

# COMMUNITY ACTION PLAN



**2025**

**Prepared By:**

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# PLAN PURPOSE

This Community Action Plan is a supporting document for community-driven actions that were identified as priorities through the community engagement process that took place as a part of the Rural Technical Assistance Program (RTAP). The community engagement phase took place from January 2025 through May 2025 and involved a series of meetings with the Steering Committee and a two-day in-person Community Visioning Workshop. More details about the RTAP and community engagement can be found starting on Page 10.

This plan:

- Provides background context for the Town of Keystone.
- Summarizes the community engagement and project process.
- Summarizes community input and how it was used to inform the Community Action Plan.
- Outlines goals that can support the community to invest in, and develop, the outdoor recreation economy.
- Outlines prioritized action items and recommended next steps for the community.
- Identifies relevant programs, partners and funding sources to help the community undertake next steps.

**All photos in this plan were taken by the Planning Assistance Team unless otherwise stated.**



# PROJECT CONTACTS

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The Rural Technical Assistance Program (RTAP) is a collaboration between the University of Colorado Boulder's Masters of the Environment (MENV) Program, Colorado Outdoor Recreation Industry (OREC) office, and Colorado State University (CSU) Extension. The RTAP is modeled off of the [Recreation Economy for Rural Communities \(RERC\) program](#) administered by the U.S. Environmental Protection Agency (EPA), USDA Forest Service, Northern Border Regional Commission and the Appalachian Regional Commission. For more information on the RERC program, please visit: <https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>. Funding partners include the CU Office for Public and Community-Engaged Scholarship and the OREC Office.





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# KEYSTONE STEERING COMMITTEE

- **Adam Bianci:** District Ranger, US Forest Service
- **Tyler Bruce:** Keystone Commercial Leasing Manager, Keystone Vail Resorts
- **Tony Cammarata:** Director of Development & Planning, Arapahoe Basin
- **Christy Camp:** Resident/Climate Literacy Teacher, Camp Grants
- **Andrew Collins:** Planner, Town of Keystone
- **Olivia Gilmer:** Partnership Coordinator, USDA-USFS, Dillon Ranger District
- **Lindsay Hirsh:** Community Development Director, Town of Keystone
- **Thayer Hirsh:** CEO, Summit Economic Partnership
- **Amy Kemp:** Head of Marketing, Kindred Resort
- **Carol Kerr:** Council Member, Town of Keystone
- **Mack Koepke:** Resident
- **Peter Madland:** Vice Chair, Town of Keystone - Planning and Zoning Commission
- **Steve Martin:** Council Member, Snake River Planning Commission & Water District Board Member
- **Mark Matthews:** KNC Executive Director, The Keystone Neighbourhood Company
- **Dillion McBride:** Senior Associate, Community Planning, SE Group
- **Don McCoy:** Business owner & Member of Keystone Neighborhood Company, Cures n' Curiosities
- **Jordan Mead:** Resource Specialist, Summit County Open Trails
- **Michelle Perl:** Interim Executive Director, Keystone Science School
- **Scott Price:** Snake River Water District
- **Peter Reeburgh:** Owner, Summit Co Property Management
- **Eric Rightor:** Executive Director, Keystone Science School
- **Ken Riley:** Mayor, City of Keystone
- **Raya Roll:** Director of Sales and Marketing, Kindred Resort
- **Maja Russer:** Director of Marketing and Events, The Keystone Neighbourhood Company
- **PK Rustberggard:** Owner, Norski Sports
- **Cheri Ryan:** Executive Director, Summit Chamber of Commerce
- **Shervin "Shevy" Rashidi:** Partner, Kindred Resort Development & Rocky Mountain Hospitality
- **Jim Shields:** Retired Restaurant Owner, Snake River Saloon
- **Justin Slezak:** Owner/Operator, Steep Brewing and Coffee
- **Kerry Vanderweit:** Director of Commercial Leasing and Store Development, Keystone Vail Resorts
- **Christine Zenel:** Senior Project Manager, Keystone Policy Center

## STATE PARTNERS

- **Karen Berdoulay:** Program East team, Colorado Department of Transportation (CDOT)
- **Kami Collins:** Rural Opportunity Representative West, OEDIT
- **Hannah Grimes:** District Wildlife Manager - Summit County, Colorado Parks & Wildlife
- **Tori Manogue:** Western Slope Regional Partnerships Coordinator, Colorado Parks & Wildlife
- **Dan Omasta:** Senior Program Officer, North Central Colorado, Great Outdoors Colorado (GOCO)

# COMMUNITY NARRATIVE

*"... we are a hardworking community that cares deeply about Keystone's landscapes, ecosystems and wildlife, and the opportunities they provide for deep connection with nature. We also cherish our small-town feel that cares about its people!"*

*-Keystone Community Self-Assessment*

## Setting and History

The Town of Keystone is situated along Highway 6 in Summit County, Colorado. Keystone is Colorado's newest incorporated town, celebrating its one year anniversary on February 8th, 2025. Surrounded by tall peaks and dense forest, the town sits at 9,280 feet above sea level, with Keystone mountain summit at 12,408 feet, on which Keystone Ski Resort is located. In addition to the beautiful peaks and mountain landscapes, Keystone is home to the Snake River, which is a 15-mile tributary to the Blue River. The town is home to Keystone Science School and the Keystone Policy Center, which embody the community's passion for education. Keystone has a year-round population of just over 1,100 people with a median age of just over 31 years old<sup>1</sup>. The 2023 American Community Survey estimates the population to be 79% White<sup>2</sup>, with 34% of all residents identifying as Hispanic or Latino.<sup>3</sup>

Keystone sits on the ancestral lands of the Ute and Arapahoe native communities. The name Keystone originated with the miners who came from Pennsylvania, The Keystone State, who migrated west in search of gold, silver, and copper. Keystone was primarily a mining town through the 1880s, with the arrival of a train line in 1882 catalyzing growth in other industries, namely timber.<sup>4</sup> Keystone began supplying lumber to homesteaders moving west as a result of the Homestead Act of 1862 and the expansion of railroad lines.<sup>5</sup>

Keystone itself was a location for homesteaders to settle, as people were drawn to the beauty of the mountains, the Snake River, and the promise of land rich in gold and minerals<sup>5</sup>.



*The Town of Keystone in 1890, with Buffalo and Red Mountain in the background.*

Source: [The Summit Historical Society Collection](#); [The Alan Rice Digital Collection](#)

In 1941, Max and Edna Dercum purchased Black Ranch along the Snake River and began to acquire the land that would later become Keystone Resort in 1970.<sup>6</sup> However, skiing in Colorado was first introduced not as a recreational activity but as an easier way for miners to travel in heavy snow. Some of Colorado's earliest adopters of skiing were actually mailmen who would deliver mail on 11-foot-long wooden planks throughout the state's mining camps.<sup>7</sup>



Skiing only began to be recognized as a recreational activity when ski racing and jumping contests became popular in some early ski areas such as Howelsen Hill in Steamboat Springs, and the first formal ski area, Monarch Mountain, was established in 1939 with access from a 500-foot-long tow rope powered by a car engine.<sup>7</sup>

The biggest catalyst for ski resort development in Colorado resulted from the return of the 10th Mountain Division after WWII. The 10th Mountain Division was a mountain warfare unit trained for skilled fighting in mountains and tough terrain. This division was trained at Camp Hale in Colorado starting in 1942 and played a pivotal role in fighting in the Italian Alps during WWII.<sup>8</sup>

After returning from the war, veterans of this division were key players in establishing ski resorts in Colorado, including Arapahoe Basin and Aspen Mountain in 1946 and Vail in 1962.<sup>9</sup> Keystone Resort was founded by the Dercums in 1970 as a family-oriented destination, with 75,000 visitors in the first year and lift tickets selling for \$5. The resort continued to grow and change ownership over time, with Ralston Purina acquiring the resort in 1974 and Keystone Resort merging with Breckenridge, Vail, and Beaver Creek to form Vail Resorts in 1997.<sup>10</sup> Keystone Resort has been integral to the initial growth of the Keystone community, but the community is still reminded of its mining and logging origins through the naming of many lifts, trails, and roads in the area.<sup>11</sup>

Between the establishment of Keystone Resort in 1970 and the Town of Keystone's incorporation in 2024, a community was established around the economic activity brought to the region as a result of mountain resort tourism.



*Max and Edna Dercum skiing at Arapahoe Basin Ski Area in 1948.*

Source: [SummitDaily](#), photo courtesy of the Dercum family.



*The 10th Mountain Division troops training at Camp Hale in Leadville, CO*

Source: [Uncover Colorado](#)

Over the years, the community has grown through the many people who “came for one season and never left”, many of whom share values and lifestyles centered around nature and outdoor recreation. This has resulted in the growth of five different and distinct neighborhoods over time, Lakeside Village, Mountain House, River Run, Ski Tip, Wintergreen, and Keystone Ranch segmented along US Highway 6. Many of the town’s favorite places, like the Snake River Saloon, are a core part of the community and are still there today,<sup>12</sup> while other establishments have seen frequent turnover predicated by the difficulty to maintain businesses through the ski resort shoulder season and the disconnected nature of the Keystone’s neighborhoods along US Highway 6. As a result, the community of Keystone sought to establish itself as an incorporated town to address community needs like safety along Highway 6 and local business vitality, in conjunction with, and separate from, Keystone Resort or Summit County as a whole. In 2023, residents voted to incorporate and establish the Town of Keystone as a home rule community so that elected officials and representatives can make decisions that reflect the aspirations of the entire community and give all residents a voice in charting Keystone’s future.

### **Tourism and Outdoor Recreation**

Today, Keystone is celebrated as a premier destination for world-class, family-friendly skiing at Keystone Resort, a cornerstone of the town’s thriving tourism industry that welcomes over 1.4 million skiers annually.<sup>13</sup> Boasting more than 3,000 acres of skiable terrain, the resort also offers a wide range of winter activities, including snow tubing, ice skating, sleigh rides, and the iconic World’s Largest Mountaintop Snow Fort.<sup>14</sup>

However, the Town of Keystone’s appeal extends well beyond the resort slopes. The region features extensive outdoor recreation -

opportunities such as non-motorized and motorized trail systems in the Tenderfoot Mountain network, direct access to Montezuma, a small statutory town, and unrivaled backcountry access in the Snake River Basin. Outside the winter ski peak-season, visitors and locals alike enjoy activities such as golf, tennis, mountain biking, hiking, fishing, and other water-based activities along the Snake River.



*Keystone Ski Resort ski run and chairlift in 2025*

### **Education and Policy**

Beyond its reputation for recreation, Keystone stands out as a hub for education and leadership, home to the Keystone Science School and the Keystone Policy Center. The Keystone Science School has been part of the community since 1976, providing immersive, hands-on STEM education programs for youth, focusing on environmental science, leadership development, and outdoor exploration to inspire the next generation of problem-solvers. Meanwhile, the Keystone Policy Center has served as a nationally recognized convening space, bringing together diverse stakeholders to tackle complex policy challenges through collaboration, consensus-building, and innovative solutions since 1975. Together, these institutions reflect the community’s deep -

commitment to environmental stewardship, cutting-edge education, and fostering informed, engaged leaders on a national scale.

Industries & Economics

Keystone’s population is well educated, with 100% of residents over the age of 18 having received a high school diploma and 22% holding at least a bachelor’s degree.<sup>15</sup> The 2022 American Community Survey 5-year estimates for Keystone as a Census Designated Place report that 93% of jobs in Keystone are filled by individuals who live outside of the town and commute in.<sup>16</sup> Of the population living in Keystone, 83% commute out of town for work with many driving to Silverthorne, Frisco, and Breckenridge for employment.<sup>14</sup> With outdoor recreation, specifically skiing/snowboarding, being the main economic driver in the town, many of the available jobs are related to the tourism and outdoor recreation industry. Of the available jobs within Keystone, the accommodation and food service industry accounts for over 40%, with the next most common industry being arts and recreation at 17% of total employment.<sup>17</sup> Other industries include public administration, finance, education, construction and more (Figure 1). Despite its highly educated population, the Town of Keystone has a median household income of -

\$51,369, which is significantly lower than the state of Colorado’s, which comes in at \$92,470.<sup>18</sup>

Housing, Transportation, and Neighborhoods

The Town of Keystone is divided by Highway 6, which connects the Keystone with Interstate 70 and Loveland Pass, providing a direct line for visitors from the Front Range while also serving as the main corridor connection to neighboring towns and resorts. The highway provides critical access to Keystone Resort, local businesses, and recreational areas, but its central placement creates challenges related to traffic congestion and pedestrian safety. The average annual daily traffic count through Keystone on Highway 6 is 15,000 vehicles with frequent crashes throughout Summit County.<sup>19</sup> Additionally, a 2021 study found that an average of more than eight hazmat vehicles make their way over Loveland Pass each hour in both directions and pass through the Town of Keystone, which has added to the safety concerns along Highway 6.<sup>20</sup>

The Town of Keystone features multiple vibrant neighborhoods, which are often walkable internally but are not well connected to other residential and commercial areas. Lakeside Village is located on the western side of Keystone and was previously the primary area for commercial activity.

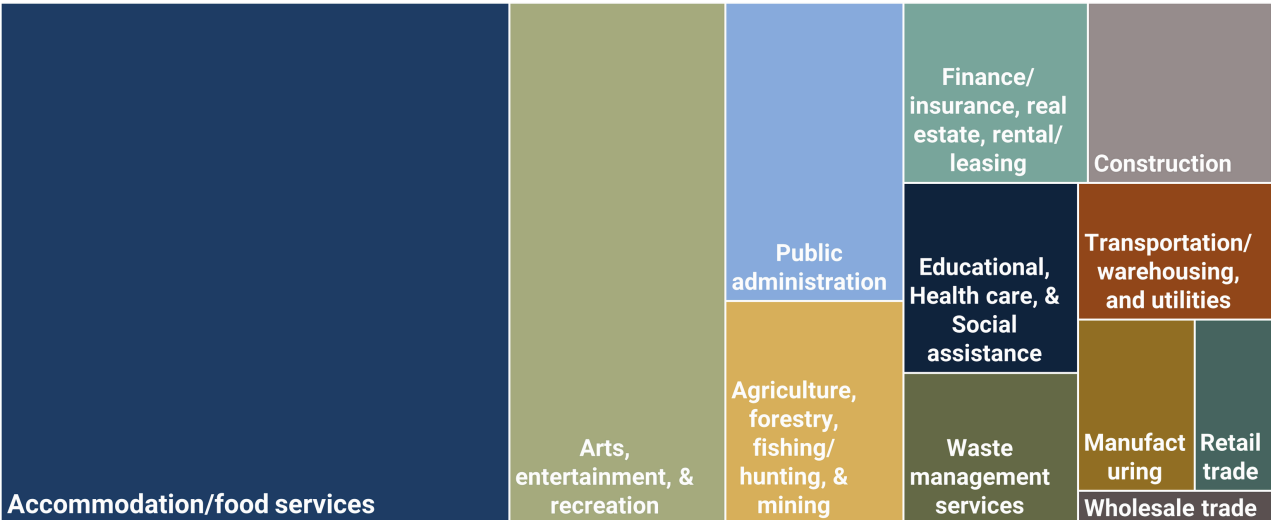


Figure 1: Keystone Industry Breakdown

Source: US Census Bureau ACS 5-year estimates (2023)



The Mountain House neighborhood sits at the base of the Keystone Resort, while River Run is located around the corner and serves as another access point to the resort. Ski Tip Ranch and Keystone Ranch are further away from the resort area on the eastern and western sides of the town.

Many neighborhoods and developments in Keystone were created independently and are operated by disparate entities, which can complicate operations and management. Of Keystone's roughly 3,600 housing units, 83% are vacant or occupied only seasonally.<sup>21</sup> Of these vacant units, 77% are reported for seasonal, recreational or occasional use, and 20% are open for rent but are unoccupied.<sup>22</sup> As of 2023, 621 housing units in Keystone are listed as occupied, and 79% of these occupied units are being rented, with the other 21% of homes being occupied by homeowners.<sup>23</sup> The median home value in Keystone is \$910,200 compared to \$760,000 in Breckenridge, \$650,600 in Silverthorne, and \$704,600 in Frisco.<sup>24</sup>

## Looking Forward

Keystone is proud to be Colorado's newest town, established in February 2024. This new designation presents the community with an exciting opportunity to define its identity based on what makes Keystone unique. It presents an opportunity for Keystone to craft a vision and action-oriented plan for the future that is based on the core values of the Keystone community.

As a part of this exciting phase of visioning and planning, the Town of Keystone has participated in two concurrent planning processes: the Rural Technical Assistance Program (RTAP) and the development of a Comprehensive Plan. The RTAP is a community-driven process that culminates in the development of a Community Action Plan with a 12-24 month implementation timeline.

The actions in this plan are developed through a facilitated process to identify top community goals and a series of specific, feasible actions that can be led by community members in order to achieve those goals. Thematically, the RTAP focuses on outdoor recreation and amenities, main street revitalization, and economic development. More information is included about the RTAP below.

