

TOWN OF FRISCO






STRATEGIC PLAN

2020 - 2021

March 2021
Update



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Frisco Town Council



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Visioning Frisco's Future

The year of 2020 and early in 2021 brought unexpected and extraordinary circumstances to address the global pandemic resulting from COVID-19. While the pandemic delayed some of the Town of Frisco's strategic plan priorities, as will be noted in this March 2021 update, the Town responded expeditiously to the new priorities and needs of the community to respond to the economic and health crisis.

In January of 2021, the Town Council enlisted the help of the Insights Collective, a think-tank of resort destination experts to develop future scenarios for the Town to clarify and strengthen the Town's strategic priorities. The Insights Collective held several engaging work sessions with the Town Council from which, along with reviewing the Town's strategic and community plans, the Insights Collective developed "The Frisco Story," a future scenario for Frisco.

The Frisco Story

Frisco is a walkable town and mountain community dramatically sited between Dillon Reservoir and soaring peaks, set within a region unsurpassed in natural beauty and outdoor opportunities. Frisco is a town with edges, town boundaries are formed in a deliberate way - the developed areas meet lands that will be protected in perpetuity to ensure resident's access to nature and the outdoors. The town greatly values a neighborhood feel: the community looks to enhance and protect this quality through capital investments in parks, trails, and connectivity. In Frisco, full-time and seasonal residents, workers, business operators, and visitors are all considered a part of the community. The town is proactively inclusive and welcoming. The Frisco setting, culture, and quality of life combine to create a true community.

While the town works to protect a unique character within Summit County and the region, there are also strong connections to the neighboring communities and stakeholders. Frisco benefits from the unparalleled outdoor setting, and residents recognize the importance of working collaboratively to protect and enhance the environment. The town and the region draw visitors from around the world to share in the local lifestyle. Visitors will continue to help provide an economic foundation that will sustain the Frisco community for the long term.

With “The Frisco Story” as a backdrop, the Insights Collective developed the following characteristics and guidelines the Town Council and staff may use as a “lens” by which to evaluate strategic priorities, goals, and outcomes. In practice, the “lens” is a filter for decision-making to maintain focus on delivering the desired future state.

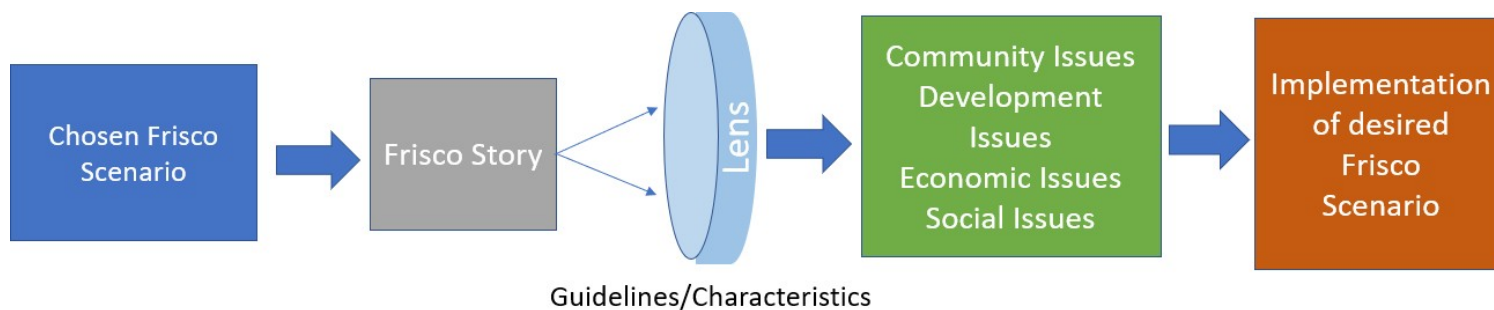
Frisco Characteristics

In Frisco, we are passionate about:

- The outdoor lifestyle
- Encouraging community expression of culture including art, music, the outdoor experience friendliness, and youthful creativity as a reflection of shared values
- The protection and stewardship of the environment
- The inclusive and welcoming traditions, and a desire to foster a strong connection between all members of the community

Frisco Guidelines

- A neighborhood feeling
- All community members are valued.
- There are connections to the county as a whole.
- Culture is an expression of residents.
- Importance is placed on the areas where nature meets the town.
- The community is inclusive and welcoming.
- Protection of community access to outdoors and nature
- Tourism is an economic building block.
- Walkability to enable connections within the community





The Town of Frisco is committed to making decisions and policy which welcome and support residents and visitors so they can pursue their full potential in our unique mountain town. This means that the Town of Frisco takes action to dismantle any systems that sustain inequity and racism and commits to ensuring that there are options in housing, childcare, recreation, and education which consider equity, environmental, economic, and access issues.

