain recreation community. Additionally, it provides a platform for developing and strengthening effective partnerships with Vail Resorts and other significant landowners and businesses in the Keystone ski resort area. The consultant team will also work with the Town of Keystone on a 3-mile plan for the purposes of future annexation and growth considerations. Phase 5 of this Scope of Services goes into greater detail on the 3-mile plan.

## A NEUTRAL AND BALANCED APPROACH TO PLANNING DECISIONS

Some residents and stakeholders may be skeptical of this planning process. Our objective is to provide a useful, practical planning document that addresses the community's top issues and incorporates feedback from all aspects of the community.



# SCOPE OF WORK

The following scope of work identifies tasks to be accomplished, proposed engagement and meetings, and project deliverables specific to each task.

## PHASE 1: PROJECT MANAGEMENT

The Project Management phase ensures regular coordination between the client team and the consultant team. This phase includes tasks to launch the project, identify key stakeholder groups, and coordinate with the Advisory Committee. After the initial project launch and outreach, this phase will include ongoing coordination with the client, our internal team, and the subconsultants.

### A. LAUNCH THE PROCESS

The consultant team and client will hold a kick-off meeting to launch the process and make refinements to the project plan. The consultant team will work with the client to discuss the schedule, scope of work, and client-consultant responsibilities to understand the breakdown of allocated hours for the project. For instance, the consultant team anticipates that Town Staff will spend around 181 hours on various components of the project over the 9-month project timeline. This kick-off meeting will allow the project team to ensure that the client and consultant team are starting the project on the same foot.

❖ *Kick-Off Meeting & Final Project Plan*

### B. BUILD THE TEAM

The consultant team will work with Town staff to identify an initial list of Key Stakeholders, Town boards and commissions, and community engagement partners. We will also work with the Town staff to put together an Advisory Committee that will meet throughout the planning process. The plan Advisory Committee should consist of the Planning Commission and 1-3 members of the community who can support the process and represent the views of everyday residents.

❖ *Initial List of Key Stakeholders, and Advisory Committee Coordination*

### C. COLLABORATE AND INFORM

Our team will have recurring check-ins with the Town of Keystone to keep the project on track.

❖ *Recurring Coordination Meetings*

### D. KEEP ON TRACK

This task involves internal meetings between the consultant team, as well as monthly invoicing and budget planning.

❖ *Internal Coordination and Invoices*



# PHASE 2: COMMUNITY ENGAGEMENT

## A. PREPARE TO ENGAGE

The consultant team and client will work together to finalize the project engagement plan.

❖ *Finalize Engagement & Communication Plan*

## B. CREATE THE BRAND

The consultant team will create an attractive, easily recognizable brand (name, logo, fonts, and colors) for the project. This will ensure that project materials have a cohesive look and feel.

❖ *Brand Identity for Project and All Materials*

## C. ENGAGE ADVISORY COMMITTEE & KEY STAKEHOLDERS

The purpose of this task is to gather information from important stakeholders to guide the project. The consultant team proposes to meet with the plan Advisory Committee up to 6 times over the course of the project. Other key stakeholders for this Comprehensive Plan project could include community organizations and local non-profits, water and other utility providers, local businesses, citizen groups, schools, and health & wellness organizations. Early in the project the consultant team will plan a 2-3-day site visit in order to tour key community locations and to meet with town staff, the plan Advisory Committee and key stakeholders.

❖ *Advisory Committee & Key Stakeholders Meetings*

## D. CREATE AN INFORMATIONAL HUB

The project website, which will be hosted as an ArcGIS StoryMap, will serve as a hub for information throughout the duration of the project. The website will be a one-stop-shop for community members looking to understand what the project is, where the Town is in the process, and how they can get involved. The website will be updated over time to reflect research and engagement findings, and the website will be enabled with Google Analytics tracking to help track levels of engagement.

❖ *Website Content & Monthly Updates*

## E. COMMUNITY PRIORITIES WORKSHOP

The project team will create and launch a Community Priorities Workshop to help gauge the top values and stressors affecting the Keystone community. Community members will have the opportunity to share their input on community strengths, weaknesses, opportunities, and threats (SWOT) through multiple choice and write-in questions. The priorities that will be captured in the workshop will inform the strategic direction of the Comprehensive plan content and policy recommendations to ensure the plan will be an effective tool to implement the long-term priorities and values of the community. Feedback from this workshop will be summarized in succinct, visually compelling graphics.

❖ *Community Engagement*



## F. SPREAD THE WORD

The consultant team will work to increase community awareness of the comprehensive plan and actively gather public input. It's essential for residents to understand the details of the plan and recognize the value of their contributions. Our goal is to encourage participation by making the process engaging and relevant for everyone. The awareness campaign will include the following elements:

- Poster & banner campaign – The comprehensive plan should have a visual presence in town. People should come across basic information about the comprehensive plan in their day-to-day life in town through posters and banners rather than just through emails, articles, web channels.
- Different channels will be more effective for reaching different residents (e.g., local papers, radio, school newsletters, faith groups newsletters, social media, physical materials like postcards at area businesses). Outreach should use existing channels whenever possible (e.g., local employers, attach to water bills, physical distribution across different neighborhoods etc.). The consultant team will rely on the client team to conduct on-the-ground outreach, post social media materials and press releases as prepared by the consultant team, and coordinate with press regarding the plan.
- Pairing engagement opportunities with existing community events

The awareness campaign will drive residents to the StoryMap project website to learn more and provide input on an ongoing basis.

### ❖ *Plan Awareness Campaign*

## G. DEFINE THE FOCUS

The project team convenes 2-3 focus group meetings to help workshop potential plan recommendations. These focus groups should include representation from relevant community organizations.

### ❖ *Focus Group Meetings*

## H. COMMUNICATE THE VALUES

The project team will develop a clear, visually engaging summary of public and stakeholder feedback.

### ❖ *10 Takeaways from Public Engagement*

## I. ENGAGE TOWN OFFICIALS

The project team will meet with the Town Officials at multiple points during the project. The project team will work with Town Staff, the Planning Commission, and Town Council members to foster a sense of ownership over the plan so that they feel well-equipped to implement the plan following adoption. This group will meet up to three times during the project. Cross pollination of members of these groups with the Advisory Committee is critical to ensure communication is transparent between different appointed and elected bodies that will all be using the plan.

### ❖ *Town Officials meeting*

## J. CONFIRM DIRECTION

The project team will present the draft plan in person to the Planning Commission and Town Council. Optionally, the promotion of the final plan to the public could take the form of a block party that includes stations to learn about key elements of the plan.

### ❖ *Draft Plan*





## PHASE 3: RESEARCH AND COMMUNITY ANALYSIS

### A. UNDERSTAND THE BASELINE

The project team will develop a community demographic profile using ESRI Community Analyst and US Census data, historic documents pertaining to the Town of Keystone, and other relevant planning efforts in Summit County. This will include an inventory of key industries, population trends, housing trends, and climate/hazards/resiliency factors. This information will be presented at the Community Priorities Workshop to provide context for attendees as they provide input.

#### ❖ *Community Profile*

### B. ASSESS WATER & UTILITIES

The consultant team will assist the Town in completing the DOLA Water-Smart Self-Assessment tool. They will also review relevant existing water resources and water conservation plans, recent capital improvement plans, and utility planning – such as high-speed internet, and electricity generation. The team will seek to understand the resiliency of the existing infrastructure and utility system to provide recommendations for improved infrastructure and utility resiliency. Further, the consultant team will seek to answer several fundamental questions regarding water: “How does our community get water?” “How much do we have?” and “How do we use it? What conservation solutions have been implemented thus far?” Answers to these questions will inform the response to another critical question: “How will water resource management affect our community’s future?” Similarly, the consultant team will analyze available information to understand available resources and weaknesses to address.

#### ❖ *Assessment & Analysis*

### C. DEVELOP THE BASEMAP

The project team will develop a set of basemaps to reference throughout the project (e.g., area context map, transportation map, recreation map, environmental constraints and open space map).

#### ❖ *Basemap Set*

### D. ANALYZE CURRENT CONDITIONS

The consultant team will conduct research and analysis to produce a collection of short, informative memos on the following topics:

- Economic Development and Business Climate, which will include an audit of municipal finances to understand opportunities and constraints facing municipal tax revenue
- Housing
- Transportation
- Municipal Services
- Community Health
- Recreation and Tourism
- Hazards and Resiliency/Climate
- Water & Infrastructure
- Environment and Conservation
- Historic Resources & Community Design.

The consultant team will also conduct a thorough audit of Keystone’s foundational documents. These analyses will identify relevant recommendations from previous planning for inclusion in the new Comprehensive Plan.

#### ❖ *Existing Conditions Analysis to Inform the Recommendations of the Comprehensive Plan*

# PHASE 4: HOUSING NEEDS ASSESSMENT AND ACTION PLAN

## A. HOUSING NEEDS ASSESSMENT

The Housing Needs Assessment (HNA) will be a limited scope effort designed to address the items listed in SB 24-174. In the consultant teams experience, HNAs in small mountain towns benefit from locally derived data from a household and business survey because the American Community Survey (ACS) data can be less accurate and have high margins of error in small communities. For example, the current ACS data available for the Keystone area is an average from a five year period between 2019 - 2023. We are finding that in mountain towns, these data are lagging due to the pandemic and post-pandemic impacts. To do this work within the available budget, the consultant team will rely mostly on published data from the ACS, the State Demography Office, and analysis and findings in the 2019 and 2023 HNA's commissioned by the Summit Combined Regional Housing Authority (EPS authored the 2019 study).

Our anticipated workflow and information sources are noted below with each requirement listed in the Statute. Some specific tasks may evolve based on the findings of the analysis and the nature of the available data. The scope for the HNA is limited to addressing these items. The Department of Local Affairs (DOLA) is releasing guidance on methodologies and other requirements for HNAs by December 31, 2024. If those guidelines and requirements require revisions or additional work beyond what is listed below, we may need to re-scope and re-budget the HNA component. The work plan for the HNA will be based around providing the data and information listed in SB 24-174.

- **ESTIMATE EXISTING HOUSING STOCK**

**Data source/method:** ACS, DOLA, mapping and land use inventories produced by the Consultant team.

- **ESTIMATE HOUSING NEEDS**

The housing needs estimates will be sorted by income level and dwelling type, including accessible units, visitable units, supportive units, for-sale units, and rental units.

**Data source/method:** Compare households by income range (ACS) to the value of housing units and rental

costs. The value of housing units may come from Assessor data. Rental information will come from the ACS.

- **ESTIMATE THE NUMBER OF HOUSEHOLDS**

**Data source/method:** ACS and DOLA data, deed restricted housing inventories, ACS vacancy rates.

- **ESTIMATE THE NUMBER OF JOBS SORTED BY ANNUAL SALARY AND WAGE**

**Data source/method:** US Census LEHD On the Map and/ or JobsEQ (a subscription service EPS uses)

- **INCORPORATE A PORTION OF HOUSING NEEDS IDENTIFIED IN ANY APPLICABLE STATE AND REGIONAL HOUSING NEEDS ASSESSMENT**

**Data source/method:** Develop a proportion of the regional housing needs attributed to Keystone from job numbers and housing gaps.

**Notes:** Develop a proportion of the regional housing needs attributed to Keystone from job numbers and housing gaps. I.e., if Keystone has 10% of the regional jobs then 10% of the regional need is attributed to Keystone.

- **IDENTIFY AREAS AT ELEVATED RISK OF DISPLACEMENT**

**Data source/method:** Qualitative

**Notes:** Displacement risk in Keystone is largely related to high costs, vacation home market, and lack of supply

- **ESTIMATE WATER SUPPLY NEEDS FOR THE DWELLING UNITS**

**Data source/method:** State DNR or local water district flow rates or EQRs

- **ASSESS MARKET LIMITATIONS ON THE DEVELOPMENT OF HOUSING**

**Data source/method:** Concise analysis of median price trends, vacation home market pressures, qualitative information on land supply and costs.

**Notes:** The primary constraints are demand from wealthy buyers and a lack of developable low-cost land

- **Other information noted in SB24-174**

- A requirement that housing needs assessments include recommended policy and programmatic responses to the findings of the housing needs assessment, including the assessment of displacement risk.

**Notes:** To be addressed in Action plan



- **EXISTING AND PROJECTED HOUSING SHORTAGES AND SURPLUSES FOR DIFFERENT HOUSEHOLD TYPES**

*Data source/method:* We will use a combination of ACS data on households by income, MLS or Assessor data on home prices, and information from the 2019 and 2023 Countywide HNAs to estimate the housing gaps.

- **EXISTING HOUSING DIVERSITY AND STOCK**

*Data source/method:* ACS data and land use inventories prepared by the Consultant Team

- **CURRENT JOBS BY INCOME LEVEL**

*Data source/method:* LEHD on the map or JobsEQ, with wages converted to AMI

- **CURRENT MEDIAN INCOME**

*Data source/method:* ACS

- **POPULATION CHANGE PROJECTIONS, JOB GROWTH PROJECTIONS, AND DEMOGRAPHIC TRENDS**

*Data source/method:* The State Demography Office produces County level projections, not municipal level projections. May consider future land use / build out estimates from Comprehensive Plan work.

- **MEASURES OF LOCAL RESOURCES DEDICATED TO THE DEVELOPMENT OF AFFORDABLE HOUSING**

*Data source/method:* As a new community, we will develop recommendations for funding resources in the Action Plan.

- **VACANCY RATES**

*Data source/method:* ACS and lodging/ accommodations inventories provided by the Town

- **MEASURES OF HOMELESSNESS AND HOUSING INSTABILITY**

*Data source/method:* Qualitative and review of 2019 and 2023 Summit County Housing Needs Assessment.

- **THE JOB-HOUSING BALANCE, INCLUDING THE AVAILABILITY OF HOUSING FOR LOW-INCOME WORKERS**

*Data source/method:* Compare estimated jobs to estimated permanent resident housing units. Compare wages to housing costs.

- **GATHER FEEDBACK THROUGH COMMUNITY ENGAGEMENT**

*Data source/method:* Community outreach as part of Comprehensive Plan

- **THE PERCENTAGE OF HOUSEHOLDS THAT ARE EXTREMELY LOW-, VERY LOW-, AND LOW-INCOME**

*Data source/method:* ACS Data

- **THE PERCENTAGE OF RESIDENTS WHO ARE RENTERS**

*Data source/method:* ACS Data

- **PERCENTAGE OF COST-BURDENED HOUSEHOLDS**

*Data source/method:* ACS Data

- **THE NUMBER OF ADULTS WHO ARE TWENTY-FIVE YEARS OF AGE OR OLDER AND HAVE NOT EARNED AT LEAST A HIGH SCHOOL DIPLOMA**

*Data source/method:* ACS Data

- **THE PERCENTAGE OF HOUSEHOLDS IN WHICH ENGLISH IS NOT THE PRIMARY SPOKEN LANGUAGE**

*Data source/method:* ACS Data, 2019 and 2023 Summit County Housing Needs Assessment.

- **THE NUMBER OF SINGLE HEADS OF HOUSEHOLD WITH CHILDREN UNDER EIGHTEEN YEARS OF AGE**

*Data source/method:* ACS Data, 2019 and 2023 Summit County Housing Needs Assessment.

- **DATA REGARDING NEIGHBORHOODS WITH HIGH VOLUME OF SALES OF OWNER-OCCUPIED OR INVESTOR-OWNED HOUSING**

*Data source/method:* 1-2 local realtor interviews



## B. HOUSING ACTION PLAN

This is the Town's first look at developing housing policies and will be an important part of the Town's long-term planning work. The Action Plan will recommend and prioritize the early stage actions the Town should take to ensure that it is moving in the right direction to address the need for affordable and workforce housing. The Housing Action Plan will also be developed in conjunction with other strategies that emerge from the Comprehensive Plan, as the two efforts need to be closely aligned: land use policy and housing policy need to be integrated.

The consultant team will draw from our database of best practices from around the Mountain West and Summit County, tailoring the recommendations to the specific issues identified in the planning process and HNA, and to the development and market context in Keystone. The recommended actions will include strategies in:

- **Supply and Land Use** – Zoning, land use, and development strategies to increase the supply of housing. This will include assessments of whether tools like inclusionary housing, commercial linkage requirements, and STR regulations fees are viable and recommended for Keystone.
- **Preservation and Stabilization** – Programs and zoning tools to protect existing affordable attainable housing, and funding programs to acquire deed restrictions or "buy downs".
- **Buyer/Renter Assistance (demand)** – Consider if there is a role for buyer and renter assistance programs, including employer housing and employer housing assistance programs.

- **Funding and Partnerships** – As a new community, there may be a need to evaluate the Town's budget structure and recommend how the tax and fee structure should be set to address housing (and other community needs). Also determine Keystone's role within other regional countywide housing providers, such as the Summit Combined Housing Authority.
- **Prioritization** – The Action Plan will not just be a list of tools. We will work with the Town to prioritize the actions that can be done now with existing resources, and those which will need either funding or more staff resources to move forward.

## C. STRATEGY DEVELOPMENT AND IMPLEMENTATION

The consultant team will support the Town with advisory services on policies, strategies, and revenue structure options. EPS brings a wealth of experience in local government finance, budget analysis, fiscal impact analysis, fee programs, and cost of services studies. Since this is the Town's first Plan, there are likely to be questions on a broad range of topics, and on what the Town can realistically do. EPS will ensure that the Plan balances an aspirational vision with what is within the Town's powers and resources over a reasonable planning timeframe.

SE Group's work in this task will include attendance at two meetings (one virtual, one in-person), and some limited research and analysis that may be needed to answer questions. This could consist of peer community research or a growth and revenue projection, for example, and contributing to the Plan document's recommendations.

## PHASE 5: PLAN DOCUMENT

The final plan document will incorporate current research and best practices that align with the community's vision. The final plan will be more than a document; it will serve as an interactive roadmap to achieving community goals.

### A. FINALIZE THE FRAMEWORK

Project team and staff collaborate on a Plan Framework that reflects public input and provides clear direction for future planning and decision-making regarding community growth.

### B. CREATE THE PLAN

The plan document is anticipated to include the following elements:

- Executive Summary
- Introduction/overview of trends and key issues
- Vision Statement
- Summary of Top 10 Engagement Takeaways
- Base Mapping
- Description of key projects and growth strategies
- A set of actionable recommendations
- Suggested funding pathways
- An appendix that includes complete source data, engagement information, and references to other documents.

❖ *Draft the Plan Document*

### C. REFINE THE PLAN

The project team will present the draft plan and refine the plan based on input from the public, Town staff, the Advisory Committee/Planning Commission and the Town Council.

❖ *2nd Draft Plan*

### D. FINALIZE THE PLAN

The project team will deliver a final draft of the plan with all edits addressed.

❖ *Final Draft Plan*

## E. ADOPT THE PLAN

The project team will assist in the plan adoption process, attending a maximum of three adoption meetings with the Planning Commission and/or Town Council including the Draft Plan Launch meeting.

## PHASE 6: 3-MILE AREA PLANNING SUPPORT

As outlined in the RFP, the consultant team will support the Town in related planning projects pertaining to the 3-mile area.

### A. COMPLETE THE 3-MILE PLAN

Project team and staff collaborate on updated 3-Mile Plan. This will ultimately be a map of the 3-mile area with categories for areas of growth, areas of stability, and areas for conservation or protection. The intent of the 3-mile plan will be to guide the planning commission during the land use application process and for additional coordination with the County. Town staff will lead the adoption process of the new plan.

❖ *3-Mile Plan*

### B. REVIEW AND SET THE STAGE FOR DEVELOPMENT AGREEMENT WITHIN THE 3-MILE BOUNDARY

The project team will review and/or set the stage for a development agreement with Summit County that focuses on shared objectives for the 3-Mile Area.

❖ *Development Agreement Memorandum*



## EXPERIENCE WITH COMMUNITIES LIKE KEYSTONE HAS TAUGHT US:

### **Great communities know who they are.**

They have a vibe and character that defines why people live there. Their uniqueness and authenticity are essential to their being. We know that great long-term plans are built by focusing on what brings a community together.

### **Just as no two communities are alike, no two community planning projects are alike.**

We listen and work closely with clients to tailor the approach that makes the best sense for their community, customizing our processes and public engagement efforts accordingly.

### **The best processes balance the interests of people, property, and place.**

Comprehensive Planning takes deep listening, experience, and a highly thoughtful approach that examines multiple scales of decision-making: long and short term, fine and large grain, local as well as regional.

### **Planning is about identifying pragmatic actions that support a visionary future.**

We work with communities to develop and communicate their vision in a clear, inspiring way. Compelling graphics, clear maps, succinct policies, and easy-to-use documents are hallmarks of SE Group's work.



# PROJECT SCHEDULE

PHASE/TASK	2024			2025							KEY MEETINGS
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	
<b>1 PROJECT MANAGEMENT</b>											<b>◆ Meeting</b> <b>* Community Engagement Event</b> <b>* Focus Groups Meeting</b>
A	Launch the Process	◆									
B	Build the Team										
C	Collaborate and inform										
D	Keep on Track (bi-weekly)	◆	◆	◆	◆	◆	◆	◆	◆	◆	
<b>2 ENGAGEMENT</b>											<b>KEY DELIVERABLES</b> <b>1 Informational Hub (updated throughout project)</b> <b>2 Project Document</b> <b>3 Interim Deliverable</b> <b>4 Final Deliverable</b>
A	Prepare to Engage										
B	Create the Brand	2									
C	Engage Community Partners	*									
D	Create Informational Hub			1							
E	Community Priorities Workshop					*					
F	Spread the Word					2					
G	Define the Focus				* 2	* 2	* 2	* 2			
H	Communicate the Values					2					
I	Engage Town Officials										
J	Confirm Direction							3			
<b>3 RESEARCH AND COMMUNITY ANALYSIS</b>											
A	Understand the Baseline			2							
B	Assess Water & Utilities			2							
C	Develop Basemap			2							
D	Analyze Current Conditions				2						
E	Existing Conditions Memos					2					
<b>4 HOUSING NEEDS ASSESSMENT &amp; ACTION PLAN</b>											
A	Housing Needs Assessment										
B	Housing Action Plan										
C	Strategy Development										
<b>5 PLAN DOCUMENT</b>											
A	Finalize the Framework										
B	Create the Plan						* 3				
C	Refine the Plan										
D	Finalize the Plan								4		
E	Adopt the Plan										
<b>6 3-MILE AREA PLANNING SUPPORT</b>											
A	Complete the 3-Mile Plan							3			
B	Review and Set the Stage										

# FEE SCHEDULE

This budget reflects all elements of the Comprehensive Plan Update, including the Housing Needs Assessment and Action Plan. It is important to note that the Colorado Department of Local Affairs (DOLA) will release details on the methodology for Housing Needs Assessments on December 31, 2024. If these forthcoming requirements exceed the scope we've provided, the Town will need to allocate additional funds to expand or revise the plan accordingly.

Phase/Task		TOTAL
1.	PROJECT MANAGEMENT	\$25,548
2.	COMMUNITY ENGAGEMENT	\$55,064
3.	RESEARCH AND COMMUNITY ANALYSIS	\$31,448
4.	HOUSING NEEDS ASSESSMENT AND ACTION PLAN	\$35,000
5.	PLAN DOCUMENT	\$38,020
6.	3-MILE AREA PLANNING SUPPORT	\$14,616
	EXPENSES	\$5,830
NOT-TO-EXCEED TOTAL PROJECT COST		\$199,696

## TEAM MEMBER BILLING RATES

TEAM MEMBER	FIRM	PROJECT ROLE	HOURLY RATE
Gabby Voeller, AICP	SE Group	Senior Advisor	\$188
Dillon McBride	SE Group	Project Manager	\$150
Ayden Eickhoff	SE Group	Assistant Project Manager	\$145
Caleb Schmitz	SE Group	Staff Planner & GIS	\$120
Scott Prior	SE Group	Resort Planning	\$210
Carly Sieff	Fehr & Peers	Transportation Manager	\$270
Charlie Alexander	Fehr & Peers	Transportation Senior Advisor	\$300
Danielle Miyoko Furuichi	Fehr & Peers	Transportation Planner	\$160
Brian Duffany	EPS	Housing and Economy Advisor	\$250
Rachel Shindman	EPS	Housing and Economic Planner	\$150

# TOWN STAFF TIME & RESOURCES

SE Group confirms that we have the necessary resources and capacity to fulfill the requirements of the project outlined in this proposal. Our team is available to begin work on the project immediately upon receipt of a signed contract and any necessary project specifications. Our team is committed to providing exceptional service and working closely with your team to achieve the Town of Keystone’s objectives.

To ensure the project’s timeliness and successful integration, SE Group recommends that the Town of Keystone designate a staff member to actively support the planning process. This dedicated staff support will foster effective collaboration, timely communication, and the seamless integration of the Comprehensive Plan into the Town’s broader goals and initiatives.

TASK	APPROXIMATE TOWN STAFF HOURS
PROJECT MANAGEMENT	34
COMMUNITY ENGAGEMENT	75
RESEARCH AND COMMUNITY ANALYSIS	18
HOUSING NEEDS ASSESSMENT AND ACTION PLAN	0
PLAN DOCUMENT	22
3-MILE AREA PLANNING SUPPORT	32

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# INSURANCE SUMMARY

SE Group is fully committed to the safety and security of our clients and their projects. We understand that insurance is a critical aspect of risk management in any undertaking. To this end, we want to assure you that our company maintains comprehensive insurance coverage to safeguard our clients' interests.

Our insurance policies include Commercial General Liability, Umbrella Liability, Professional Liability, and Workers Compensation. These policies are designed to cover any unforeseen incidents or liabilities that may arise during the course of our work on your project. We work with reputable insurance providers, and our coverage is regularly reviewed and updated to meet or exceed industry standards. The specific insurance types and coverage details would be tailored to the requirements of the project.

We are happy to provide Certificates of Insurance upon request.