For the comprehensive planning process, the Town of Keystone hired the planning and design firm, SE Group, in collaboration with EPS and Fehr And Peers, to develop a 10-15-year Comprehensive Plan that will direct land use, environmental preservation, transportation, recreation, workforce housing, and infrastructure resilience. This longer-term plan will be officially adopted by the Town of Keystone upon its completion and will provide overarching goals and strategies related to themes like housing, transportation, and land use. Between January and April of 2025, the comprehensive planning team conducted background research to support their community analysis and conducted ongoing community engagement in collaboration with the RTAP Planning Assistance team.

The Town of Keystone has utilized these two planning processes concurrently to clarify a community identity, develop long- and short-term goals, and prioritize actions for the future. These two processes were well aligned to occur simultaneously due to the central importance of outdoor recreation and main street development to the Keystone community at large. As a newly incorporated town, Keystone is utilizing these two complementary planning processes to chart an ambitious path that aligns closely with community goals. The work of both the comprehensive planning process and the RTAP process will build on existing regional plans like the Snake River Master Plan and the Summit County Community Wildfire Protection Plan.

# ENGAGEMENT PROCESS

## THE RURAL TECHNICAL ASSISTANCE PROGRAM (RTAP) OVERVIEW

The Rural Technical Assistance Program (RTAP) provides planning support to rural communities in Colorado that want to develop or expand their outdoor recreation economies and community building efforts. This program is offered through a collaborative effort between the University of Colorado, Boulder, Masters of the Environment (MENV) Program, the Colorado Outdoor Recreation Industry (OREC) Office, and Colorado State University (CSU) Extension. The RTAP is modeled off of the federal Recreation Economy for Rural Communities (RERC) program administered by the U.S. EPA, USDA Forest Service, Northern Border Regional Commission, and the Appalachian Regional Commission.

The three phases of the RTAP process can be seen in Figure 2 below. Phase 1 is the introductory and preparation phase; Phase 2 is centered around community engagement and action planning, and Phase 3 focuses on the implementation of the Community Action Plan.

### Phase 1

Phase 1, occurred from October 2024 to January 2025. This included the identification of a Community Points-of-Contact, as well as members of a Steering Committee who were subsequently invited to participate in this program.

An introductory call with the Steering Committee was convened to introduce them to the RTAP process, and the Steering Committee completed a community self-assessment that began to address community identity, what is important to Keystone, and what strengths and opportunities exist across key categories. This community self-assessment was an important first step before moving into Phase 2, Community Engagement and Action Planning, as it helped to establish a baseline for the graduate student Planning Assistance Team to tailor community engagement to best fit Keystone's needs.



Figure 2: Three phases of the RTAP process

## Phase 2

In Phase 2 of the RTAP program, occurring from January 2025 to May 2025, the Planning Assistance Team from CU Boulder worked with Keystone to develop goals and action steps that are asset-based and build on the existing strengths and values of the community. This process included four meetings with the Steering Committee (two meetings pre-workshop and two meetings post-workshop) and a two-day Community Workshop.

The goals and actions identified and outlined during the engagement process serve as the foundation for developing this Community Action Plan that will guide the continued development and management of Keystone's outdoor recreation economy and shared vision for the community.

## Phase 3

In Phase 3, the focus shifts to the implementation of the Community Action Plan with the support of CSU Extension. This involves regular meetings between the Community Points-Of-Contact and CSU Extension representatives, and the co-creation of an implementation process for the subsequent 12-24 months.

# COMMUNITY GOALS

Throughout the steering committee meetings in Phase 2 of the RTAP, the Planning Assistance Team facilitated the development of four goals that reflected the information provided in the community self-assessment and across the steering committee calls while also taking into account the goals present in existing regional plans. These four goals were presented to community members at the workshop, many of whom provided feedback, which resulted in several changes. The final community goals for Keystone are:

### **Goal 1: Physical Connectivity and Safety**

Improve pedestrian, biking, transit, and vehicle infrastructure to improve community connectivity between trails and commercial and residential areas. Prioritize safety measures to create a town that is safe and inclusive for all to travel within and to.

### **Goal 2: Community Identity and Branding**

Develop and showcase Keystone's identity as a community-first, nature-based, family-oriented destination that celebrates its history and unique institutions. Express this through a unified brand that utilizes year-round events and marketing.

### **Goal 3: Economic Vitality and Diversification**

Strengthen Keystone's local economy by fostering diverse and year-round business development within and beyond the outdoor recreation industry. Leverage partnerships with existing organizations and businesses to promote economic vitality and reduce gaps in the shoulder-season.

### **Goal 4: Amenity Stewardship and Development**

Enhance access, awareness, and education around existing outdoor recreation assets, such as trails and rivers. Develop amenities, programs, and services to support community quality.

*Figure 3: Four Keystone community goals*



# KEYSTONE COMMUNITY VISIONING WORKSHOP & TOUR

## INTRODUCTION

The Keystone Community Visioning Workshop and Tour were held over two days, March 12th-13th, 2025. This exciting event brought together the Steering Committee, many Keystone residents, and other community stakeholders to discuss a vision for the future of the Town of Keystone. With 45-50 attendees during the first day and 35-40 the second day this workshop was a huge success and provided invaluable feedback to both the RTAP and Comprehensive Plan processes.

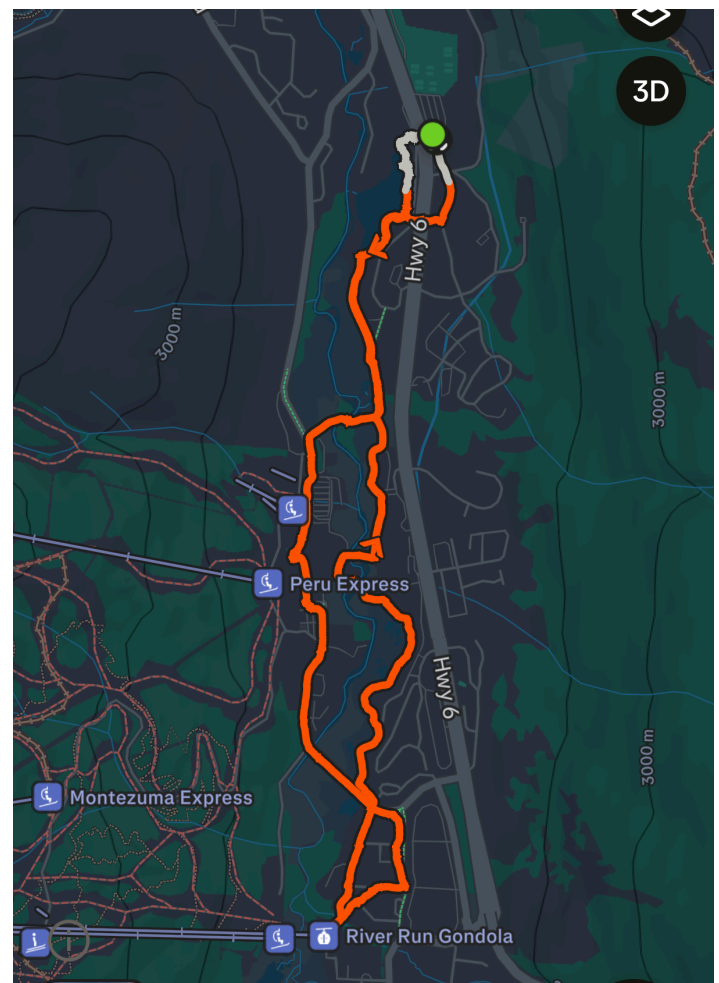
## COMMUNITY TOUR

As the workshop brought the Planning Assistance Team and other out-of-town stakeholders into Keystone, the Steering Committee hosted visitors for a community tour on Wednesday, March 12th. This tour was an opportunity to get to know the Town of Keystone, see some of the outdoor recreation and economic assets, and discuss the plans and management for these places. On this tour, the group walked a total of 4.15 miles through the Town of Keystone on many of the paths and trails that connect the key neighborhoods and commercial centers.

The tour was organized by Lindsay Hirsh, Community Development Director for the Town of Keystone, Thayer Hirsh, Executive Director of the Summit Economic Partnership, and Andrew Collins, Planner at the Town of Keystone. The Planning Assistance Team was joined on the tour by Tori Manogue, the Western Slope Regional Partnership Coordinator at Colorado Parks and Wildlife, and Dan Omasta, Senior Program Officer at the Great Outdoors Colorado (GOCO).



*Welcome slide to open the workshop*



*The route that the group walked during the Community Tour, shown on Strava*

## Community Tour Site Visits:

### Keystone Town Hall and Policy Center

The tour began at Keystone Town Hall, where Lindsay and Andrew presented the group with a map of Keystone and explained the relative locations of individual neighborhoods, community amenities, and the robust network of trails within and around Keystone. The locations of trails that branch out from the Keystone Policy Center and Town Hall property were also identified.



*Keystone Town Hall*

### Keystone Conference Center and Tennis Center

From the Town Hall, the group visited the Keystone Conference Center and Keystone Tennis Center. The group took the underpass from the Keystone Conference Center to the Lakeside Village. Walking underneath Highway 6, Lindsay and Andrew discussed safety along Highway 6 and some key issues that residents face in moving around the Town of Keystone.



*Underpass crossing Highway 6*

### Lakeside Village

The group then walked around Lakeside Village, noting the retail and residential spaces present throughout the area. The group also walked around Keystone Lake and discussed the different types of activities that take place on the lake throughout the year, including ice skating and paddling.



*Lakeside Village*

### Mountain House

The tour continued across the Snake River, along the trails and the Snake River Rec Path through Mountain House. At Mountain House, the group stopped to chat with some Vail Resorts employees, examine the Vail Resorts bus routes and schedules, and discuss some of the family-friendly aspects of the ski resort. CommonSpirit Emergency & Urgent Care Keystone were also discussed, including the clinic's recent schedule change to operating year-round, making it a valuable amenity for community members.



*The group exploring Mountain House*



## River Run

The group was then led through some trails and parking lots to join back up with the Rec Path that would lead to River Run. At River Run, the group toured the main spaces for community events put on by the Keystone Neighborhood Company and the other amenities that the area offers. The site of the new Kindred development within River Run was identified, and the group discussed the new amenities that would be located there. Throughout the tour, multiple families with kids playing on the paths, swinging at a playground near Mountain House, and sledding on an impromptu ski hill near one of the residential areas were noted.

Some of the main themes discussed during the tour were connectivity between neighborhoods, conditions of walking paths and trails, locations for a vibrant town center, commercial and residential vacancy, and spaces for community and nature-focused events. Overall, the tour showcased for the Planning Assistance Team and the state partners the unique characteristics of each neighborhood, the welcoming and kind residents, and the beautiful natural assets that Keystone has to offer.



*The group exploring River Run*



*The tour group along the Snake River*



# KEYSTONE COMMUNITY VISIONING WORKSHOP

The Keystone Community Visioning Workshop represented the culmination of Phase 2 of the RTAP process. Conducted over two days (March 12–13, 2025) at the Keystone Policy Center/ Town Hall, the workshop brought together the Steering Committee, community stakeholders, federal and state partners, and the Planning Assistance Team. Through a collaborative and structured process, workshop attendees refined the community's overarching goals related to outdoor recreation and economic vitality and identified a series of targeted action items. These outcomes are comprehensively documented in this Community Action Plan (CAP), which serves as a strategic framework for advancing the identified goals through coordinated implementation efforts informed by both the workshop and pre- and post-workshop meetings.

In preparation for the workshop, the Planning Assistance Team collaborated with the consulting firm developing Keystone's Comprehensive Plan, SE Group, in order to coordinate community engagement efforts and reduce duplication between the two plans. Throughout the workshop, there were opportunities for attendees to share their thoughts and ideas on a range of topics relevant to both the Comprehensive Plan and the RTAP Community Action Plan. Having both plans being concurrently developed created an enriching experience and an opportunity to envision Keystone's future in a holistic manner that was of benefit to the planning for both of these processes.



## KEYSTONE COMMUNITY VISIONING WORKSHOP



**Come share your vision for the new Town of Keystone!**

We are excited to be planning for the future of the Town of Keystone in a joint effort from the Comprehensive Plan and the Rural Technical Assistance Program. This planning work cannot be complete without hearing what aspirations the members of the community have for our town's future. Join us in March and let your voices be heard!

### Day 1 (Session 1)

**When:** March 12th, 4-8pm

**Where:** Keystone Town Hall/  
Keystone Policy Center  
1628 Sts. John Road, Keystone, CO 80435

\*Dinner will be provided

### Day 2 (Session 2 & 3)

**When:** March 13th, 9-5pm

**Where:** Keystone Town Hall/  
Keystone Policy Center  
1628 Sts. John Road, Keystone, CO 80435

\*Lunch and refreshments will be provided



**Let us know if you can make it!**

Scan the QR code or use the link below to register

<https://forms.gle/7sA4BStnFE3cnfGeA>

Learn more about the  
Keystone Comprehensive  
Planning Process at  
[keystonecompplan.com](http://keystonecompplan.com)



## TALLER DE VISIÓN COMUNITARIA DE KEYSTONE



**Venga y comparta su visión para el nuevo pueblo de Keystone!**

Estamos entusiasmados de planear para el futuro de el Pueblo de Keystone en un esfuerzo en conjunto con el plan comprensivo y el programa de asistencia técnico rural. Este trabajo de planeación no puede ser terminado sin escuchar que aspiraciones tienen los miembros de la comunidad para el futuro de nuestro pueblo. ¡Acompañanos en marzo y deja que se escuche tu voz!

### Día 1 (Sesión 1)

**Cuando:** Marzo 12, 4-8pm

**Dónde:** Alcaldía de Keystone/  
Centro de políticas de Keystone  
1628 Sts. John Road, Keystone, CO 80435

\*Se proveerá la cena

### Día 2 (Sesión 2 & 3)

**Cuando:** Marzo 13, 9-5pm

**Dónde:** Alcaldía de Keystone/  
Centro de Políticas de Keystone  
1628 Sts. John Road, Keystone, CO 80435

\*Se proveerá comida y bebidas



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en [keystonecompplan.com](http://keystonecompplan.com)



Community Visioning Workshop promotional fliers in both English and Spanish

## DAY 1 – SESSION 1: WHERE ARE WE NOW, AND WHERE DO WE WANT TO GO?

The purpose of this session was to prime workshop attendees to begin envisioning the future of their community, decide upon workshop goals and to begin identifying assets and challenges.

### Introductions

Session 1 of the Keystone Community Visioning Workshop had approximately 45-50 attendees. The workshop started with a warm welcome from the Planning Assistance Team, the Community Points-Of-Contact, Lindsay Hirsh (Town of Keystone) and Thayer Hirsh (Summit Economic Partnership), and Mayor Ken Riley to introduce the collaboration between the RTAP process (facilitated by the Planning Assistance Team from CU Boulder) and the Comprehensive Planning Process (facilitated by SE Group).

The Planning Assistance Team then welcomed all attendees, provided further context on the RTAP, and established ground rules for the workshop process, emphasizing the importance of participation and engagement throughout. This was followed by an introduction from SE Group, who explained the Comprehensive Planning Process and how this workshop fits into their engagement strategies. A group introduction followed, which required each workshop attendee to state their name and their affiliation/organization and to complete the following sentence with their own words: “I believe Keystone is...”. The full list of responses to this question is in Appendix A-1.



*Mayor Riley welcoming community members to the workshop*



*Word cloud from group introductions, with word size reflecting the frequency of responses*



## Community Goals

After wrapping up the introductions, the Planning Assistance Team presented the community goals for the RTAP that had been co-constructed with the Steering Committee to the workshop attendees. Workshop attendees shared feedback and comments, which included word choice and clarifying terminology. The Planning Assistance Team took notes and used this feedback to edit and revise the community goals after the first day of the workshop. The final community goals can be found on Page 11.

## Assets and Challenges

After a short break, the Planning Assistance Team engaged workshop attendees in the “Assets and Challenges” exercise. This exercise provided workshop attendees the opportunity to name assets in Keystone that could be built upon to support outdoor recreation and downtown revitalization, alongside challenges that exist and need to be overcome. Assets were conveyed on green Post-it notes, while challenges were conveyed on orange Post-it notes. Each asset/challenge identified by the community was identified and categorized under one of the four workshop goals and the additional focus area of Housing and Community Needs, as relevant for the Comprehensive Plan. (Appendix A-2).

## Headlines

The final exercise of the evening was the energetic “Headlines” activity. Attendees were tasked with brainstorming aspirational headlines about something great that they would like to envision happening in Keystone related to outdoor recreation and/or main street development in the next three to five years. Workshop attendees were asked to consider what happened, what the impact would be, and what made it possible. The full results of this activity are available in Appendix A-3.