Actions/Goals	Dept.	Milestones	Spring 2021 Status
<p><u>Town Council High Priority Goal: Increase Full-Time Residents to 50%</u></p> <ul style="list-style-type: none"> ➤ Town Council to develop measurable outcomes to achieve goal ➤ Evaluate Housing Options & create incentives <ul style="list-style-type: none"> ○ Consider opportunities presented by “Zoom economy” ○ Consider Deed Restriction covenants to identify remote workers as locals ○ Consider Inclusionary Zoning options for deed restricted housing ➤ Identify strategies to maintain current full-time residents ➤ Develop fiber/telecomm system improvements 	CDD	<p>Nov. 2020</p> <p>Jan. 2021</p>	<p>Delayed: Held work sessions with town Council; staff developing plan for Town Council’s adoption in Spring 2021.</p> <p>Delayed: RFP to be issued in Spring 2021</p>

Strategic Priority: Inclusive Community

Actions/Goals	Dept.	Milestones	Spring 2021 Status
<p><u>Town Council High Priority Goal: Create 5 -year Housing Capital Plan</u></p> <ul style="list-style-type: none"> ➤ Adopt 5-Year “2020-2025 Frisco Strategic Housing Plan (FSHP)” <ul style="list-style-type: none"> ○ Develop a Draft Plan and review at Council work session ○ Present final plan to Council for adoption ➤ Initiate Housing Projects: <ul style="list-style-type: none"> ○ CDOT & TOF: Complete 80% design of proposed housing project ○ Initiate process to develop project for 3rd and Granite (Sabatini Lot) 	CDD	<p>April 2021</p> <p>July 2021</p> <p>Summer 2021</p> <p>Jan. 2021</p>	<p>On Track: Developing Plan outline. Plan goals will reflect strategies developed under Goal of increasing full time residents</p> <p>On Track: Architectural services contract underway; 80% design to be completed by 12/31/21. RFP being prepared for release March 2021.</p>
<p><u>Town Council Goal: Implement Social Equity Plan</u></p> <ul style="list-style-type: none"> ➤ Town Council consider options for implementing social justice and equity plans following meetings with community members and evaluating options ➤ Create comprehensive policies to address social equity plan ➤ Communicate Social Equity Plan with community ➤ Implement strategies throughout organization 	HR/TM	<p>Nov. 2020</p> <p>Jan. 2021</p> <p>2021</p> <p>2021</p>	<p>Delayed: Social equity training: Council & leadership May, 2021</p>

Strategic Priority: Inclusive Community

Actions/Goals	Dept.	Milestones	Spring 2021 Status
<u>Goal: Complete Granite and Galena Complete Streets Plan</u> <ul style="list-style-type: none"> ➤ Obtain visionary direction from Town Council ➤ Select design consultant through RFP process ➤ Host public outreach meetings, gather Town Council and community input, present conceptual designs for construction options ➤ Present Council proposed UDC Code Amendment to incorporate plans 	CDD/ PW	Feb. 2021 April 2021 Sept. 2021 Oct. 2021	Delayed: RFP scheduled for spring 2021.