Commercial General Liability	\$2,000,000
Automobile Liability	\$1,000,000
Umbrella Liability	\$1,000,000
Professional Liability	\$3,000,000
Worker's Compensation	\$2,000,000

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# APPENDIX A RESUMES

## GABBY VOELLER, AICP

Senior Community Planner



### AREAS OF EXPERTISE

- Community Planning
- Affordable Housing
- Transportation Planning / Land Use
- Community Engagement

### AFFILIATIONS/ MEMBERSHIPS

- American Planning Association, Colorado Chapter, Northern New England Chapter
- American Institute of Certified Planners (AICP)

### APPOINTMENTS

- City of Leadville Planning + Zoning Commission
- Lake County Tourism Panel Vice Chair

### PRESENTATIONS

- “UrbanSim,” APA Colorado conference, 2014
- “Creating Connections between Recreation and Transportation” APA Colorado conference 2016
- “Partnering with Colorado’s Public Land Managers,” APA Colorado Conference, 2017
- “Progressive Planning on the Western Slope” APA Colorado Conference 2020

### AWARDS

- 2022 West Vail Master Plan Merit Award
- 2020 Wyoming Plan of the Year for Pilot Hill

Gabby is a multi-faceted planner with a passion for helping clients solve the most complex problems facing their communities. She applies both technical and analytical skills to all aspects of community planning. Gabby approaches projects with a mind geared toward seeking out innovative and engaging solutions that move communities closer towards their vision and goals.

## EXPERIENCE

Working in both private and public sectors, Gabby has widespread knowledge and experience managing projects that include master plans, comprehensive plans, recreation and trails plans, affordable housing strategies and development permitting processes. She excels at crafting and facilitating creative public engagement processes and leading a team that makes award-winning customized plans for its clients. Gabby joined the SE Group team in 2016.

Gabby has a Master of Regional Planning from Cornell University and a Bachelor of Science in Chemistry from Bates College.

## PROJECTS

- City of Cañon City Arkansas River Corridor Master Plan, CO
- City of Fort Morgan Trails Master Plan, CO
- City of Fruita Comprehensive Plan Update, CO
- City of Fruita Land Use Code Update, CO
- Clear Creek County 2017 Community Master Plan, Colorado
- Cuchara Mountain Park Master Plan, CO
- City of Aspen Uphill Economy Recreation Plan, CO
- Dillon Reservoir Recreation Area and Summit County RecPath System Capacity Analysis, Summit County, CO
- Eldorado Canyon State Park Visitor Use Management Plan, CO
- Estes Valley Recreation and Park District Comprehensive Master Trails Plan, CO
- Pagosa Springs 2018 Comprehensive Plan, CO
- Pilot Hill Land Use Plan, Laramie WY
- Town of Breckenridge Gondola Feasibility Study, CO
- Town of Frisco Community Plan Assistance, CO
- Town of Frisco Three Mile Plan, CO
- Town of Frisco Trails Master Plan 5 Year Update, CO
- West Vail Master Plan, CO
- City of Chisholm Comprehensive Plan, MN
- Lake County Parks, Recreation and Open Space Plan, CO
- Minturn Community Plan & Downtown Design Guidelines, CO
- Town of Eagle Open Space and Trails Plan, CO
- DOLA Affordable Housing Strategies Analysis, CO
- Leadville/Lake County Affordable Housing Site Analysis, CO
- Telluride/San Miguel County Community Housing Rezoning, CO
- Conway Comprehensive Master Plan Update, NH
- Waitsfield Bylaw Modernization, VT
- Clear Creek County Recreation in the Outdoors Master Plan, CO
- Frisco Complete Streets Plan, CO
- Steamboat EIS, CO
- Grand Targhee GIS, WY
- Eldora Parking Lot Permitting, CO
- Estes Park Alpine Coaster Permitting, CO
- Montpelier Web-Based Comprehensive Plan, VT
- Saddleback Master Development Plan, ME

**DILLON MCBRIDE, AICP**

Associate Community &amp; Recreation Planner

**AREAS OF EXPERTISE**

- Public Space Planning
- Parks, Open Space, and Trails
- Urban Design
- Data Analysis & Data Visualization
- Regional Planning

**PROFESSIONAL MEMBERSHIPS**

- American Planning Association  
May 2017 – Present

**REGISTRATIONS**

- American Institute of Certified Planners, #35455

**TEACHING/ LECTURING EXPERIENCE**

- University of Colorado Denver, Master of Urban and Regional Planning Program  
December 2021 – Present

**APPOINTMENTS**

- Advisory Board Member, 13ers Advisory Board, The Colorado Chapter of The Nature Conservancy. October 2019 – December 2020
- Advisory Committee Member, Mayors Bicycle Advisory Committee – City and County of Denver. February 2023 – Present

Dillon is an ever-curious planner and problem solver who is driven by the values of social inclusion, access to nature, and thriving people and places. Throughout Dillon’s personal and professional life, he has developed a keen interest in how people access nature and recreational amenities and how communities are set up to support the livelihood of residents. Half analyst and half diplomat, Dillon enjoys thinking through the technical components of complex projects and working with a diverse array of people to reach practical, actionable solutions that cross-cut competing interests.

**EXPERIENCE**

Dillon joined SE Group in 2024, bringing a wide variety of public sector planning experience. While with the Colorado Center for Community Development, Dillon worked with rural communities around Colorado planning high-quality, practical public spaces. Dillon spent four years working in open space, parks, and trails planning between Denver Parks and Recreation and Jefferson County Open Space. Dillon’s experience in park planning led him to teach the Parks and Public Spaces elective course for the Master of Urban and Regional Planning program at the University of Colorado (Denver). Dillon has also gained experience working in regional planning at the Denver Regional Council of Governments, where he worked with local governments and regional partners to advance coordinated efforts around growth and development priorities.

Dillon has a Master of Urban and Regional Planning from the University of Colorado Denver and is a certified planner through the American Institute of Certified Planners.

**PROJECTS**

- Town of Nederland, Comprehensive Plan Update, Colorado (active)
- City of Steamboat Springs, Comprehensive Plan Update, Colorado (active)
- Town of Windsor, Wayfinding and Economic Development Study, Colorado\*
- Town of Kersey, Town Hall Redevelopment and Streetscape redesign, Colorado\*
- Town of Wiggins, Park + Pool Plan and Design, Colorado\*
- Town of Lyons, Post-flood Recovery and Beautification Projects, Colorado\*
- Denver Parks & Recreation, Natural Resources Strategic Plan, Colorado\*
- Jefferson County Open Space, South Table Mountain Park Master Plan, Colorado\*
- Jefferson County Open Space, Access Management Guide, Colorado\*
- Denver Regional Council of Governments, Regional Housing Needs Assessment, Colorado\*

\* Signifies projects completed while employed at previous employer

## AYDEN EICKHOFF

Associate Community & Recreation Planner



Ayden provides support to a wide variety of recreation and community planning projects. She enjoys navigating complex project processes in coordination with the client and planning team, ensuring that all parties are able to contribute effectively to project outcomes. Core to her work ethic is a commitment to distilling information into concise and helpful formats with an eye towards context and clarity.

### AREAS OF EXPERTISE

- Community Engagement and Facilitation
- Recreation Planning
- Design & Communication
- Project Management

### AFFILIATIONS

- Colorado APA

### AWARDS

- NNECAPA Project of the Year, Kingdom Trails Network Capacity Study

### PRESENTATIONS

- *“Energizing your Outdoor Recreation Economy”*  
Vermont Parks and Recreation Association, 2021

## EXPERIENCE

Ayden joined SE Group in 2019 with an academic background in Environmental Studies, Politics, and Earth Science. As a student, Ayden was particularly interested in the complex communication needs surrounding environmental risks and hazards, which translated well to her work researching and implementing municipal environmental and fiscal policies. Ayden brings strong engagement, communication, and analysis capabilities to all aspects of SE Group projects.

Ayden has a Bachelor of Arts in Environmental Studies from Bates College.

## PROJECTS

### COMMUNITY PLANNING FOCUS

- Huerfano County Cooperative Planning Projects, Colorado
- Nederland Comprehensive Plan, Colorado
- Nederland Transportation Master Plan, Colorado
- Steamboat Springs Area Comprehensive Plan, Colorado
- Montpelier Downtown Core Master Plan, Vermont
- Northfield Ridge and River Routes, Vermont
- Newport Municipal Plan, Vermont
- Vail Transportation Plan, Colorado
- Montpelier Web-Based City Plan, Vermont

### RECREATION FOCUS

- Southwest Colorado All-Lands Strategy, Colorado
- Breckenridge Nordic Center Master Plan, Colorado
- Colorado Outdoor Strategy, Colorado
- Frisco Trails Master Plan Update, Frisco, Colorado
- Addison County Triangle Bike Loop, Vermont
- Bingham Falls Master Plan, Vermont
- Burlington Arms Forest Trail Study, Vermont
- Lowell Lake State Park Master Plan, Vermont
- Milton Recreation Master Plan, Vermont
- Missisquoi Valley Rail Trail, Vermont
- Pilot Hill Land Use Plan, Wyoming
- Rise VT Trail Impact Analysis, Vermont
- Saxon Hill Town Forest, Vermont

- Valdez Heli-Ski Operational Permit, Alaska
- Middlebury Snow Bowl Master Plan, Vermont
- Morgantown Conceptual Trail Planning, West Virginia
- Kingdom Trail Network Feasibility Analysis, Vermont
- Grand Targhee EIS, Wyoming
- Foothills Foundation Recreation Master Plan, New Hampshire
- Loon Mountain Resort Master Development, New Hampshire
- Lutsen Mountain EIS, Minnesota
- Cumberland Plateau Outdoor Recreation Plan, Virginia
- Mount Sunapee Master Development Plan, New Hampshire
- Velomont Trail Economic Impact Study, Vermont
- Breaks Interstate Park Operations Analysis, Virginia
- Rocky Mountain Arsenal National Wildlife Refuge Communication, Colorado
- MN Statewide ATV Strategic Plan, Minnesota
- MN ORV Master Plan, Minnesota
- Northeast MN ATV Master Plan, Minnesota
- MN Discovery Center Master Plan, Minnesota



## CALEB SCHMITZ

Community & Recreation Planner



### AREAS OF EXPERTISE

- Comprehensive Planning
- Urban Design
- Spatial Analysis & Data Visualization
- Resilience Planning
- Community Engagement

### TEACHING/LEARNING EXPERIENCE

- Program in Environmental Design, University of Colorado, Spring 2023
- Technology Applications for Environmental Design, University of Colorado, 2023

Driven by the core value of community, Caleb approaches planning as an opportunity to develop places that reflect the aspirational values of togetherness, access to nature, and social inclusion. Half designer and half analyst, he is a ‘place-maker’ dedicated to the informed and artful creation of unique settings that bring people together and contribute to human health and happiness. Always on the cutting edge of new technology, Caleb brings a background in design and spatial analytics that helps him deliver data-driven and beautiful results to clients on a variety of community planning projects.

### EXPERIENCE

Caleb joined SE Group in 2023, bringing a background in hazard resilience planning after working with the Colorado Department of Transportation and conducting research in partnership with the University of Colorado’s School of Engineering and Applied Sciences.

With a bachelor’s degree in sustainable planning and urban design, and a certificate in GIS and computational science, Caleb’s background as a planner is diverse and interdisciplinary. Having held several leadership positions in the College of Environmental Design at CU Boulder, Caleb has experience being a compassionate leader and clear communicator while working with different people coming from diverse backgrounds and experiences.

### PROJECTS

- Howelsen Park Engagement, Colorado
- Lewis & Clark County Growth Policy, Montana
- Southern Alleghenies Recreation Plan, Pennsylvania
- Cascades Vail Village Development Plan, Colorado
- New Hampshire Outdoor Recreation Plan, New Hampshire
- Nederland Comprehensive Plan, Colorado
- Steamboat Springs Area Comprehensive Plan, Colorado
- Warren County Outdoor Recreation Planning, New York

**SCOTT PRIOR***Senior Associate, Environmental Planning & Permitting***AREAS OF EXPERTISE**

- Environmental Policy & Analysis
- Data Management & Modeling
- Public Engagement

Scott is a versatile and resourceful project manager and planner. He is sought after for his technical writing, analytical capabilities, and attention to detail. Scott moves easily between planning and NEPA processes—applying wholistic and insightful strategies to a wide range of projects. Additionally, his appreciation for a thoughtful and balanced approach between conservation and development complements the project process.

**EXPERIENCE**

A focus on environmental services for resort recreation projects has allowed Scott to develop a specialized skill set for navigating planning and NEPA processes for developed recreation in sensitive environments. Scott is a thought leader within the environmental practice and strives to better our systems and approach to analysis.

Scott has a Bachelor of Arts in Environmental Policy from Colorado College.

**PROJECTS**

- Arapahoe Basin Ski Area Projects Draft Environmental Impact Statement, Colorado
- Aspen Mountain Lift 1A Categorical Exclusion, Colorado
- Blue Valley Ranch Land Exchange Environmental Impact Statement, Colorado
- Breckenridge Ski Resort Peak 2017 Projects Categorical Exclusions, Colorado
- Breckenridge Ski Resort Peak 7 Restaurant Supplemental Information Report, Colorado
- Cimmaron Mountain Cat Ski/Avalanche Control Permit, Colorado
- Copper Mountain Resort Snowmaking and Summer Uses Environmental Assessment, Colorado
- Clear Creek County Comprehensive Master Plan Update, Colorado
- Crested Butte, Colorado
  - Teo 3
  - Summer Environmental Impact Statement
- Frisco Nordic Center Master Development Plan, Colorado
- Grand Targhee Resort Supplemental Information Report, Wyoming
- Keystone Bergman Bowl Environmental Analysis, Colorado
- Keystone Resort 2017 Projects Categorical Exclusions, Colorado
- Mammoth Base Land Exchange Environmental Impact Statement, California
- Mt. Rose Ski Tahoe Atoma Area Projects Draft Environmental Impact Statement, Nevada
- Red River Ski Area Multi-Season Recreation Projects Environmental Assessment, New Mexico
- Snowmass Mountain, Colorado
  - Summer Recreation Environmental Impact Statement
  - Sheer Bliss Pond Categorical Exclusion
- Steamboat Ski Resort Environmental Impact Statement, Colorado
- Taos Ski Valley Gazex Avalanche Mitigation System Installation Project Categorical Exclusion, New Mexico
- Taos Ski Valley Planning and Permitting, New Mexico
  - Master Development Plan
  - Environmental Analysis
  - Categorical Exclusions (Via Ferrata, Bike Park, Avalunchers)
- Town of Frisco Nordic Center and Peninsula Recreation Area Master Development Plan, Colorado
- Trails at Mena Planning and NEPA, Arkansas
- Union Pacific Railway, California
  - Categorical Exclusion
  - Environmental Analysis for Avalanche Control Along Railway



# Carly Sieff, AICP

## Senior Associate Transportation Planner

**EDUCATION**

Master of City and Regional Planning,  
University of North Carolina, Chapel Hill 2013

Bachelor of Arts, Brown University, Urban  
Studies and Science & Society 2009

**REGISTRATIONS**

American Institute of Certified Planners  
(AICP): #029164

**AFFILIATIONS**

Women’s Transportation Seminar (WTS):  
Member

American Planning Association (APA):  
member

**EXPERTISE**

- Bicycle and Pedestrian Planning
- Complete Streets
- Traffic Calming
- Safety Studies
- Parking Studies
- First/Last Mile Plans
- Long-Range Transportation Planning
- Transportation Network Companies
- Community Outreach and Consensus Building

**ABOUT**

Carly is a Senior Associate who has over a decade of experience at Fehr & Peers, focused on making travel by all modes safer and more accessible. Carly leads many of the company’s active transportation projects including 7 transportation master plans, 3 first/last mile studies, and a number of multimodal corridor projects. No matter the project, Carly works closely with the community, performing in-depth, data-driven analyses and applying best practices from around the country. Carly’s people-first approach to planning centers on listening, developing a shared understanding through honest dialogue, and collaboratively authoring recommendations in service of holistic goals. From a technical standpoint, Carly excels at unpacking and explaining complex concepts, which is informed by her more than 10 years of transportation planning experience.

**TRANSPORTATION & TRANSIT PLAN EXPERIENCE**

- Low Stress Walk and Bike Network Plan – Boulder, CO
- Denver Moves: Pedestrians and Trails – Denver, CO
- Grand Junction Bicycle and Pedestrian Master Plan – Grand Junction, CO
- Fruita Active Circulation Plan – Fruita, CO
- CO 119 First and Last Mile Study – Boulder County, CO
- ECO Transit First and Last Mile Study – Eagle County, CO
- Community Network Planning – Denver, CO
- Intersection Safety Study – Denver, CO
- Longmont Enhanced Multiuse Corridor Plan – Longmont, CO
- SE Area Mobility Hub – Denver, CO
- East Arapahoe Transportation Plan – Boulder, CO
- University of Colorado Boulder Transportation Master Plan – Boulder, CO
- Ft Collins Transit and Transportation Master Plan – Ft Collins, CO
- Eagle County First Last Mile Study – Eagle County, CO
- Vail Mobility and Transportation Plan – Vail, CO
- Grand Valley Regional Transportation Plan – Mesa County, CO
- Windsor Transportation Master Plan – Windsor, CO
- Thornton Transportation and Mobility Master Plan – Windsor, CO
- Erie Transportation Mobility Plan – Erie, CO
- Loveland Transit, Bike/Ped, and Transportation Master Plan – Loveland, CO
- Senior Transportation Needs Assessment – Larimer County, CO



## Charlie Alexander, PE, AICP, RSP1 Principal

### EDUCATION

Bachelor of Science, Civil Engineering  
Bucknell University, Lewisburg, PA 2007

### REGISTRATIONS

Licensed Civil Engineer: Colorado, #49117  
Also registered in California, Florida,  
Maryland, Tennessee, Texas, Virginia,  
Washington, Washington D.C., and  
Wyoming  
American Institute of Certified Planners  
(AICP): #27421  
Road Safety Professional (RSP) Level 1

### AFFILIATIONS

American Planning Association (APA)

### INSTRUCTOR

University of California, Berkeley Institute of  
Transportation Studies Technology Transfer  
Program: Complete Streets Planning and  
Design (2013-present)  
National Complete Streets Coalition: Complete  
Streets Workshop Instructor (2014-present)

### EXPERTISE

- Transit Planning
- Complete Streets Planning & Design
- Multimodal Safety
- Traffic Operations & Simulation
- Travel Demand Forecasting
- Parking Planning
- Transportation Planning
- Traffic Impact Analysis
- Traffic Engineering Design

### ABOUT

Charlie is a Principal in Fehr & Peers's Denver office. His project experience includes transit planning, complete streets planning and design, multimodal safety, parking planning, travel demand forecasting, traffic operations, and traffic engineering design projects. Charlie applies this diverse experience to projects that require complex transit, auto, pedestrian and bicycle solutions; consent-building around modal tradeoffs; and strategic stakeholder and community engagement. His involvement in transit planning work began in Fresno, California, where he worked with Fresno COG, Yosemite National Park, Sequoia National Park, and other local stakeholders to plan fixed-route transit from Fresno to each of the parks. Since then, Charlie has either managed or overseen transit work in Denver including long-range planning for the City of Durango, a microtransit pilot in Centennial, and Bus Rapid Transit (BRT) projects on Colfax Avenue in Denver, SH 119 in Boulder, West Elizabeth Street in Fort Collins, and North College Avenue in Fort Collins.

### TRANSPORTATION & TRANSIT PLAN EXPERIENCE

- CU Boulder Transit Study – Boulder, CO
- Colfax Avenue BRT Preliminary & Final Design – Denver, CO
- West Elizabeth BRT Preliminary Design and Enhanced Travel Corridor Plan – Fort Collins, CO
- North College BRT Plan – Fort Collins, CO
- SH 119 BRT Planning and Environmental Linkages (PEL) Study – Boulder, CO
- Grand Avenue BRT Alternatives Analysis – Glenwood Springs, CO
- East Arapahoe Transportation Plan – Boulder, CO
- University of Colorado, Boulder Transportation Master Plan – Boulder, CO
- MAX Station Parking Study – Fort Collins CO
- University of Denver Campus Framework Plan – Denver, CO
- Denver Arts Complex Mobility Study – Denver, CO
- Denver Moves: Downtown – Denver, CO
- Durango Comprehensive Plan – Durango, CO
- Yosemite and Sequoia National Parks Transit Study – Fresno, CA



# Danielle Miyoko Furuichi

## Transportation Planner/Engineer

### EDUCATION

Master of the Environment, Sustainable Planning & Management, University of Colorado, Boulder, CO 2023

Graduate Certificate of Environmental Justice, University of Colorado, Boulder, CO 2023

Bachelor of Arts, Speech & Hearing Sciences Indiana University, Bloomington, IN 2016

### AWARDS

Civic Achievement – Environmental Justice Digital Storytelling Project, University of Colorado, Boulder Sustainability Awards

### EXPERTISE

- Equity-Centered Community Engagement
- Transportation Equity
- GIS Mapping and Analysis
- Safety Planning
- Multi-Modal Transportation Planning
- Land Use and Transportation
- Data Analysis

### ABOUT

Danielle Furuichi is a passionate, equity-oriented Transportation Planner in the Boulder and Denver offices. They believe in building safe, reliable, equitable, and accessible transportation systems to foster communities that are inclusive and climate resilient. They have a range of experiences in sustainability and multimodal transportation planning, community engagement and outreach, and data analysis.

### TRANSPORTATION & TRANSIT PLAN EXPERIENCE

- Silverthorne Safe Streets for All Plan – Silverthorne, CO
- Nederland Multimodal Transportation Plan – Nederland, CO
- Longmont Transportation Master Plan – Longmont, CO
- South Boulder Road Study – Boulder County, CO
- Boulder Municipal Airport Community Conversation – Boulder, CO
- Iris Avenue Transportation Improvements Project – Boulder, CO
- Boulder Curbside Management Plan – Boulder, CO
- Chautauqua Access Management Plan Evaluation – Boulder, CO
- Erie Transportation Mobility Plan – Erie, CO
- Thornton Transit Plan – Thornton, CO
- Denver Moves: Bicycles – Denver, CO
- San Miguel Authority for Regional Transportation Strategic Operating Plan – San Miguel County, CO
- Gunnison Safety Action Plan – Gunnison County, CO
- Belgrade Transportation Master Plan – Belgrade, MT
- Transportation and Land Use Planning Equity in Colorado Report – Southwest Energy Efficiency Project (SWEET)



# Brian Duffany

Principal

**Brian Duffany** is an economist and planner with experience in land use and real estate economics. He has specialized in evaluating the impacts of major real estate investments, and other land use issues such as comprehensive planning, affordable housing and economic development strategies. Brian is skilled in financial and demographic analysis and forecasting, economic impact analysis, infrastructure financing analysis, and policy analysis and strategies.

## Education

Master of Regional Planning, Cornell University

Bachelor of Arts, Geology, Colby College

## Employment History

25 Years Experience

20 Years with EPS

## Affiliations

American Planning Association

Urban Land Institute

## Speaking Engagements

TIF for TAT: Urban Renewal After HB 15-1348, Rocky Mountain Land Use Institute Conference, 2018

Streetcar Economics, American Planning Association Conference, 2010

## Awards

American Planning Association, Colorado Chapter – West Vail Master Plan

Downtown Colorado, Inc. Governor’s Best Plan Award – City of Englewood Economic Development Strategic Plan



Economic & Planning Systems, Inc.

*The Economics of Land Use*

www.epsys.com

## SELECTED PROJECT MANAGEMENT EXPERIENCE

- Economic Vitality Strategy | Bozeman, MT
- Main Street Retail Strategy | Steamboat Springs, CO
- Brown Ranch Annexation Support | Steamboat Springs, CO
- Comprehensive Plan | Frisco, CO
- Lake Hill Workforce Housing Impact Study | Summit County
- Base Area Retail Strategy | Steamboat Spring, CO
- Base Area Retail and Lodging Demand Calibration | Mountain Village, CO
- Yampa Valley Housing Authority Advisory Services | Steamboat/ Routt County, CO
- Employee Housing Strategy | Roaring Fork Transportation Authority
- Housing Strategy | Basalt, CO
- Fruita In Motion Comprehensive Plan | Fruita, CO
- Mount Crested Butte Master Plan | Mount Crested Butte, CO
- Growth Policy Update | Bozeman, MT
- Comprehensive Community Plan Update | Minturn, CO
- West Vail Master Plan | Vail, CO
- Housing Strategy | Chaffee County, CO
- Housing Strategy | Clear Creek County, CO
- Lumber Yard Affordable Housing Market Analysis | Aspen, CO
- Short Term Rental Regulatory Fee Study | Breckenridge, CO
- Short Term Rental Policies | Telluride, CO
- Short Term Rental Conditions Study | Bozeman, MT
- Inclusionary Zoning & Linkage Fee Study | Fort Collins, CO
- Housing Revenue Funding Plan | Fruita, CO
- Peer Communities Capital Funding Comparison | Avon, CO
- Annexation and Cost of Growth Studies | Various Locations, CO



730 17th Street, Suite 630, Denver, CO 80202



303 623 3557



bduffany@epsdenver.com



# Rachel Shindman

Vice President

**Rachel Shindman**, AICP, brings several years of experience in many of EPS's practice areas. Her specializations include real estate economics, fiscal and economic impact analysis, and economic development and revitalization. She has a strong skill set for addressing urban economic and policy issues, and her experience in public, private, and non-profit organizations enables her to work successfully with a diverse set of clients. Rachel has worked on fiscal impact analyses, particularly in examining the fiscal impact of various growth strategies in comprehensive planning efforts.

## Education

Master of Regional Planning,  
Cornell University

B.A., Queen's University

B.Ed., Queen's University

Certificate in GIS, Queen's  
University

## Employment History

11 Years Experience

9 Years with EPS

## Affiliations

American Institute of Certified  
Planners

American Planning Association

Urban Land Institute

## Speaking Engagements

*Tiny Homes, Big Ideas: Alternative Housing, Conventional Reality* Panel Discussion (convener and facilitator) American Planning Association – Colorado State Conference, Keystone, CO 2018

*Can Tiny Homes Help Solve Denver's Affordable Housing Crisis?* Panel Discussion (moderator) Denver Design Week, Denver, CO 2018

*Finding the "Opportunity" in Opportunity Zones* Panel Discussion (convener and moderator) American Planning Association – Colorado State Conference, Snowmass 2019



Economic & Planning Systems, Inc.