*Group photo after Day 1*



*Planning Assistance Team facilitating Assets and Challenges for Goal 1*



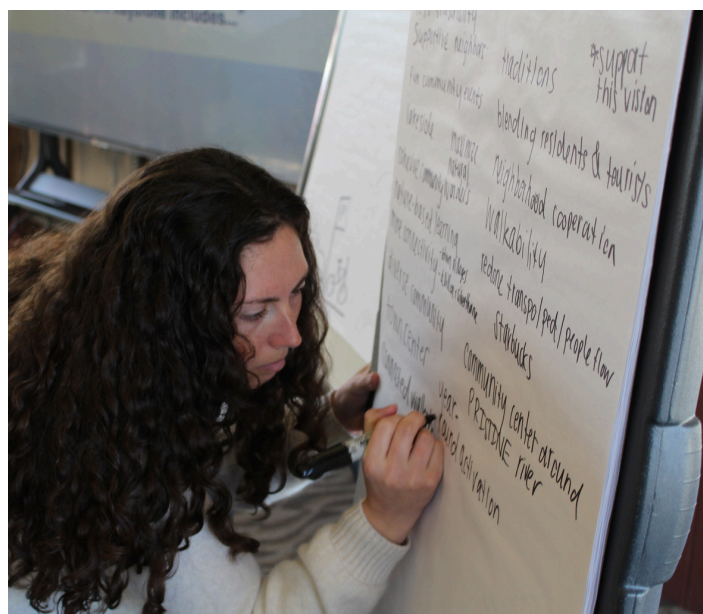
*Workshop attendees sharing out their headlines*

## DAY 2 – SESSION 2: WHAT DO WE WANT TO HAPPEN?

The purpose of this session was to narrow the focus from vision and goals down to the strategy and action level. This session focused on exploring potential strategies that can support the community in achieving their goals while further identifying community assets and challenges.

### Introductions

Day 2 was framed around exploring strategies for accomplishing the goals and vision formalized during Session 1. 35-40 people attended the workshop between both sessions on Day 2. Session 2 kicked off with introductions, where workshop attendees introduced themselves by finishing the following sentence with one or two words: “My vision of a vibrant Keystone includes...” The responses were recorded on a poster sheet in the room and are listed in Appendix A-4. After this, the final community goals were reviewed and confirmed with workshop attendees before attention was turned to relevant case studies and activities.



*Jess Hertzberg, member of the Planning Assistance Team, scribing notes of workshop attendees' visions of a vibrant Keystone*

### Case Studies

Three case studies from Colorado were presented by the Planning Assistance Team as opportunities to learn from and be inspired by towns that have similar goals or that are facing similar challenges to Keystone. Each case study was chosen not to show Keystone what they should be, but to serve as inspiration to help Keystone frame and achieve their own unique goals.

The first case study was Glenwood Springs, chosen as an example of a town working towards year-round economic diversification and connectivity, similar to Keystone. Glenwood Springs went through a similar planning assistance program in 2019, through the Recreation Economy for Rural Communities (RERC) program, and some of the actions from their Community Action Plan have already been completed.<sup>25</sup> The most notable achievements of Glenwood Springs include the creation of a Business Resources group, an Economic Development Strategy, and a new pedestrian bridge to improve connection over the river. As the Town of Keystone is working towards the goal of creating a vibrant local economy distinct from the ski resort, learning from Glenwood Springs spurred discussion at the workshop about how Keystone can work towards building partnerships between local businesses, state agencies, and residents.

The next case study was Winter Park, which is a great example of a mountain resort town of comparable size that is similarly made up of neighborhoods divided by a large highway. Winter Park has been working on adding safer pedestrian crossings and bike paths and is in the process of facilitating community engagement around their main street safety and connectivity improvements. The discussion that came from-



this case study underscored the importance that community members recognize in the unique challenge that Highway-6 poses to safety and connectivity in Keystone.

Steamboat Springs was the final case study, being a mountain resort town that has a vibrant business community and a strong community identity. Relevant actions that Steamboat Springs have undertaken in recent years include starting design on a new gondola transit center and a proposed new gondola connection,<sup>26</sup> their year-round events calendar, their use of various “tourism taxes” such as an implemented short-term rental accommodations tax<sup>27</sup> and, in consideration, a vacancy tax.<sup>28</sup> During the workshop, attendees discussed how Steamboat Springs’ event calendar and multi-season visitor guide, which partners with Steamboat Ski and Summer Resort’s marketing, is a source of inspiration for building out Keystone’s own calendar and marketing. Additionally, workshop attendees shared that there is an opportunity for the Town of Keystone marketing and Keystone Resort marketing to complement yet remain distinct from each other.

## Asset Mapping

The next activity during Session 2 was mapping Keystone’s existing assets and opportunities. Four maps of differing scale were used. Two of the maps were small-scale, detailed aerials of the east and west sides of the Town of Keystone. A third map was at a larger-scale, depicting the Town of Keystone and surrounding elements in Summit County. The fourth map was a small-scale map of the Town of Keystone with relevant transportation networks visible that will be used by SE Group to assist with the transportation planning efforts of the Comprehensive Plan. Workshop attendees were asked to use three different colored stickers to identify existing recreational assets, existing supporting businesses/assets, and new opportunities on each map. Both existing and future trails were also marked on the maps with a dashed and a solid red line, respectively. These maps are shown in Appendix A-5 and digitized to view with this [ArcGIS Online Map](#).



*The Planning Assistance Team sharing case studies with workshop attendees*



*Workshop attendees identifying assets on a map of the Town of Keystone*

## Destination Itinerary

This activity invited workshop attendees to create a hypothetical itinerary for a targeted visitor market coming to Keystone for a two to three day trip. The itinerary included suggestions for what type of activities these visitors would do, where they would stay, how they would travel, and what resources or services they would need. The targeted visitor markets that were chosen for these itineraries (three in total) were: young adults traveling for outdoor recreation; families with young children; and conference visitors. Some of the key takeaways from this activity were that some of the gaps in the itinerary could best be addressed by adding additional transit into Keystone from other towns and cities and that additional activities available for the family-friendly market, other than skiing or snowboarding in the winter time, are needed. The results of this activity are included in Appendix A-6.



*Destination Itinerary planning*

## Action Brainstorming

The final activity for Session 2 was Action Brainstorming, where workshop attendees were tasked with identifying specific actions for each of the four community goals and the comprehensive planning topic of Housing and Community Needs. Each action was written on a sticky note and added to large posters for each of the goals or topics. These actions laid the foundation for the afternoon, where community visioning was turned into community-led actions. The results of this activity are included in Appendix A-7.



*Workshop attendees identifying actions for the community goals*



## DAY 2 – SESSION 3: HOW WILL WE MAKE IT HAPPEN?

The purpose of this session was to identify the community's top priorities and develop clear and specific actions and steps towards implementation.

### Action Prioritization

This activity built off the Action Brainstorming activity from Session 2. Over lunch the Planning Assistance Team organized each identified action into related categories under each of the community goals in preparation for Action Prioritization. To start off this activity, the Planning Assistance Team shared out to workshop attendees the action categories that the community had created for each goal.

All workshop attendees were then given 6 sticky dots; purple for those identifying as community members and orange for visitors or state partners. Attendees were instructed to vote for specific actions or overall categories that were most important to them and to not place more than two dots on any single action or category. 141 votes were cast across 99 actions and 24 topic categories throughout the five community goals.



Workshop attendees identifying priority actions with sticky dots

### Action Table Planning

The Action Prioritization activity led the workshop directly into Action Table Planning where workshop attendees filled in an action planning matrix for each goal. Workshop attendees were instructed to choose the goal they are most passionate about and go to the corresponding table where it was being discussed. All were also encouraged to move about during this session if they desired. One member of the Planning Assistance Team helped guide the discussion for each goal and fill in the associated planning matrix. At each table, attendees identified the most popular actions based on the action prioritization voting from beforehand. The groups then filled out the action table for each of the most popular actions, explaining what each action was and why it was important, initial next steps, measures of success, lead and supporting roles, and potential needs and resources.



Goal 1 with completed Action Prioritization voting



## Offers and Asks

The workshop closed out with a final activity - "Offers and Asks." Workshop attendees were asked to write down on a notecard something they would like to offer to the RTAP process and something they would like to receive in return. A handful of these were shared aloud to help solidify commitment to the process. These offers and asks from workshop attendees, as well as the full results of all Day 2 workshop exercises, are available in Appendix A-8.



*Workshop attendees sharing out their offers and asks at the end of the session*



*Group photo during lunch on the second day of the Workshop*



# COMMUNITY ACTION TABLES

The actions below are a result of a series of activities from the Keystone Community Visioning Workshop, beginning with action brainstorming, followed by action prioritization, and finally, the creation of detailed action tables for those actions most highly prioritized. Since the workshop, each of these action tables have evolved through the inclusion of additional information and community insights. While some of the actions identified below may touch upon other active plans in Keystone, such as the Comprehensive Plan that is currently under development, these actions have been designed to support and not duplicate these efforts.

The actions below are not listed in chronological order or by priority, and Month 0 for each action is intended to begin whenever the action is started. This may be immediately or later on in the process, but each action is framed with a 12-24 month timeline.

Goal 3: ECONOMIC VITALITY & DIVERSIFICATION						
Specific action <small>Actions should contribute to the success of the goal and be SMART: Specific, Measurable, Achievable, Relevant, and have a Time frame. In completing this table, assume the future reader has little to no background information about this action plan.</small>	Why is this important? What is it? <small>How will this action help achieve the goal? Provide detail on what this action is, who benefits, etc.</small>	Initial next steps and deadlines (Today- 24 mos.) <small>When should work on this begin? How long should it take? Consider listing phases or key milestones towards progress.</small>	Measures of success? <small>How will you know when the action is completed? How will you track progress along the way?</small>	Lead role <small>Who is the primary responsible organization and person to champion this action? If they are not present today, identify them and someone to reach out to them.</small>	Supporting cast <small>Who else can help or advise?</small>	Potential needs and resources <small>What are possible funding, human, or other resources needed? What are their possible sources? Value all resources by listing them, even if they will cost little to nothing.</small>
Establish Lakeside Village as a Business Improvement District	Town has name Flexibility + ownership Long-term Economic Vitality + Sales Tax Vacancy (unwanted) → ghost town Lakeside is the geographic center of Keystone	Est. biz licenses moving forward start talking to businesses & the community	Lakeside Village considered as an opportunity NEW business licenses revenue from les tax primary vs. secondary	Keystone Town Staff Lindsay + Andrew Individual in Lakeside to lead from there	HOAs Black Diamond catering Vail Resorts Hunting w/ KOA Businesses in JA owns Lakeside now needs to be on board economic support	
Conduct a feasibility study on the Gondola (\$ & physical)	Is this worth starting? Will it help? This cannot be built in 2 yrs but a study can	reach out to BOA rep asap	the study yield the economic benefits	Town Council + hires consult	A-basin collaborator DOLA rep Kate \$20,000 funding	
Establish a Keystone Business/Economic Group	A centralized voice to the biz community and establish resources	Step: recruit Appoint set up Board set up & established w/in 6 months	Reduced vacancy An established group	Justin @ STEEP 1 business needs to lead to start	local businesses joined together who runs OS River Rafting Main View shop owner CMC business representative Var. properties rep Don steering committee	et appointed members where they are + support them
Keystone hosts start up Week	promotes Keystone's lifestyle for potential remote work	Host a 'Hometown Week Event' Aug-Sept 2025 Thayer & Kami emailing now! 3/13	Host event → track biz licenses → track remail work pop	Thayer Hirsh Kami Collins	start up Colorado Carol Kerr	event space food Speakers (biz community) use marketing

A completed action table from the Community Visioning Workshop

## COMMUNITY GOALS AND ACTIONS

### **Goal 1: Physical Connectivity and Safety**

Improve pedestrian, biking, transit, and vehicle infrastructure to improve community connectivity between trails and commercial and residential areas. Prioritize safety measures to create a town that is safe and inclusive for all to travel within and to.

**Action 1.1:** Maintain and Improve the Rec Path

**Action 1.2:** Create a Plan to Connect and Improve the Trail Network In and Around Keystone

**Action 1.3:** Investigate Feasibility of a Keystone Perimeter Trail

**Action 1.4:** Engage with Existing Bus Transit Operators Regarding Alterations to Service in Keystone

**Action 1.5:** Identify and Analyze Opportunities for the Future of Transit in Keystone

### **Goal 2: Community Identity and Branding**

Develop and showcase Keystone's identity as a community-first, nature-based, family-oriented destination that celebrates its history and unique institutions. Express this through a unified brand that utilizes year-round events and marketing.

**Action 2.1:** Establish a Volunteer Marketing Committee Within the Town of Keystone

**Action 2.2:** Develop a Brand Identity for the Town of Keystone

**Action 2.3:** Develop a Website and Visitor Guide to Promote Keystone

**Action 2.4:** Develop a Destination Management/Marketing Organization (DMO) for the Town of Keystone

### **Goal 3: Economic Vitality and Diversification**

Strengthen Keystone's local economy by fostering diverse and year-round business development within and beyond the outdoor recreation industry. Leverage partnerships with existing organizations and businesses to promote economic vitality and reduce gaps in the shoulder-season.

**Action 3.1:** Establish a Town of Keystone Business Advisory Board

**Action 3.2:** Conduct a Study on Town of Keystone Businesses to Inform Local Business Needs and Lakeside Village Revitalization

**Action 3.3:** Host a Hometown Week Event in the Lead-up to the 2025 West Slope Startup Week

### **Goal 4: Amenity Stewardship and Development**

Enhance access, awareness, and education around existing outdoor recreation assets, such as trails and rivers. Develop amenities, programs, and services to support community quality of life and protect existing natural resources.

**Action 4.1:** Develop a Series of Walking Tours

**Action 4.2:** Conduct an Assessment of Parks and Playgrounds

**Action 4.3:** Develop a Calendar of Nature-Based Events to Support the Shoulder Seasons



## GOAL 1: PHYSICAL CONNECTIVITY & SAFETY

Improve pedestrian, biking, transit, and vehicle infrastructure to improve community connectivity between commercial and residential areas. Prioritize safety measures to create a town that is safe and inclusive for all to travel within and to.

Goal 1 received the most engagement in the Action Prioritization activity of all of the goals, with a total of 39 votes overall. 27 of those came from community members and 12 from state partners. There were eight topic areas and 33 individual actions listed for workshop attendees to vote on.

### Action 1.1: Maintain and Improve the Rec Path

What is this?  
Why is it important?

An organized effort to maintain the existing sections of the Rec Path would address the issues that many users currently experience, including damaged pavement and sections that are not plowed, which can cause safety concerns. The ownership of the Rec Path is clearly defined and the Town of Keystone, with the support of the Trails and Open Space Advisory Board, can plan for current and continued maintenance needs to improve the usability and accessibility of the Rec Path. This action was a high priority for community members during the Keystone Community Visioning workshop.

Engaging with the entities that own and maintain the Rec Path is foundational preliminary work to support Actions 1.2 and 1.3, which build off of these initial trail improvements and relationship building. A plan that highlights actions to address the continued maintenance of the Rec Path and engage the community in planning for improvements, like paint striping to separate bikes and pedestrians and improved wayfinding signage, may also be a relevant addition to a future Town of Keystone Trails Master Plan.

Finally, this effort to improve trail connectivity, accessibility, and signage ties into a larger county-wide effort, led by the Summit County Outdoor Coalition (SCOC), to develop a needs assessment related to outdoor recreation. The SCOC may be a relevant planning partner to support the efforts outlined in this action.

This action is expected to take 21 months to complete from whenever the action is begun.

Initial next steps and deadlines (Today-24 months)

Step 1: Identify and engage with ownership regarding management responsibility of the different sections of the Rec Path.

- Utilize existing maps that define ownership and management responsibility to identify who to engage regarding maintenance plans.
- Engage these owners, alongside key stakeholders including Summit County, Town of Keystone, and the Trails and Open Space Advisory Board, on this effort to maintain and improve the Rec Path.
- If necessary, utilize the Trails and Open Space Advisory Board's connections to HOAs to convene all relevant groups together.

Timeline: Month 0 - Month 6

## Action 1.1: Maintain and Improve the Rec Path

Step 2: Identify current maintenance issues and priorities and create a plan to address these.

- Engage with owners and entities maintaining the Rec Path, and the stakeholders listed above, to identify specific maintenance issues and key priorities.
- Create a plan and timeline for how to address these maintenance issues.

Timeline: Month 4 - Month 8

Step 3: Investigate and obtain funding for Rec Path improvement projects.

- Discuss options for long-term funding of transit and connectivity projects in the Town of Keystone.
- Utilize the contacts listed in the resources section of this action to connect with state funding partners and identify relevant grant opportunities to support this project.
- Apply for any relevant grants, utilizing assistance from the contacts listed below.

Timeline: Month 9 - Month 12

Step 4: Implement maintenance projects along the Rec Path.

Timeline: Month 13 - Month 16

Step 5: Plan for future improvements of the Rec Path.

- Utilize findings from Keystone Community Visioning Workshop on how the Rec Path can be improved. These include such ideas such as: striping the path to separate bikes and pedestrians, installing amenities like water fountains and bathrooms, partnering with local artists to install public art, and creating interpretive and wayfinding signage along the path that highlights Keystone's history.
- Consider how signage and wayfinding along the Rec Path relates to larger Town of Keystone branding efforts and trail network updates.
- Engage the broader Keystone community on the prioritization of ideas for Rec Path improvement.
- Develop a timeline for prioritized Rec Path improvement projects.

Timeline: Month 17 - Month 21

### Measures of success

- Collaboration between owners and management entities of the different sections of the Rec Path, Summit County, Town of Keystone, and Trails and Open Space Advisory Board on maintenance needs of the Rec Path.
- Plan to address maintenance issues has been created.
- Funding for Rec Path improvements has been obtained.
- Maintenance issues have been addressed.
- Community input regarding improvements to the Rec Path has been captured.
- Rec Path improvement projects have been identified and prioritized.