THRIVING ECONOMY

The Town of Frisco strives to create a thriving and sustainable economy for our community by encouraging a variety of businesses which not only provide goods and services but also have a positive impact on the experience of residents and visitors. The Town supports Frisco's economy by recognizing, preserving, and improving upon the assets that sustain our community, including Frisco's iconic Main Street; the commercial core on and around Summit Boulevard; and the outstanding recreational opportunities at the Frisco Bay Marina, Dillon Reservoir, local parks, Frisco Adventure Park, Frisco Nordic Center, and the public lands surrounding Frisco

Actions/Goals	Dept.	Milestones	Spring 2021 Status
<u>Town Council High Priority Goal: Development Main Street Economy</u> <ul style="list-style-type: none">➤ Develop Townwide Short and Long-term Economic Strategy<ul style="list-style-type: none">○ Evaluate economic recovery needs necessitated by COVID-19➤ Consider Promenade 2.0 for 2021 and beyond➤ Produce Main Street Master Plan<ul style="list-style-type: none">○ Confirm Town Council goals and project scope, release RFP and contract with Design Team (dependent upon economic recovery)○ Adoption of final plan by Town Council	CDD	2021 Visioning Jan. 2021 Feb. 2021 April 2021	On Track: Insights Collective visioning process On Track: Economic recovery to focus on industries in prolonged struggle On hold pending completion of visioning

Strategic Priority: Thriving Economy

<p><u>Complete CDOT Gap Project Design</u></p> <ul style="list-style-type: none"> ➤ Consultant selected, design team in place ➤ Present conceptual designs & cost options to Town Council ➤ Identify funding options and present final design to Town Council <ul style="list-style-type: none"> ○ Establish critical milestones for implementation coincide with Gap Project 	PW	<p>March 2021</p> <p>June 2021</p> <p>July 2021</p>	<p>Delayed until project substantially complete (Fall 2021) to provide a clear framework and guidelines for RFP</p>
<p><u>Improve Fiber Connectivity Townwide</u></p> <ul style="list-style-type: none"> ➤ Increase the amount of fiber connectivity throughout town ➤ Enforce “Dig Once” policy ➤ Explore opportunities to utilize Town facilities to increase fiber connections 	CDD/ PW	Ongoing	<p>Fiber crossing conduits were installed at two locations during phase 1 of the Gap project. More crossings are to be installed during phase 2. There will be conduit installed the entire length of granite in conjunction with ATT small cell project</p>



SUSTAINABLE ENVIRONMENT

The Town of Frisco will take action to collaboratively protect and sustain our treasured environment, by ensuring new development and redevelopment achieves net zero and a balance between the natural and built environment and implementing initiatives to address climate change. In furtherance of a holistic approach, the Frisco Town Council supports a sustainable human ecosystem comprised of our inspiring natural environment.

Actions/Goals	Dept.	Milestones	Spring 2021 Status
<ul style="list-style-type: none">➤ <u>Town Council High Priority Goal: Net Zero</u>➤ Complete major energy efficiency upgrades on Town Hall➤ Complete renewable energy plan for all Town Facilities<ul style="list-style-type: none">○ Buildings identified - based on their solar exposure: Public Works, Nordic Center, Day Lodge, new Marina building, and PRA Maintenance Shop.○ New Marina Building being modified for renewable goals.○ CDOT housing project design inclusion	Env Prgms	Sep. 2021 Jan. 2021	On Track: financing options under evaluation. On Track: Priority Town buildings have been identified. Xcel will provide a detailed gap analysis within the first quarter of 2021 needed to reach 100% renewable by 2035.
<ul style="list-style-type: none">➤ Expand EV charging infrastructure	Env Prgms	April-June 2021	On Track: Received grants for EV infrastructure; spring 2021 installation.

Strategic Priority: Sustainable Environment

Actions/Goals	Dept.	Milestones	Spring 2021 Status
➤ Identify PV retrofit projects at existing Town facilities	Env Prgms	Jan 2021	On Track: All Town facilities have been analyzed for potential solar production and the following have been prioritized for solar in the coming years—Public Works, Nordic Center, Day Lodge, PRA Maintenance Shop, and the new Marina building
➤ Include Net Zero principles for all Town-owned or Town-sponsored construction	Env Prgms	Ongoing	On Track: Incorporating into new Marina building design and CDOT employee housing project
➤ Create EV transition plan for Town fleet		March 2021	On Track: 50% complete, data has been collected; Xcel's report on the Town's transformer capacities to complete the transition plan and the finalization of the community EV Readiness Plan