*The Economics of Land Use*

www.epsys.com

## SELECTED PROJECT MANAGEMENT EXPERIENCE

- Housing Needs Assessment and Strategy | Summit County, CO
- Commercial Demand and Policy Feasibility Analysis | Ketchum, ID
- Short-Term Rental Policy and Fee Studies | Breckenridge, Eagle County, Summit County, Lake County, Silverthorne, and Vail, CO
- Comprehensive Plan | Louisville, CO
- Regional Housing Strategy | Eagle County, CO
- Housing Policy Updates | Vail, CO
- Housing Mitigation Policy Update | Mountain Village, CO
- Employee Housing Strategy | Roaring Fork Transportation Authority
- St. Anthony Summit Medial Employee Housing Feasibility | Frisco, CO
- Downtown Master Plan | Idaho Springs, CO
- East End Action Plan | Idaho Springs, CO
- Comprehensive Housing Needs Assessment | Fort Morgan, CO
- Housing Needs Study | Archuleta County, CO
- Housing Needs Assessment | Chaffee County, CO
- Housing Needs Assessment | Upper Arkansas Area Council of Governments, CO
- Housing Needs Assessment | Lake County, CO
- Regional Comprehensive Plan Fiscal Impact Analysis | Pueblo County, CO



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rshindman@epsdenver.com

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# APPENDIX B EXAMPLE PROJECTS





# FRUITA IN MOTION: COMPREHENSIVE PLAN

Fruita, Colorado



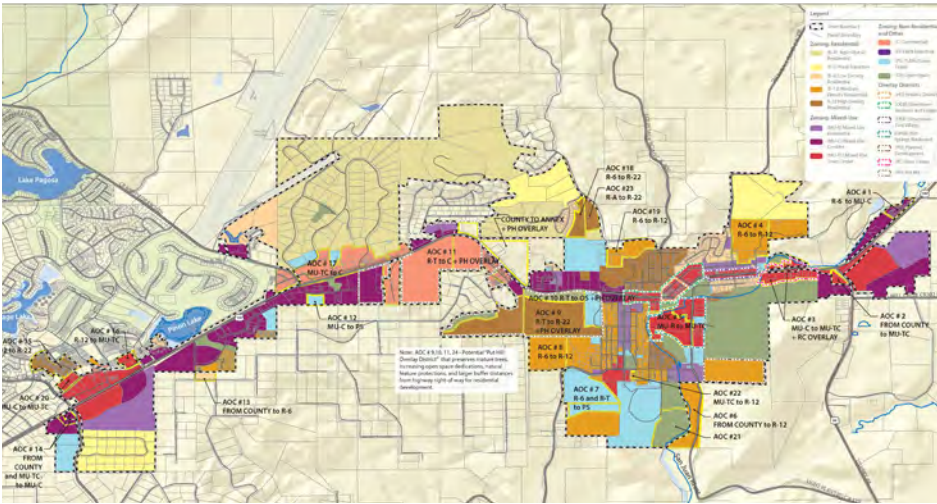
The planning process for the City of Fruita’s Comprehensive Plan “Fruita in Motion” involved extensive collaboration with the City and public engagement with the community. Five plan themes showcase the approach the plan will take with its goals and policies: efficient development; community first, tourism second; a thriving downtown, connectivity; and strategic economic development.

The economic development strategy in this plan is one of “quality of place.” The idea behind this strategy is to support existing businesses while also making the community an attractive place to live. This in turn will attract new residents and businesses that want to be located in the community because of its sense of place and amenities.

One of the policies that came out of the “efficient development” theme is to promote and support a larger diversity of housing types. Without going as far as developing an affordable housing program, the city hopes that allowing and incentivizing more types of housing and more units per acre will promote some natural affordability within the community.

Additionally, Fruita has the desire to cultivate recreational assets, especially trails, but not to the detriment of the community character. Currently many of the trail networks are a few miles away from the city on nearby public lands. One goal of this plan to is connect the trail systems to paved pathways within the city so that it is all one functioning network and the city itself becomes the trailhead.

***The Comprehensive Plan was adopted in February of 2020.***



# PAGOSA SPRINGS COMPREHENSIVE PLAN

Pagosa Springs, Colorado

SE Group worked with the Town of Pagosa Springs on a Comprehensive Plan update. Major issues facing the community during the plan update process included affordable housing, services for the growing retiree population, growing small businesses and retaining talented workers. As in many Colorado communities, the community is larger than the Town boundary. For Pagosa Springs, a large portion of county residents live just outside the Town borders. Therefore, a key theme of this plan was to collaborate with Aruchuleta County on land use, affordable housing, transportation and trails—all elements that cross borders.

The planning process included working closely with a group of diverse stakeholders. We were also able to take advantage of a Smart Growth America grant the town was awarded and collaborated closely with their outreach and findings. The resulting plan document connects various plan themes and contains an action plan for transformative projects that exemplify the plan’s mission and vision. Rather than land use and transportation as separate chapters, they are woven together in one. Rather than talk about affordable housing policy, we create a pathway for how the Town may start working on a specific development





# LEADVILLE/LAKE COUNTY AFFORDABLE HOUSING SITE ANALYSIS

City of Leadville/Lake County, CO

SE Group assisted the City of Leadville and Lake County with a site analysis process that examined several potential locations for affordable housing in the City of Leadville. In collaboration with Shape Architecture and TetraTech, we developed a report that summarized the site conditions, infrastructure needs and potential design programs for each site. The City and the County are now poised to leverage grant funding to implement these important projects.

This project also involved a multi-step public engagement process that solicited input from English and Spanish-speaking members of the Leadville/Lake County community. The community survey that we conducted as a part of this project underscored the acute need for housing in this area as well as residents' feelings of stress related to housing. Our survey, which asked respondents to provide their income and their monthly housing costs, indicated that at least some members of nearly every income bracket in Leadville are rent burdened (housing costs constitute 30% or more of their annual income).

We used the survey feedback to shape the core design principles for the five affordable housing sites, which were organized into three district "study areas." These guiding principles (Affordability, Sustainability, and Density) informed the layout and composition of the draft designs. Alongside the design process, we conducted analyses of existing zoning and infrastructure capacity to understand the feasibility of different design programs. Our goal was to align the designs with existing zoning and infrastructure capacity to the greatest extent possible while prioritizing the affordability of the final design.

### Guiding Principles





# FRISCO TRAILS MASTER PLAN & UPDATE

Frisco, Colorado

SE Group worked with the Town of Frisco on their Trails Master Plan during 2016 and 2017. This project identified trails and connectivity enhancements that: improve recreation opportunities surrounding Frisco, ease access directly from town, and increase safety for pedestrians and bicyclists. It addressed both summer and winter uses—exploring innovative ideas for integrating fat biking and long-distance Nordic skiing routes into Summit County. The plan stressed the importance of partnerships with the Forest Service and local not-for-profit groups to help maintain existing trails and build political and financial support for additional trail projects in the future.

The recommendations in this plan were vetted by the public through a community engagement process that involved well-attended open houses, an active Citizen's Committee, multiple small group and one-on-one interviews, and an online interactive map. The Frisco Trails Master Plan is strategic in nature and designed to help the town identify both short-term and long-term projects that will enhance the recreation options, safety, and connectivity of the Frisco community.

The plan was Adopted in March 2017.

*We recently completed a 5 year update to this plan that included more extensive wayfinding recommendations, a study on crowding at trailheads, and additional outreach to understand changing needs and priorities.*



## REFERENCE

**Diane McBride**

Director of Recreation  
Town of Frisco

970.668.2559

dianem@townoffrisco.com



# FRISCO COMPLETE STREETS PLAN

Frisco, Colorado

The Town of Frisco and the surrounding area has grown steadily, creating demand on the street network in Frisco and transforming its central core area. Anchored by a lively and walkable Main Street, the streets in and connecting to downtown have redeveloped quickly, placing new demands on the transportation network to provide safe and reliable mobility options for residents, workers, and visitors. Frisco is at a moment to rethink and re-envision its streets. There are increasing demands to access Main Street and side street businesses, new market-rate and affordable residential developments housing new residents and visitors, as well as emphasized importance as a regional hub for the mountain destinations surrounding the town.

Beginning in summer 2021, the Town of Frisco began the process to develop the Downtown Complete Streets Plan. The planning effort was led by Community Development Department staff, SE Group, and a Project Management Team composed of the Town Manager, Town Council and Planning Commission representatives, and staff representing other Town departments including Public Works and Recreation and Culture. This Plan reflects the knowledge, priorities, and values of community participants, the Project Management Team, Town staff, and other stakeholders about how to best transform Frisco's downtown streets to meet the needs of current residents and generations to come. The Frisco Downtown Complete Streets Plan sets out how Complete Streets in downtown Frisco can serve the needs of all road users regardless of travel mode, and how Frisco's streets can be more inviting, active, and supportive of the Town's economic and social life.



# FRISCO THREE MILE PLAN

Frisco, Colorado

In anticipation of updating their Comprehensive Plan, the Town of Frisco first needed to get a better understanding of new development that has been occurring on land adjacent to the Town, rather than within its borders. To do this, and to meet state requirements, SE Group assisted the Town update their Three Mile Plan.

This document addressed land use, services, and infrastructure improvement needs in the event of an annexation of any of the areas within 3 miles of Frisco's boundaries. Although it does not indicate an intent to annex any of the areas, it helps the Town understand service needs for police, fire, water, sewer, roads (and subsequent plowing) in many neighborhoods adjacent to Town. Unique features of this plan include National Forest System Lands and private lands owned by Denver Water. Understanding the limitations on these lands is important for the long-term planning needs of Frisco. Additionally, planned housing units for some areas and an expansion of the County Commons campus are new developments that were detailed in this plan.

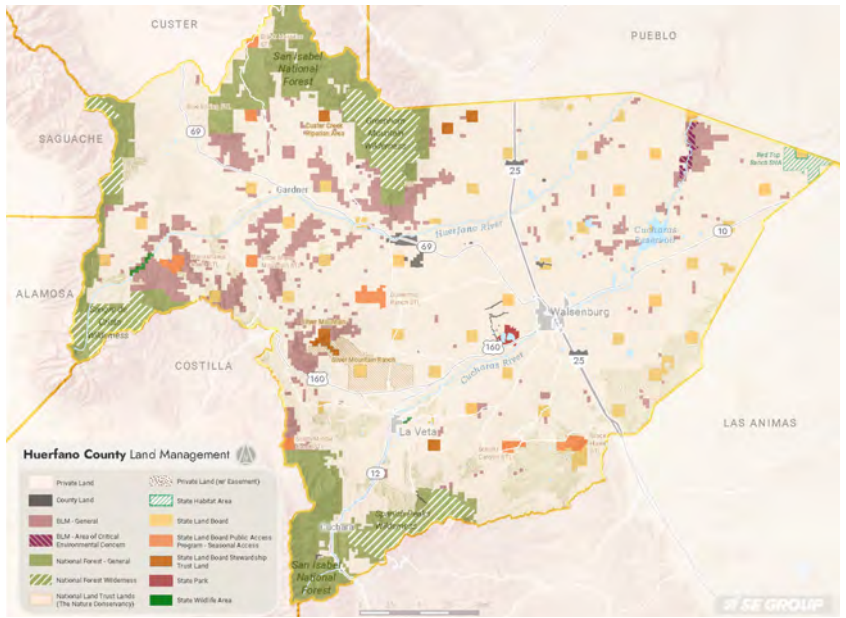
This plan was created in collaboration with all service districts that serve Frisco and the area within 3 miles of the boundary. It was reviewed by the Planning Commission and adopted by Town Council in February 2018.

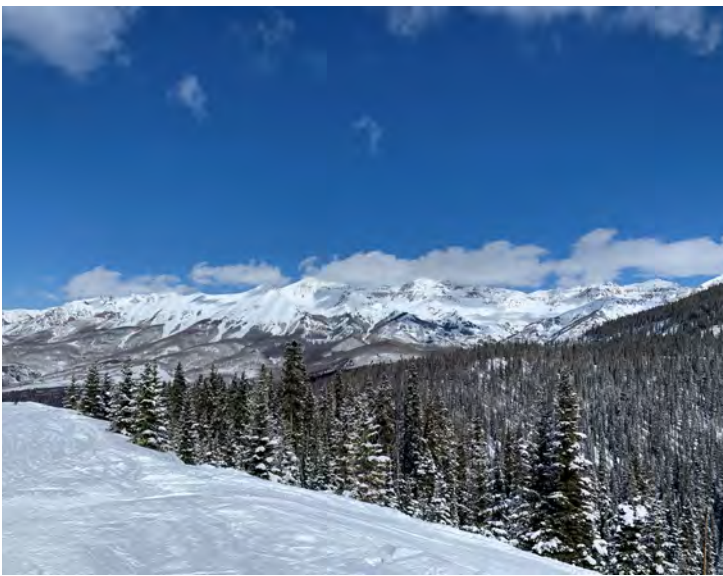


# HUERFANO COUNTY IHOP & COMPREHENSIVE PLAN UPDATE

Huerfano County, Colorado

SE Group completed an updated Comprehensive Plan for Huerfano County and an Innovative Housing Opportunities Plan (IHOP) for Huerfano County, the City of Walsenburg, and the Town of La Veta. These projects, dubbed the Coordinated Planning Projects, were also conducted alongside an update to the County's Hazard Mitigation Plan. Huerfano County and its communities are located in a mostly rural area of southern Colorado. One of the central goals of the coordinated planning projects was to promote more housing in the downtown and village areas, while keeping ranching lands and forested landscapes intact. We helped the county navigate several challenges, including high wildfire susceptibility and highly constrained water resources.

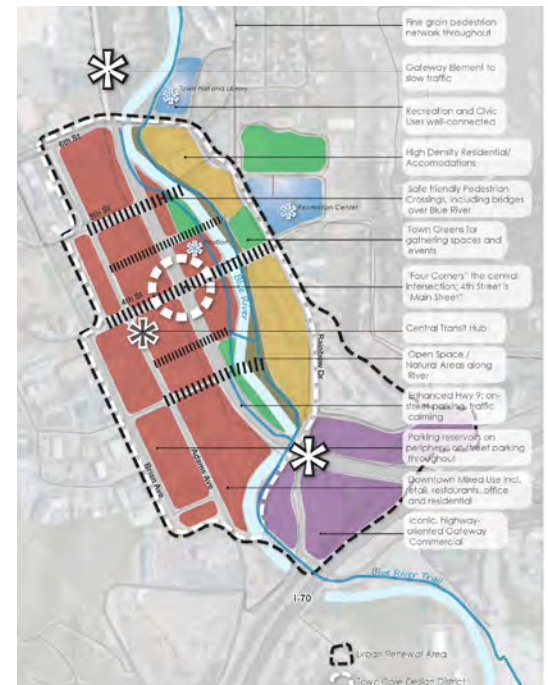




# TELLURIDE HOUSING PLANNING

Telluride, Colorado

SE Group assisted the Town of Telluride and San Miguel County through a rezoning process of 39 acres to a new affordable housing zone designation. This work included putting together the entire rezoning application, attending Planning Commission and Board of County Commissioner hearings, and strategizing with Town and County staff on how to make the rezoning a successfully passed initiative.



# TOWN OF SILVERTHORNE COMPREHENSIVE PLAN

Silverthorne, Colorado

In 2013 SE Group began working with the Town of Silverthorne, Colorado on several initiatives to revitalize/re-energize the community. While the Town knew it needed to update its Comprehensive Plan, it wanted this effort to focus the Town Vision for creating a new, vibrant town center. With this in mind, SE Group began formulating an engagement and analysis strategy that allowed the prioritization and exploration of ideas and policies associated with the new urban fabric (form, materials, uses, densities, connectivity), while addressing some of the real barriers for integration (market, state highways, river access).

The Blueprint Silverthorne framework has enabled significant public input and established parameters for next steps, including updates to zoning and determination of community inputs (infrastructure) to support the nascent downtown. The plan was finalized and quickly adopted in May 2014, and in 2015 the Town began implementation of the Comprehensive Plan policies by adopting revised Design District Standards and Guidelines for the Town's six commercial districts.

Additionally, construction of a new performing arts venue located along the Blue River was completed in 2017 and will serve as the community's arts and cultural epicenter.





# TOWN OF WAITSFIELD BYLAW MODERNIZATION

Waitsfield, Vermont

The Town of Waitsfield, Vermont recognized the need to update its land use ordinance to align with community needs for housing and goals for development. The Town contracted SE Group to conduct a thorough assessment of existing land use policies, housing analysis, infrastructure information, and settlement pattern. Our process concluded with a report detailing a set of recommendations to update the Town's Bylaws.

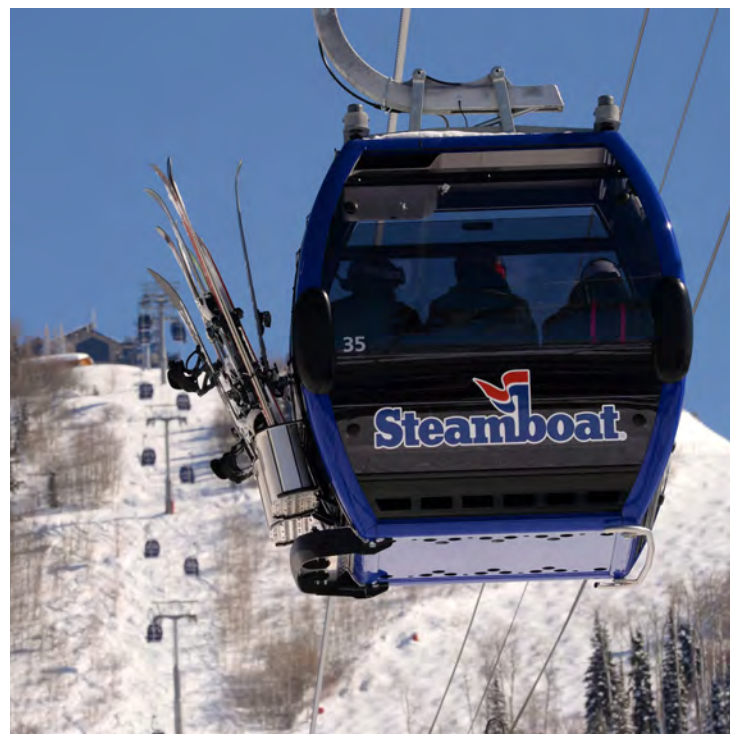
SE Group began this work in December 2022. The planning process included regular coordination with Town staff, a Steering Committee, and the Planning Commission. One of the main goals of the project was to ensure that the Planning Commission fully understood the results of our analysis and the associated recommendations, as they were ultimately be responsible for their future implementation. This process also included a public engagement and education component. We organized events and other engagement opportunities to gauge public opinion on land use and built form in Waitsfield. Through these events, we were able to take special efforts to educate the public on the meaning and significance of municipal bylaws and the bylaw update process.



# STEAMBOAT SPRINGS COMPREHENSIVE PLAN

Steamboat Springs, Colorado

SE Group is currently working alongside EPS and Fehr & Peers on their Community Plan update. This update is the first comprehensive planning document for the City of Steamboat Springs in 20 years. Although still in process, the key issues for the plan are housing, transportation, and resiliency. In addition to background research and analysis, and robust community engagement, the project team is undertaking a trade-offs exercise with key stakeholders to work through priorities for the future, understanding that “everything seems important right now.” The plan is anticipated to be finished by the end of 2024 and adopted during the spring of 2025.





# SPEARFISH COMPREHENSIVE PLAN

Spearfish, South Dakota



SE Group is currently working on a Comprehensive Plan for the City of Spearfish, South Dakota. Nestled in the Black Hills and surrounded by National Forest, the region is known for its proximity to recreation, scenic beauty and high quality of life. The region's economy rests on a blend of tourism, gaming, agriculture and professional services. It is increasingly becoming an attractive hub for retirees and those looking to take place of the attractions in the region. The plan focuses on coordinating growth and development with the County as the community grows, continuing to solidify the city's economic base, and to make transportation and recreation more accessible to both residents and visitors. It is expected to be adopted in September of 2024.

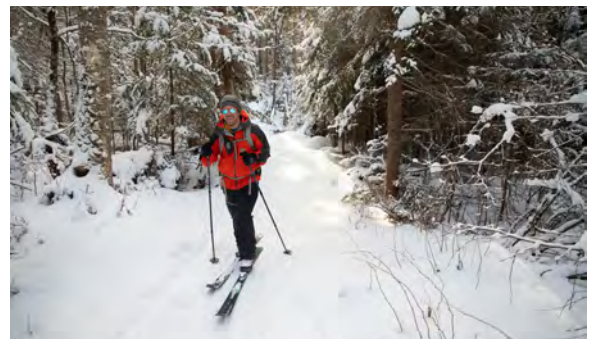
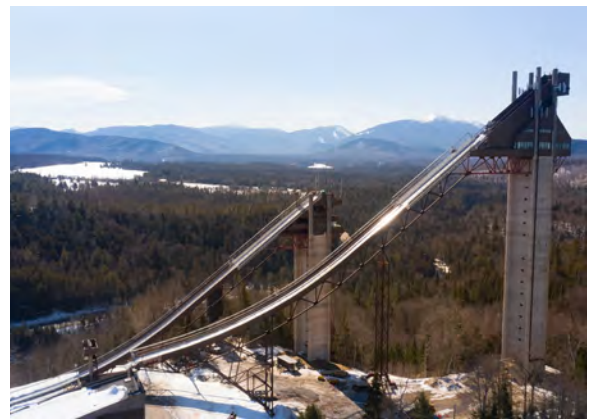


# NORTH ELBA / LAKE PLACID COMPREHENSIVE PLAN

North Elba / Lake Placid, New York

SE Group is working with the Town of North Elba and the Village of Lake Placid to develop a new comprehensive plan reflecting the community's vision for the future.

As the host community of the 1932 and 1980 Winter Olympics, Lake Placid has a storied history in winter sports. Lake Placid is a gateway to nearby Whiteface Mountain and the High Peaks region, and the community possesses significant outdoor sports-oriented assets within the village and surrounding region. Visitors are drawn to Lake Placid year-round for its access to nearby wilderness areas and for frequent athletic events such as Ironman, World Cup events, and other tournaments. While the community understands that tourism is central to the community's history and economy, there is a strong need to meet the needs of year-round residents, diversify the local economic activity, remain sustainable despite evolving climate impacts, and balance growth within a sensitive regional ecosystem. In addition, like many visitation-influenced mountain communities, North Elba and Lake Placid are suffering from an affordability crisis. The comprehensive plan will be an essential tool to guide the community's approach to addressing these overlapping issues. The planning process has featured extensive stakeholder and community engagement, which culminated in a robust scenario planning process to forecast and prepare for alternative community futures. The Pathways Plan works to establish what is working well and what needs to be done to ensure that the community thrives into the future.



## ROUTT COUNTY COMPREHENSIVE PLAN

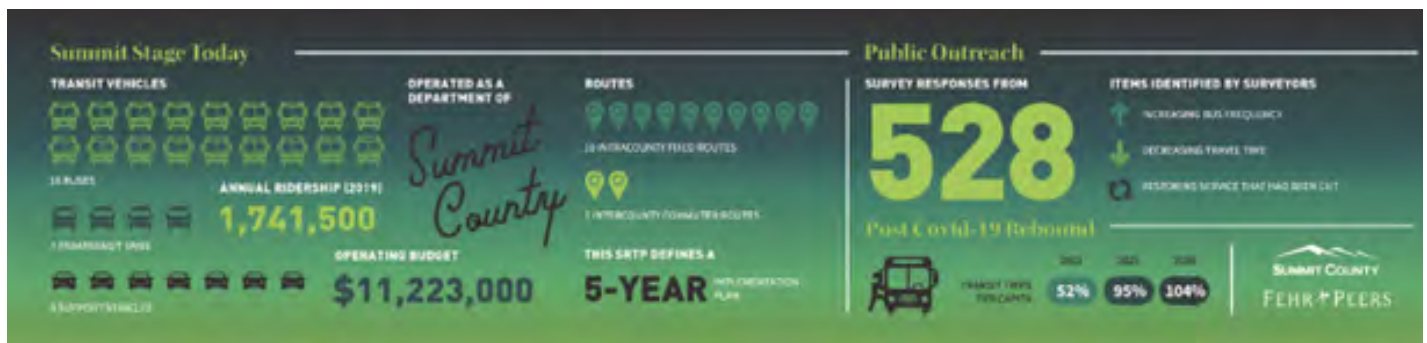
Fehr & Peers led the transportation component of the Routt County Comprehensive Plan—helping the County articulate the vision for the future and to preserve the natural environment while fostering livable, vibrant and sustainable communities. Through completion of robust community outreach and an in-depth existing conditions analysis, our team made short and long-term recommendations for enhancing the transportation networks for people walking, biking, taking transit, and driving. We worked closely with Steamboat Springs Transit in order to identify potential transit service changes, supplements to fixed route service in order to expand coverage, and alternative delivery models for regional routes to maximize cost-effectiveness and ridership. Bicycle and pedestrian recommendations include expansion of the Core Trail, proposed facilities to provide low-stress connections for recreation and transportation, and programmatic opportunities. Lastly, to improve the vehicle network for people driving, we identified a roadway paving prioritization program, program and infrastructure solutions to address the impacts of regional detours on Routt County, and countermeasures for safety hot spots.

Reference: Kristy Winser, Planning Director, Routt County Planning, 970-879-2704, 136 6th Street, suite 200, Steamboat Springs, CO 80487, Kwinser@co.routt.co.us

## SUMMIT STAGE SHORT RANGE TRANSIT PLAN

Fehr & Peers developed a Short-Range Transit Plan on behalf of Summit Stage. The effort involved a thorough analysis of the agency’s existing service, financials, and capacity to serve unmet needs with the existing service area. We carried out a public outreach campaign that included surveying and a virtual workshop. Through that process, we identified local need for more frequent transit service, shorter travel times that would make Summit Stage a viable choice over driving, and a desire to restore service that had previously been cut back. The final Short Range Transit Plan included recommendations for adding late night service that better aligns with the travel schedules of residents relying on the service for commute trips, new express routes that would improve the rider experience, and targeted recommendations for increasing organizational capacity through driver recruitment and retention strategies as well as a performance monitoring program. The Plan provided Summit Stage with a roadmap for delivering a service that connects residents with their community.