## Action 1.1: Maintain and Improve the Rec Path

Lead role	Town of Keystone & Trails and Open Space Advisory Board
Supporting roles	<ul style="list-style-type: none"> <li>Summit County Open Space &amp; Trails Department <ul style="list-style-type: none"> <li>Jordan Mead, Resource Specialist, Summit County Open Space &amp; Trails: <a href="mailto:jordan.mead@summitcountyco.gov">jordan.mead@summitcountyco.gov</a></li> </ul> </li> <li>Owners and management entities for different sections of the Rec Path <ul style="list-style-type: none"> <li>Don Thomas: <a href="mailto:dndthomas@gmail.com">dndthomas@gmail.com</a>, for assistance contacting HOAs</li> </ul> </li> </ul>
Potential needs and resources	<p>Collaboration between stakeholders and community engagement:</p> <ul style="list-style-type: none"> <li>The <a href="#">Summit County Outdoor Coalition (SCOC)</a> may be a relevant stakeholder for all trail connectivity actions due to their work on a county-wide outdoor recreation needs assessment. <ul style="list-style-type: none"> <li>Tori Manogue, Western Slope Regional Partnerships Coordinator, Colorado Parks &amp; Wildlife: <a href="mailto:tori.manogue@state.co.us">tori.manogue@state.co.us</a>.</li> </ul> </li> <li>This action will also require continued engagement and participation from the Keystone community regarding the future of the Rec Path</li> </ul> <p>Funding and technical assistance resources:</p> <ul style="list-style-type: none"> <li><a href="#">Outdoor Recreation Industry Office (OREC)</a> <ul style="list-style-type: none"> <li>Offers technical assistance to navigate grant opportunities for trail improvement funding.</li> <li>Matt Nuñez, Senior Program Manager, Colorado Outdoor Recreation Industry Office: <a href="mailto:matthew.nunez@state.co.us">matthew.nunez@state.co.us</a> <ul style="list-style-type: none"> <li>Matt can provide support navigating grant opportunities</li> </ul> </li> </ul> </li> <li>CPW <ul style="list-style-type: none"> <li><a href="#">Non-Motorized Trails Grant Program</a> - funding available for non-motorized trail maintenance, stewardship, and improvement projects.</li> </ul> </li> <li>Great Outdoors Colorado (GOCO) <ul style="list-style-type: none"> <li><a href="#">Community Impact Grants</a> - funding available for the planning or construction of new or upgraded trails or outdoor amenities</li> <li>Dan Omasta, Senior Program Officer - North Central Colorado, Great Outdoors Colorado (GOCO): <a href="mailto:domasta@goco.org">domasta@goco.org</a> <ul style="list-style-type: none"> <li>Dan and his team can assist during project planning, grant navigation, and grant proposals.</li> </ul> </li> </ul> </li> <li><a href="#">Colorado Department of Transportation (CDOT)</a> <ul style="list-style-type: none"> <li><a href="#">Transportation Alternatives Program</a> - grant funding from improvement projects to pedestrian and bicycle facilities</li> <li><a href="#">Revitalizing Main Streets</a> - grant funding for projects prioritizing active transportation and mobility for all residents</li> <li>Jason Smith, CDOT Region 3 Manager, Colorado Department of Transportation (CDOT): <a href="mailto:jasonc.smith@state.co.us">jasonc.smith@state.co.us</a> <ul style="list-style-type: none"> <li>Jason and his team can provide assistance with grant options.</li> </ul> </li> </ul> </li> </ul>



## Action 1.2: Create a Plan to Connect and Improve the Trail Network In and Around Keystone

What is this?  
Why is it important?

There are many amazing existing trails in and around Keystone. However, community members have expressed that these trails are not well-connected and, beyond the Rec Path discussed in Action 1.1, are not clearly defined. It is also not currently clear who owns the land on which these trails exist and who is responsible for maintenance. As such, the trails can be confusing to navigate, are not always uniformly maintained, and do not always connect to the places that residents want to travel to.

Summit County will be providing an assessment of the ownership and management responsibility of the existing trails in and around Keystone soon, which can provide the Trails and Open Space Advisory Board with a great jumping off place to begin planning for trail improvements that would help connect trails to one other, to the Rec Path, and to a potential Perimeter Trail. A plan that consolidates the management responsibility of these trails, builds in connections between the trails, and plans for better wayfinding along the trails may also be a relevant addition to a potential Town of Keystone Trails Master Plan. Identifying all existing trails and noting who they are maintained and owned by was a key priority in the Keystone Community Visioning Workshop and spanned across two different action categories.

This action is expected to take 17 months to complete from whenever the action is begun.

Initial next steps and deadlines (Today-24 months)

Step 1: Utilize existing Summit County, Town of Keystone, US Forest Service, and Comprehensive Plan resources to identify all existing trails in and around Keystone and create a trail inventory.

- Ensure that the trail inventory correctly reflects trail locations.
- Timeline: Month 0 - Month 2

Step 2: Utilize Summit County's forthcoming assessment of ownership and management responsibility for the trails in and around Keystone to identify gaps and areas where connection between trails is needed.

- Create a list of all owners and maintenance entities of the trails.
- Timeline: Month 2 - Month 4

Step 3: Engage with the various owners and management entities of the trails and bridges in and around Keystone to discuss maintenance responsibilities and expectations.

- Utilize the Trails and Open Space Advisory Board's connections to HOAs to convene all relevant groups together.
- Discuss the current process for trail maintenance and any issues brought forth by the community.

## Action 1.2: Create a Plan to Connect and Improve the Trail Network In and Around Keystone

	<ul style="list-style-type: none"> <li>Discuss options for improvement such as, the potential of consolidating ownership or management responsibility for the trail network.</li> </ul> <p>Timeline: Month 5 - Month 7</p> <p><u>Step 4:</u> Plan for improvements to connect trails to each other, to the neighborhoods of Keystone, to the Rec Path, and to a potential Perimeter Trail.</p> <ul style="list-style-type: none"> <li>Utilize existing community feedback on trail improvements from the Keystone Community Visioning Workshop.</li> <li>Further engage select community groups if additional guidance is needed to determine desired improvements.</li> <li>Prioritize user safety and connectivity with other Town of Keystone assets during the planning process.</li> <li>Consider signage and wayfinding along the trail network as it relates to larger Town of Keystone branding efforts, Rec Path improvements, and potential Perimeter Trail creation.</li> <li>Investigate potential funding measures to understand feasibility and timeline of trail network improvements.</li> </ul> <p>Timeline: Month 8 - Month 14</p> <p><u>Step 5:</u> Present findings and plan to the Town Council and Keystone community for feedback.</p> <p>Timeline: Month 15 - Month 17</p>
Measures of success	<ul style="list-style-type: none"> <li>An inventory of all existing trails in and around Keystone has been verified.</li> <li>A list of all owners and maintenance entities of all trails in and around Keystone has been created.</li> <li>All owners and maintenance entities of trails in and around Keystone have convened and created a plan for the continued maintenance of the trails.</li> <li>Areas where connection is needed between existing trails have been identified.</li> <li>A plan for improvements to the trail network in and around Keystone has been formalized.</li> </ul>
Lead role	Trails and Open Space Advisory Board
Supporting roles	<ul style="list-style-type: none"> <li>HOAs <ul style="list-style-type: none"> <li>Don Thomas: <a href="mailto:dnldthomas@gmail.com">dnldthomas@gmail.com</a>, Don offered to help contact HOAs</li> </ul> </li> <li>Vail Resorts <ul style="list-style-type: none"> <li>Kerry Vanderweit, Director of Commercial Leasing &amp; Store Development: <a href="mailto:KVanderweit@vailresorts.com">KVanderweit@vailresorts.com</a></li> </ul> </li> <li>Summit County Open Space &amp; Trails Department <ul style="list-style-type: none"> <li>Jordan Mead, Resource Specialist, Summit County Open Space &amp;</li> </ul> </li> </ul>

## Action 1.2: Create a Plan to Connect and Improve the Trail Network In and Around Keystone

	<p>Trails: <a href="mailto:jordan.mead@summitcountyco.gov">jordan.mead@summitcountyco.gov</a></p> <ul style="list-style-type: none"> <li>• Town of Keystone</li> </ul>
Potential needs and resources	<p>Collaboration between owners and maintenance entities of the trail and continued community engagement:</p> <ul style="list-style-type: none"> <li>• Effective collaboration between relevant stakeholders and political will.</li> <li>• Continued engagement and participation in planning for the future of the trail network.</li> <li>• Utilization of successful case studies of trail connection like the <a href="#">Sunriver paved pathways network</a>.</li> </ul> <p>Funding and technical assistance resources:</p> <ul style="list-style-type: none"> <li>• <a href="#">Outdoor Recreation Industry Office (OREC)</a> <ul style="list-style-type: none"> <li>○ Offers technical assistance to navigate grant opportunities for trail improvement funding.</li> <li>○ Matt Nuñez, Senior Program Manager, Colorado Outdoor Recreation Industry Office: <a href="mailto:matthew.nunez@state.co.us">matthew.nunez@state.co.us</a> <ul style="list-style-type: none"> <li>■ Matt can provide support navigating grant opportunities</li> </ul> </li> </ul> </li> <li>• Colorado Parks and Wildlife (CPW) <ul style="list-style-type: none"> <li>○ <a href="#">Non-Motorized Trails Grant Program</a> - funding available for non-motorized trail maintenance, stewardship, and improvement projects.</li> </ul> </li> <li>• Great Outdoors Colorado (GOCO) <ul style="list-style-type: none"> <li>○ <a href="#">Community Impact Grants</a> - funding available for the planning or construction of new or upgraded trails or outdoor amenities</li> <li>○ Dan Omasta, Senior Program Officer - North Central Colorado, Great Outdoors Colorado (GOCO): <a href="mailto:domasta@goco.org">domasta@goco.org</a> <ul style="list-style-type: none"> <li>■ Dan and his team can assist during project planning, grant navigation, and grant proposals.</li> </ul> </li> </ul> </li> <li>• <a href="#">Colorado Department of Transportation (CDOT)</a> <ul style="list-style-type: none"> <li>○ <a href="#">Transportation Alternatives Program</a> - grant funding from improvement projects to pedestrian and bicycle facilities.</li> <li>○ <a href="#">Revitalizing Main Streets</a> - grant funding for projects prioritizing active transportation and mobility for all residents.</li> <li>○ Jason Smith, CDOT Region 3 Manager, Colorado Department of Transportation (CDOT): <a href="mailto:jasonc.smith@state.co.us">jasonc.smith@state.co.us</a> <ul style="list-style-type: none"> <li>■ Jason and his team can provide assistance with grant options.</li> </ul> </li> </ul> </li> </ul>



## Action 1.3: Investigate Feasibility of a Keystone Perimeter Trail

What is this?  
Why is it  
important?

Many community members expressed interest in the idea of a Perimeter Trail at the Keystone Community Visioning Workshop. This trail would run along the outside of the Town of Keystone and connect to many of the existing trails and paths, neighborhoods, and commercial areas. Ideally, this trail would provide greater connectivity between the residential and commercial areas of Keystone, support the economic development of the areas it connects, and provide a valuable outdoor recreation asset for the town. Within the 1-2 year timeframe of this plan, the Trails and Open Space Advisory Board can lead an effort to investigate the feasibility of this trail, engage with the relevant agencies to plan out a route for this trail, and investigate funding sources to build and maintain the trail. A plan to develop this trail may be a relevant addition to a future Town of Keystone Trails Master Plan.

This action is expected to take 8 months to complete from whenever the action is begun.

Initial next steps  
and deadlines  
(Today-24  
months)

Step 1: Utilize the Trail Inventory created in Step 1 of Action 1.2 and the assessment of owners and management entities discussed in Action 1.2 to identify trails that surround the Town of Keystone that could be connected to form the Perimeter Trail.

Timeline: Month 0 - Month 3

Step 2: Engage Summit County, US Forest Service, Colorado Parks and Wildlife (CPW), Town of Keystone, and any other relevant land owners and managers around the feasibility of connecting existing trails through the construction of new trail connectors.

- Discuss locations of wildlife habitat, road infrastructure, and private property which may influence the location of the trail.
- Discuss continued ownership and maintenance of a Perimeter Trail as it relates to a larger discussion around trail ownership and maintenance in Action 1.2.
- Discuss the potential for signage and wayfinding along the Perimeter Trail as it relates to larger Town of Keystone branding and trail signage efforts.

Timeline: Month 1 - Month 5

Step 3: Investigate funding measures for the creation and maintenance of the Perimeter Trail.

- Engage with contacts at relevant funding agencies to learn about available resources, requirements, and timelines.

Timeline: Month 3 - Month 7

Step 4: Summarize findings on the feasibility of the creation of the Perimeter Trail, including what would be needed to construct new trail segments, improve existing trails, and utilize possible funding mechanisms. Report out to the community.

Timeline: Month 7 - Month 8

## Action 1.3: Investigate Feasibility of a Keystone Perimeter Trail

Measures of success	<ul style="list-style-type: none"> <li>Trail networks in and around Keystone are analyzed and potential connections that could form the Perimeter Trail have been identified.</li> <li>Key land owners and stakeholders have been convened to discuss feasibility and options.</li> <li>Funding options have been explored by engaging with key contacts, listed below.</li> <li>Feasibility of the Perimeter Trail has been analyzed and presented to the community.</li> </ul>
Lead role	Trails and Open Space Advisory Board
Supporting roles	<ul style="list-style-type: none"> <li>CPW <ul style="list-style-type: none"> <li>Hannah Grimes, District Wildlife Manager - Summit County, Colorado Parks &amp; Wildlife: <a href="mailto:hannah.grimes@state.co.us">hannah.grimes@state.co.us</a></li> </ul> </li> <li>Summit County <ul style="list-style-type: none"> <li>Jordan Mead, Resource Specialist, Summit County Open Space &amp; Trails: <a href="mailto:jordan.mead@summitcountyco.gov">jordan.mead@summitcountyco.gov</a></li> </ul> </li> <li>US Forest Service <ul style="list-style-type: none"> <li>Olivia Gilmer, Partnership Coordinator, USDA-USFS, Dillon Ranger District: <a href="mailto:Olivia.gilmer@usda.gov">Olivia.gilmer@usda.gov</a></li> </ul> </li> </ul>
Potential needs and resources	<p>Collaboration between stakeholders and landowners</p> <ul style="list-style-type: none"> <li>Effective collaboration and political will</li> </ul> <p>Funding and technical assistance resources:</p> <ul style="list-style-type: none"> <li><a href="#">Outdoor Recreation Industry Office (OREC)</a> <ul style="list-style-type: none"> <li>Offers technical assistance to navigate grant opportunities for trail improvement funding.</li> <li>Matt Nuñez, Senior Program Manager, Colorado Outdoor Recreation Industry Office: <a href="mailto:matthew.nunez@state.co.us">matthew.nunez@state.co.us</a> <ul style="list-style-type: none"> <li>Matt can provide support navigating grant opportunities.</li> </ul> </li> </ul> </li> <li>CPW <ul style="list-style-type: none"> <li><a href="#">Non-Motorized Trails Grant Program</a> - funding available for non-motorized trail maintenance, stewardship, and improvement projects.</li> </ul> </li> <li>Great Outdoors Colorado (GOCO) <ul style="list-style-type: none"> <li><a href="#">Community Impact Grants</a> - funding available for the planning or construction of new or upgraded trails or outdoor amenities.</li> <li>Dan Omasta, Senior Program Officer - North Central Colorado, Great Outdoors Colorado (GOCO): <a href="mailto:domasta@goco.org">domasta@goco.org</a> <ul style="list-style-type: none"> <li>Dan and his team can assist during project planning, grant navigation, and grant proposals.</li> </ul> </li> </ul> </li> </ul>

## Action 1.4: Engage with Existing Bus Transit Operators Regarding Alterations to Service in Keystone

What is this?  
Why is it  
important?

A large portion of the discussion around Goal #1: Physical Connectivity and Safety at the Keystone Community Visioning Workshop involved the ability to move throughout the Town of Keystone effectively. For example, during the Assets and Challenges activity, workshop attendees noted challenges like the limited hours for existing bus routes, reduction of hours in the off-season, lack of transportation options other than personal vehicles to access community amenities such as the grocery store and urgent care facilities, and difficulty traveling between Keystone neighborhoods via transit. A large 'people-mover' system like a gondola or tram was raised as a possible solution to some of these challenges. However, given the size and scope of a new transit system, it was suggested that an appropriate intermediate step would be to convene the entities that currently operate the transit systems in Keystone. While investigating the feasibility of a larger 'people-mover' system is a long-term goal that was raised (see Action 1.5), it was suggested that the Town of Keystone Trails and Open Space Advisory Board can convene the entities that operate the current transit options in Keystone to discuss challenges and possibilities, with the goal of altering the schedules or routes of the existing bus transit system serving Keystone to improve options for residents and visitors in the short-term.