Strategic Priority: Sustainable Environment

<u>Implement Environmental Stewardship Goals</u>			
➤ Complete wildfire mitigation work above the Town's Water Treatment Plant up North Ten Mile Creek	Env Prgms/ CDD/ PW	Oct. 2021	On Track: project is included in the Summit County Wildfire Council budget for 2021, work will start summer of 2021 In progress, Municipal
➤ Include storm water best management practices in all Town construction efforts		Oct. 2021	On Track: Stormwater and Runoff Management Plan creation in progress
➤ Begin enforcement of regulations for trash left outside residences		June 2021	As needed. PD / CSO respond to complaints as needed
➤ Increase waste diversion at businesses		Dec 2021	Ongoing: Working with HC3 to reach out to restaurants and businesses to partake in HC3's waste diversion program
➤ Construct wildlife-proof enclosure around Town Hall refuse area		Aug. 2021	
➤ Promote reusable bottle use			

Strategic Priority: Sustainable Environment

<u>Continue Implementation of Climate Action Plan</u>			
➤ Include Climate Action implementation actions/goals in 2021 budget	Env Prgms/ CDD/ PW	Fall 2020, 2021	Complete
➤ Incentivize EV charging infrastructure in private residence		Jan, 2021	On Track: Budgeted, working on marketing.
➤ Adopt local ordinances to require energy reporting for large commercial buildings.		Jan 2022	On Track: HC3 is leading an energy benchmarking pilot study and coordinating with the state legislature on a potential energy reporting and benchmarking bill with input from the Town
<u>Consider Banning Plastic Single-Use Bags</u>			
➤ Work session with Town Council	CDD/ TM	Dec. 2020	Complete. Ord 21-01 Adopted 1/26/21. Effective Date 9/1/21
➤ Implement Town Council's direction		As directed	Developing Marketing Plan and Incentives for businesses



VIBRANT CULTURE, ARTS & RECREATION

The Town of Frisco recognizes recreational, historical, artistic, and cultural assets and experiences as foundational to the Town's vibrancy and the quality of life for residents and visitors. The Town commits to providing unique and accessible opportunities for residents and visitors so they may find their own unique adventures and meaningful experiences in Frisco, and the Town pledges to maintain, sustain, and protect these assets and experiences for future generations.

Actions/Goals	Dept.	Milestones	Spring 2021 Status
<u>Implement Frisco Bay Marina Improvements</u> <ul style="list-style-type: none">➤ Implement Phase 2 of the Marina Master Plan<ul style="list-style-type: none">○ Construct new office and retail building, turnaround area and fuel system	Rec & Culture (Marina Ops)	2021-2022	On Track: Requests for Proposals released 01/21, project bids to be presented to Town Council March, 2021. Construction summer of 2021.
<ul style="list-style-type: none">➤ Complete parking/circulation study and implement changes as appropriate		Oct 2021	On Track: Walker Consultants hired; short & long term parking and circulation plan developed; improvements scheduled for summer 2021
<ul style="list-style-type: none">➤ Implement Operational Improvements			On Track: F3 Marina on board to train to implement operational improvements to the Marina.

Strategic Priority: Vibrant Culture, Arts & Recreation

Actions/Goals	Dept.	Milestones	Spring 2021 Status
<u>Implement Peninsula Recreation Area (PRA) Improvements</u>			
➤ Adopt Comprehensive Vision & Project Implementation Plan	Rec & Culture	complete	Complete: Plan adopted 10/27/20, Resolution #20-27.
○ Complete design of new Village Center building		Sept 2021	Ahead of Schedule:
○ Evaluate cost/benefit Wedding Venue		Nov. 2021	Ahead of Schedule: New wedding venue budgeted with site prep in May/June 2021 - wedding offered in fall 2021
➤ Implement PRA Master Development Plan – Trails within PRA by constructing new trails		Summer 2021	On Track: Trail work will continue in summer 2021
<u>Continue Implementation of Parks Master Plan Outside PRA</u>			
➤ Construct park improvements aligned with Town Council priorities		Summer, 2021	On Track: Per Council direction, safety improvements and safety
<u>Develop Frisco Historic Park and Museum Long-Range Plan</u>			
➤ Review current and future uses of park and recommendations	CDD & Rec and Culture	Aug. 2021	On Track: Frisco Historic Park & Museum Strategic Plan 2019-2023 adopted; will develop a long-term plan for Council consideration.
○ Evaluate options for additional park amenities; Prepare and present options for Town Council consideration & funding			