Reference: Chris Lubbers, Transit Director, Summit Stage, Summit County Colorado, 970-668-4161, Chris.Lubbers@summitcountyco.gov





## FRISCO COMMUNITY PLAN & PARKING STUDY

Fehr & Peers developed the mobility elements of the Frisco Community Plan Update. The public outreach process had identified key community concerns for transportation, including parking availability downtown as well as connectivity and safety issues for cyclists and pedestrians. To better understand potential problems with parking, Fehr & Peers conducted a downtown parking study and analyzed demand patterns for on-street parking spaces. The study resulted in recommendations for managing the existing supply of parking that would benefit residents, visitors, and employees of Main Street businesses. In response to concerns about multimodal access and safety, Fehr & Peers conducted a Level of Traffic Stress GIS analysis to learn where key connections for cyclists and pedestrians are missing and where existing facilities may not foster safe travel conditions. Using the analysis results, Fehr & Peers developed a typology of different roadway configurations that could be implemented downtown to safely accommodate all roadway users while maintaining and celebrating Frisco’s unique character.

Reference: Town of Frisco, Susan Lee, [susanl@townoffrisco.com](mailto:susanl@townoffrisco.com), 970-668-2566



## CARBONDALE COMPREHENSIVE PLAN

Fehr & Peers led the transportation element of the Carbondale Comprehensive Plan. We provided recommendations supporting multi-modal, bicycle and pedestrian trail systems, on and off-street parking requirements. Recommendations consisted of:

- High-level identification of bicycle/pedestrian crossing treatments
- High-level identification of low stress bicycle and pedestrian connections
- Transportation Demand Management (TDM) best practices, including those that effect in Aging in Place
- Policies to inform updates to the unified development code for parking requirements.

Fehr & Peers applied fundamental principles such as Complete Streets and the 15-minute neighborhood to inform new infill developments, future land-use and mobility needs, promote more compact, walkable destinations for all ages and abilities, and define how people access the community.

Reference: Jay Harrington, County Manager, [jharrington@co.routt.co.us](mailto:jharrington@co.routt.co.us), 970-879-0108 (Previously Town of Carbondale)

# WEST VAIL MASTER PLAN

Vail, Colorado



EPS was the real estate economics lead for the West Vail Master Plan that won an APA Colorado Chapter Award in 2022. West Vail is the area north of I-70 at exit 173. From a land use and development perspective, Vail is known for its compact, relatively high density, architecturally consistent villages: Vail Village and Lionshead. West Vail is a stark contrast with its 1-3 story buildings and large areas of surface parking. The suburban style of development dating to the 1980s is no longer the highest and best use of the properties. The area presents unique development opportunities in that there are a small number of landowners controlling large properties, including the Town that owns the parking structure and holds a ground lease to City Market.

The community process identified a desire to create a more inviting neighborhood center, and to incentivize reinvestment and redevelopment. The area has one of the highest value real estate markets in Colorado; however, the Plan needed to balance creating and preserving affordable housing, and retaining key businesses including two supermarkets (Safeway and City Market) and other local-serving businesses.

EPS worked with the planning and urban design team to design redevelopment scenarios that achieved multiple goals and were financially feasible. EPS used market analysis and built a pro forma feasibility model to determine the level of financial feasibility, public benefits (affordable housing, low cost commercial space) that could be carried by the developments, and where public financing such as TIF could be used as an incentive.

Dates: 5/2020-10/2021

## CLIENT REFERENCE

**Matt Gennett, AICP**  
Community Development Director  
Town of Vail

970 479 2146  
mgennett@vailgov.com

# HOUSING NEEDS ASSESSMENT

Summit County, Colorado



EPS was hired by the Summit Combined Housing Authority and its partners (Summit County, Town of Breckenridge, Town of Frisco, Town of Silverthorne, and Town of Dillon) to update its Housing Needs Assessment. The study was comprised of two components: an economic analysis to estimate the housing gaps and a resident and employee survey to document housing preferences and issues at a more individual level.

Summit County does much of its planning by Basin, and the gap analysis was designed to estimate housing gaps both countywide and in each Basin. The analysis also considered the regional nature of housing in this area, documenting a regional gap that included Summit, Park, Eagle, Lake, Grand, and Clear Creek Counties.

The survey targeted both residents and employees in order to capture those currently living in the county as well as those working in the county who would like to live there if housing were available. The survey was available in English and Spanish, and outlined the most significant needs and vulnerabilities facing various groups, housing preferences (including unit type, size, and location), and tradeoffs they were willing to make for affordability (e.g., a smaller unit). These findings raised awareness among policymakers of the severity and variety of housing problems and impacts on vulnerable populations. Following this study, the Housing Authority and partners began to determine policies and programs that would address the needs identified.

Dates: 3/2019-4/2021

## CLIENT REFERENCE

**Brandon Howes, AICP, Housing Planner**  
Town of Frisco

970.668.4201  
[Brandon.Howes@summitcountyco.gov](mailto:Brandon.Howes@summitcountyco.gov)



**OUTSIDE IS  
WHERE WE  
THRIVE.**

**SEGROUP.COM**





# Request for Proposals Town of Keystone First Comprehensive Plan



Date Issued: July 29, 2024

**Submittal Deadline: September 06, 2024**

This Request for Proposals (RFP) is not a competitive bid based on price only. The request for proposals allows the Town of Keystone, Colorado Town Council to select the service provider that best meets the needs of the Town, taking into consideration proposer qualifications, price, products, service capabilities and other factors relevant to the Town's policies, programs, administrative resources, and budget.

### **Introduction:**

The Town of Keystone is seeking the services of a professional consulting firm to assist the Town of Keystone in the development of the Town's First Comprehensive Plan. This document will guide the Town's development, redevelopment and decision making at all levels for the Town's future.

The Town will provide a project manager to coordinate and communicate with during the Comprehensive Plan process. Additionally, the Town will provide resources to assist with the various topics that will be discussed during the Comprehensive Plan process.

The firm must have extensive experience and skills in the development of comprehensive plans, as well as facilitation of community visioning and public outreach in both in-person and on-line settings. The Town encourages and promotes public outreach and input.

The Town will receive proposals in response to this RFP until 4:00 pm on September 6, 2024. Proposals received after that date and time will not be reviewed/considered.

Interested firms shall submit (1) bound copy of their proposal and one (1) digital copy. Bound copies of proposals can be dropped off or mailed to:

Town of Keystone  
Attn. Lindsay Hirsh, Community Development Director  
1628 Sts. John Road

Keystone, CO 80435

Questions regarding the RFP may be submitted to [LHirsh@keystoneco.gov](mailto:LHirsh@keystoneco.gov). Phone calls will not be accepted.

The deadline for questions is August 26, 2024, all questions and answers will be published.

Interviews of those selected will begin in mid to late September 2024.

Final selection is anticipated for early October 2024, with contract approval in October.

### **Background:**

The Town of Keystone became Colorado's newest Town on February 8, 2024. It is an exciting and challenging time. Located in Summit County, Colorado, it is a mountain resort community which is home to approximately 1,300 full time residents, over 3,600 condominiums and homes, a deed restricted workforce housing area, 2,100 seasonal housing beds, a business community, and has a peak ski weekend population of 25,000. The Town is a year-round resort community with Keystone Resort located within its boundaries.

The Keystone Community for the first time has an opportunity to chart its own course and address the issues that the Community has faced for years.

### **Request:**

Keystone's first comprehensive plan should provide clear land use, planning, environmental preservation, and economic diversification and resilience for the next 10-15 years in an 21<sup>st</sup> Century attractive and user-friendly product. The Town seeks the Consultant's recommendation on the appropriate format for the Town's first comprehensive plan. The comprehensive plan will recognize the unique characteristics of all the various areas located within the Town boundaries and develop appropriate and anticipated land use designations for those locations. Areas of specific

interest/concerns will likely be related to Highway 6 traffic impacts, land use, pedestrian safety, parking, economic development, infrastructure resilience, workforce housing, and possibly goals/policies implementation measure directed at a more functional method to work cooperatively with the owners of the ski resort. In general, the consultant should have the ability to acknowledge and reinforce the need to evaluate and outline the features necessary to ensure the development of a healthy, functional municipality, as it evolves from a resort into an established town with the potential for growth and sustainability.

The comprehensive plan should include a three-mile plan for the purposes of consideration of future annexation petitions. In addition, the consultant shall also prepare a Housing Needs Assessment Plan and a Housing Action Plan meeting the requirements of SB24-174. Lastly, will provide some limited assistance working with Town staff with the development of any applicable grant applications

### **Scope of Work:**

The Town of Keystone seeks a consultant with strong writing skills, the ability to facilitate an inclusive public engagement process, and the ability to illustrate concepts with supporting maps, renderings, graphics, charts and photos. Community outreach may include stakeholder meetings, surveys, public meetings, website and on-line engagement, and other creative ways to engage all members of the community in an equitable manner. The consultant will need to understand the unique dynamics of a mountain community with a resort component.

The Town anticipates the planning process for the Comprehensive Plan to be completed within approximately a 9-month period. Work will begin in the fall of 2024, with anticipated completion and adoption in mid-2025.

The proposed scope of work includes:

- Evaluation of relevant historic and current documents and data pertaining to the Town of Keystone.

- Public/Stakeholder Engagement: The public's participation is crucial to the development of the Town's first comprehensive plan that reflects the needs, desires, and decisions of the community as a whole. The Town desires a strong public outreach and input gathering process. Public outreach shall include but not limited to property owners and renters, 2nd homeowners in winter and in summer.
- Background in **characteristics** and fundamentals necessary to establish a sustainable municipality from scratch.

### **Meetings:**

Staff anticipates numerous meetings throughout the Comprehensive Plan process.

Such meetings will include:

- Advisory meetings with Town Staff.
- Stakeholder meetings, including property owners, citizen groups, businesses, and local non-profits.
- This likely will include work sessions with the Town Council.
- Public outreach, community open houses, and other public events to garner input.
- Work sessions with the Planning Commission and Council to discuss content and provide updates.
- Presentations before the Planning Commission and Council for Comprehensive Plan adoption.

### **Submittal Requirements:**

**Letter of Proposal and Commitment** – The letter should identify the firm and key staff who will be working on the project, and commit them for the duration of the project, if selected. The letter should also state that the firm has read and understands the requirements of the RFP.

**Firm Background and Project Team** – Provide background information on the consulting firm, including location, resources, and experience. Identify the project team

members and provide a statement of qualifications, expertise, and level of experience. The Town encourages the use of local team members.

**Qualifications** – This portion of the RFP should include at least three examples of projects (with contact information) completed within the past five years and will confirm the proposer’s expertise in providing comprehensive plan services.

**Scope of Work** – Provide a detailed scope of work, clearly illustrating tasks to be accomplished and final work product. Please also provide a scope of work specific to the proposed engagement and input process.

**Understanding of the new Town of Keystone** – Provide information that demonstrates the firm’s understanding of the Town of Keystone, and how that research will support the approach to a successful planning process.

**Schedule** – Provide a timeline for completion of the projects and a detailed schedule of public meetings, community outreach, and milestones for project completion.

**Fee Schedule** – Provide hourly fee schedules for each member of the team and team and total costs applicable to the deliverables outlined in this RFP. Include a “not to exceed” total project costs. The “not to exceed cost” should be based on the services to be provided including all expenses.

**Town Staff Time and Resources** – Provide an estimate of Town staff time and any additional resources that will be required for input into the project.

**Insurance** – Provide a summary of the team’s insurance coverage, including public liability, property damage, worker’s compensation, automobile, and professional liability.

**Estimated Budget:**

\$150,000-\$200,000

## **Evaluation and Selection:**

The Town intends to engage the most qualified contractor available for this project, while minimizing the costs to the Town. Responsiveness to the RFP will be a principal basis for evaluation. Proposals shall provide a straightforward and concise presentation adequate to satisfy the requirements of the RFP, including:

- The firm's stated philosophy and approach to this project. Respondents are encouraged to provide an innovative approach and methodology to address the expressed objectives
- Past record of performance on similar projects for other public agencies in terms of quality of work, cost control, and ability to meet established deadlines
- Capacity of the personnel to perform the work within the allotted timeframe
- Qualifications of individuals who will have direct involvement in identified tasks
- Proposed project schedule for the duration of the project
- The proposed fee

## **Schedule:**

Publication of RFP: July 29, 2024

Deadline for questions: August 26, 2024

Proposals due by 4:00 pm, September 6, 2024

Interviews begin Mid-September

Consultant selection and award of contract: anticipated in early October 2024

Bidders are advised that the bids are subject to public disclosure under Colorado Law and will not be treated as confidential. All materials submitted become the property of the Town and may be made public in whole or in part at the discretion of the Town with two notable exceptions. Information marked confidential such as trade secrets and references shall be treated as privileged information and confidential commercial information under the Colorado Open Records Law.



# TOWN OF KEYSTONE, COLORADO

## STAFF REPORT

TO: Mayor & Town Councilmembers  
THROUGH: John Crone, Town Manager,  
Jennifer Madsen, Town Attorney  
FROM: Andrew Collins, Planner  
Lindsay Hirsh, Community Development Director  
DATE: November 26, 2024 – Town Council Meeting  
SUBJECT: [Public Hearing] TOK24-012 – Setback Variance Request,  
for a Single-Family Residence on Lot 38, Loveland Pass  
Village

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### **Executive Summary:**

A Class 4 variance request for a proposed single-family residence located at 0236 Rasor Drive (0.11-acre lot), to allow a 20' front yard setback (a 5' front yard variance), and a 15' rear yard setback (a 10' rear yard variance); Zoned R-2: Lot 38 Loveland Pass Village Subdivision.

The Town Council is sitting as the board of adjustment for variance matters. The variance is a quasi-judicial decision applying the criteria under the Town of Keystone Land Use Code. The criteria for the decision are set forth on page 11.

### **Recommendation:**

Staff recommends that Council approve or approve with conditions TOK21-012 Setback Variance request with the findings contained herein.

## General Background on Setbacks:

A setback requirement in a land development code is a regulation that establishes the minimum distance a structure must be set back from property boundaries, streets, other structures, or natural features. Its purpose is to ensure proper spacing, promote safety, and preserve the character of an area.

More specifically, the purposes of setback requirements are generally:

1. **Maintain community safety:** Setbacks aim to provide space for utilities, sidewalks, and emergency access; reduce risks from fire spread between buildings; ensure safe sightlines for drivers at intersections or driveways.
2. **Promote aesthetic and neighbor character:** Setbacks aim to help create consistent building lines, contributing to a visually pleasing streetscape; and prevents overcrowding and ensures structures are proportionate to lot size.
3. **Preserve privacy and sunlight:** Setbacks aim to enhance privacy to create space between neighboring properties; and work to protect buildings from excessively block natural light or airflow.
4. **Natural resource protection:** Setbacks aim to protect natural features like wetlands by requiring structures to be set back from these areas; and reduce soil erosion or flooding risks in environmentally sensitive zones.
5. **Facilitate infrastructure development:** If needed, setbacks may be helpful to reserve space for future road widening, sidewalks, or utility installations.

## Background:

<b>Existing Zoning:</b>	R-2
<b>Proposed Use:</b>	Single-Family Residential: 2,664 SF home with a 1,096 SF footprint
<b>Total site area:</b>	0.11 acres / 4,720 square feet
<b>Adjacent land uses:</b>	
<b>East:</b>	Residential Lot 45, Loveland Pass Village
<b>West:</b>	Razor Drive / Residential Lots 15 and 16, Loveland Pass Village
<b>North:</b>	Residential Lot 39, Loveland Pass Village
<b>South:</b>	Residential Lot 37, Loveland Pass Village

Based on the submitted information, there are no wetlands or slopes in excess of 30% on the subject property.

Vicinity Map:



Picture of Existing Property from Razor Drive:



## **History:**

The Loveland Pass Village subdivision was recorded under Reception Number 91804 on June 3, 1960. The plat created 45 residential lots on approximately 7 acres. In 1969, the County adopted zoning regulations and Loveland Pass Village was zoned Residential 2 (R-2). The Town of Keystone subsequently adopted and maintained the same zoning regulations in 2024. R-2 zoning allows for approximately two units per acre with a minimum lot size of 20,000 square feet. The setbacks in R-2 are 25 feet both for the front and the rear property lines, and 15 feet on the sides. The average lot in Loveland Pass Village is approximately one-tenth acre (~4,000 sq. ft.); accordingly, all of the lots in Loveland Pass Village became legally nonconforming<sup>1</sup> with respect to minimum lot size

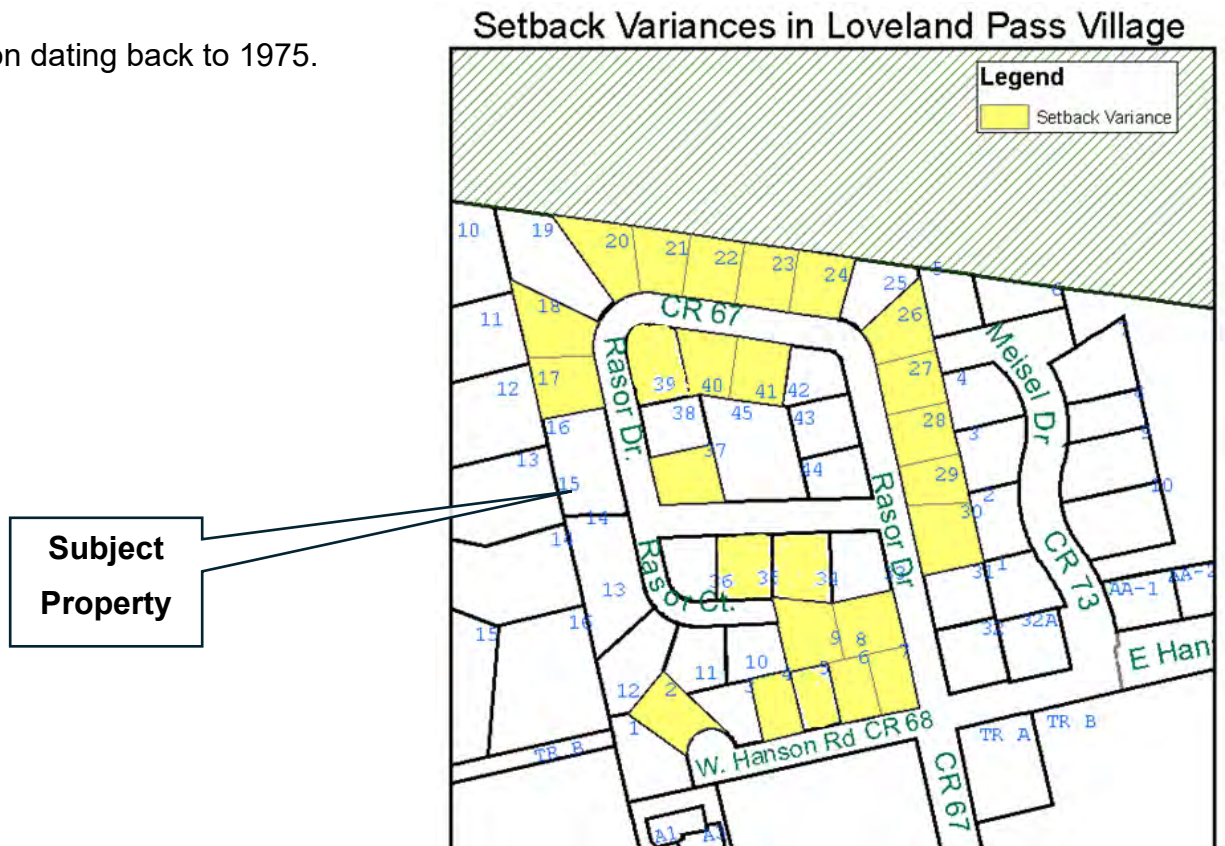
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<sup>1</sup> Under the Land Use Code Sec. 14101.01, a legal non-conforming parcel is one that was in existence on or before June 2, 1969, and the size of which became nonconforming because of the adoption of the

as a result of the County's initial adoption of zoning, and subsequently they remain legally nonconforming under the Town Land Use Code.

In addition to the relatively small lot sizes in this subdivision, another factor that has affected development of the lots in this neighborhood, is that Loveland Pass Village was not connected to central sewer until 1989. Accordingly, each development site had to accommodate both a residence and an on-site septic system on one-tenth of an acre.

For comparison, current County regulations require that new lots be at least 1 acre in size in order to be served by on-site septic. As a result, there have been numerous setback variances approved over the years in Loveland Pass Village in order accommodate single-family homes, additions to homes, as well as single-family homes with septic systems. There have been 25 lots with setback variances in the Loveland Pass Village subdivision dating back to 1975.



zoning regulations on June 2, 1969. A property owner may develop a legal nonconforming parcel provided that the property owner complies with the Land Use Code.

The following table shows the variances granted based on the information provided in previous County BOA reports, as well as research of available records:

<b>BOA Case #</b>	<b>Lot #</b>	<b>Approval Date</b>	<b>Setback Variance Granted</b>	<b>Resulting Setbacks Granted</b>	<b>Lot Size (acres)</b>
BOA #80-12	Lot 2	8/13/1980	House - 15' rear	10' rear	0.14
BOA #04-08	Lot 2	10/20/2004	Garage - 14' side setback variance	1' side	0.14
BOA #03-05	Lot 4	6/18/2003	House - 16' rear, 5' side	9' rear, 10' side	0.08
PLN #09-029	Lot 5	6/17/2009	House addition - 14' rear, 13' side, 7' side	11' rear, 2' side, 8' side	0.08
BOA #75-14	Lot 6	11/26/1975	Undocumented	Undocumented	0.08
BOA #92-02	Lot 7	5/20/1992	Undocumented	Undocumented	0.08
BOA #87-01	Lot 8	4/15/1987	Undocumented	Undocumented	0.12
BOA #84-10	Lot 8	9/12/1984	Undocumented	Undocumented	0.12
BOA #90-16	Lot 9	1/16/1991	Undocumented	Undocumented	0.12
BOA #84-09	Lot 9	9/12/1984	Undocumented	Undocumented	0.12
BOA #03-02	Lot 17	5/21/2003	House - 10' rear	15' rear	0.12
BOA #78-13	Lot 18	8/29/1979	Undocumented	Undocumented	0.15
BOA #79-01	Lot 20	3/21/1979	House - 20' rear, 10' side	5' rear, 5' side	0.15
BOA #76-12	Lot 21	1/6/1977	House- 19' rear, 5' side	6' rear, 10' side	0.11
PLN# 21-099	Lot 21	2/16/2022	Garage - 10' side	Garage 5' side, existing house 6.1' rear, 9.7' side	0.11
BOA #77-04	Lot 22	5/20/1977	Undocumented	Undocumented	0.11
BOA #80-06	Lot 23	8/13/1980	House- 18' rear	7' rear	0.11
PLN #16-104	Lot 23	10/19/2016	House addition - 8.5' rear	16.5' rear	0.11
BOA #78-20	Lot 24	9/27/1978	Undocumented	Undocumented	0.1
BOA #97-20	Lot 26	2/18/1998	House - 5' front, 13' rear, 8' sides	20' front, 12' rear, 7' sides	0.12
BOA #98-16	Lot 27	2/17/1999	House- 17' rear	8' rear	0.11
BOA #06-07	Lot 27	11/7/2006	House - front 6.5', side 7', rear 13'	front 18.5', rear 12', side 8'	0.11
BOA #76-8	Lot 28	8/30/1976	Undocumented	Undocumented	0.11
BOA #78-01	Lot 29	5/3/1978	Undocumented	Undocumented	0.11
BOA #79-07	Lot 29	7/11/1979	Undocumented	Undocumented	0.11
BOA #75-09	Lot 30	8/27/1975	Undocumented	Undocumented	0.12
PLN #09-114	Lot 34	1/20/2010	House - 13' rear, 4' sides	12' rear, 11' sides	0.13

PLN #13-018	Lot 35	5/15/2013	Garage side 5.2'; Existing House 21.5' rear, 6.5' side	Garage side 9.8'; House rear 4.5', side 8.5'	0.12
BOA #98-01	Lot 37	2/19/1998	House addition - 6' front, 19' rear, 5' sides	19' front, 6' rear, 10' side setback	0.11
PLN #16-126	Lot 39	1/18/2017	Garage and deck - 9' rear	16' rear	0.13
BOA #97-06	Lot 40	5/21/1997	House - 5' front, 5' side	20' front, 10' sides	0.1
BOA #01-05	Lot 41	7/18/2001	House - 11.5' front, 7' side	13.5' front, 8' side	0.11
BOA #97-05	Lot 41	5/21/1997	House addition- 15' rear	10' rear	0.11
BOA #86-08	Lot 41	8/20/1986	Undocumented	Undocumented	0.11

**Proposal:**

The applicant seeks to construct a single-family home on Lot 38 of Loveland Pass Village with a ground floor garage, and a driveway and parking off of Razor Drive. The proposed building footprint area is approx. 1,096 SF and the total living area is approx. 2,665 SF. Lot 38 is currently vacant with no structure built on it. Due to the constrained and small lot-size, the applicant is requesting variances to the setback requirements of *Chapter 3, Zoning Regulations, of the Town’s Land Use Code (Figure 3.6, Minimum Setback Requirements)* – to accommodate a front setback of 20-feet from Razor Drive property line, and rear setback of 10-feet from the rear property line (bordering Lot 45 to the east). The side setbacks will be compliant with the code requirement of 15’.