The Town of Keystone is currently served by two transit systems: the Summit Stage bus operated by Summit County and multiple bus lines operated by Vail Resorts that serve Keystone Resort. Both of these bus systems provide vital services to residents and visitors but, as discussed above, have limitations. For example, the Summit Stage bus is a county-wide bus system that connects the towns of Breckenridge, Frisco, Silverthorne, and Keystone. While it does make multiple stops within the Town of Keystone, it can be difficult for residents to use the Summit Stage bus to get around town because it only comes every 30 minutes. The bus system operated by Vail Resorts to get people to and from Keystone Resort has multiple lines and stops at the majority of neighborhoods within Keystone. However, this bus route prioritizes connecting these neighborhoods to the resort and not to each other or to important community amenities. Additionally, summer service on these lines is limited.

This action is expected to take 7 months to complete from whenever the action is begun.

Initial next steps  
and deadlines  
(Today-24  
months)

Step 1: Identify community needs and priorities regarding bus routes and schedules.

- Catalogue existing feedback regarding bus service throughout the Town of Keystone from the Keystone Community Visioning Workshop (see Appendix A).



## Action 1.4: Engage with Existing Bus Transit Operators Regarding Alterations to Service in Keystone

	<ul style="list-style-type: none"> <li>• Further engage the community on any specific questions regarding challenges and opportunities with the bus transit system.</li> <li>• Summarize findings into a short presentation or report that can be utilized in a discussion with key stakeholders for the existing bus systems including Vail Resorts and Summit County Transportation Department.</li> </ul> <p>Timeline: Month 0 - Month 4</p> <p><u>Step 2:</u> Convene key stakeholders for the existing bus systems including Vail Resorts, Summit County Transportation Department, and the Town of Keystone to discuss existing bus routes and options for future changes.</p> <ul style="list-style-type: none"> <li>• Utilize the community feedback report or presentation in the discussion.</li> <li>• Discuss potential alterations to the bus transit system that would better serve the Keystone community and visitors and provide increased ridership.</li> </ul> <p>Timeline: Month 4 - Month 6</p> <p><u>Step 3:</u> Report back to the community and continue negotiations as needed.</p> <p>Timeline: Month 6 - Month 7</p>
Measures of success	<ul style="list-style-type: none"> <li>• A clear understanding of community needs regarding potential changes to the bus transit system has been obtained and summarized.</li> <li>• Key stakeholders in transit operation from Vail Resorts and Summit County have been convened to discuss transit operations in Keystone.</li> <li>• The needs of the Keystone community regarding transit service have clearly been expressed and advocated for.</li> </ul>
Lead role	Town of Keystone
Supporting roles	<ul style="list-style-type: none"> <li>• Summit County Transportation Department <ul style="list-style-type: none"> <li>◦ <a href="#">Contact information</a></li> </ul> </li> <li>• Vail Resorts <ul style="list-style-type: none"> <li>◦ Kerry Vanderweit, Director of Commercial Leasing &amp; Store Development: <a href="mailto:KVanderweit@vailresorts.com">KVanderweit@vailresorts.com</a></li> </ul> </li> <li>• Town of Keystone Trails and Open Space Advisory Board</li> </ul>
Potential needs and resources	<p>Collaboration between all agencies and transit operators</p> <ul style="list-style-type: none"> <li>• Effective collaboration and political will</li> </ul>

## Action 1.5: Identify and Analyze Opportunities for the Future of Transit in Keystone

What is this?  
Why is it important?

In addition to changes to the bus transit system addressed in Action 1.4, gondolas, trams, “people-movers”, and other forms of transit connectivity were continuously brought up throughout the Keystone Community Visioning Workshop as a priority. As noted in Action 1.4, given the scope and scale of some of these proposed transit options (which go well beyond the 12-24 month timeframe of this Community Action Plan), it is recommended that the Town of Keystone first identify and analyze all possible opportunities for the future of transit in Keystone in order to decide on the best course of action. This can be done by working with a consultant to create a Transit Needs Assessment and Feasibility Study which will analyze the need and demand for transit within Keystone and compare potential transit solutions on a basis of cost, effectiveness, revenue generating activity, routes, and locations. The implementation of a new transit system in the Town of Keystone would be a major investment of time, money, and town staff capacity. As such, it’s important to do a thorough study of the needs and opportunities related to transit before embarking on a path.

This action is expected to take 24 months to complete from whenever the action is begun.

Initial next steps and deadlines (Today-24 months)

Step 1: Gather and analyze all existing information and resources related to transit in Keystone, including:

- Local and state transit plans (all soon to be released) such as SE Group’s Keystone Connectivity Plan, Summit County’s Safe Streets for All Plan, and CDOT’s state-wide transit study, which all provide a background of existing transit resources, needs, and connectivity.
- Existing ridership data for the Summit Stage bus and Vail Resorts buses. This may be sourced through the negotiation and relationship building discussed in Action 1.4 if not already available.

Timeline: Month 0 - Month 5

Step 2: Gather and analyze all existing information about community priorities and needs related to transit in Keystone, including information from the Keystone Community Visioning Workshop and other community engagements.

- If needed, conduct additional community engagement to fill any knowledge gaps about the community’s priorities for the Transit Needs Assessment and Feasibility Study.

Timeline: Month 0 - Month 5

Step 3: Utilize all background information on existing transit studies and community priorities to develop a project plan for a Transit Needs Assessment and Feasibility Study. This would include the following steps:

## Action 1.5: Identify and Analyze Opportunities for the Future of Transit in Keystone

- Develop a Scope of Work for the project by referencing all existing knowledge, described above.
- Reach out to the Colorado Department of Local Affairs (DOLA) representative for funding opportunities that would support a transit planning effort.
- Utilize other resources and technical assistance in the table below to identify and secure funding.
- Propose the project including timelines, outcomes, costs, and capacity needs to the Town Council.
- Revise the project plan as needed until approval is gained.
- Once approval for this project is gained and funding is secured, develop an official Request for Proposal (RFP).

Timeline: Month 6 - Month 9

Step 4: Release the Request for Proposal (RFP) and hire a consultant.

- Analyze responses to the RFP and conduct interviews to determine which consultant to hire for the project.
- Complete the official process to hire the consultant.

Timeline: Month 10 - Month 11

Step 5: Manage the consultant through the process of creating a Transit Needs Assessment and Feasibility Study.

- Provide one point of contact to manage the consultant by meeting with them on a regular basis, providing feedback and input, and providing access to necessary information and resources.
- Work with the consultants on additional community engagement, if needed.
- Due to the seasonality of Keystone, ensure that the consultants have access to information about transit relevant to all seasons.
- Ensure that the consultants create a final deliverable, as defined in the Scope of Work.

Timeline: Month 12 - Month 22

Step 4: Once the final deliverable from the consultants is obtained, present the findings to the Town Council and the Keystone community.

Timeline: Month 22 - Month 24

### Measures of success

- All existing information and resources regarding transit have been catalogued.
- All existing information regarding community priorities and needs for an improved transit system have been catalogued.
- Funding for the project has been identified and secured.
- A project plan has been developed and approved.
- A Request for Proposal has been developed to match community needs



## Action 1.5: Identify and Analyze Opportunities for the Future of Transit in Keystone

	<p>and released</p> <ul style="list-style-type: none"> <li>• A consultant has been hired.</li> <li>• The consultants have been managed through the course of the project.</li> <li>• The findings from a Transit Needs Assessment and Feasibility Study have been released and discussed.</li> </ul>
Lead role	Town of Keystone & a hired consultant
Supporting roles	<ul style="list-style-type: none"> <li>• Summit County Transportation Department <ul style="list-style-type: none"> <li>◦ <a href="#">Contact information</a></li> </ul> </li> <li>• Vail Resorts <ul style="list-style-type: none"> <li>◦ Kerry Vanderweit, Director of Commercial Leasing &amp; Store Development: <a href="mailto:KVanderweit@vailresorts.com">KVanderweit@vailresorts.com</a></li> </ul> </li> <li>• Department of Local Affairs <ul style="list-style-type: none"> <li>◦ Kate McIntire, Department of Local Affairs, Regional Manager: <a href="mailto:kate.mcintire@state.co.us">kate.mcintire@state.co.us</a></li> </ul> </li> <li>• Colorado Department of Transportation <ul style="list-style-type: none"> <li>◦ Jason Smith, CDOT Region 3 Manager: <a href="mailto:jasonc.smith@state.co.us">jasonc.smith@state.co.us</a></li> </ul> </li> <li>• Town of Keystone Trails and Open Space Advisory Board</li> </ul>
Potential needs and resources	<p>Capacity at the Town of Keystone to manage a consultant and the project</p> <p>Funding and technical assistance resources:</p> <ul style="list-style-type: none"> <li>• Colorado Department of Transportation (CDOT) <ul style="list-style-type: none"> <li>◦ <a href="#">Multimodal Transportation and Mitigation Options Fund (MMOF)</a> - grant funding for planning and operating costs for transit projects</li> <li>◦ Jason Smith, CDOT Region 3 Manager, Colorado Department of Transportation (CDOT): <a href="mailto:jasonc.smith@state.co.us">jasonc.smith@state.co.us</a> <ul style="list-style-type: none"> <li>■ Jason and his team can provide assistance with grant options.</li> </ul> </li> </ul> </li> </ul>

# GOAL 2: COMMUNITY IDENTITY & BRANDING

Showcase Keystone’s identity as a community-first, nature-based, family-oriented destination that celebrates its history and unique institutions. Express this through a unified brand that utilizes year-round events and marketing.

The Town of Keystone currently lacks a dedicated individual or group responsible for its marketing and branding. Historically, and to this day, Keystone Neighborhood Company (KNC) promotes community events, acting in some capacity as the unofficial marketing hub for Keystone. However, this arrangement is not sustainable for the long-term, due to both limited capacity and that the marketing of the entire town is beyond the scope of KNC. While Vail Resorts handles all promotional efforts for Keystone Resort, the town has no input on the messaging, focus, or overall branding that is presented to visitors. As such, there is a need for Keystone, as Colorado’s newest incorporated town, to take ownership of its marketing and branding and develop a clear identity that reflects its values and unique character.

One challenge that presents itself is that Keystone does not currently have a dedicated marketing funding source. Lodging tax revenue, which is a common funding source for marketing and promotion for towns, is fully allocated to infrastructure development and public safety in Keystone. Sales tax revenue collected by the town goes directly into the General Fund, meaning that any marketing efforts have to compete with other priorities. Given this current situation, the following action items (Actions 2.1-2.3) were identified by attendees at the Keystone Community Visioning Workshop to serve as critical stopgap measures, ultimately leading to the creation of a Destination Marketing/Management Organization (DMO) (Action 2.4).

Goal 2 received 32 overall votes across six topics and 50 individual actions during the Action Prioritization activity of the Keystone Community Visioning Workshop. 19 of these votes came from community members and the remaining 13 from visitors and state partners.

## Action 2.1: Establish a Volunteer Marketing Committee Within the Town of Keystone

What is this? Why is it important?	<p>This action item arose out of the identified need by attendees at the Keystone Community Visioning Workshop to establish a dedicated group to manage the town’s marketing efforts. While initial discussions centered around the creation of a Destination Marketing/Management Organization (DMO), workshop attendees quickly recognized a number of barriers to its immediate creation, namely funding. To build momentum and lay the groundwork for a future DMO, attendees agreed to instead form a volunteer-based marketing committee as a strategic first step.</p> <p>This committee will be tasked with defining, developing, and strengthening Keystone’s brand identity to promote the town and its businesses, drive economic vitality, and support a sustainable, year-round economy. Composed of key stakeholders, including local businesses, residents, master associations, and Town Council representatives, the committee will collaborate to ensure Keystone has a cohesive and compelling brand presence that elevates its profile as a destination. As an initial step toward exploring the</p>
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## Action 2.1: Establish a Volunteer Marketing Committee Within the Town of Keystone

creation of a DMO, the committee will identify marketing gaps, assess existing capacity, identify and prioritize marketing needs, and explore potential funding sources. Serving as a unified voice for Keystone's identity, the committee will play a critical role in highlighting the town's unique character and exceptional quality of life for residents, business owners, employees, and visitors.

This action is expected to take 15 months to complete from whenever the action is begun.

Initial next steps  
and deadlines  
(Today-24  
months)

Step 1: Begin recruitment of committee members.

- Engage Town Council, business owners, residents, and HOAs who oversee neighborhoods in Keystone (e.g.KNC) to recruit 4-6 volunteer members with marketing expertise.

Timeline: Month 0 - Month 2

Step 2: Establish roles and responsibilities of the committee.

- Determine a governance structure for the committee with defined roles.
- Assess the strengths of committee members and assign roles.

Timeline: Month 2 - Month 3

Step 3: Establish meeting times and internal communication expectations.

- Determine weekly or bi-weekly meetings with the committee, meeting structures, and expectations for the committee.

Timeline: Month 2 - Month 3

Step 4: Develop a marketing plan that identifies goals and strategic priorities.

- This process can start with a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) of the town's current marketing efforts.
- Identify and assess current and potential target markets and the benefits/challenges each brings with them in order to maximize value per recipient.
- Identify and prioritize marketing strategies, goals and actions for Keystone.
- Identify potential funding sources for marketing materials and software.

Timeline: Month 3 - Month 15

Step 5: Establish a strong presence in the community and serve as the primary connection between marketing efforts with partnering organizations.

- Facilitate meetings and partnerships with relevant organizations such as Vail Resorts, Kindred Resort, KNC, Keystone Policy Center and other major organizations and businesses in Keystone and Summit County.

Timeline: Month 6 - Month 15



## Action 2.1: Establish a Volunteer Marketing Committee Within the Town of Keystone

Measures of success	<ul style="list-style-type: none"> <li>• Successful recruitment of 4–6 engaged volunteer members representing a diverse cross-section of the community with marketing experience.</li> <li>• A clear governance structure for the volunteer committee with defined roles and responsibilities is developed.</li> <li>• A marketing plan has been created that includes the completion of a SWOT analysis, identification of marketing goals, strategies, and actionable marketing priorities, and potential funding sources.</li> <li>• Strong connections between marketing efforts with partnering organizations have been identified and nurtured.</li> </ul>
Lead role	Amy Kemp, Head of Marketing, Kindred Resorts: <a href="mailto:amy.m.kemp@gmail.com">amy.m.kemp@gmail.com</a>
Supporting roles	<ul style="list-style-type: none"> <li>• Keystone Neighborhood Company <ul style="list-style-type: none"> <li>◦ Maja Russer, Director of Marketing and Events: <a href="mailto:maja@keystoneneighbourhood.com">maja@keystoneneighbourhood.com</a></li> </ul> </li> <li>• Vail Resorts <ul style="list-style-type: none"> <li>◦ Kerry Vanderweit, Senior Director of Commercial Leasing and Store Development: <a href="mailto:KVanderweit@vailresorts.com">KVanderweit@vailresorts.com</a></li> </ul> </li> </ul>
Potential needs and resources	<p>Support from Keystone Neighborhood Company:</p> <ul style="list-style-type: none"> <li>• Learning best practices for marketing and event planning in Keystone.</li> </ul> <p>Marketing software resources:</p> <ul style="list-style-type: none"> <li>• Social media management tools <ul style="list-style-type: none"> <li>◦ Hootsuite, Buffer, Sprout Social, Later</li> </ul> </li> <li>• Graphic design software <ul style="list-style-type: none"> <li>◦ Canva, Adobe Illustrator and Photoshop, Figma</li> </ul> </li> <li>• Emailing marketing platforms <ul style="list-style-type: none"> <li>◦ Mailchimp, Constant Contact, Klaviyo, Sendinblue</li> </ul> </li> <li>• Data analytics tools to access metrics for communication strategies <ul style="list-style-type: none"> <li>◦ Google Analytics, Sprout Social Analytics, HubSpot, Tableau</li> </ul> </li> </ul>

## Action 2.2: Develop a Brand Identity for the Town of Keystone

What is this?  
Why is it important?

Central to Keystone's participation in the RTAP process was a widespread desire to establish its own unique brand identity that ties together its history, culture of outdoor recreation, and natural resource stewardship. This brand will define the values of the community and what makes Keystone unique, and will be central to all future marketing efforts. It is hoped that a clear and coherent brand will help to strengthen Keystone's position as a premier destination while driving economic growth through the creation of a year-round sustainable economy.

This action is expected to take 12 months to complete from whenever the action is begun.

Initial next steps and deadlines (Today-24 months)

Step 1: Review this Community Action Plan and Appendices as a basis for gathering ideas on community identity.

- Sections to focus on include the Community Narrative, Community Goals, Community Visioning Activity "I Believe Keystone is...", Headlines Activity, and Community Self-Assessment.
- Use insights from the Community Action Plan to identify community values, points of pride, and elements that make Keystone unique. Document these to inform the brand's tone and messaging.

Timeline: Month 0 - Month 2

Step 2: Research successful branding strategies and efforts from similar mountain resort towns.

- Identify and examine successful place-branding strategies from similar mountain resort towns. Prioritize outreach to communities like Breckenridge (e.g. [B like Breck](#)) and Steamboat Springs (e.g. [Do Steamboat Springs Right](#)) with a clear, resonant identity.
- Schedule informal interviews with DMOs from these communities to understand their process, challenges, and lessons learned.

Timeline: Month 2 - Month 4

Step 3: Conduct additional stakeholder engagement within Keystone, if necessary, to solidify community identity.