Strategic Priority: Vibrant Culture, Arts & Recreation

Actions/Goals	Dept.	Milestones	Spring 2021 Status
<u>Increase and Encourage Art in Public Spaces</u>			
➤ Facilitate implementation of Make Frisco Arts Committee short and long term public art projects	Rec & Culture	January 2021	Underway: Make Frisco Art Committee continues to meet; Town Council authorized more art in public spaces such as Promenade.
➤ Increase awareness of art in public and private spaces		On going	Underway: Visioning process with Town Council encouraged more art in public spaces and utilization of art to convey the Town's community culture.



QUALITY CORE SERVICES

The Town commits to providing quality core services with efficiency, excellent customer service, and professionalism. The Town recognizes that a balanced and fiscally sustainable budget is the cornerstone of successfully supporting this goal so that the Town can effectively maintain critical infrastructure and general services, provide essential public safety services, support and improve the Town's recreational and historical assets, communicate effectively to actively engage residents, attract and retain high-performing personnel to deliver exceptional service to the public, and promote economic development.

Actions/Goals	Dept.	Milestones	Spring 2021 Status
<u>Town Council High Priority Goal: Strengthen Infrastructure Resiliency</u> <ul style="list-style-type: none">➤ Complete full scope life cycle assessment of all Town infrastructure to develop 5 to 10-year Asset Management and Replacement Plan➤ Present to Town Council for adoption of funding plan	PW	Jan. 2021	Delayed: Draft plan to be presented to council April 2021
<u>Town Council High Priority Goal: Digitize Government Services Townwide</u> <ul style="list-style-type: none">➤ Implement electronic and digital services throughout Town operations	All Depts.	Complete: Spring 2021	On Track: Multiple Town services are now digitized including electronic payments to customers and receipt of payments.

Strategic Priority: Quality Core Services

Actions/Goals	Dept.	Milestones	Spring 2021 Status
<u>Develop Five-Year Financial Forecasting Model</u> <ul style="list-style-type: none"> ➤ Create five-year financial forecasting model for long-range financial planning ➤ Include with annual budgeting process each year 	TM / Finance	On-going	A 3 year financial forecast is included in the budget; 5 year plans are included for each fund in the budget document and updated annually.
<u>Strengthen Public Engagement with Town Council</u> <ul style="list-style-type: none"> ➤ Increase opportunities for public engagement with Town Council by implementing new platform PrimeGov to broadcast meetings ➤ Hire professional team to upgrade council chambers with cameras to broadcast to PrimeGov platform 	TM / Clerk	Dec. 2021 Jan. 2021	On Track: Council meetings are now broadcast & recorded. Video cameras installed in Council Chambers for live broadcast.
<u>Improve Accessibility of Town Code for Residents</u> <ul style="list-style-type: none"> ➤ Re-Codification of Town Code ➤ Implement cloud-based hosting of Town Code ➤ Measure usage of new searchable online features 	Clerk	Dec. 2020 July 2021 Dec. 2021	Delayed: Sterling Codifiers was sold to American Legal Publishing in 2020. Draft codification has been provided by the publisher.
<u>Increase Police Officer Training</u>			
<ul style="list-style-type: none"> ➤ Implement SB-217 requirements ➤ Training programs ➤ Purchase body cams and car cams 			On Track: Body cameras & car cameras have been purchased. Expected operating date of July 1, 2021 . In accordance with SB-217 ahead of schedule.
<u>Improve Police Department Core Services</u>			
Consider Remodel of Police Department	PW/PD	Mid-year budget	Remodel plans are complete; RFP out Spring 2021; Council consideration mid-year budget.

Strategic Priority: Quality Core Services

Actions/Goals	Dept.	Milestones	Spring 2021 Status
<u>Retain Fully Staffed Police Department</u> <ul style="list-style-type: none"> ➤ Identify alternative recruitment streams ➤ Promote Frisco PD through recruiting video and new outreach ➤ Identify housing opportunities 	PD	On-going	New recruitment strategies delayed: Recruitment video not started, recruitment efforts ongoing through traditional strategies appear effective.