**Setback Variance Request:**

	<u>Code Setback Requirement</u>	<u>Proposed Setback</u>
Front Setback:	25-ft	20-ft
Rear Setback:	25-ft	15-ft

The applicant’s submittal materials may be found attached to this report as well as online here: <https://keystone.colorado.gov/pz-notice>

**Site Plan with setback variance areas highlighted:**

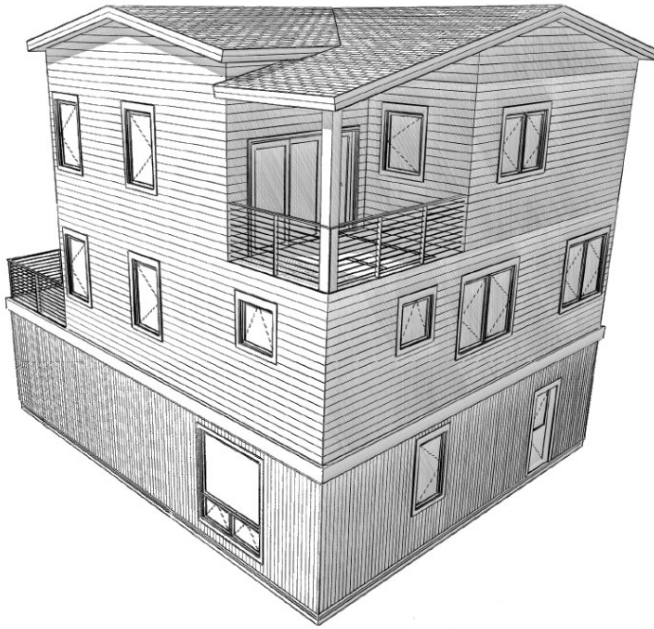




**Front (West) & North Side View:**



**Rear (East) & South Side View:**



### **Discussion:**

Historically the Summit County Board of Adjustment (BOA) found that a developable footprint area of approximately 1,200 square feet for a residential dwelling (and 400 square feet for a garage) was a reasonable use in the subdivision, and found that the R-2 setbacks were a hardship on these small Loveland Pass Village lots. The proposed building footprint of this residence on Lot 38 is approximately 1,096 SF, and is consistent with the past variance approval decisions in Loveland Pass Village. Without a variance, the developable area of the subject lot is only approximately 869 SF.

### **Adjacent Properties Context:**

- Lot 45 is a large lot located to the east of the subject property, and does not have any structures located directly behind the proposed home on Lot 38.

- Lot 39 (the adjacent property directly to the north) was granted a setback variance resulting in a 16' rear setback for a garage with deck addition in 2016. The existing house on Lot 39 already encroached into the front and side setbacks, and was presumably legally non-conforming.
- Lot 37 (the adjacent property to the south) was granted setback variances resulting in a 19' front setback, a 6' rear setback, and 10' side setbacks in 1998.

The proposed variance request for Lot 38 is consistent with the other variances that have historically been granted in the past by the County, including for lots directly adjacent to the subject property. In addition, the proposed front and rear setbacks would not appear to negatively impact the adjoining lots.

### **Criteria for Decision/Findings**

Section 12503.01 of the Town Land Use Code, states that “the following criteria and standards shall be met and findings made by the Town Council to approve variances to development regulations and standards (except variances to minimum lot size requirements)”:

1. The strict application of the Town’s Zoning Regulations would result in peculiar and exceptional practical difficulties to, or exceptional and undue hardship upon, the property owner in the development of the property because of special circumstances applicable to the property such as size, shape, topography or other extraordinary or exceptional physical conditions.
2. The variance can be granted without substantial detriment to the public health, safety and welfare.
3. The variance can be granted without substantial impairment of the intent of the Town's Zoning Regulations.

4. Granting the variance does not constitute a grant of special privilege in excess of that enjoyed by other property owners in the same zoning district.
5. Reasonable use of the property is not otherwise available without granting of a variance and the variance being granted is the minimum necessary to allow for reasonable use.
6. The parcel for which the variance is being granted was not created in violation of Town zoning or subdivision regulations, or in violation of Colorado State Statutes.

### **Criterion 1 - Hardship**

The subject property is unusually small for the R-2 Zoning district standards that require a min. 20,000 SF lot size. As previously discussed, this lot along with many others in Loveland Pass Village, are legally nonconforming with lot sizes of approx. 0.11-acre / 4,800 SF. This fact results in peculiar and exceptional practical difficulties when applying the R-2 setbacks to the lot. Based on the constrained shape and size of the lot, it is staff's opinion that an undue hardship would exist without the granting of a setback variance. This is also consistent with the historical interpretation made by the County BOA for similar properties in this subdivision.

### **Criterion 2 – Substantial Detriment**

The proposed front and rear year setback variances, and subsequent home, will not cause substantial detriment to the public health, safety and welfare in any fashion that staff can identify. Staff has provided adjacent properties notice of the requested variance and this public hearing. Staff has not received negative comment regarding the requested variance. In addition, the case was referred to partner agencies, and no referral agency expressed any concern with the proposed variance to the setbacks. This includes Summit Fire and EMS, Summit County Building Department, Snake River WWTP, and the Snake River Water District.

### **Criterion 3 – Consistent with Intent of the Zoning Regulations**

Per Section 3000, Purpose and Intent, Town of Keystone Land Use Code, *The purpose and intent of these regulations are to ensure compatibility of land uses, efficient and economical use of land, and adequate light and air in development projects. They are also intended to prevent development of areas subject to environmental hazards, and encourage development projects that are functional, exhibit good design and aesthetics, and protect the County's natural resources and scenic beauty.*

Granting a variance for this proposal will not substantially impair the intent of the Town's Zoning regulations and the purpose of setback regulations. The proposed setback variance and single-family residence is a compatible residential land use of the neighborhood and the R-2 zone, it will allow for adequate light and air as it will be within the 35' height limit for the R-2 zone. The proposed single-family home will also be required to comply with all other development and zoning regulations at time of permit. In addition, the proposed home is not located within environmental hazard areas, and does not impair the Town's natural resources and scenic beauty.

### **Criterion 4 – Special Privilege**

Granting the setback variance for the proposed single-family residence would not constitute a grant of special privilege, as numerous setback variances for homes have already been approved in this R-2 zoned neighborhood. Previously there have been setback variances approved in Loveland Pass Village on 25 lots, including variances used to reduce the setbacks of the smaller lot sizes to accommodate single-family residences with up to a 1,200 SF footprint area.

### **Criterion 5 – Minimum Necessary for Reasonable Use**

As stated above, historically, the County's Board of Adjustment determined that an approximate 1,200 SF building footprint was a reasonably sized use for a single-family home in the R-2 zone, and has granted setback variances in this neighborhood to allow such reasonable use. That determination was based on the County BOA's analysis that the 1,200 area dimension would generally allow for a reasonable sized single-family home on similar sized lots of approximately one-tenth of acre, while maintaining

adequate setbacks to the property lines. This determination goes back to at least 1997, based on County staff reports. These prior County BOA decisions are not binding on the Town Council related to its decision on this matter. However, the prior decisions may be evidence that the setback variance requests provide for reasonable use of lots in Loveland Pass Village; are consistent with the intent of zoning regulations; and do not create a special privilege.

The proposed setback variance will accommodate an approximate 1,096 square foot building footprint, for a single-family home that will be required to meet all other standards of the Land Use Code. When the standard R-2 setbacks are applied to the constrained lot size, there is no area on the lot to build the proposed house footprint without encroaching into the setbacks. Therefore, the requested setback variance is the minimum necessary to accommodate the 1,096 SF footprint as proposed.

**Criterion 6 – Legally Created Parcel**

This parcel was legally created via the subdivision plat for Loveland Pass Village recorded at Reception Number 91804 in June 1960, which established this lot at approximately 4,838 SF in size. The subsequent adoption of the R-2 zoning district for these lots by Summit County (and then the Town of Keystone), rendered the lots as legally non-conforming in respect to the 20,000 SF lot size requirement for the R-2 zone. Therefore, the parcel was not created in violation of the Town’s regulations.

**Compliance with Any Previous Plans Still in Effect/Conditions:**

There are no previous plans or conditions that are still in effect.

**Alternatives:**

Approve or Deny the Variance.

**Financial Considerations:**

N/A

**Previous Council Actions:**

N/A

## **Suggested Motion:**

Staff recommends that the Town Council approve TOK24-012, a Class 4 variance request for a proposed single-family residence located at 0236 Razor Drive (0.11-acre lot), to allow a 20' front yard setback (a 5' front yard variance), and a 15' rear yard setback (a 10' rear yard variance); Zoned R-2, located at Lot 38 of Loveland Pass Village Subdivision, with the findings as attached in the resolution.

I move to APPROVE RESOLUTION 2024-71 APPROVING TOK24-012, a Class 4 variance request for a proposed single-family residence located at 0236 Razor Drive (0.11-acre lot), to allow a 20' front yard setback (a 5' front yard variance), and a 15' rear yard setback (a 10' rear yard variance); Zoned R-2, located at Lot 38 Loveland Pass Village Subdivision.

## Alternative Motion:

I move to DENY Resolution 2024-71 and to direct the Town Attorney to draft a resolution denying the variance request in TOK24-012.

## **Attachments:**

- Applicant Project Narrative
- Applicant Project Drawings
- Loveland Pass Village Subdivision Plat
- Draft Resolution

**TOWN OF KEYSTONE**  
**Summit County, Colorado**

**RESOLUTION 2024-72**

**A RESOLUTION OF TOWN COUNCIL OF THE TOWN OF KEYSTONE, COLORADO APPROVING TOK24-012, A CLASS 4 VARIANCE FOR A PROPOSED SINGLE-FAMILY RESIDENCE LOCATED AT 0236 RASOR DRIVE, LOT 38, LOVELAND PASS VILLAGE SUBDIVISION, TO ALLOW A 20' FRONT YARD SETBACK (A 5' FRONT YARD VARIANCE), AND A 15' REAR YARD SETBACK (A 10' REAR YARD VARIANCE), ZONED R-2. APPLICANT: BOBBY CRAIG, ARAPAHOE ARCHITECTS**

WHEREAS, the applicants have applied to the Town Council for a variance from the 25' front setback and from the 25' rear setback to allow for a single-family residence to be located 20 feet from the front property line, and 15 feet from the rear property line; on Lot 38, Loveland Pass Village, a 0.11 acre parcel zoned R-2, and;

WHEREAS, the Town Council reviewed the application at a public hearing on November 26, 2024, with public notice as required by law and considered the evidence and testimony presented at the hearing; and;

WHEREAS, the Town Council finds that the variance request with the evidence presented at the hearing meets the variance criteria as set forth in Section 12503.01 of the Town Land Use Code as set forth below.

**Now, Therefore, be it Resolved by the Town Council of the Town of Keystone, Colorado, that:**

Section 1. The Town Council finds and determines as follows:

1. The strict application of the Town's zoning regulations would result in peculiar and exceptional practical difficulties, or exceptional and undue hardship upon the property owner in the development of the single-family home on the property, because the small lot size relative to the R-2 setbacks necessitates a reasonable sized home as proposed, to encroach into the required setbacks.

2. The variance can be granted without substantial impairment to the public health, safety, and welfare as there are no public safety concerns associated with the proposed home.

3. The variance can be granted without substantial impairment to the intent of the Town's Zoning Regulations because the proposed single-family home is a compatible use with the R-2 residential neighborhood and is not located in an environmental hazard zone.

4. Granting the variance would not constitute a grant of special privilege since there have been numerous setback variances approved in Loveland Pass Village Subdivision, including for homes with footprint areas of up to 1,200 square feet.



5. Granting the variance would constitute the minimum necessary allowance for the reasonable use of a single-family home with a footprint area of approximately 1,096 square feet; and such reasonable use would not otherwise be available without granting of the variance.

6. The parcel for which the variance is being granted was not created in violation of Town zoning or subdivision regulations or in violation of Colorado State Statutes because the subject property was legally created via the plat for Loveland Pass Village Subdivision, recorded under Reception Number 91804 in 1960, prior to the adoption of the Town's zoning regulations in 2024.

Section 2. A request for a variance from the 25' front setback and from the 25' rear setback to allow a single-family residence to be located 20 feet from the front property line, and 15 feet from the rear property line; on Lot 38, Loveland Pass Village, a 0.11 acre parcel zoned R-2, is hereby approved.

Section 3. Effective Date. This Resolution shall take effect upon its approval by the Town Council.

**ADOPTED by a vote of \_\_ in favor and \_\_ against, this \_\_\_\_\_ day of \_\_\_\_\_, 2024.**

By: \_\_\_\_\_  
Kenneth D. Riley, Mayor

ATTEST:

Approved as to Form:

By: \_\_\_\_\_  
Town Clerk

By: \_\_\_\_\_  
Town Attorney



ARAPAHOE  
ARCHITECTS

Date: September 26, 2024

To: Town of Keystone  
Community Development Dept  
Attn: Lindsay Hirsh

Re: Stout Residence  
236 Razor Dr.  
Keystone, CO 80435

### Variance Application Project Narrative

We are seeking a variance on the setback requirements for this lot to accommodate a single family residence. A 5' variance is requested on the front setback (resulting in a 20' front setback) and a 10' variance on the rear setback (resulting in 15' rear setback).

The 15 total feet of setback variance requested is in keeping with approved variances on other lots in the subdivision (Lot 2: 14 feet, Lot 4: 26 feet, Lot 17 & 41: 15 feet). This variance also maintains a minimum setback of 15' on all sides, whereas previous setback variances for Lots in the subdivision have allowed setbacks to be reduced to 10' or less (Lot 2: 1' front setback, Lot 4: 9' rear and 10' side setbacks, Lot 17 & 41: 10' side setback). The proposed total square footage of the residence (2,665 sf) is also in line with the total square footage of the residences on these lots (Lot 2: 2,300 sf, Lot 4: 1,727 sf, Lot 17: 3,452 sf, and Lot 41: 3,297 sf)

The lot was legally created prior to the current setback requirements being enacted. Strict adherence to the current setback requirements on this lot would result in undue hardship in the development of the property for its original intended use as a single family residence.

This variance allows for a more appropriate design for a residence in the neighborhood by allowing variation in the volume of the façade. Without this variance, the only solution for a viable 2,000 sf residence would be to build out to the existing setbacks, 3 stories up, creating a solid cube without any variation in the façade.

The total square footage for the project is 2,665 sf, of which 454 sf is unfinished (garage and mechanical) and 2,211 sf is finished. Proposed water supply is Snake River Water District. Proposed sewer disposal is a connection to Snake River Waste Water Treatment Plant. Gas and electric utility services will be provided by Xcel.

The project will comply with all other applicable sections of the Town of Keystone development code.

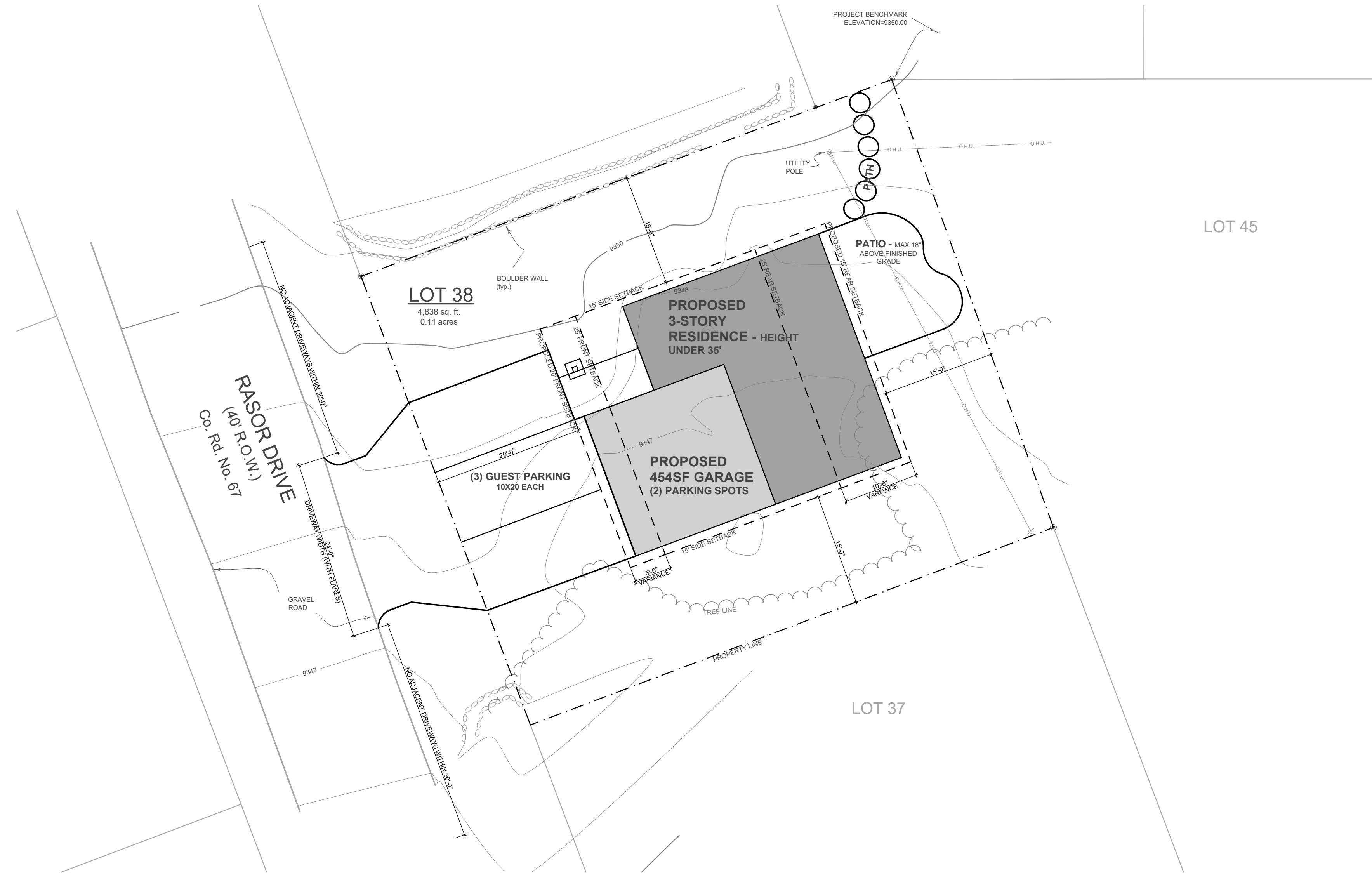
Sincerely,



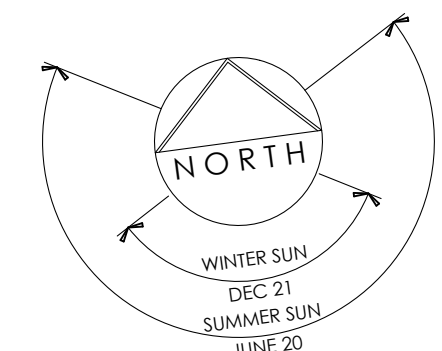
ARAPAHOE  
ARCHITECTS

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1 SITE PLAN  
A-1 SCALE: 1" = 10'



STOUT RESIDENCE

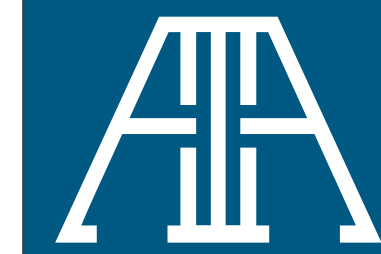
236 RASOR DR  
KEYSTONE, CO

SITE PLAN

JOB 2413  
DWN BY NJ  
ISSUE 09/26/24 - VARIANCE APP  
10/22/24 - VARIANCE APP RESUB

SHEET

A-1



ARAPAHOE ARCHITECTS

P.O. BOX 4780  
BRECKENRIDGE, CO 80424  
970 453 8474

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STOUT RESIDENCE

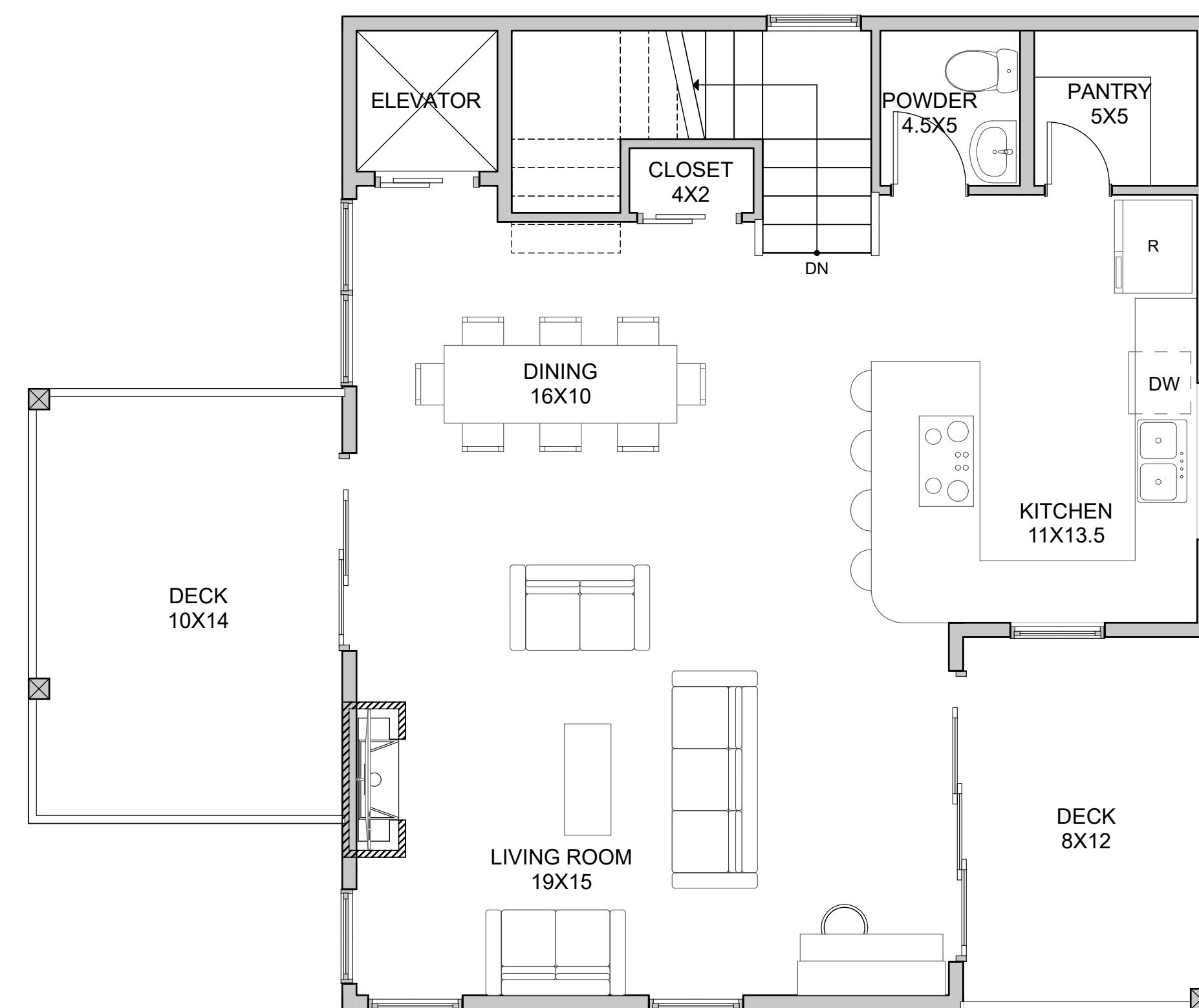
236 RASOR DR  
KEYSTONE, CO

FLOOR PLANS

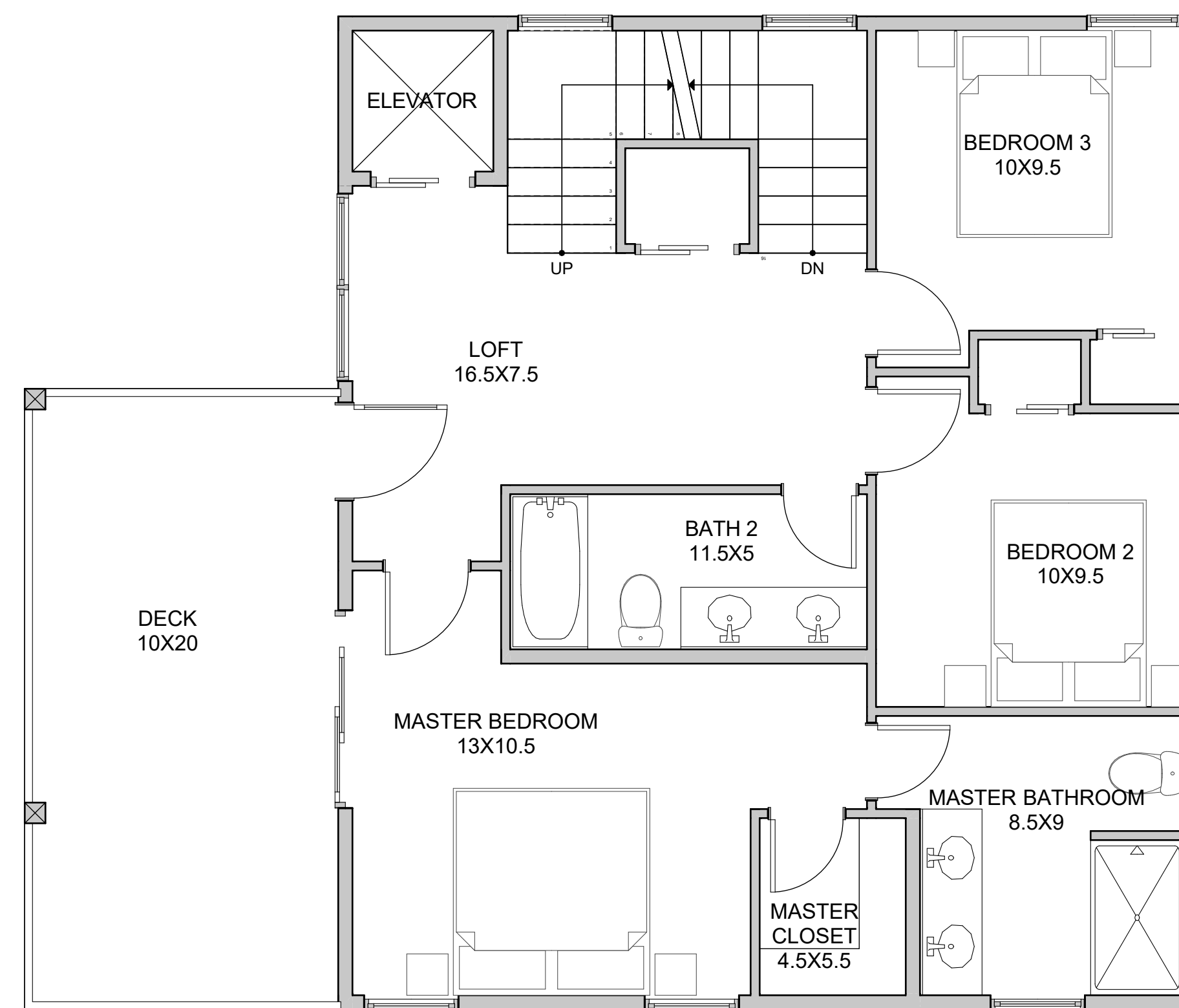
JOB 2413  
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ISSUE 09/26/24 - VARIANCE APP  
10/22/24 - VARIANCE APP RESUB