- Identify any gaps in representation or input from prior community engagement.
- Host one or two targeted listening sessions or focus groups with these underrepresented stakeholders.
- Establish a collaborative dialogue with Vail Resorts, Kindred Resort, KNC, Keystone Policy Center and other major organizations and businesses in Keystone and Summit County to ensure alignment with broader tourism efforts and regional branding. Determine opportunities for co-branding or joint promotions.

Timeline: Month 4 - Month 6

## Action 2.2: Develop a Brand Identity for the Town of Keystone

	<p><u>Step 4:</u> Develop a core brand identity, design visual identity, and draft a branding guide.</p> <ul style="list-style-type: none"> <li>• Use all collected data and information to create a clear and coherent brand identity for Keystone that represents its values and unique character.</li> <li>• Create a new logo and motto for the Town of Keystone.</li> <li>• Draft a branding guide for stakeholders to reference and utilize to ensure uniform use of logos, messaging, and imagery across platforms and organizations.</li> </ul> <p>Timeline: Month 6 - Month 12</p>
Measures of success	<ul style="list-style-type: none"> <li>• Meaningful insights from the Community Action Plan and stakeholder input are gathered to clearly define Keystone's core identity.</li> <li>• Community values, successful outreach to peer towns, and established alignment with regional partners like Vail Resorts Marketing are documented.</li> <li>• A unifying mission, vision, and visual identity, as well as the implementation of initial marketing tactics that raise awareness, build local pride, and promote year-round economic activity is developed.</li> <li>• A cohesive and community-backed brand strategy is developed.</li> </ul>
Lead role	Volunteer Marketing Committee (refer to Action 2.1)
Supporting roles	<ul style="list-style-type: none"> <li>• Keystone Neighborhood Company <ul style="list-style-type: none"> <li>◦ Maja Russer, Director of Marketing and Events: <a href="mailto:maja@keystoneneighbourhood.com">maja@keystoneneighbourhood.com</a></li> </ul> </li> <li>• Vail Resorts <ul style="list-style-type: none"> <li>◦ Kerry Vanderweit, Senior Director of Commercial Leasing and Store Development: <a href="mailto:KVanderweit@vailresorts.com">KVanderweit@vailresorts.com</a></li> </ul> </li> </ul>
Potential needs and resources	<p>Funding resource for marketing:</p> <ul style="list-style-type: none"> <li>• <a href="#">Tourism Marketing Grant   Colorado Office of Economic Development and International Trade</a> <ul style="list-style-type: none"> <li>◦ Application period: July to September</li> <li>◦ The grant could fund the development of a brand strategy that captures the town's unique history, culture, and attractions.</li> <li>◦ It could support hiring branding consultants or designers to create a visual identity (logo, tagline, website, and marketing materials).</li> <li>◦ Support: Hilary Lewkowitz, Director, Destination Development &amp; Sustainability - Colorado Tourism Office: <a href="mailto:hilary.lewkowitz@state.co.us">hilary.lewkowitz@state.co.us</a></li> <li>◦ Note: When applying to grants explain Keystone's involvement in the RTAP and how this community-driven effort has led to this action item.</li> </ul> </li> </ul>



## Action 2.2: Develop a Brand Identity for the Town of Keystone

Grant writing assistance resources:

- [Community Resource Center](#)
  - GrantCorps provides information, training, and 1:1 technical support to nonprofits across Colorado in grant research, proposal development, and grant management.

Technical marketing support:

- Local community college or university programs may be a resource to help collaborate on technical marketing assistance.

## Action 2.3: Develop a Website and Visitor Guide to Promote Keystone

What is this?  
Why is it important?

Workshop attendees showed strong support for creating a dedicated landing page, distinct from the [Keystone Resort website](#) and the [Town of Keystone government website](#), that would serve as a central hub for visitors. This standalone website would act as the go-to digital front door for Keystone, highlighting the town's unique recreation opportunities, events and programs, local businesses, and enhance its visibility as a year-round destination. This will be a comprehensive and accessible digital visitor guide designed to boost community engagement, support local businesses, and drive economic growth. Features may include interactive maps of trails and recreation paths, curated walking tours, a transit system map, sample itineraries, a business directory of local food and drink options, and a seasonal calendar of key events—all presented in a user-friendly and engaging platform.

This action is expected to take 18 months to complete from whenever the action is begun.

Initial next steps and deadlines  
(Today-24 months)

Step 1: Conduct market research on comparable community websites to identify desirable elements to adopt for Keystone.

- Evaluate a variety of tourism websites (e.g. [GoBreck](#) and [Do Steamboat Springs Right](#)) developed by mountain resort towns.
- Focus on elements such as homepage structure, seasonal highlights, sample travel itineraries, event promotion, interactive maps, local business directories, and travel logistics.
- Draft a list of must-have features and desired functionality for Keystone's visitor webpage.

Timeline: Month 0 - Month 3

Step 2: Compile a list of relevant marketing and visitor content needed for the website.

- Source existing content from Vail Resorts, Keystone Neighborhood Company (KNC), the Town of Keystone, and the Keystone Owners Association (KOA). Content can include:
  - Trail and recreation maps: Work with local partners to develop or embed tools like Colorado Trail Explorer (COTREX).
  - Transit system information: Include maps, schedules, and guidance for visitors navigating town and regional transportation options.
  - Itineraries: Develop themed itineraries tailored to different visitor profiles (e.g. families, couples, outdoor enthusiasts, off-season travelers).
  - Event calendar: Create a seasonal events calendar to be regularly updated with festivals, community gatherings, and local happenings.
  - Walking tours (refer to Action 4.1.1).
- Establish regular communication with each partner to request assets, content updates, and branding materials.

Timeline: Month 2 - Month 7

## Action 2.3: Develop a Website and Visitor Guide to Promote Keystone

Step 3: Begin building out website materials and develop an internal schedule for regularly updating these materials.

- Begin drafting and formatting all compiled materials into a cohesive website structure.
- Develop an internal content management system guide that details:
  - How often different parts of the site should be updated (e.g., quarterly updates for static pages like itineraries and recreation maps, monthly updates for the events calendar).
  - Responsible parties for providing and approving content updates (Vail Resorts, KNC, KOA, and Town of Keystone).
  - Quality control procedures for reviewing content (fact-checking, branding consistency, up-to-date information).

Timeline: Month 6 - Month 18

Step 4: Provide advertising opportunities for local businesses to fund website maintenance.

- Define advertising opportunities available (e.g. sponsored business listings, banner ads, featured event promotions, seasonal sponsorships).
- Draft advertising packages with clear tiers and associated benefits (e.g. visibility, traffic analytics, seasonal promotions, etc.).
- Set pricing structures that are reasonable for small local businesses.
- Set up a payment processing system.

Timeline: Month 10 - Month 18

### Measures of success

- Comprehensive market research on comparable communities with must-have items has been undertaken.
- An extensive list of relevant marketing and visitor content needed for the website has been created.
- Regular communication with each partner to request assets, content updates, and branding materials has been established.
- Website materials from the desired list have been built out.
- Advertising opportunities for local businesses to funding website maintenance have been provided.
- Revenue streams from local advertisements on the website have been developed.

### Lead role

Volunteer Marketing Committee (refer to Action 2.1)

### Supporting roles

- Summit Economic Partnership
  - Assist in identifying local resources for web development, design, and content.



## Action 2.3: Develop a Website and Visitor Guide to Promote Keystone

### Potential needs and resources

Support for housing a temporary Keystone visitor page:

- Assistance from [Visit Colorado](#)
  - They can host a page for Keystone temporarily, before the official webpage is launched. A marketing budget and digital design support may be required.

Funding resources for marketing:

- [Tourism Marketing Grant | Colorado Office of Economic Development and International Trade](#)
  - Application period: July to September
  - This grant could fund social media marketing, website development, and SEO optimization to ensure the town is visible online.
  - It could help develop visitor guides, maps, and brochures to introduce tourists to local businesses and attractions.
  - Support: Hilary Lewkowitz, Director, Destination Development & Sustainability, Colorado Tourism Office: [hilary.lewkowitz@state.co.us](mailto:hilary.lewkowitz@state.co.us)

## Action 2.4: Develop a Destination Management/Marketing Organization (DMO) for the Town of Keystone

What is this?  
Why is it  
important?

A long-term desire for the Town of Keystone is to develop and fund its own Destination Marketing/Management Organization (DMO). It is hoped that successful implementation of Actions 2.1, 2.2, and 2.3 will help to build initial momentum and demonstrate the importance of destination marketing and management to justify the creation of a DMO. The intent is that the Volunteer Marketing Committee that is established in Action 2.1 will turn into the DMO and take on the long-term execution of brand identity, marketing strategy and priorities, and the sustainable management and marketing of tourism for Keystone.

This action is expected to take 20 months to complete from whenever the action is begun.

Initial next steps  
and deadlines  
(Today-24  
months)

Step 1: Explore and determine a funding source for the DMO.

- Facilitate strategic discussions with the Town of Keystone to explore viable funding options, including the potential for a dedicated tax to support DMO operations.
- Research examples from similar communities that have successfully passed tourism-related ballot measures.

Timeline: Month 0 - Month 4

Step 2: The Volunteer Marketing Committee leads outreach efforts to guide the formation of the DMO.

- Initiate direct consultation with the Colorado Tourism Office to understand the process, legal structure, funding mechanisms, and governance models for starting a DMO.
- Review successful DMO models across Colorado, such as Visit Durango, GoBreck, and Visit Estes Park, to identify best practices in operations, branding, stakeholder coordination, and visitor engagement.
- Summarize findings in a guidance report for internal planning, including potential organizational structures, funding sources (e.g., lodging tax, advertising revenue), and community engagement strategies.

Timeline: Month 1 - Month 5

Step 3: Define DMO governance and organizational structure.

- Determine the appropriate governance model (e.g. nonprofit, quasi-governmental entity, or public-private hybrid) and outline the leadership roles, board structure, staffing needs, and oversight processes.
- Clearly articulate how the DMO will collaborate with key destination marketing and management partners like Vail Resorts, KNC, KOA, and the Town of Keystone.

Timeline: Month 4 - Month 7

## Action 2.4: Develop a Destination Management/Marketing Organization (DMO) for the Town of Keystone

Step 4: Draft and propose an ordinance to fund the DMO.

- Draft an ordinance that identifies a funding mechanism for the DMO.
- Allow for a minimum of six-weeks for the passage of the ordinance.
- The process includes:
  - One month of City Council work sessions
  - First reading by City Council
  - City Council Meeting
  - Second reading and final approval
- Consider passing the ordinance as an emergency ordinance for immediate effect (commonly used for election matters).
- Ensure the ordinance is enacted at least 60 days before the election date.
- TABOR Ballot Election Windows (2025–2027).
  - Eligible election dates:
    - November 4, 2025
    - April 7, 2026
    - November 3, 2026
    - November 2, 2027
- Meet Key TABOR Deadlines:
  - Communicate election intent 100 days prior.
  - Approve intergovernmental agreement (IGA) 70 days prior.
  - Finalize ballot language 60 days prior.
  - Receive written pro/con statements 46 days prior.
  - Finalize TABOR notice 42 days prior.
  - Post notice of election 20 days prior.

Timeline: Month 5 - Month 10

\*The next steps cannot proceed until the ballot initiative passes.

Step 5: Begin to transition the Volunteer Marketing Committee into a future DMO.

- Begin by clarifying the committee's evolving role and set expectations for its eventual transformation into a DMO. Identify leadership within the committee as to who may continue in key roles and begin defining what responsibilities will carry over, expand, or shift.

Timeline: Month 10 - Month 12

Step 6: Hire an Executive Director to take on DMO responsibilities.

- Work with the Town of Keystone to develop a job description Launch a recruitment and interview process.
- Hire candidates with experience in destination marketing, organizational leadership, and stakeholder engagement.

Timeline: Month 12 - Month 15



## Action 2.4: Develop a Destination Management/Marketing Organization (DMO) for the Town of Keystone

	<p><u>Step 7:</u> Establish clear mission and goals and create legal/administrative foundation.</p> <ul style="list-style-type: none"> <li>• Co-create the DMO's mission and vision with stakeholder input, ensuring alignment with the community's values and long-term aspirations.</li> <li>• Initiate legal steps to register the DMO, draft bylaws, and develop policies around transparency, accountability, and financial management.</li> <li>• Establish administrative systems for budgeting, communications, and stakeholder coordination.</li> </ul> <p>Timeline: Month 15 - Month 17</p> <p><u>Step 8:</u> Develop an operational plan.</p> <ul style="list-style-type: none"> <li>• Outline a phased approach to DMO development, including: <ul style="list-style-type: none"> <li>◦ Launch timeline</li> <li>◦ Initial budget and staffing plan</li> <li>◦ Short- and long-term initiatives</li> <li>◦ Public roll-out or announcement strategy</li> </ul> </li> <li>• This plan should incorporate all ongoing efforts from the Marketing Committee, including the visitor webpage, event promotion, and community branding.</li> </ul> <p>Timeline: Month 17 - 20</p>
Measures of success	<ul style="list-style-type: none"> <li>• Viable funding source by research from peer communities have been selected and supported.</li> <li>• Legal and organizational structure, including roles, board composition, and partner collaboration have been finalized.</li> <li>• Ordinance has been drafted and approved.</li> <li>• Ballot language has been finalized and approved.</li> <li>• Measure in TABOR-compliant election has been passed.</li> <li>• Committee leadership and roles to support the evolving DMO structure have been defined.</li> <li>• Executive Director job posting and recruitment have been completed.</li> <li>• Qualified candidates for Executive Director have been hired.</li> <li>• DMO has been registered, bylaws have been adopted, and core systems for operations and accountability are in place.</li> <li>• Timeline, budget, staffing, and public roll-out strategy completed, integrating all prior efforts have been launched.</li> </ul>
Lead role	<p>Volunteer Marketing Committee (refer to Action 2.1)</p> <p>Co-lead: Town of Keystone</p>
Supporting roles	<ul style="list-style-type: none"> <li>• Town of Keystone</li> <li>• Colorado Tourism Office (CTO)</li> </ul>

## Action 2.4: Develop a Destination Management/Marketing Organization (DMO) for the Town of Keystone

### Potential needs and resources

Time and capacity of the Town to engage with stakeholders and constituents and to draft a ballot measure to fund the DMO.

Expertise from the Colorado Tourism Office:

- They can guide the creation of a DMO through support in sustainable tourism, branding, and stakeholder engagement.

An approved funding source/ballot measure for the creation of the DMO.

**GOAL 3: ECONOMIC VITALITY & DIVERSIFICATION**

Strengthen Keystone’s local economy by fostering diverse and year-round business development within and beyond the outdoor recreation industry. Leverage partnerships with existing organizations and businesses to promote economic vitality and reduce gaps in the shoulder-season.

Goal 3 received 27 overall votes across four topics and 19 individual actions during the Action Prioritization activity of the Keystone Community Visioning Workshop. 15 of these votes came from community members and the remaining from visitors and state partners.