SHEET

A-2  
Page 100 of 139



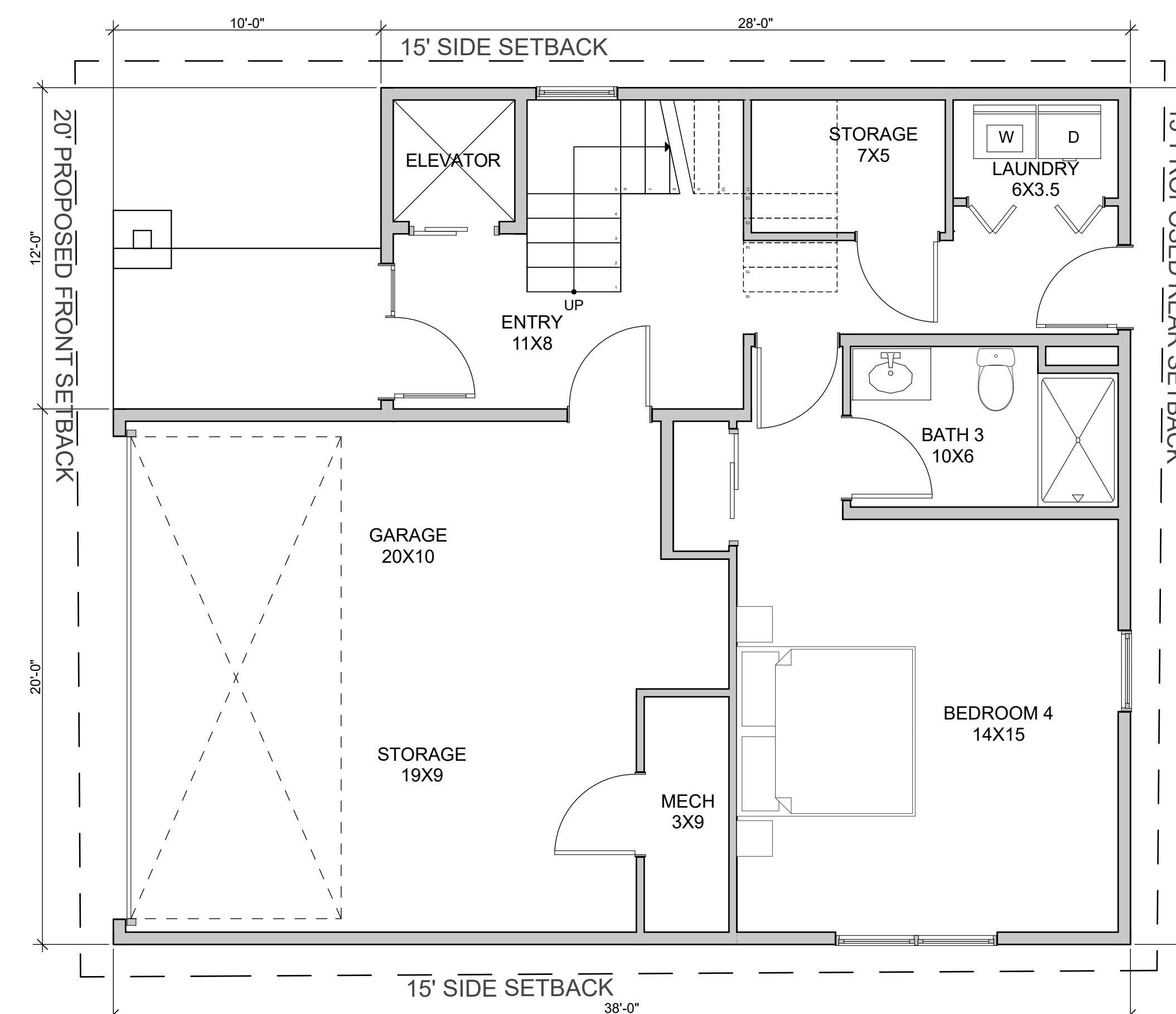
1 UPPER FLOOR  
SCALE: 1/4" = 1'-0"



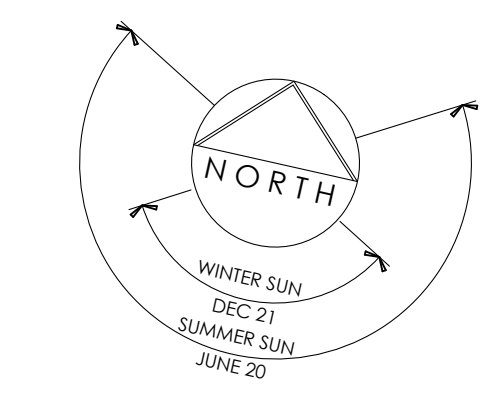
2 MAIN FLOOR  
SCALE: 1/4" = 1'-0"

BUILDING AREA CALCULATIONS			
	FINISHED	UNFINISHED	TOTAL
LOWER FLOOR	642	454	1,096
MAIN FLOOR	866	-	866
UPPER FLOOR	703	-	703
TOTAL:	2,211	454	2,665

NOTES: UNFINISHED INCLUDES GARAGE & MECH



3 LOWER FLOOR  
SCALE: 1/4" = 1'-0"



FILE: C:\AA\Arch\Projects\2024\202413 - Stout Residence\Drawings\Arch Drawings\2413 - STOUT RESIDENCE.vb (resub).dwg PLOT DATE: 10/22/2024



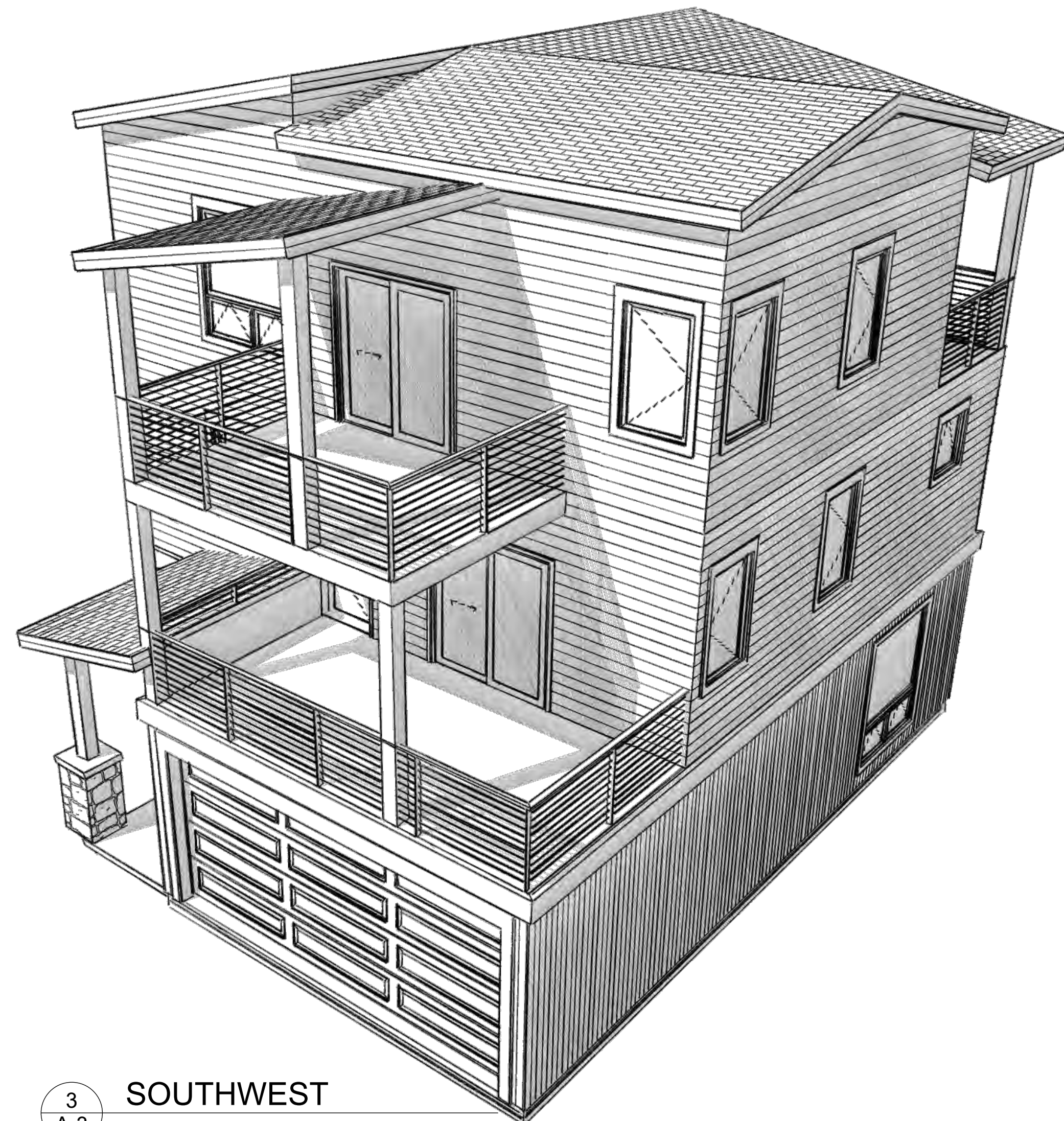
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BRECKENRIDGE, CO 80424  
970 453 8474

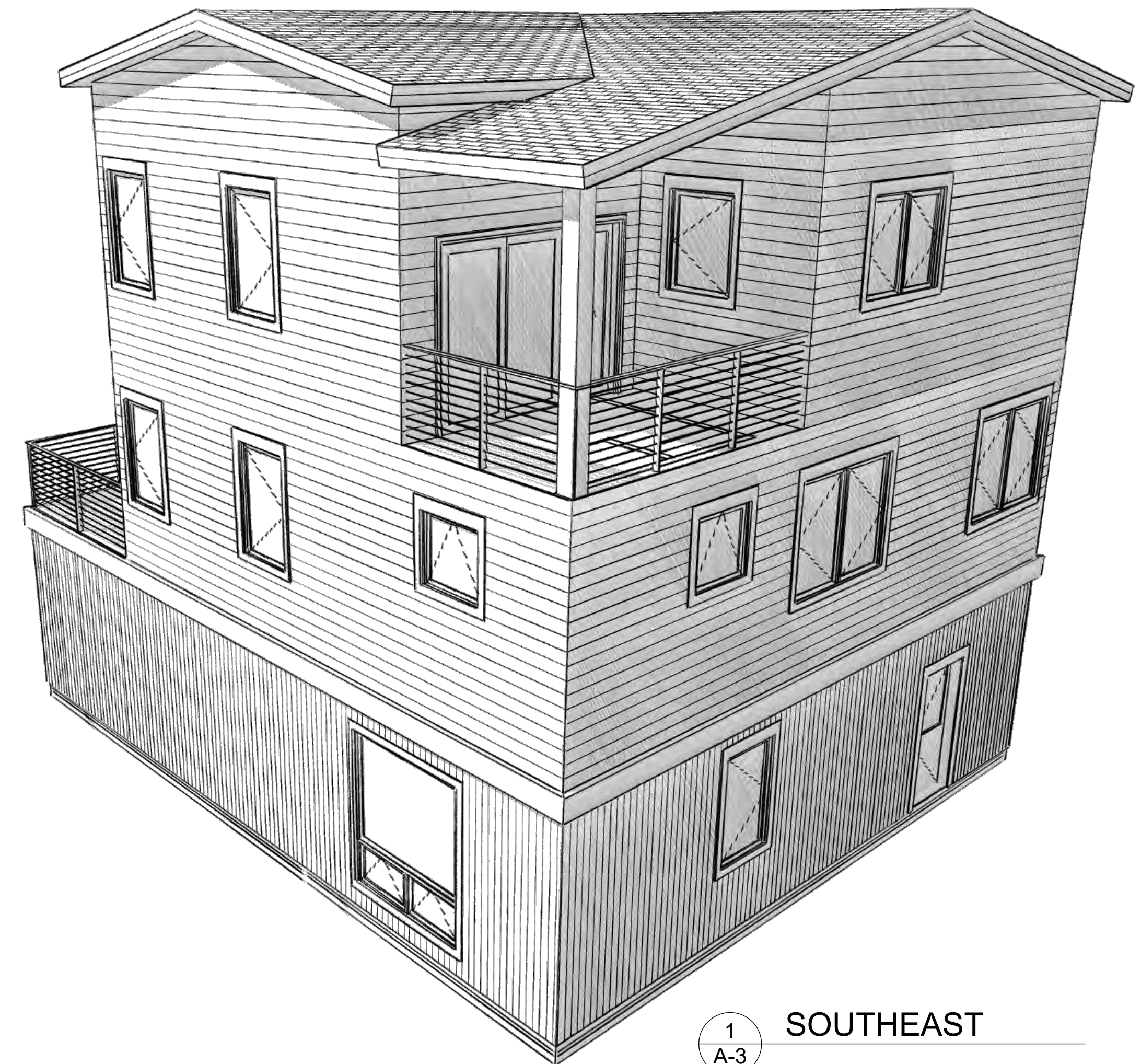
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2  
A-3  
NORTHWEST



3  
A-3  
SOUTHWEST



1  
A-3  
SOUTHEAST

STOUT RESIDENCE

236 RASOR DR  
KEYSTONE, CO

CONCEPTUAL  
PERSPECTIVES

JOB 2413  
DWN BY NJ  
ISSUE  
09/26/24 - VARIANCE APP  
10/22/24 - VARIANCE APP RESUB

SHEET

# LOVELAND PASS VILLAGE

## DEDICATION

KNOW ALL MEN BY THESE PRESENTS:

That we the undersigned being the owners of a tract of land lying in the Southeast 1/4 of Section 13 and in the Northeast 1/4 of Section 24, Township 5 South, Range 77 West of the 6th Principal Meridian, Summit County, Colorado, more particularly described as follows:

Commencing at the Northeast corner of said Section 24; thence South 87°50' West, 1111.75 feet along the Section line common to said Section 13 and 24 to the true point of beginning; thence South 13°00' East 249.39 feet; thence South 77°00' West, 75.00 feet; thence South 13°00' East, 250.0 feet; thence South 77°00' West, 50.00 feet; thence North 13°00' West, 250.00 feet; thence South 77°00' West, 355.00 feet; thence North 13°00' West, 736.64 feet; thence South 82°18' East, 513.07 feet; thence South 13°00' East, 306.03 feet to the true point of beginning. Containing 7.406 acres more or less, have laid out, subdivided, and platted, the same into lots and roads under the name and style of LOVELAND PASS VILLAGE, and do hereby dedicate and convey to Summit County in fee simple, for public use, the platted roads as shown hereon.

Raymond E. Rosor  
Owners and Subdividers

Rama E. Rosor  
Owners and Subdividers

STATE OF COLORADO }  
COUNTY OF JEFFERSON }

The foregoing instrument was acknowledged before me this 9th day of May, A.D. 1960 by Raymond E. Rosor and Rama E. Rosor.

Witness my hand and official seal.

My commission expires: March 2, 1963

Bennett E. Richards  
Notary Public

## ENGINEER'S CERTIFICATE

I, J. Russell Chambers, a registered Professional Engineer and Land Surveyor in the State of Colorado, do hereby certify that the plat and survey of LOVELAND PASS VILLAGE was made by me and under my supervision and that both are accurate to the best of my knowledge.

Dated this 9th day of May, A.D. 1960.

J. Russell Chambers  
Registered Professional Engineer and Land Surveyor

## ATTORNEY'S OPINION

I, Robert A. Theobald, being an Attorney-at-Law duly licensed to practice before courts of record of Colorado, do hereby certify that I have examined the titles of all lands herein dedicated and shown upon the within plat as a public way and that title to such lands is in the dedicators free and clear of all liens and encumbrances.

Dated this 9th day of May, A.D. 1960.

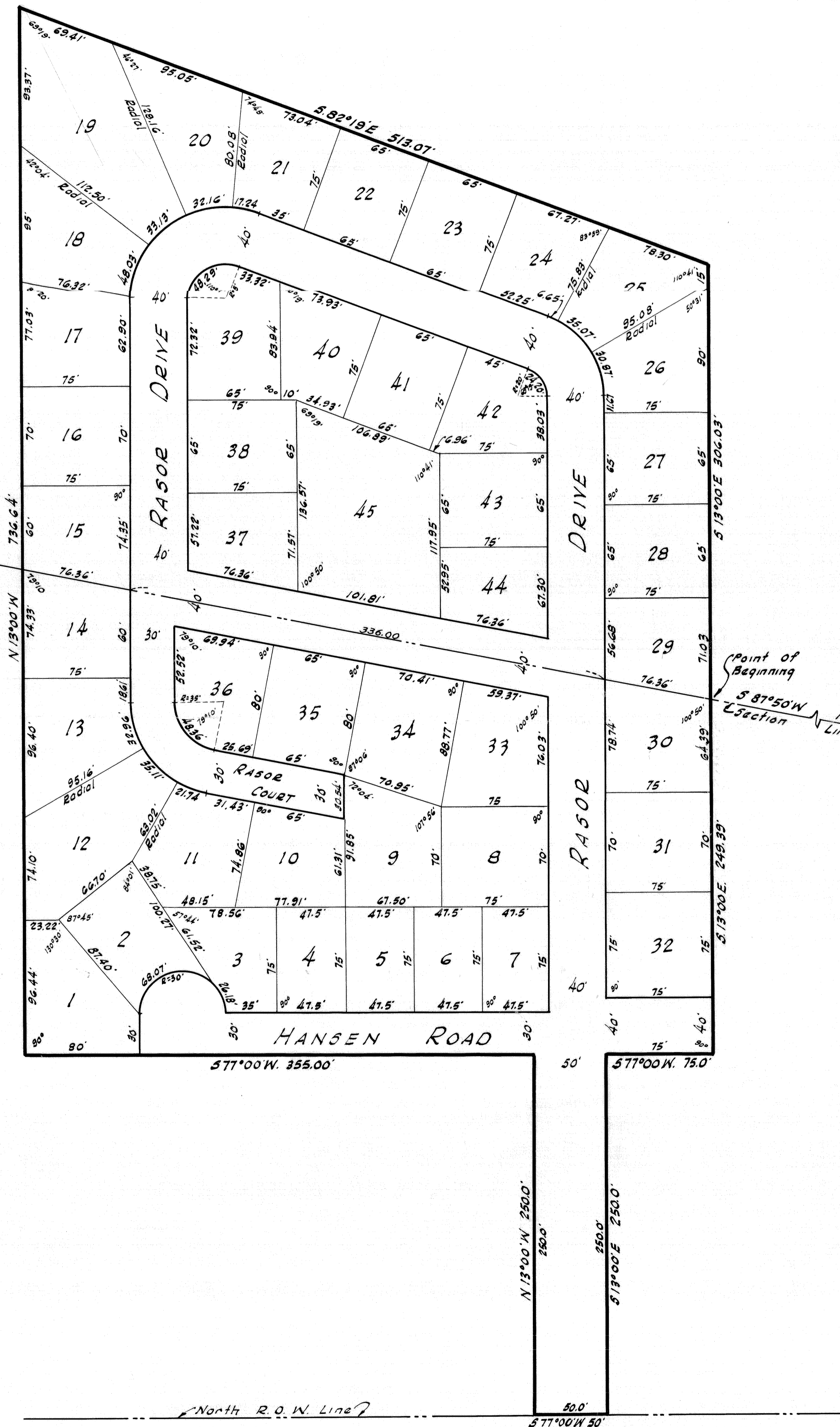
Robert A. Theobald  
Attorney-at-Law

## COUNTY CLERK AND RECORDER'S ACCEPTANCE

Accepted for filing in the office of the CLERK and RECORDER of SUMMIT COUNTY this 2 day of June, A.D. 1960.

Reception Number 91804 Time 10:25 A.M.

Virginia Freeman  
County Clerk and Recorder  
By: Deputy County Clerk



Scale: 1" = 50'

Richards-Chambers-Bunger  
Engineering Co.  
Consulting Engineers  
Lakewood, Colorado

COLORADO STATE HIGHWAY No. 6

#91804

# TOWN OF KEYSTONE, COLORADO

## STAFF REPORT

TO: Mayor & Town Councilmembers  
THROUGH: John Crone, Town Manager  
FROM: Jennifer Madsen, Town Attorney  
DATE: November 26, 2024 – Town Council Meeting  
SUBJECT: [SECOND READING AND PUBLIC HEARING] Ordinance  
2024-O-14, Implementing The Voter-Approved 2% Lodging  
Tax And Providing Penalties For The Violation Thereof

---

### **Executive Summary:**

On November 5, 2024, the Keystone voters who voted in the election overwhelmingly approved a ballot issue to impose a 2% lodging tax. The tax will be effective on January 1, 2025. To implement that tax, it is recommended that Town Council adopt an ordinance related to the process for the collection of the lodging tax.

This ordinance was approved on first reading with amendments. The amendments are addressed in more detail below.

### **Recommendation:**

Staff recommends that Council approve Ordinance 2024-O-14 on second reading.

### **Background:**

Draft Ordinance No. 2024-O-14 implements the voter-approved 2% lodging tax within the Town of Keystone, to be effective starting January 1, 2025. Here is an overview of its main elements:

1. Purpose: The tax is levied on short-term lodging rentals to fund capital infrastructure, highway safety, maintenance, and public safety. A special fund is created named the Lodging Tax Fund [Section 8].

2. Scope and Definitions:
  - The lodging tax applies to any person renting out accommodations such as hotels, motels, condos, and similar facilities [Definition of “lodging” in Section 3].
  - It defines key terms such as "lodging," "marketplace facilitator," and "vendor" [Section3].
3. Collection and Remittance:
  - Vendors must collect the tax from purchasers and remit it to the town monthly [Section 7].
  - Marketplace facilitators are responsible for collecting and remitting the tax for sales made on their platforms [Section 7].
  - Vendors must maintain records for three years for auditing purposes [Section 6]. The three-year time frame is consistent with the statute of limitations for unpaid tax.
4. Exemptions [Section 5]:
  - Lodging for continuous stays of 30 days or more.
  - Transactions involving the U.S. Government, the State of Colorado, and qualified 501(c)(3) organizations.
5. Enforcement and Penalties [Section 13]:
  - Penalties for non-compliance include fines, interest on unpaid taxes, and potential audits.
  - Violations are subject to additional fines and legal proceedings, including liens on property and potential public auctions for unpaid taxes.
6. Administration:
  - The Town Manager (or designee) is empowered to oversee tax collection, audit records, and enforce compliance.
  - Confidentiality of tax information is protected, except for audits or as required by law. This confidentiality is consistent with state law.



7. Appeals and Disputes:

- Vendors may appeal tax assessments within 10 days and must present their case in writing to the Town Manager. The Town Manager issues a decision on the assessment and the vendor can appeal that decision to the district court.

In sum, the ordinance ensures compliance with the lodging tax by setting detailed rules for tax collection, recordkeeping, and penalties for violations.

**Amendments to Ordinance 2024-O-14 on first reading are:**

Section 8 to be identical to ballot question. Revised Section 8 to read as follows:

There is hereby established a Lodging Tax Fund. The revenue derived from the lodging tax shall be deposited in the Lodging Tax Fund. The revenues in the Lodging Tax Fund shall only be spent on capital infrastructure, projects, Highway 6 safety, maintenance (such as improvements to streets and trails), and public safety.

Section 7 revised to clarify that the lodging tax is levied on the date of the lodging stay.

Revised Section 7 to read as follows:

Effective January 1, 2025, there is hereby levied and shall be collected and paid a lodging excise tax of two percent (2%) by every person for a lodging stay. The two percent (2%) lodging tax is levied on the purchase price paid or charged for such lodging.

The lodging excise tax shall be paid and collected on all lodging stays occurring on or after January 1, 2025, regardless of the date the person reserved the lodging stay.

A lodging stay definition is added to Section 2.

*Lodging stay* means the act of occupying or using lodging.

A WHEREAS clause was added to clarify the intent is that the lodging tax is to be paid based on a lodging stay and for all stays on or after January:

**WHEREAS**, the effective date of the lodging tax is January 1, 2025, and all stays on or after January 1, 2025, shall pay the 2% lodging tax;

## **Alternatives:**

Town Council may provide alternative direction on implementation of the lodging tax ordinance.

## **Financial Considerations:**

The financial considerations relate to the approval of the lodging tax. There are no financial considerations regarding the adoption of this ordinance other than administrative staff time in collecting the lodging tax.

## **Previous Council Actions:**

Town Council discussed the lodging session during work session in June, July and August of 2024 and adopted a resolution sending the 2% lodging tax to the voters for the November 5 election. Council approved the ordinance on first reading with amendments.

## **Next steps:**

If approved on second reading, the ordinance will be effective on January 1, 2025.

## **Suggested Motions:**

Approval:

I move to APPROVE Ordinance 2024-O-14, Implementing The Voter-Approved 2% Lodging Tax And Providing Penalties For The Violation Thereof

Denial:

I move to DENY Ordinance 2024-O-14, Implementing The Voter-Approved 2% Lodging Tax And Providing Penalties For The Violation Thereof

## **Attachment:**

- Ordinance 2024-O-14, Implementing The Voter-Approved 2% Lodging Tax And Providing Penalties For The Violation Thereof

**TOWN OF KEYSTONE  
ORDINANCE NO. 2024-O-14**

**AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF KEYSTONE,  
COLORADO, IMPLEMENTING THE VOTER-APPROVED 2% LODGING TAX AND  
PROVIDING PENALTIES FOR THE VIOLATION THEREOF**

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

**WHEREAS**, under the Taxpayer’s Bill of Rights, Article X, Section 20(4) of the Colorado Constitution (“TABOR”), governmental entities are required to obtain voter approval in advance for any tax rate increase; and

**WHEREAS**, by Resolution 2024-58, the Town Council (“Council”) approved the submittal to the registered voters of the Town of Keystone a ballot question regarding the imposition of a lodging tax of two percent (2%) on short-term rental lodging within the Town of Keystone, with proceeds of such tax to be used for capital improvements and public safety; and

**WHEREAS**, on November 5, 2024, a majority of the qualified electors the Town of Keystone casting ballots in the election voted in favor of the 2% lodging tax on short-term; and

**WHEREAS**, the effective date of the lodging tax is January 1, 2025, and all stays on or after January 1, 2025, shall pay the 2% lodging tax; and

**WHEREAS**, in accordance with that mandate, the Town Council implements a lodging tax on short-term lodging in the Town.

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

Section 1. Findings. The above and foregoing recitals are incorporated herein by reference and adopted as findings and determinations of the Town Council of the Town of Keystone.

Section 2. Legislative Intent. The legislative intent of the Town Council in enacting this Ordinance is that every person who, for consideration, leases or rents any hotel room, motel room or other accommodation located in the Town shall pay, and every person who furnishes for lease or rental any such accommodation shall collect, the tax imposed by this Ordinance.

Section 3. Definitions. For purposes of this Ordinance, the following words shall have the following meanings:

*Lodging* means rooms or accommodations for overnight use furnished by any person or the representative of any person to any person who for consideration uses, possesses, occupies or has the right to use, possess or occupy any such room or accommodation in a hotel, condominium hotel, apartment hotel, condominium, lodging house, motel, motor hotel, guest house, guest ranch, resort, mobile home, mobile home park, auto court, inn, trailer court, trailer park or hotel, under any concession, permit, lease, contract, license to use or other similar arrangement.

*Lodging stay* means the act of occupying or using lodging.

*Marketplace* means a physical or electronic forum, including, but not limited to, a store, a booth, an internet website, a catalog, or a dedicated sales software application, where the remote sale of lodging within the town is offered.

*Marketplace facilitator* means

1. A person who:
  - a. Contracts with a marketplace seller or multichannel seller to facilitate for consideration, regardless of whether or not the consideration is deducted as fees from the transaction, the remote sale of lodging within the town through the person's marketplace;
  - b. Engages directly or indirectly, through one (1) or more affiliated persons, in transmitting or otherwise communicating the offer or acceptance between a purchaser and the marketplace seller or multichannel seller; and
  - c. Either directly or indirectly, through agreements or arrangements with third parties, collects payment from the purchaser on behalf of the seller.
2. *Marketplace facilitator* does not include a person that exclusively provides internet advertising that does not otherwise meet this definition.

*Marketplace seller* means a person, regardless of whether or not the person is engaged in business in the town, which has an agreement with a marketplace facilitator and offers the remote sale of lodging within the town through a marketplace owned, operated, or controlled by a marketplace facilitator.

*Multichannel seller* means a vendor that offers for the remote sale of lodging within the town through a marketplace owned, operated, or controlled by a marketplace facilitator, and through other means.

*Purchase or Sale* means the furnishing for consideration by any person of lodging within the Town.

*Purchaser* means any person exercising the taxable privilege of purchasing lodging.

*Tax* means either the tax payable by the vendor, or the aggregate amount of taxes due from the vendor, during the period for which the vendor is required to pay the occupation tax on the provision of lodging under this Ordinance.

*Taxpayer* means the vendor obligated to pay the tax under the terms of this Ordinance.

*Vendor* means a person making sales of or furnishing lodging to a purchaser in the Town, and includes, but is not limited to, a marketplace facilitator, a marketplace seller, or multichannel seller.

Section 4. Levy of tax. Effective January 1, 2025, there is hereby levied and shall be collected and paid a lodging excise tax of two percent (2%) by every person for a lodging stay. The two percent (2%) lodging tax is levied on the purchase price paid or charged for such lodging.

The lodging excise tax shall be paid and collected on all lodging stays occurring on or after January 1, 2025, regardless of the date that the person reserved the lodging stay.

Section 5. Exempt Transactions. The following entities and transactions are exempt from the duty to pay tax under this Ordinance but not the duty to collect and remit the tax levied hereby:

- (1) All lodging as defined in this Ordinance furnished to any person who resides continuously for a period of thirty (30) consecutive days or more in rooms or accommodations or has the right to reside pursuant to any written concession, permit, contract, license to use or other written arrangement.
- (2) The United States Government, the State of Colorado, its departments and institutions and the political subdivisions thereof including the city, when acting in their governmental capacities and performing governmental functions and activities; and
- (3) Charitable, religious, and eleemosynary organizations that have received from the Internal Revenue Service status under Section 501(c)(3) of the Internal Revenue Code as a tax-exempt organization, while in the conduct of their regular charitable, religious or eleemosynary functions and activities.

Section 6. Collection of tax.

- (a) Every vendor making sales to a purchaser in the Town, which are taxable under the provisions of this Ordinance, at the time of making such sales is required to collect the tax imposed by section 4 from the purchaser.

- (b) The tax to be collected as provided by subsection (a) of this section shall be stated and charged separately from the sale price and shown separately from the sale price on any record thereof at the time when the sale is made or at the time when evidence of the sale is made or at the time when evidence of the sale is issued or employed by the vendor; provided, that when added such tax shall constitute a part of such purchase price or charge and shall be a debt from the purchaser to the vendor until paid and shall be recoverable at law in the same manner as other debts. The tax shall be paid by the purchaser to the vendor, as trustee for and on account of the town, and the vendor shall be liable for the collection thereof and on account of the town.
- (c) Taxes paid on the amount of gross sales which are represented by accounts which are found to be worthless and are actually and properly charged off as bad debts for the purpose of the income tax imposed by the laws of the state may be credited upon a subsequent payment of the tax herein provided; but if any such accounts are thereafter collected by the taxpayer, a tax shall be paid upon the amount so collected.
- (d) With respect to sales of lodging within the town made by marketplace sellers in or through a marketplace facilitator's marketplace, a marketplace facilitator has all the liabilities, obligations, and rights under this Ordinance.
- (e) The burden of proving that any transaction is exempt from the tax shall be upon the vendor.
- (f) It shall be the duty of every vendor to maintain, keep and preserve suitable records of all sales made by the vendor and such other books or accounts as may be required by the Town Manager or designee in order to determine the amount of the tax for which the vendor is liable under the Ordinance. It shall be the duty of every such vendor to keep and preserve for a period of three (3) years all such books, invoices and other records and the same shall be open for examination by the Town Manager or designee.

Section 7. Vendor responsible for payment of tax.

- (a) Amount: Every vendor shall add the tax imposed by section 4 to the purchase price or charge for lodging, and the vendor shall be liable and responsible to the town for the payment on a monthly basis of an amount equivalent to such tax on all gross taxable sales, and also liable and responsible to the town for any collection in excess of that equivalent amount. Every vendor shall on its return round each calculation, as directed on such form as the finance director may require, to the nearest whole dollar and remit the rounded amount. In rounding under this section, any amount of forty-nine cents (\$0.49) or less shall be rounded down, and any amount of fifty cents (\$0.50) or higher shall be rounded up.

(b) Returns: Every vendor shall on or before the twentieth (20) day of each month make a return to the Town Manager or designee for the preceding calendar month and remit to the finance director simultaneously therewith the total amount due the town as provided by subsection (a) of this section. Returns of the vendor, or the vendor's duly authorized agent, shall contain such information and be made in such a manner and upon such forms as the finance director may prescribe, and the finance director may, by regulation duly adopted, extend the time up to one (1) year for making returns and paying the tax due.

(c)

1. A marketplace facilitator engaged in business in the town is required to collect and remit lodging tax on all taxable sales of lodging within the town made by the marketplace facilitator, or facilitated by it for marketplace sellers or multichannel sellers to customers in the town, whether or not the marketplace seller for whom sales are facilitated would have been required to collect lodging tax had the sale not been facilitated by the marketplace facilitator.
2. A marketplace facilitator shall assume all the duties, responsibilities, and liabilities of a vendor. Marketplace facilitators shall be liable for the lodging taxes collected from marketplace sellers or multichannel sellers. The town may recover any unpaid lodging taxes, penalties, and interest from the marketplace facilitator that is responsible for collecting on behalf of marketplace sellers or multichannel sellers.
3. The liabilities, obligations, and rights set forth under this section are in addition to any duties and responsibilities the marketplace facilitator has under this Ordinance if it also offers lodging within the town for sale through other means.
4. A marketplace seller, with respect to sale of lodging within the town made in or through a marketplace facilitator's marketplace, does not have the liabilities, obligations, or rights of a vendor under this section if the marketplace seller can show that such sale was facilitated by a marketplace facilitator:
  - i. With whom the marketplace seller has a contract that explicitly provides that the marketplace facilitator will collect and remit lodging tax on all sales of lodging within the town subject to tax under this Ordinance; or
  - ii. From whom the marketplace seller requested and received in good faith a certification that the marketplace facilitator is registered to collect lodging tax and will collect lodging tax on all sales of lodging within the town subject to tax under this Ordinance made in or through the marketplace facilitator's marketplace.

5. If a marketplace seller makes a sale that is not facilitated by a licensed marketplace facilitator in a marketplace, the marketplace seller is subject to all of the same licensing, collection, remittance, filing and recordkeeping requirements as any other vendor.
  6. With respect to any sale of lodging within the town, the town shall solely audit the marketplace facilitator for sales of lodging within the town made by marketplace sellers or multichannel sellers but facilitated by the marketplace. The town will not audit or otherwise assess tax against marketplace sellers or multichannel sellers for sales facilitated by a marketplace facilitator.
- (d) All sums of money paid by the purchaser to the vendor as taxes imposed by this Ordinance shall be and remain public money, the property of the Town, in the hands of vendor, and the vendor shall hold the same in trust for the sole use and benefit of the town until paid to the Town Manager as herein provided. The vendor shall be in violation of this Ordinance for failure to pay such taxes.

Section 8. Lodging Tax Fund created. There is hereby established a Lodging Tax Fund. The revenue derived from the lodging tax shall be deposited in the Lodging Tax Fund. The revenues in the Lodging Tax Fund shall only be spent on capital infrastructure, projects, Highway 6 safety, maintenance (such as improvements to streets and trails), and public safety.

Section 9. Audit of records.

- (a) For the purpose of ascertaining the correct amount of the occupation tax on the provision of lodging due from any person engaged in such business in the Town under this Ordinance, the Town Manager, or designee, or an authorized agent may conduct an audit by examining any relevant books, accounts and records of such person.
- (b) All books, invoices, accounts and other records shall be made available within the Town limits and be open at any time during regular business hours for examination by the Town Manager, or designee, or an authorized agent. If any taxpayer refuses to furnish any of the foregoing information voluntarily when requested, the Town Manager may issue a subpoena to require that the taxpayer or its representative attend a hearing or produce any such books, accounts and records for examination.
- (c) Any exempt organization or person claiming exemption under the provisions of this Ordinance is subject to audit in the same manner as any other person engaged in the lodging business in the Town.

Section 10. Tax overpayments and deficiencies.



An application for refund of tax monies paid in error or by mistake shall be made within three (3) years after the date of payment for which the refund is claimed. If the Town Manager or designee determines that within three (3) years of the due date, a vendor overpaid the occupation tax on the provision of lodging, the Town shall process a refund or allow a credit against a future remittance from the same taxpayer. If at any time the Town Manager or designee determines the amount paid is less than the amount due under this Ordinance, the vendor shall pay the difference together with the interest within ten (10) days after receiving written notice and demand. The Town Manager may extend that time for good cause.

Section 11. Tax information confidential.

- (a) All specific information gained under the provisions of this Ordinance that is used to determine the tax due from a taxpayer, whether furnished by the taxpayer or obtained through audit, shall be treated by the Town and its officers, employees or legal representatives as confidential unless otherwise required by law. Except as directed by judicial order or as provided in this Ordinance, no Town officer, employee, or legal representative shall divulge any confidential information. If directed by judicial order, the officials charged with the custody of such confidential information shall be required to provide only such information as is directly involved in the action or proceeding. Any Town officer or employee who knowingly divulges any information classified herein as confidential, in any manner, except in accordance with proper judicial order, or as otherwise provided in this Ordinance or by law, shall be guilty of a violation hereof.
- (b) The Town Manager or designee may furnish to officials of any other governmental entity who may be owed sales tax any confidential information, provided that said jurisdiction enters into an agreement with the Town to grant reciprocal privileges to the Town.
- (c) Nothing contained in this Section shall be construed to prohibit the delivery to a taxpayer or their duly authorized representative a copy of such confidential information relating to such taxpayer, the publication of statistics so classified as to prevent the identification of particular taxpayers, or the inspection of such confidential information by an officer, employee, or legal representative of the Town.

Section 12. Forms and regulations.

The Town Manager or designee shall have the authority to adopt, amend, alter, and repeal administrative rules and regulations as may be necessary for the proper administration of this Ordinance and the collection and enforcement of the tax obligations imposed hereby. The Town Manager or designee is also authorized to prescribe forms to aid in the making of returns, the ascertainment, assessment and collection of said occupation tax on the provision of lodging, and in particular and without limiting the general language of this Ordinance, to prescribe:

- (1) A form of report on the provision of lodging to be supplied to all vendors;
- (2) The records which vendors providing lodging are to keep concerning the tax imposed by this Ordinance.

Section 13. Enforcement and penalties.

- (a) It shall be unlawful for any person to intentionally, knowingly, or recklessly fail to pay the tax imposed by this Ordinance, or to make any false or fraudulent return, or for any person to otherwise violate any provisions of this Ordinance. Each day, or portion thereof, that any violation of this Ordinance continues shall constitute a separate offense.
- (b) A penalty in the amount of ten percent (10%) of the tax due or the sum of ten dollars (\$10.00), whichever is greater, shall be imposed upon the vendor and become due if the tax is not remitted as required by this Ordinance, and one and one-half percent (1.5%) interest shall accrue each month on the unpaid balance. The Town Manager is hereby authorized to waive, for good cause shown, any penalty assessed.
- (c) If any part of a deficiency is due to negligence or intentional disregard of regulations, but without intent to defraud, there shall be added ten percent (10%) of the total amount of the deficiency together with interest from the vendor required to file a return. If any part of the deficiency is due to fraud with the intent to evade the tax, then there shall be added fifty percent (50%) of the total amount of the deficiency together with interest and in such case, the whole amount of the unpaid tax, including the additions, shall become due and payable ten (10) days after written demand by the Town Manager.
- (d) If any vendor fails to make a return and pay the tax imposed by this Ordinance, the Town may make an estimate, based upon available information of the amount of tax due and add the penalty and interest provided above. The Town shall mail notice of such estimate, by certified mail and regular mail, to the vendor at the address as indicated in the Town records. Such estimate shall thereupon become an assessment, and such assessment shall be final and due and payable from the

taxpayer to the Town Manager ten (10) days from the date of mailing of the notice; provided, however, that within the ten-day period such delinquent taxpayer may petition the Town Manager for a revision or modification of such assessment and shall, within such ten-day period, furnish the Town Manager with a written appeal petition and include the documents, facts and figures showing the correct amount of such taxes due and owing.

- (e) Such appeal petition shall be in writing and the facts and figures submitted shall be submitted either in writing or orally and shall be given by the taxpayer under penalty of perjury. After review of the petition, the Town Manager may modify such assessment in accordance with the facts submitted in order to effectuate the provisions of this Ordinance. Such assessment shall be considered the final order of the Town Manager, and may be reviewed under the Rule 106(a)(4) of the Colorado rules of Civil Procedure, provided that the taxpayer gives written notice to the Town Manager of such intention within ten (10) days after of the final order of assessment.

Section 14. Tax constitutes lien.

- (a) The tax imposed by this Ordinance, together with the interest and penalties herein provided and the costs of collection which may be incurred, shall be and, until paid, remain a first and prior lien superior to all other liens on all the tangible personal property of a taxpayer within the Town and may be foreclosed by seizing under distraint warrant and selling so much thereof as may be necessary to discharge the lien. Such distraint warrant may be issued by the Town Manager whenever the taxpayer is in default in the payment of the tax, interest, penalty or costs. Such warrant may be served and the goods subject to such lien seized by the Summit County Sheriff or any duly authorized employee of the Town. The property so seized may be sold by the agency seizing the same or by the Town Manager at public auction after ten (10) days have passed following an advertised notice in a newspaper published in the Town, in the same manner as is prescribed by law in respect to executions against property upon judgment of a court of record, and the remedies of garnishment shall apply.
- (b) Whenever the business or property of a taxpayer subject to this Ordinance is placed in receivership, bankruptcy or assignment for the benefit of creditors, or seized under distraint for taxes, all taxes, penalties and interest imposed by this Ordinance, and for which the taxpayer is in any way liable under the terms of this Ordinance, shall be a prior and preferred lien against all the property of the taxpayer, except as to other tax liens which have attached prior to the filing of the notice. No sheriff, receiver, assignee or other officer shall sell the property of any person subject to this Ordinance under process or order of any court, without first ascertaining from the Town the amount of any taxes due and payable under this Ordinance and, if there are any such taxes due, owing and unpaid, it shall be the duty of such officer to first pay the amount of the taxes out of the proceeds of such sale before making payment of any monies to any judgment creditor or other

claimants of whatsoever kind or nature, except the costs of the proceedings and other preexisting tax liens as above provided.

- (c) The tax imposed by this Ordinance shall be, and remain, a first and prior lien superior to all other liens on the real property and appurtenant premises at which the taxable transactions occurred.

Section 15. Recovery of unpaid tax.

- (a) The Town may also treat any such taxes, penalties, costs or interest due and unpaid as a debt due the Town from the taxpayer.
- (b) In case of failure to pay the taxes, or any portion thereof, or any penalty, costs or interest thereon, when due, the Town may recover at law the amount of such taxes, penalties, costs, the reasonable value of any attorney's time or the reasonable attorney's fees charged, plus interest, in any county or district court of the county wherein the taxpayer resides or had a principal place of business (at the time the tax became due) having jurisdiction of the amount sought to be collected.
- (c) The return of the taxpayer or the assessment made by the Town shall be prima facie proof of the amount due.
- (d) Such actions may be actions in attachment, and writs of attachment may be issued to the Summit County Sheriff, and in any such proceeding no bond shall be required of the Town Manager, nor shall any sheriff's deputy require of the Town an indemnifying bond for executing the writ of attachment or writ of execution upon any judgment entered in such proceedings. The Town may prosecute appeals in such cases without the necessity of providing bond therefor.
- (e) The Town may certify the amount of any delinquent tax, plus interest, penalties and the costs of collection, as a charge against the property at which the taxable transaction occurred to the Summit County Treasurer for collection in the same manner as delinquent ad valorem taxes.

Section 16. Hearings, subpoenas and witness fees.

- (a) Hearings before the Town pursuant to the provisions of this Ordinance shall be held in accordance with this Ordinance and rules and regulations promulgated by the Town. Any subpoena issued pursuant to this Ordinance may be enforced by the Municipal Judge pursuant to Section 13-10-112(2), C.R.S. The fees of witnesses for attendance at hearings shall be the same as the fees of witnesses before the district court, such fees to be paid when the witness is excused from further attendance. When the witness is subpoenaed at the instance of the Town, such fees shall be paid in the same manner as other expenses under the terms of this Ordinance, and, when a witness is subpoenaed at the instance of any party to any such proceeding, the Town may require that the cost of service of the subpoena and the fee of the witness be borne by the party at whose instance the witness is summoned. In such case, the Town, at its discretion, may require a deposit to cover the cost of such service and witness fees. A subpoena issued as aforesaid shall be served in the same manner as a subpoena issued out of a court of record.
- (b) The Municipal Judge, upon the application of the Town, may compel the attendance of witnesses, the production of books, papers, records or memoranda, and the giving of testimony before the Town's duly authorized hearing officers, by an action for contempt, or otherwise, in the same manner as production of evidence may be compelled before the Court.

Section 17. Depositions.

The Town or any party in an investigation or hearing before the Town Manager may cause the deposition of witnesses residing within or without the State to be taken in the manner prescribed by law for like depositions in civil actions in courts of this State and to that end compel the attendance of witnesses and the production of books, papers, records or memoranda.

Section 18. Statute of limitations.

- (a) Except as otherwise provided in this Section, the taxes for any period, together with interest thereon and penalties with respect thereto, imposed by this Ordinance shall not be assessed, nor shall notice of lien be filed, or distraint warrant be issued, or suit for collection be instituted, or any other action to collect the same be commenced, more than three (3) years after the date on which the tax was or is payable. Nor shall any lien continue after such period, except for taxes assessed before the expiration of such three-year period, notice of lien with respect to which has been filed prior to the expiration of such period.
- (b) In case of a false or fraudulent return with intent to evade taxation, the tax, together with interest and penalties thereon, may be assessed, or proceedings for the collection of such taxes may be commenced at any time.

- (c) Before the expiration of such period of limitation, the taxpayer and the Town Administrator may agree in writing to an extension thereof, and the period so agreed on may be extended by subsequent agreements in writing.

Section 19. Should any one or more sections or provisions of this Ordinance or of the Code provisions enacted hereby be judicially determined invalid or unenforceable, such judgment shall not affect, impair or invalidate the remaining provisions of this Ordinance or of such Code provision, the intention being that the various sections and provisions are severable.

Section 20. Any and all Ordinances or Codes or parts thereof in conflict or inconsistent herewith are, to the extent of such conflict or inconsistency, hereby repealed; provided, however, that the repeal of any such Ordinance or Code or part thereof shall not revive any other section or part of any Ordinance or Code provision heretofore repealed or superseded.

Section 21. Codification. This ordinance may be codified and numbered for purposes of codification without the need for further approval by the Town Council.

Section 22. Effective Date. After adoption by the Town Council, this ordinance shall take effect on January 1, 2025.

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

\_\_\_\_\_ DAY OF \_\_\_\_\_, 2024.

\_\_\_\_\_  
Kenneth D. Riley, Mayor

ATTEST:

\_\_\_\_\_  
Town Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Town Attorney

READ, PASSED AND ADOPTED WITH A ROLL CALL VOTE OF \_\_\_\_ IN FAVOR AND \_\_\_\_ OPPOSED ON SECOND READING, AT A REGULAR MEETING OF THE TOWN COUNCIL OF THE TOWN OF KEYSTONE, COLORADO, THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2024.

\_\_\_\_\_  
Kenneth D. Riley, Mayor

ATTEST:

\_\_\_\_\_  
Town Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Town Attorney

# TOWN OF KEYSTONE, COLORADO

## STAFF REPORT

TO: Mayor & Town Councilmembers  
THROUGH: John Crone, Town Manager  
FROM: Jennifer Madsen, Town Attorney  
DATE: November 26, 2024 – Town Council Meeting  
SUBJECT: Resolution 2024-73, Approving Amended Town Council Bylaws

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### **Executive Summary:**

Town Council provided direction to amend its bylaws to allow for public comment at work sessions. Resolution 2024-73 approves the amended Town Council Bylaws.

### **Background:**

Town Council adopted bylaws on April 9, 2024. At the November 12 meeting, Town Council provided direction on the changes to the bylaws to allow for public comment at work session meetings. Paragraph 2.4.c. is revised to allow for public comment. This revision is consistent with Council's public comment resolution. The changes to Paragraph 2.4.c are underlined:

A study or work session shall *customarily* be limited to the presentation of information to the Town Council and to Town Council's discussion of such information. Public comment will be permitted at the start of work sessions and must pertain to topics listed on the work session agenda. Each individual's comment is limited to three minutes, with a total public comment period not to exceed thirty (30) minutes. Public comment is intended solely for presenting opinions or information to the Town Council and is not designed for dialogue or



discussion. Therefore, Town Council will not engage in a debate, respond to questions, or participate in back-and-forth discussions with the speaker during this time.

**Alternatives:**

Town Council could provide direction related to the amendments to the bylaws.

**Financial Consideration:**

There is no financial impact of the amended bylaws.

**Previous Council Actions:**

Discussions of this bylaws revisions occurred at the November 12 regular meeting.

**Next Steps:**

If approved, the amended bylaws will be effective immediately.

**Suggested Motions:**

APPROVE:

I move to APPROVE Resolution 2024-73, A Resolution Of Town Council Of The Town Of Keystone, Colorado Approving Amended Town Council Bylaws

DENY:

I move to DENY Resolution 2024-73, A Resolution Of Town Council Of The Town Of Keystone, Colorado Approving Amended Town Council Bylaws

**Attachments:**

- Resolution 2024-73, A Resolution Of Town Council Of The Town Of Keystone, Colorado Approving Amended Town Council Bylaws
- Amended Bylaws dated November 26, 2024
- [Resolution 2024-18 – Adopting a Policy Regarding Public Comment](#)

**TOWN OF KEYSTONE  
Summit County, Colorado**

**RESOLUTION 2024-73**

**A RESOLUTION OF TOWN COUNCIL OF THE TOWN OF KEYSTONE, COLORADO  
APPROVING AMENDED TOWN COUNCIL BYLAWS**

WHEREAS, the Town of Keystone (“Town”) is a home rule municipality governed by the Keystone Home Rule Charter; and

WHEREAS, the Town of Keystone is authorized to adopted procedures to govern the conduct of meetings and the conduct of public business; and

WHEREAS, on April 9, 2024, the Town Council approved Town Council Bylaws; and

WHEREAS, Town Council desires to amend the bylaws to allow for public comment at work session meetings; and

WHEREAS, Town Council desires to approve amended Town Council Bylaws.