**Action 3.1: Establish a Town of Keystone Business Advisory Board**

<p>What is this? Why is it important?</p>	<p>To assist with all other actions under this goal, the Town of Keystone would like to see a business-focused group established to serve as a unified resource to help with economic diversification and vitality. Establishing partnerships for economic vitality and diversification received the second highest number of priority votes during the workshop (8 votes) second only to the topic of gondola transportation (captured under Action 1.4), underscoring the importance of this action to workshop attendees. The Town of Keystone Business Advisory Board would be a centralized voice for the business community and establish resources for local businesses. This action serves the goals of the Town of Keystone by leveraging existing partnerships and establishing resources for building new partnerships that will aid in Keystone’s economic vitality.</p> <p>This action is expected to take 10 months to complete from whenever the action is begun.</p>
<p>Initial next steps and deadlines (Today-24 months)</p>	<p><u>Step 1:</u> Town of Keystone staff recruits and invites potential members to apply for the Business Advisory Board.</p> <ul style="list-style-type: none"><li>• Members of the Business Advisory Board should represent different geographic areas of the town, ensuring diverse representation of commercial areas on the board.</li></ul> <p>Timeline: Month 0 - Month 3</p> <p><u>Step 2:</u> Town of Keystone staff formally appoints all members of the Business Advisory Board.</p> <p>Timeline: Month 4 - Month 5</p> <p><u>Step 3:</u> Town of Keystone staff officially establishes the Business Advisory Board.</p> <ul style="list-style-type: none"><li>• The Business Advisory Board is established through a resolution approved by the Town Council.</li><li>• The Town of Keystone’s charter and bylaws will dictate this board’s scope of work and duties.</li></ul> <p>Timeline: Month 6</p>



### Action 3.1: Establish a Town of Keystone Business Advisory Board

	<p><u>Step 4:</u> Business Advisory Board establishes goals and an action plan for the appointed scope of work.</p> <ul style="list-style-type: none"> <li>Goals and actions are informed by needs of current and potential business community.</li> </ul> <p>Timeline: Month 6 - Month 10</p>
Measures of success	<ul style="list-style-type: none"> <li>The Business Advisory Board has been formally established.</li> <li>The Business Advisory Board's goals and an action plan for the appointed scope of work has been established.</li> </ul>
Lead role	<p><u>Step 1-3</u> Town of Keystone</p> <p><u>Step 4</u> Appointed Business Advisory Board</p>
Supporting roles	<ul style="list-style-type: none"> <li>Local business owners: <ul style="list-style-type: none"> <li>Justin Slezak, Owner/Operator, Steep Brewing and Coffee: <a href="mailto:justin@steepkeystone.com">justin@steepkeystone.com</a></li> <li>Don McCoy, Owner, Cures n' Curiosities: <a href="mailto:mccoy@curescolorado.com">mccoy@curescolorado.com</a></li> <li>Jim Shields, Owner, Snake River Saloon: <a href="mailto:shields4@colorado.net">shields4@colorado.net</a></li> <li>Scott Jardon, Owner, Mountain View Sports: <a href="mailto:scotjardon@mountainviewsports.com">scotjardon@mountainviewsports.com</a></li> <li>Tyler Bruce, Vail Resorts, Keystone Commercial Leasing Manager: <a href="mailto:tbruce@vailresorts.com">tbruce@vailresorts.com</a></li> <li>Kerry Vanderweit, Keystone Commercial Leasing &amp; Store Development, Vail Resorts: <a href="mailto:KVanderweit@vailresorts.com">KVanderweit@vailresorts.com</a></li> <li>Mack Koepke: <a href="mailto:gotmack@gmail.com">gotmack@gmail.com</a></li> </ul> </li> <li>Keystone Science School: <ul style="list-style-type: none"> <li>Michelle Perl, Interim Executive Director: <a href="mailto:mperl@keystonescienceschool.org">mperl@keystonescienceschool.org</a></li> </ul> </li> </ul>
Potential needs and resources	<p>Support between local businesses and the Business Advisory Board:</p> <ul style="list-style-type: none"> <li>The Business Advisory Board can support local businesses by seeking out their engagement in establishing goals and an action plan.</li> <li>Local businesses can support the Business Advisory Board by participating in engagement and sharing needs, ideas, and resources for success.</li> </ul> <p>Resources for education, business connections, funding, and employment:</p> <ul style="list-style-type: none"> <li><u><a href="#">The Summit County Chamber of Commerce</a></u> <ul style="list-style-type: none"> <li>Provides resources, educational opportunities, and business connections for the county. The Chamber connects their members with consultants, funding opportunities, and employment</li> </ul> </li> </ul>

### Action 3.1: Establish a Town of Keystone Business Advisory Board

opportunities. For non-members, the Chamber hosts monthly Mixers that are open to the public and are a chance to connect with people of the business community across Summit County. The Keystone Science School is a member of the Summit County Chamber of Commerce and can be helpful in sharing county-level opportunities and information with the Town of Keystone Business Advisory Board.

Resources for entrepreneurs and small businesses:

- Colorado [Small Business Development Center Network](#) (SBDC)
  - Supports entrepreneurs and small businesses with no-cost business advising, training programs, and connection with entrepreneurs.

## Action 3.2: Conduct a Study on Town of Keystone Businesses to Inform Local Business Needs and Lakeside Village Revitalization

What is this?  
Why is it important?

Lakeside Village was voiced as a priority neighborhood for economic development and revitalization at the Keystone Community Visioning Workshop. In particular, there was an identified need to increase economic activity in existing commercial areas, with Lakeside Village noted as a previously vibrant business neighborhood that has the potential to attract more local businesses and increase activity beyond current levels. Different mechanisms to do this were put forth, including the creation of an Economic Development Zone, which workshop attendees prioritized as an action item. However, in post-workshop conversations with the Steering Committee, it was determined that establishing an Economic Development Zone in Lakeside Village could not be done without first having a comprehensive understanding of Keystone's overall business landscape to avoid jumping into a point solution that could overlook critical business community needs and opportunities. This led to conversations among the Steering Committee and workshop attendees about a need to understand the current local business community and their needs (both within and beyond Lakeside Village) before a plan can be made to begin revitalization efforts in Lakeside Village. This resulted in a shift in focus for this action from developing an Economic Development Zone to revitalize Lakeside Village, to conducting a study on Town of Keystone businesses to inform local business needs and Lakeside Village Revitalization.

It is proposed that the newly appointed Town of Keystone Business Advisory Board conduct this survey and study, with the findings providing guidance on the actions and priorities that it should undertake within Lakeside Village and in other commercial areas and business communities in the town. Workshop attendees did express specific interest in reducing the runaway vacancy problem that makes Lakeside Village feel underutilized, and support Lakeside Village as a potential town center of Keystone. Lakeside Village has many assets that make it a candidate for priority attention, including Decatur Park, the proximity of Lakeside Village to the Snake River, access to community trails, mixed commercial space, and accessibility for locals during the ski season.

This action is expected to take 12 months to complete from whenever the action is begun. Action 3.1 must occur before Action 3.2 can begin.

Initial next steps and deadlines (Today-24 months)

Step 1: Create a survey to distribute to existing local businesses and key stakeholders to assess the former, current, and future landscape of the town's businesses and economic activity. The survey should gather information including, but not limited to, the following:

- Specific to current or former local businesses:
  - Local business owners and business names in the Town of Keystone
  - Date that local business were established in Town of Keystone
  - Interest of local businesses in participating in local business efforts or

## Action 3.2: Conduct a Study on Town of Keystone Businesses to Inform Local Business Needs and Lakeside Village Revitalization

- meet-ups
- Key challenges local businesses face
- Specific to Lakeside Village:
  - Local businesses that participated in the former Lakeside Village business group
    - Of those that did participate, why they stopped participating
- Specific to key stakeholders:
  - Businesses or services that community members want to see in the Town of Keystone
  - Businesses and activities that would attract community members to Lakeside Village
- Offer the option for respondents to share any additional information via the survey or through a short informational interview with member(s) of the Business Advisory Board after the survey period is completed.

Timeline: Month 0 - Month 6

Step 2: Identify key stakeholders to engage in this study, including, but not limited to:

- Existing local business owners in the Town of Keystone
  - Especially, local businesses in Lakeside Village
- Former business owners in the Town of Keystone
- HOAs in Lakeside Village
- Property owners in Lakeside Village
- Vail Resorts (especially with regard to commercial space in Lakeside Village)
- Community members

Timeline: Month 0 - Month 6

Step 3: Distribute the survey to all key stakeholders and ask for responses.

Timeline: Month 6 - Month 9

Step 4: Study any knowledge gaps about the business landscape of the Town of Keystone that cannot be informed by responses to the survey. Potential gaps to consider may include, but are not limited to:

- Quantifying the number of business licenses in the Town of Keystone: former, current, and pending.
- Determining the rate that business turnover occurs in each commercial area of the Town of Keystone.
- Coordinating with Vail Resorts to determine how opportunities for growth align.

Timeline: Month 6 - Month 10

Step 5: Hold informational interviews with any stakeholders or survey respondents that opted to share more information post-survey.

Timeline: Month 9 - Month 10



## Action 3.2: Conduct a Study on Town of Keystone Businesses to Inform Local Business Needs and Lakeside Village Revitalization

	<p><u>Step 6:</u> Analyze, interpret, and summarize findings from the survey and informational interviews. Timeline: Month 10 - Month 11</p> <p><u>Step 7:</u> Share summary of findings with the Town of Keystone and all key stakeholders. The summary should not include any sensitive data gathered through the survey or any confidential information. Timeline: Month 12</p>
Measures of success	<ul style="list-style-type: none"> <li>• A survey to learn about the Town of Keystone’s business landscape has been developed.</li> <li>• The survey has been distributed to all key stakeholders.</li> <li>• A business landscape study that identifies business gaps and opportunities has been completed.</li> <li>• Informational interviews with key stakeholders have been held.</li> <li>• The survey, landscape study, and informational interviews have been analyzed and summarized into a concise summary of findings. Useful information about the Town of Keystone business community’s needs have been provided.</li> <li>• A summary of the findings from the survey and study has been shared with the Town of Keystone, the business community, and key stakeholders.</li> </ul>
Lead role	Business Advisory Board
Supporting roles	<ul style="list-style-type: none"> <li>• Volunteer Marketing Committee (refer to Action 2.1)</li> <li>• Local business owners</li> <li>• Vail Resorts</li> <li>• <a href="#">Summit County Chamber of Commerce</a></li> </ul>
Potential needs and resources	<p>Coordination with commercial space owners:</p> <ul style="list-style-type: none"> <li>• Working with Vail Resorts to learn more about business opportunities and challenges in shared commercial areas. Reach out to Kerry Vanderweit and Tyler Bruce from Vail Resorts.</li> </ul> <p>Online survey design resources:</p> <ul style="list-style-type: none"> <li>• <a href="#">Qualtrics</a> - free survey design platform</li> <li>• <a href="#">SurveyMonkey</a> - free survey design platform</li> <li>• <a href="#">Google Forms</a> - free survey design platform</li> </ul> <p>Survey design best practice resource:</p> <ul style="list-style-type: none"> <li>• <a href="#">Creating Effective Surveys: Best Practices in Survey Design</a> - survey design tip sheet</li> </ul>

## Action 3.3: Host a Hometown Week Event in the Lead-up to the 2025 West Slope Startup Week

What is this?  
Why is it important?

The development and attraction of jobs was voted as a key priority at the Keystone Community Visioning Workshop. This is reflected in Action 3.2 which aims to better understand the existing business landscape so that the necessary conditions and support can be provided to current businesses and attract future businesses to the town. In regards to the latter, [West Slope Startup Week](#), a regional conference for entrepreneurs that celebrates and connects startup business owners, investors, and other stakeholders, was raised by workshop attendees as a relevant gathering of entrepreneurs and remote workers that the Town of Keystone may want to consider engaging with. Conversation turned to the possibility of hosting the conference as a way to garner attention, attract new businesses, and bring additional resources to the town.

Startup Colorado is the organization that oversees West Slope Startup Week and the process for selecting host destinations. In order to host the full conference, all candidate locations are first required to host a Hometown Week Event before they can be considered to host the full West Slope Startup Week conference. As such, this action focuses on hosting a Hometown Week Event in 2025 with the aim of being the host destination for the 2026 West Slope Startup Week Event to bring business to the town while also promoting Keystone's lifestyle for potential remote work.

This action is expected to take up to 24 months to complete from whenever the action is begun. There may be periods of waiting between steps in this action, as noted below.

Initial next steps and deadlines (Today-24 months)

Step 1: Thayer Hirsh and Kami Collins send an email to Startup Colorado to express interest in Keystone being a candidate for hosting a future Hometown Week Event and Startup Week event.

**This step has already been completed.**

Step 2: Town of Keystone is selected by Startup Colorado to host a Hometown Week Event in the leadup to the 2025 West Slope Startup Week

**This step has already been completed.**

Step 3: Thayer Hirsh plans the Hometown Week Event for 2025

- Planning for the Hometown Week Event should accommodate a group of ~20 individuals visiting for a dinner and meeting in the Town of Keystone.
- Focus of the event is on launching the West Slope Startup Week through localized involvement and celebrating and showcasing local entrepreneurs in Summit County.

Timeline: May 2025 - October 2025

### Action 3.3: Host a Hometown Week Event in the Lead-up to the 2025 West Slope Startup Week

Step 4: Town of Keystone hosts a Hometown Week Event for 2025.  
Timeline: October 2025

**\*Note: When Step 4 is completed, Action 3.3 is complete.** However, given that this action is intended to support the ultimate goal of hosting the full Startup Week conference in 2026, the following steps are outlined to support the town in moving forward with hosting West Slope Startup Week.

For Steps 5 -9: At the time this plan was written, West Slope Startup Week 2026 does not have a date or host location determined. The following steps should be used to plan for Keystone hosting West Slope Startup Week in 2026. Additionally, if the Town of Keystone cannot host the 2026 event, these steps may apply to a subsequent year. There will likely be a gap in time from Step 4 to Step 5, as the exact dates for the Startup Week Event 2026 are not available at the time of this report.

Step 5: Town of Keystone applies to be the host of the 2026 West Slope Startup Week.

- To be eligible to apply to be the host of the 2026 West Slope Startup Week:
  - Town of Keystone should be able to demonstrate willingness to host and the resources to host, including, but not limited to:
    - Event space
    - Planning capacity
    - Accommodations space
  - Notify Startup Colorado of Keystone's intent and ability to host the 2026 West Slope Startup Week by contacting: Brittany Romano, CEO and Executive Director, Startup Colorado  
[brittany@startupcolorado.org](mailto:brittany@startupcolorado.org)

Timeline: Summer - Fall 2025

Step 6: Startup Colorado chooses Town of Keystone to host West Slope Startup Week.

Timeline: 12-14 Months before Startup Week 2026

Step 7: A West Slope Startup Week planning committee is established, for all event planning. The planning committee may consist of:

- Individual volunteers
- Members of the Business Advisory Board
- Hired planners/consultants

Timeline: 12 - 13 Months before Startup Week 2026

Step 8: The planning committee establishes measurable goals for success in hosting West Slope Startup Week to guide planning efforts.

Timeline: 12 Months before Startup Week 2026

### Action 3.3: Host a Hometown Week Event in the Lead-up to the 2025 West Slope Startup Week

	<p><u>Step 9:</u> West Slope Startup Week planning takes place. Planning should include but is not limited to:</p> <ul style="list-style-type: none"> <li>• Event space in town is reserved to host the event.</li> <li>• An informational packet is prepared to share with attendees of Startup Week including overnight accommodations, restaurants, amenities, activities, and logistical information for visitors - paired with Action 2.3.</li> <li>• Resources for hosting are reserved (e.g. catering, tables and chairs, speakers, etc...).</li> </ul> <p>Timeline: 12 Months before West Slope Startup Week 2026 until event is held</p>
Measures of success	<ul style="list-style-type: none"> <li>• Keystone has been chosen to host a Hometown Week Event.</li> <li>• Keystone has hosted a Hometown Week Event.</li> <li>• Keystone has been chosen to host West Slope Startup Week.</li> <li>• Keystone has hosted West Slope Startup Week.</li> <li>• The following metrics to plan the success of hosting Startup Week are tracked: <ul style="list-style-type: none"> <li>○ Number of business licenses after West Slope Startup Week.</li> <li>○ Remote working population after West Slope Startup Week is tracked.</li> <li>○ Money spent in town as a result of West Slope Startup Week.</li> <li>○ Attendance at activities in town during West Slope Startup Week.</li> </ul> </li> </ul>
Lead role	<p><u>Steps 1-3</u> Thayer Hirsh, Executive Director Summit Economic Partnership (<a href="mailto:thayer@summitpartnership.org">thayer@summitpartnership.org</a>) Kami Collins, OEDIT Rural Opportunity Representative West (<a href="mailto:kami.collins@state.co.us">kami.collins@state.co.us</a>)</p> <p><u>Steps 4-9</u> Thayer Hirsh and designated event planner(s)</p>
Supporting roles	<ul style="list-style-type: none"> <li>• Carol Kerr, Town Council Member: <a href="mailto:ckerr@keystoneco.gov">ckerr@keystoneco.gov</a></li> <li>• <u>Startup Colorado:</u> <ul style="list-style-type: none"> <li>○ Vanessa McCran, Director of Community Engagement: <a href="mailto:vanessa@startupcolorado.org">vanessa@startupcolorado.org</a></li> <li>○ Brittany Romano, CEO and Executive Director: <a href="mailto:brittany@startupcolorado.org">brittany@startupcolorado.org</a></li> </ul> </li> </ul>
Potential needs and resources	<p>Event planning capacity and resources:</p> <ul style="list-style-type: none"> <li>• Event space</li> <li>• Food</li> <li>• Speakers from the business community</li> <li>• Marketing for event and town brochure (Action 2.3)</li> <li>• Restaurant involvement</li> </ul>



## GOAL 4: AMENITY STEWARDSHIP AND DEVELOPMENT

Enhance access, awareness, and education around existing outdoor recreation assets, such as trails and rivers. Develop amenities, programs, and services to support community quality of life and protect existing natural resources.

Goal 4 received 30 overall votes across four topics and 19 individual actions during the Action Prioritization activity of the Keystone Community Visioning Workshop. 20 of these votes came from community members and the remaining 10 from visitors and state partners.

### Action 4.1: Develop a Series of Walking Tours

<p>What is this? Why is it important?</p>	<p>Although Keystone has a great network of trails, not all of them are well communicated to visitors and there are limited opportunities to learn about the history and culture of Keystone, which is a priority for the community. During the Keystone Community Visioning Workshop, attendees discussed how there is a need for more family-friendly activities that are affordable and provide options for those who do not want to ski or mountain-bike every day during a visit. These tours may be of interest to full-time residents, second-home owners, conference attendees, and other visitors as a way for them to learn more about their community.</p> <p>Various organizations within Summit County and Keystone have educational tours and other programming opportunities that may be expanded to better support the needs identified above. <a href="#">Friends of the Dillon Ranger District</a> provide numerous guided educational events over the summer months, and these are not currently offered in Keystone. <a href="#">Blue River Watershed Group</a> offers citizen science opportunities which are a great way to engage the community in learning about the ecosystems around them, but are not currently instructional or guided. <a href="#">Keystone Science School</a> is an outdoor education and adventure school whose programs provide hands-on learning opportunities to kids and young adults. These programs can provide a model for how future educational programs can be structured and this framework could be expanded to families and adults.</p> <p>This action is expected to take 24 months to complete from whenever the action is begun.</p>
<p>Initial next steps and deadlines (Today-24 months)</p>	<p><u>Step 1</u>: Participate in current walking tour events and educational programs in Summit County to gather information on format, structure, and facilitation.</p> <ul style="list-style-type: none"><li>• Volunteer or shadow programs at the Keystone Science School.</li><li>• Coordinate with Friends of the Dillon Ranger District and Blue River Watershed Group to learn about their programs/walking tours and how they are formatted.</li></ul> <p>Timeline: Month 0 - Month 4</p>

## Action 4.1: Develop a Series of Walking Tours

Step 2: Connect with local organizations that host educational events and poll for interest regarding collaboration to expand walking tour offerings or to develop new tours.

- Reach out to organizations that host educational events about their interest in collaboration to develop new walking tour offerings.
  - Keystone Science School for nature based discussions and outings.
  - Friends of the Dillon Ranger District for trail education.
  - Blue River Watershed Group for citizen science and connection to the Snake River.
- Develop a list of interested groups/individuals to begin conversations with in Step 3.

Timeline: Month 2 - Month 4

Step 3: Arrange meetings with interested organizations to determine the structure of the tours and how they will be facilitated/run. Work through the format and design of the tours with interested groups. Determine the answers to the following questions:

- Who is going to lead/develop each tour? Self-guided tours require upfront development but do not require future staffing.
- Will this be one tour that is run repeatedly, or will tour offerings change throughout the year?
- What will the tour(s) focus on?
  - E.g. mining, history, flora/fauna, wildlife observations, scavenger hunts, composting, alpine gardening, etc.
- How will the tours be advertised? Where will sign-ups be housed?
  - E.g. newspapers, social media, or course offerings.
  - As Keystone's visitor website (Action 2.3) is developed the marketing committee may be a supporting party here.
- Will the tours be free or paid? Who will collect payment and can this be facilitated digitally?
- Is funding needed or are these tours volunteer developed/run?

Timeline: Month 6 - Month 10

Step 4: Continue to meet with interested groups and work out tour logistics and content while beginning to pilot tours.

- Finalize the number, type, and focus of tours.
- Pilot tours with friends/family, camps, students, and others and gather feedback on how they are running.
- Finalize promotion and where tour sign-ups are housed and begin to advertise these opportunities.

Timeline: Month 8 - Month 14

Step 5: Begin running and supporting walking tours while continually assessing their success and make changes/modifications as needed.

- Check-in with the organizations 3-6 months after tours begin to determine

## Action 4.1: Develop a Series of Walking Tours

	<p>successes and drawbacks and make any potential changes to the tour format and other logistics.</p> <p>Timeline: Month 12 - Month 24</p>
Measures of success	<ul style="list-style-type: none"> <li>• Connections have been made with interested organizations and a group to develop and support the walking tours has been formed.</li> <li>• Number, type, and focus of the walking tours has been determined.</li> <li>• Tours are promoted through identified channels and sign-ups can begin.</li> <li>• Pilot walking tours with groups like friends, family, students, or camps are conducted. Walking tours begin running and a check-in is done after the first 3-6 months to determine any changes necessary.</li> </ul>
Lead role	<p>Christy Camp, <a href="mailto:christy.camp@icloud.com">christy.camp@icloud.com</a></p>
Supporting roles	<ul style="list-style-type: none"> <li>• Keystone Science School <ul style="list-style-type: none"> <li>◦ Michelle Perl, Director of Advancement: <a href="mailto:mperl@keystonescienceschool.org">mperl@keystonescienceschool.org</a></li> <li>◦ Eric Rightor, Executive Director <a href="mailto:erightor@keystonescienceschool.org">erightor@keystonescienceschool.org</a></li> </ul> </li> <li>• Friends of the Dillon Ranger District <ul style="list-style-type: none"> <li>◦ Em Lind: <a href="mailto:emilylind@fdrd.org">emilylind@fdrd.org</a></li> </ul> </li> <li>• Blue River Watershed Group <ul style="list-style-type: none"> <li>◦ Scott Price: <a href="mailto:executivedirector@snakeriverwater.com">executivedirector@snakeriverwater.com</a></li> </ul> </li> </ul>
Potential needs and resources	<p>Collaboration with organizations that have guided tours or visitor education:</p> <ul style="list-style-type: none"> <li>• <a href="#">Keystone Science School Pathfinders</a></li> <li>• <a href="#">Friends of the Dillon Ranger District Free Guided Tours</a></li> <li>• <a href="#">Blue River Watershed Group Citizen Science</a></li> <li>• If partners aren't interested in this maybe this action falls to a potentially new DMO or other town-based group (<a href="#">see action 2.3</a>)</li> </ul> <p>Funding and resources for educational programming:</p> <ul style="list-style-type: none"> <li>• Great Outdoors Colorado <ul style="list-style-type: none"> <li>◦ <a href="#">Pathways</a> - This could be a good fit if tours are developed to support specific issues or address climate concerns.</li> <li>◦ Reach out to Dan Omasta (<a href="mailto:domasta@goco.org">domasta@goco.org</a>) at Great Outdoors Colorado (GOCO) about project ideas. Dan and his team can assist during project planning, grant navigation, and grant proposals.</li> </ul> </li> </ul>

## Action 4.2: Conduct an Assessment of Parks and Playgrounds

What is this?  
Why is it  
important?

Keystone is surrounded by incredible recreation opportunities and natural spaces, but local parks and playgrounds are less common, poorly maintained, and many residents and visitors do not know where they are in the community. Parks and playgrounds play a big role in developing a family-friendly environment, something that was frequently mentioned as a priority during the Keystone Community Visioning Workshop.

Many workshop attendees showed an interest in new parks and playgrounds as amenities that serve residents and visitors outside of recreation opportunities like skiing and mountain biking. However, subsequent conversations showed that there are a number of playgrounds throughout Keystone that community members were unaware of, identifying the need for an assessment and inventory of what currently exists prior to developing new amenities. The Comprehensive Plan that is currently in development will include some high-level information on parks in Keystone, but a more in-depth analysis can build on this preliminary information to identify specific opportunities for park and playground redevelopment or additions.

Parks fall under the purview of the Trails and Open Space Advisory Board and so they have been designated as the Lead Role for this action. During the workshop, parks and playgrounds received more votes (including actions and topic votes) than any other category during the Action Prioritization activity showing that they are a top priority for Keystone. If this action cannot be taken on solely by the Trails and Open Space Advisory Board, then technical support should be identified to help complete the assessment.

This action is expected to take 18 months to complete from when the action is begun.

Initial next steps  
and deadlines  
(Today-24  
months)

Step 1: Identify support and assistance needs for the assessment of playgrounds and parks. Consider the following:

- Capacity of the Trails and Open Space Advisory Board.
- Many programs across the state partner graduate students with communities to provide technical planning assistance at no cost to the community (see resources below for potential partners).

Timeline: Month 0 - Month 2

Step 2: Develop an inventory of all existing playgrounds in Keystone that includes, but is not limited to, information on:

- Name and Owner
- Size
- Equipment present (slides, swings, etc.)
- Equipment condition/age
- Use - Conduct field assessments and identify if the playgrounds are



## Action 4.2: Conduct an Assessment of Parks and Playgrounds

used/by whom/how often.  
Timeline: Month 4 - Month 8

Step 3: Develop an inventory of all existing parks in Keystone that includes, but is not limited to, information on:

- Name and Owner
- Size
- Intended use(s) - Conduct field assessments and identify if the parks are used/by whom/how often.

Timeline: Month 4 - Month 8

Step 4: Synthesize park and playground inventories into a map and a report that can be shared with the community to show existing infrastructure and highlight needs. This information should be prepared prior to community engagement in Step 5 to help shape engagement activities and key questions.

Timeline: Month 8 - Month 12

Step 5: Organize open house-style community events to present the playground and parks inventories and gather input on gaps and needs to assist with identifying priority areas for revitalization and potential new parks and playground spaces. It will be important to engage with youth and families for these events. Some key questions to ask at this meeting could include:

- What playgrounds that exist would you like to see improved?
- What type of facilities are you interested in seeing?
- Where do you want to see additional park/playground spaces established?

Timeline: Month 12 - Month 14

Step 6: Synthesize feedback from the community engagement and parks and playgrounds inventories to prioritize efforts for existing playground/park revitalization and potential new parks/playground spaces in a final set of recommendations.

- Identify top priority spaces for revitalization and/or new development.
- Identify community desires for design and priority features.
- Present final recommendations back to the community and use them to support future development and revitalization efforts.

Timeline: Month 14 - Month 18

### Measures of success

- Support and assistance needs for the assessment of playgrounds and parks have been determined and technical support is recruited if it has been determined necessary.
- Playground inventory has been conducted.
- Park inventory has been conducted.
- Map and report of the park and playground assessment has been completed and shared with the community.
- Community engagement around parks and playgrounds has been conducted.

## Action 4.2: Conduct an Assessment of Parks and Playgrounds

	<ul style="list-style-type: none"> <li>A set of final recommendations for priority parks and playgrounds to revitalize and spaces for potential additions is developed.</li> </ul>
Lead role	Trails and Open Space Advisory Board
Supporting roles	<ul style="list-style-type: none"> <li>Diane Leavesley, voiced interest in playground development: <a href="mailto:dleaves@comcast.net">dleaves@comcast.net</a></li> </ul>
Potential needs and resources	<p>Funding for parks and playground planning and development:</p> <ul style="list-style-type: none"> <li>Great Outdoors Colorado (GOCO) <ul style="list-style-type: none"> <li><a href="#">Community Impact Grants</a> - Funding is available for the planning or construction of new or upgraded trails or outdoor amenities.</li> <li>Reach out to Dan Omasta (<a href="mailto:domasta@goco.org">domasta@goco.org</a>) at Great Outdoors Colorado (GOCO) about project ideas. Dan and his team can assist during project planning, grant navigation, and grant proposals.</li> </ul> </li> <li><a href="#">Kaboom Playground Grants</a> <ul style="list-style-type: none"> <li>This grant program currently only supports specific communities in the US, one of which is Denver. Check back to see if their areas have changed.</li> </ul> </li> </ul> <p>Best practices for developing a park and playground assessment resources:</p> <ul style="list-style-type: none"> <li>National Parks and Recreation Association: <a href="#">Recommended Measures to Evaluate Park Use and Quality</a></li> </ul> <p>Technical assistance for a parks and playground assessment or playground design:</p> <ul style="list-style-type: none"> <li>Colorado Department of Local Affairs: <a href="#">University Technical Assistance Program (UTAP)</a> <ul style="list-style-type: none"> <li>This program offers support for processes and design, landscape architecture, planning, and more to small local governments in a similar process to this CAP.</li> <li>Contact Kate McIntire, Summit County Regional Manager, <a href="mailto:kate.mcintire@state.co.us">kate.mcintire@state.co.us</a> for more information on the program and application process.</li> </ul> </li> <li>CU Denver Masters of Urban and Regional Planning (MURP) Program Capstone Projects <ul style="list-style-type: none"> <li>Students could support Keystone with the park and playground assessment, communication of findings, community engagement, and/or final designs.</li> <li>Proposed projects should be achievable in a 5 month timeline .</li> <li>Contact Jennifer Steffel Johnson, <a href="mailto:jennifer.steffeljohnson@ucdenver.edu">jennifer.steffeljohnson@ucdenver.edu</a> for more information on timeline</li> </ul> </li> </ul>

## Action 4.3: Develop a Calendar of Nature-Based Events to Support the Shoulder Seasons

What is this?  
Why is it important?

Almost all programming in Keystone is hosted by the [Keystone Neighborhood Company](#) (KNC), primarily in River Run and other Vail Resort properties. Most events hosted in Keystone by KNC revolve around music and alcohol such as the Bacon and Bourbon or Wine and Jazz festivals. These events may exclude the family-friendly market and identity that the community has repeatedly emphasized as important. Although there are a wider variety of events offered throughout Summit County (see [Summit Daily Calendar](#)), these events are not focused on Keystone and do not necessarily address what community members are seeking. However, these events are not focused in Keystone and do not necessarily support community members in the way they are seeking. There is a desire from the community to have more events that showcase Keystone's unique identity separate from the ski resort and that invite families to participate. Additionally, many conversations at the Keystone Community Visioning Workshop emphasized a need for more community building while Keystone works to develop their town identity and core.

Hosting nature-based events in Keystone was identified as an opportunity to grow and develop relationships that center Keystone's natural assets as part of its brand and identity. However, before the Town of Keystone can begin to host events of their own it is important to identify what is currently offered in and around Keystone and where there may be gaps in the county-wide event calendar or in the type of events being hosted. Once an initial list of nature-based events is established, it will be easier to determine where Keystone should target future programming efforts. This action can also support Action 2.3 by providing the website with a more specific list of events that highlight Keystone's nature-based assets and identity.

This action is expected to take 12 months to complete from whenever the action is begun.

Initial next steps and deadlines (Today-24 months)

Step 1: Assess the [Summit Daily Calendar](#) to identify events that take place in and around Keystone. Look closely at the shoulder seasons to identify what type of events are being offered and begin to identify gaps that Keystone could fill with nature-based events that support the community's family-friendly identity. Consider the following:

- When events are taking place and when there is less to do for community members and visitors.
- Where events are being hosted and if they are concentrated in specific locations or venues.
- What type of events are offered, focusing on current nature-based offerings.

Timeline: Month 0 - Month 4

### Action 4.3: Develop a Calendar of Nature-Based Events to Support the Shoulder Seasons

	<p><u>Step 2:</u> Compile the information gathered in Step 1 into an outline of annual events and describe the gaps identified.</p> <ul style="list-style-type: none"> <li>● Highlight nature-based events that are of interest and describe how Keystone could become more involved (e.g. expanding existing events into Keystone, adding additional days, spin-off events that can be hosted locally).</li> <li>● Identify gaps in the annual calendar of when events are sparse.</li> </ul> <p>Timeline: Month 4 - Month 8</p> <p><u>Step 3:</u> Connect with the Volunteer Marketing Committee (Action 2.1) to add the <a href="#">Summit Daily Calendar</a> of events to the visitor website to support marketing efforts (Action 2.3). Discuss the gaps identified and outlined in Steps 1 and 2 and how Keystone can become involved in existing nature-based events.</p> <ul style="list-style-type: none"> <li>● This step will be determined by the Marketing Committee's timeline on website and visitor guide development.</li> <li>● In the interim connect with Lindsay Hirsh at the town to get the <a href="#">Summit Daily Calendar</a> linked on the Town's website.</li> </ul> <p>Timeline: Month 8 - Month 12</p>
Measures of success	<ul style="list-style-type: none"> <li>● Summit Daily Calendar is added to the Town of Keystone Website.</li> <li>● A report on the current events that outlines gaps in the timeline, type of events, and event locations is developed.</li> <li>● An outline of specific nature-based events that exist in and around Keystone with the Volunteer Marketing Committee is developed and shared.</li> </ul>
Lead role	Christy Camp, <a href="mailto:christy.camp@icloud.com">christy.camp@icloud.com</a>
Supporting roles	<ul style="list-style-type: none"> <li>● <a href="#">Summit County Outdoor Coalition</a></li> <li>● Colorado Parks and Wildlife <ul style="list-style-type: none"> <li>○ Hannah Grimes: <a href="mailto:hannah.grimes@state.co.us">hannah.grimes@state.co.us</a></li> </ul> </li> </ul>
Potential needs and resources	<p>Marketing Support</p> <ul style="list-style-type: none"> <li>● Office of Economic Development and International Trade - Rural Opportunities Office <ul style="list-style-type: none"> <li>○ Contact Kami Collins, <a href="mailto:kami.collins@state.co.us">kami.collins@state.co.us</a></li> </ul> </li> </ul>



# IMPLEMENTATION AND NEXT STEPS

Following the Keystone Community Visioning Workshop in March, the planning assistance team, steering committee, state and federal partners and some additional interested attendees from the workshop worked to further detail identified action items for the Community Action Plan (CAP). This occurred over two post-workshop calls held on April 2nd and April 17th, 2025. The final CAP was then shared on May 6th, 2025 with the Town of Keystone, community members, and workshop attendees in a final, in-person presentation.

Since the community workshop, Keystone's dedicated community members and steering committee have already begun to made great progress towards actions outlined in the CAP, including the following:

- Relevant to all actions under Goal 1 and Action 4.2, the Town of Keystone has begun recruiting members for the Trails & Open Space Advisory Board.
- For Action 2.1, Amy Kemp has began recruitment for the Volunteer Marketing Committee.
- For Actions 2.2 and 2.3, Matt Nunez has looped in Hilary Lewkowitz (Director, Destination Development & Sustainability, Colorado Tourism Office) to provide support and guidance related to tourism marketing and potential grant funding.
- For Action 3.3, Startup Colorado has approved the Town of Keystone to host a Hometown Week Event leading up to the 2025 West Slope Startup Week, taking place October 6-10, 2025
- For Action 4.3 a preliminary list of nature-based events in and around Keystone is being developed by Christy Camp, with support from Hannah Grimes and others.

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