**Now, Therefore, be it Resolved by the Town Council of the Town of Keystone, Colorado, that:**

Section 1. The Town Council of the Town of Keystone hereby adopted the Town Council Bylaws dated April 9, 2024, to govern the conduct of meetings and the conduct of public business. Town Council approves amended Town Council bylaws dated November 26, 2024.

Section 2. Effective Date. This Resolution shall take effect upon its approval by the Town Council.

**ADOPTED by a vote of \_\_ in favor and \_\_ against, this \_\_\_\_\_ day of \_\_\_\_\_, 2024.**

By: \_\_\_\_\_  
Kenneth D. Riley, Mayor

ATTEST:

Approved as to Form:

By: \_\_\_\_\_  
Town Clerk

By: \_\_\_\_\_  
Town Attorney

# TOWN OF KEYSTONE, COLORADO

## TOWN COUNCIL BYLAWS

<b>DATE OF POLICY/REVISIONS:</b>	<b>Original Enactment: April 9, 2024, Resolution No. 2024-32; amended on November 12, 2024, Resolution No. 2024-68; amended on November 26, 2024, Resolution No. 2024-73</b>
<b>SCHEDULED REVIEW AND REVISION:</b>	<b>As deemed necessary or desired by the Town Council or upon recommendation of the Town Manager or Town Attorney.</b>
<b>ATTACHMENT(S):</b>	<b>None</b>
<b>AUTHORITY/REFERENCE(S):</b>	<b>Keystone Charter, Section 3.8.  Titles 29 and 31, C.R.S., and the Colorado Open Meetings Law, C.R.S. §§ 24-6-401 <i>et seq.</i>, as interpreted by the Colorado appellate courts.</b>

## TOWN COUNCIL BYLAWS

**These Bylaws** are intended to direct and assist the Town Council for the Town of Keystone, Colorado, in the conduct of meetings and the conduct of public business. These Bylaws and Procedures shall be interpreted consistently with the Keystone Home Rule Charter (“Charter”) and, in the event of a conflict between these Bylaws and Procedures and the Charter, the Charter shall govern and control.

References to “Councilmember,” “Councilmembers,” or “Town Council” shall include the Mayor unless the context provides otherwise.

### I. **Legislative Body & Officers.**

#### 1.1 Town Council

The Town Council is the legislative and governing body of the Town.

#### 1.2 Mayor – Presiding Officer

The Mayor shall be the Presiding Officer at all meetings of the Town Council. The Mayor is a member of the Town Council. The role of Presiding Officer may be assigned to another member of the Town Council in accordance with the Rules of Order.

#### 1.3 Mayor Pro Tem

The Town Council shall elect one of its members to serve as Mayor Pro Tem in accordance with the Keystone Home Rule Charter. The process for nomination and election of the Mayor Pro Tem shall be determined by the Town Council which process may be established by Resolution.

#### 1.4 Temporary Chair

- a. In the event of the absence, conflict of interest, or disability of both the Mayor and Mayor Pro Tem that would prevent them from attending any meeting of the Town Council, the Town Clerk shall call such meeting to order and shall call the roll. The Town Council shall then proceed to elect, by a majority vote of those present, a Councilmember to serve as the Temporary Chairperson for the meeting.
- b. The Temporary Chairperson shall serve as Presiding Officer until the arrival or the resolution of the conflict of interest of the Mayor or Mayor Pro Tem at which time the Temporary Chair shall relinquish the chair upon conclusion of the agenda item or other business then before the Town Council.

## II. **Town Council Meetings.**

### 2.1 Regular Meetings

- a. The Town Council shall meet regularly at least once each month at a day and hour and place to be fixed by the Rules of Order of each Town Council adopted by Resolution. The intent is that the Town Council will conduct in person meetings, unless circumstances necessitate another form of meeting. The procedures for in person meetings and the circumstances necessitating another form of meeting shall be defined by the Rules of Order of the Town Council. (Charter § 3.1)
- b. For ease of administration, an approved schedule of meeting dates, times, and places for regular meetings may be administratively considered and approved for each calendar year by the Town Council. The Town Council reserves the authority to modify or adjust any previously approved meeting schedule or to change meeting days or times as may be needed for convenience or to accommodate holidays, anticipated lack of quorum, and other events or circumstances.
- c. When a regular meeting must be cancelled due to unforeseen or unanticipated circumstances, such as but not limited to emergency, adverse weather conditions, absence of quorum, or failure to post any required public notice, the Mayor, or the Mayor Pro Tem in the Mayor's absence, is authorized to instruct staff to cancel the regular meeting and the Mayor may reschedule the meeting to another date and time. The Town Clerk shall prepare a notice of the meeting cancellation and the rescheduled meeting and shall cause the notice to be delivered through reasonable and customary means, including by posting notice on public entry doors of the Keystone Center and posting on the Town's Website.

### 2.2 Special Meetings

- a. Special meetings of the Town Council shall be called by the Town Clerk on the oral request of two (2) or more members of Town Council with at least twenty-four (24) hours' notice to each member of the Town Council and to the public, delivered in accordance with the Rules of Order of the Town Council and the requirements of this Charter and the Colorado Open Meetings Law. (Charter § 3.2)
- b. No business shall be conducted at a special meeting of the Town Council unless the business has been stated in the notice of such meeting; except that any business which may lawfully come before a regular meeting of the Town Council may be transacted at a special meeting if all members of the Town Council present consent thereto and all the Councilmembers absent file their written consent.
- c. Executive sessions may be held during any properly convened special meeting.

### 2.3 Emergency Meetings

- a. Emergency meetings of the Town Council shall be called by the Town Clerk on the oral request of two (2) or more members of Town Council with less than twenty-four (24) hours' notice. An emergency meeting may be called in the event of an immediate danger or threat to the public health, welfare, peace, safety or property for the purpose of preservation or protection of the public health, welfare, peace, safety or property. Unless it is impractical, all members of the Town Council shall be notified of such meeting and such meeting may be held if a Quorum consents. Maximum practical notice, including posted notice, shall be given to the public stating the purpose, time, place and manner of any such meeting. (Charter § 3.3)
- b. Any business which may lawfully come before a regular meeting of the Town Council may be transacted at an emergency meeting.
- c. Due to the emergency nature of the meeting, no Quorum of the Town Council is required although a Quorum is strongly desired wherever practicable. Where a Quorum does not attend the emergency meeting, the action of the Town Council at the emergency meeting will need to be ratified by the Town Council at the next meeting at which a Quorum is in attendance.

### 2.4 Study or Work Sessions

- a. The Town Council may hold study or work sessions as deemed necessary or desirable. Study or work sessions shall be called in the same manner as a Special Meeting or called by the Town Manager in consultation with the Town Clerk.
- b. No legally binding or formal action shall be taken at any such session. The Council may provide general administrative direction to the Town Manager by simple concurrence or consensus of the members of the Town Council.
- c. A study or work session shall *customarily* be limited to the presentation of information to the Town Council and to Town Council's discussion of such information. Public comment will be permitted at the start of work sessions and must pertain to topics listed on the work session agenda. Each individual's comment is limited to three minutes, with a total public comment period not to exceed thirty (30) minutes. Public comment is intended solely for presenting opinions or information to the Town Council and is not designed for dialogue or discussion. Therefore, Town Council will not engage in a debate, respond to questions, or participate in back-and-forth discussions with the speaker during this time.
- d. No Quorum shall be required at any study or work session.
- e. Executive sessions shall not be conducted during a study or work session.

## 2.5 Quorum

Where a quorum is required by these Bylaws, a majority of the members of the Town Council in office shall constitute a quorum for the transaction of business at all Town Council meetings. In the absence of members for a quorum for a regular meeting, a meeting may be rescheduled to a later date and time as permitted by Town Council's adopted Rules of Order.

## 2.6 Meetings to be Public

All meetings of the Town Council shall be open to the public except as permitted by law. At Town Council meetings, members of the public shall have a reasonable opportunity to be heard except for those meetings that are designated as study or work sessions. In compliance with the Colorado Open Meetings Law, the Town Clerk shall keep a record of the proceedings of each meeting. The intent is that, when feasible, Town Council will allow for a remote meeting option for the public's attendance and participation at open meetings. (Charter § 3.5) The Town Council may adopt a remote meeting policy to further define the public's attendance and participation through the remote meeting option.

## 2.7 Meeting Notice

The Town Council shall adopt a Resolution that establishes public notice and posting requirements in accordance with the Colorado Open Meetings Law including designating the Town official site for posting the agenda at least 24 hours in advance of the public meeting (except for emergency meetings as governed by Charter § 3.3) and such designation shall be deemed automatically readopted at the Town Council's first regular meeting of each calendar year unless otherwise determined by the Town Council. (Charter § 3.10)

## 2.8 Town Council Attendance and Absences

- a. All Town Councilmembers are expected to attend all regular, special, work and study session meetings unless excused from attendance in accordance with this section. Councilmembers are expected to attend Town Council meetings in person unless a different form of attendance is authorized or in person attendance is excused. (Charter § 3.9)
- b. Three (3) or more unexcused absences by a member of the Town Council in any one (1) calendar year shall constitute grounds for sanctions or removal.
- c. If a Councilmember is absent for both a work or study session on the same date, that absence is only counted as one and not two absences.
- d. Members of the Town Council who are absent from a meeting are encouraged to participate electronically, in accordance with the electronic participation policy. However, members participating electronically are not allowed to engage in or vote on quasi-judicial matters. The Mayor shall



strive to ensure that no more than three members of the Town Council participate electronically at any given time.

e. Excused Absences.

1. The Presiding Officer shall excuse an absence of the Mayor or any Councilmember from all or any portion of a meeting where:
  - (i) The Mayor or Councilmember contacted the Mayor, Town Manager, or Town Clerk *in advance* of the meeting regarding the reason for the absence; *and*
  - (ii) The reason for the absence is due to circumstances that were unforeseeable or unavoidable, such as but not limited to illness, family emergency, or work emergency. An excuse shall not be granted where the Mayor or Councilmember's absence is due to the person's desire to attend other meetings or functions unless the person's attendance at the meeting or function was: (i) requested or directed by the Town Council; or (ii) undertaken in the Councilmember's appointed role as Town Council representative to a board, commission, or body.
2. The Presiding Officer may excuse an absence of any Councilmember from a meeting or a portion of a meeting *subsequent to* the meeting where:
  - (i) The Councilmember's requested excuse was due to circumstances that were unforeseeable or unavoidable, such as but not limited to, accident, emergency, illness, or last-minute familial obligations; and
  - (ii) The circumstances surrounding the excuse did not permit the Councilmember to timely contact the Mayor, Town Manager, or Town Clerk prior to the meeting as provided by paragraph (B) above.
3. The Presiding Officer shall excuse up to two (2) absences of the Mayor or any Councilmember from all or any portion of a meeting for any reason. If advance notice is provided, an excused absence may be ratified by Town Council on the consent agenda.
4. The Presiding Officer shall excuse an absence of the Mayor or Councilmember from a special meeting if the absence is due to a commitment or conflict scheduled prior to the scheduling of the date of the special meeting and which absence the Mayor or Councilmember was unable to reschedule.

5. The Presiding Officer's decision regarding the recognition or denial of any absence shall be subject to appeal as provided by the Rules of Order.

## 2.9 Town Attorney

Unless otherwise excused by the Town Council, the Town Attorney or the Town Attorney's designated representative is expected to attend all regular, special, or emergency meetings of the Town Council and attend such other meetings and sessions of the Town Council as the Town Council may request. The Town Attorney may attend meetings by a remote meeting option.

## 2.10 Town Clerk, Written Minutes, and Official Record

- a. The Town Clerk, or the Town Clerk's designated representative, shall attend and shall keep written minutes of each regular or special meeting of the Town Council. Written meeting minutes may be a brief and concise summary or synopsis of actions taken by the Town Council, the titles of ordinances and resolutions considered, votes taken, and other action items and general topics of discussion. Meeting minutes need not record what was said during the meeting.
- b. The minutes shall record how each Councilmember voted on each question, except that where the vote was unanimous it shall only be necessary for the minutes to so state.
- c. The official record of a Town Council meeting shall be the Town's electronic recording of the meeting, if any, and in the absence of an electronic recording or in the event of recording equipment malfunction, the official record shall be the written meeting minutes.
- d. A Councilmember shall have the privilege of having his or her statement on any subject then under consideration by the Town Council entered into the written minutes. Such request must be made before the Presiding Officer puts the question to a vote and must be accompanied by the statement, "For the Record," to alert the Town Clerk of the need to include such remarks in the written minutes. A Councilmember's lengthy statement for the record is strongly encouraged to be submitted to the Town Clerk in writing prior to the meeting. At the Town Clerk's discretion, unwritten lengthy oral statements may be summarized in the written minutes with attribution to the speaker.
- e. Minutes of a previous meeting will not be read provided each member of Town Council has been provided access to a copy of the minutes in advance of the meeting at which the minutes are to be approved. Written minutes shall be initially set for approval on a consent agenda. Any Councilmember may request that the minutes be removed from the consent agenda for full discussion and consideration of proposed amendments or revisions by the Town Council prior to any motion for

approval. Every Councilmember may, at the member's option, vote to approve or reject the minutes of any meeting notwithstanding such member's absence from the meeting.

- f. At any time prior to the Town Clerk's certification of the minutes as approved by the Town Council, the Town Clerk may change the minutes to correct spelling or typographical errors, provided that such change does not alter the substance or meaning of the minutes.
- g. The Clerk of the meeting at which the minutes are approved shall sign the approved minutes.

#### 2.11 Agenda and Order of Business

- a. A regular meeting of the Town Council will have an established order of business generally along the following guidelines which may be modified by the Presiding Officer in accordance with the Rules of Order:
  - 1. Call to Order, Roll Call
  - 2. Approval of Agenda
  - 3. Recognitions, proclamations, and appointments
  - 4. Communications to Council
  - 5. Consent agenda (handling of routine business)
    - A. First Reading of Ordinances
    - B. Resolutions
    - C. Approval of Town Council Minutes
    - D. Excused Absences
  - 6. Discussion Business
    - A. Consideration of Ordinances (second reading/public hearing)
    - B. Resolutions
    - C. Other
  - 7. Planning Matters
  - 8. Reports
  - 9. Other Matters
  - 10. Adjournment

#### 2.12 Setting Agendas

The Mayor and the Town Manager have the task of setting the meeting agendas for regular and special meetings and for work sessions of the Town Council. In addition, two members of the Town Council may request that the Town Manager place an item on a meeting agenda.

#### 2.13 Requesting Future Agenda Items

Any Councilmember, the Town Manager, or the Town Attorney may request that the Town Council formally consider any Town business or other matter of public interest at a future

meeting by raising the request with the Town Council during any **regular** meeting. Upon confirmation by a consensus of the Town Council that the Town Council desires to entertain consideration or review of the proposed business or matter, the Presiding Officer shall instruct the Town staff to set the matter on the next available agenda or on the agenda of a specific meeting.

2.14 Adjournment of Regular Meetings by 9:00 p.m.

A Town Council regular meeting shall customarily adjourn at or before 9:00 p.m. Extending a regular meeting beyond 9:00 p.m. shall require approval of a motion to suspend the required adjournment requirement. A motion may propose to limit the agenda matters to be considered after 9:00 p.m. and/or set a later time for adjournment.

As an express condition of adjournment, the Town Council shall formally move to continue or postpone all agenda items that will not be considered following adjournment in accordance with the Rules of Order.

III. **Meeting Procedures.**

3.1 Parliamentary Rules/Rules of Order

- a. Bob's Rules of Order for Colorado Local Governments (Peak Nine Press 2023) shall be the parliamentary rules of order for meetings of the Town Council ("Rules of Order").
- b. The following additional rules shall be incorporated into the Rules of Order:
  1. A Councilmember shall not engage in the review or transmission of electronic mail or other forms of digital communications or be connected to the Internet during any quasi-judicial matter.
  2. Addressing the Town Council – Time Limitations.
    - (i) Councilmember's access to the floor when addressing the Town Council shall be limited in time as provided by the Rules of Order;
    - (ii) Guests, presenters, and speakers invited to present to the Town Council shall be limited in time as established or directed by the Presiding Officer; and
    - (iii) For all other persons wishing to address the Town Council (other than public hearings, see V. below), such persons shall be limited to three (3) minutes for any presentation unless the Presiding Officer establishes a different time limitation applicable to all such persons wishing to address the Town Council.
- c. Voting Methods.

1. A simultaneous voice vote or show of hands shall generally be used provided that an announcement is made regarding the result of the vote, including identification of Councilmember(s) voting on the non-prevailing side.
2. The Presiding Officer may direct a vote to be made by roll call. A roll call vote by voice shall be *required* for:
  - (i) All ordinances on final reading;
  - (ii) Any resolution appropriating or borrowing money;
  - (iii) Any resolution pertaining to new or existing taxes;
  - (iv) Any action concerning an initiative or referendum petition; and
  - (v) Conveyance of interests in real property.
3. Manner of Roll Call. When roll call voting is used, the roll call vote shall be taken in alphabetical order in a rotating manner, as follows: on the first roll call vote for the meeting, the Town Clerk will begin with the first Councilmember's name on the list; on the second vote, the Town Clerk will begin with the second Councilmember's name on the list and end with the first Councilmember name on the list, and continue to rotate the order in this manner. Such rotation will continue without interruption from meeting to meeting.

### 3.2 Meeting Decorum

- a. For regular and special meetings, each Councilmember shall be addressed as Mr./Ms. (last name) or Councilmember (last name); the Mayor shall be addressed as Mr./Ms. Mayor or Mayor (last name); Town staff, citizens, consultants, contractors shall be addressed as Mr./Ms. (last name). A less formal recognition of Councilmembers and others shall be acceptable for study or work sessions and executive sessions.
- b. At any regular or special meeting of the Town Council, any member of the public desiring to address the Town Council shall first secure the permission of, and be recognized by, the Presiding Officer.
- c. Each person addressing the Town Council shall be asked to provide his or her name and address for the record. All comments shall be addressed to the Presiding Officer and to the Town Council as a body and not to any particular Councilmember thereof or to other members of the audience.
- d. Actions which unreasonably disrupt a meeting shall be out of order. "Disrupt" shall mean evidently intended or designed to prevent, or reasonably preventing, the Town Council from conducting business. Disruptive actions may include, but not limited to: (i) constant or consistent shouting following the Presiding Officer's request to speak in a conversational voice; (ii) the use of horns, bells, or other sources of

unwanted and unnecessary sound or noise; (iii) repeated speaking or interruption of the meeting without first obtaining the floor or without being acknowledged by the Presiding Officer; or (iv) threats of harm or violence. Refusal to heed requests to cease disruption may subject the person to removal from the meeting.

- e. The use of amplified sound or noise in any meeting shall not be permitted unless approved by the Presiding Officer as a necessary part of a presentation by a speaker. The Town's use of methods to amplify the voices of the Councilmembers shall be permitted.
- f. To prevent obstructing the view and hearing of persons attending a meeting, posters, banners, signs, or other forms to display shall be permitted in meeting rooms provided that such items or materials are placed against and along the side perimeter walls of the room in a manner not to interfere with access or the safety of attendees. No posters, banners, signs, or other forms to display shall be located behind the Town Council dais. The Presiding Officer may designate the appropriate location(s) for posters, banners, signs, or other forms to display.

#### **IV. Procedure for Passage of Ordinances (Charter § 6.5)**

The procedure for the passage of an Ordinance, other than an Emergency Ordinance, shall be as follows:

- a. Introduction (first reading) of the Ordinance at any regular or special meeting and vote by the Town Council in accordance with the voting requirements established by the Charter to move the proposed legislation forward to the second reading. Introduction and first reading of the Ordinance may be by placement on the Town Council's consent agenda for such meeting.
- b. If the Ordinance is passed upon first reading, publicizing by title only and in accordance with the requirements, methods, and procedures for publicizing Ordinances as adopted by the Town Council by Ordinance.
- c. Consideration of the Ordinance on second reading at a meeting not earlier than six (6) days after the first reading.
- d. Public hearing on the Ordinance (See V. Below).
- e. Roll call vote of the Town Council on the Ordinance following the public hearing.
- f. Any ordinance may be amended before final passage by a roll call of the Town Council.
- g. After final passage, the Town Clerk shall publicize the Ordinance by title only with the statement that the full text is available for public inspection and acquisition in the office of the Town Clerk. Whenever possible, publicizing shall be within ten (10) days after final passage.

- h. Unless a later date is specified in the text of the Ordinance, an Ordinance other than an Emergency Ordinance shall take effect and be enforced thirty (30) days after final publication.

## V. **Public Hearings – Procedures.**

Public hearings required by law shall be conducted in general accordance with the following procedures. Deviations from these procedures that do not substantially affect the fairness and outcome of the hearing shall be permitted with or without approval of the Town Council.

- a. Town Clerk shall read the title or subject matter of the item into the record.
- b. The Presiding Officer, in the order indicated, will:
  - 1. Declare the public hearing open;
  - 2. Announce the public hearing procedures (if such procedures were not previously explained to the audience in a prior hearing during the same meeting);
  - 3. Establish, when determined to be necessary, reasonable time limits for the presentation to the Town Council of public comments and testimony during the hearing. Where no other time limits are established:
    - (i) Town staff or Town consultants shall not be limited except as directed by the Presiding Officer;
    - (ii) An applicant, permittee, or petitioner (or their representative) whose property or other legal rights are the subject of determination during the public hearing shall not be subject to time limitations provided that the applicant, permittee, or petitioner avoids redundant and duplicative testimony or presentation of evidence;
    - (iii) Scheduled speakers invited to present information to the Town Council shall not be subject to time limitations except as directed by the Presiding Officer; and
    - (iv) All other persons shall be limited to three (3) minutes;
  - 4. Ask for an introductory presentation by the Town Administration, if appropriate;
  - 5. Ask for the applicant's, permittee's, or petitioner's presentation, if appropriate;
  - 6. Provide opportunity for public presentation by those who are in favor of the matter, opposed to the matter, or who may have general questions regarding the pending matter.

7. Any person speaking or presenting any information at the hearing may be questioned by the Town Council and, with the consent of the Presiding Officer, by the Town Administration.
  8. The Presiding Officer will ask, at times during the hearing determined by the Presiding Officer, if any member of Town Council has any questions of, or desires any additional information from, anyone who has spoken or has presented information during the hearing. If such is the case, a member of Town Council may direct the question and/or request through the Presiding Officer to such individual and the response will be limited to the answer of the question, as stated.
- c. Cross-examination of persons providing testimony or evidence shall not be permitted.
  - d. The Presiding Officer may, on his/her own initiative or at the request of a Councilmember or the applicant, permittee, or petitioner, afford the applicant, permittee, or petitioner an opportunity to rebut or address statements or testimony presented by the general public or Town Administration. Rebuttal shall be limited only to subjects and matters raised during the hearing and is not intended to provide an opportunity for the applicant, permittee, or petitioner to present new evidence or information not offered during the main presentation. The Presiding Officer may, in the Officer's discretion, provide an opportunity for the general public to address issues, information, or matters newly raised during a rebuttal.
  - e. Following questions from Town Council, the Presiding Officer will declare the public hearing closed and the matter will be remanded to the Town Council for consideration.
  - f. Upon the closure of the public hearing, the Town Council will seek to avoid additional questioning of any hearing participant except as may be found necessary by the Presiding Officer to quickly clarify a factual question or resolve a factual matter of dispute between members of the Town Council. No additional unsolicited testimony shall be entertained or accepted by the Town Council. The public hearing may only be reopened for good cause shown by a majority vote of the quorum present and only for the sole purpose of receiving specifically identified and focused testimony. In the event a public hearing is reopened, all persons in attendance shall be provided an opportunity to provide testimony regarding the specifically identified matter for which the hearing was reopened.
  - g. The Town Council may, with leave of the Presiding Officer, request legal advice or direction from the Town Attorney at any time.



## **VI. Amendments.**

These Bylaws may be amended by a majority vote of Councilmembers present at a Town Council meeting at which a quorum exists. Any proposed amendments shall be submitted in writing to each member of Town Council at least two (2) weeks in advance of the Town Council meeting at which such amendments are to be considered.

ADOPTED BY THE TOWN COUNCIL ON APRIL 9, 2024; AMENDED ON NOVEMBER 12, 2024;  
AND SECOND AMENDMENT ADOPTED ON NOVEMBER 26, 2024.

# TOWN OF KEYSTONE, COLORADO

## STAFF REPORT

TO: Mayor & Town Councilmembers  
FROM: John Crone, Town Manager  
DATE: November 26, 2024 – Town Council Meeting  
SUBJECT: Cancelling December 24, 2024, Town Council meeting

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### **Executive Summary:**

Considering the cancellation of the previously scheduled December 24, 2024, Town Council meeting because of the Christmas holiday.

### **Background:**

The Keystone Town Charter requires the Town Council to meet at least once a month. In February, the Town Council passed resolution 2024-11 which set a schedule for regular Town Council meetings on the second and fourth Tuesday of each month. The Town Council has also adopted bylaws that expand upon the requirement as stated in the Charter.

Town Council Bylaw 2.1(b) allows the Town Council “to modify or adjust any previously approved meeting schedule or to change meeting days or times as may be needed for convenience or to accommodate holidays...” This provision allows the Town Council to make the decision to cancel the December 24 meeting since it falls on Christmas Eve.

Staff does not anticipate that there are any issues that need to be addressed by the Town Council between the December 10, 2024, meeting and the January 14, 2025, meeting. If an issue comes up that requires Council attention, the Bylaws allow for Special Meetings to be called with twenty-four hour posted notice.

**Proposed Motion:**

If the Council wishes to cancel the December 24, 2024, Town Council Meeting, it may do so by approving the following motion:

*I move to cancel the December 24, 2024, Town Council Meeting.*