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MEMORANDUM

To: The Town of Frisco
From: Design Workshop: Jessica Garrow, Alison Cotey, Alex Zarookian
Date: Issued: October 8, 2024
Meeting Date: October 22, 2024
Project Name: Frisco Comprehensive Plan
Project #: 7131
Subject: Frisco Comp. Plan Joint Session

MEMORANDUM PURPOSE

The following memorandum outlines updates for the Town of Frisco Comprehensive Plan. **We will discuss the following at the Town of Frisco Joint Council/Commission Session on October 22, 2024.**

We anticipate the following agenda.

- 1) Project Progress Update- 5 Min.
- 2) Presentation on Community Engagement Window #2 and High-level Understanding- 10 Minutes
- 3) Scenarios and Future Land Use Map Discussion- 45 Minutes
 - a. How do we advance the three scenarios into a single Future Land Use Map for Frisco? Or is there one scenario to focus on?
- 4) Strategies Development- 30 Minutes
 - a. How do we achieve the future vision? What strategies **MUST** be included in the Comprehensive Plan to serve as a guiding, actionable document for Frisco?

1) PROJECT UPDATES

Progress Report. For status updates based on the contractual scope, refer to the attached Project Tracking and Deliverables document. Deliverables have been identified as Complete, In Progress, or Pending.

Our team has completed the following percent complete for the contract:

- Task 1: Public Outreach- 80% Complete. Outstanding Tasks include:
 - Closing the survey on October 20, 2024, and completing a summary assessment of the effort.
 - Working Group Meeting (Tentative Nov. 21-22 Implementation Sessions)
 - Draft Report (70%) Presentation to Planning Commission/Town Council (Tentative Dec. 2024)
- Task 2: Existing Conditions- 100% Complete
- Task 3: Future Needs and Trends- 100% Complete
- Task 4: Alternatives- 60% Complete. Outstanding Tasks include:

- Refining three scenarios to a single Future Land Use Map and Three Mile Plan.
- Development of a Strategies Framework (Goals and Strategies)
- Task 5: Plan Document- 10% Complete
- Task 6: Not Yet Started

Engagement Update. Our team approaches community engagement as interwoven throughout the process to guide and inform the technical content produced. This project will include three engagement windows where we will share the current state of the project and gather feedback from the community around specific questions to inform the next stages of work produced. The following table indicates the proposed engagement windows and status.

	Technical Content	Community Feedback
Project Initiation COMPLETE March 2024	<i>Community Engagement Plan</i> <i>Stakeholder Tracking Template</i> <i>Project Templates</i>	Engagement SKO
Engagement Window #1: Vision and Values- Where are we going? COMPLETE June 2024.	<i>Existing Conditions and Trends Assessments</i> <i>Market Understanding and Growth Potential</i> <i>Community Vision and Values</i>	Roundtable Focus Groups Meetings (March 2024) Coffee Talks and Pop-Up Events and Working Group Meeting #1 (June 2024) Community Survey (June 2024) Planning Commission and Town Council Meeting (August 2024)
A summary of engagement window #1 can be found on the website: Memorandum Frisco (frisco.gov.com)		
Engagement Window #2: Alternatives and Trade-offs- How will we get there? In Progress Tentative Completion End of October.	<i>Scenarios and trade-offs Analysis</i> <i>Future Land Use Map & Three Mile Plan</i> <i>Strategy Framework</i> <i>Draft 70% Plan</i>	Working Group Meeting #2 (August 2024) Pop up Events and Online Survey (Sept-Oct 2024) Planning Commission and Town Council Meeting (October 2024)
Public Review Tentative Jan. 2024	Final 95% Plan	Document posted online for community comment. Community Working Group Town Council

2) ENGAGEMENT WINDOW #2 UPDATES

On Thursday, September 26, 2024, the Town of Frisco conducted a full day of community-wide engagement to share current conditions and community values which will inform the plan elements, goals, and strategies and gather feedback on priorities and trade-offs for potential growth scenarios.

Community Events. Five in-person community events were held at the following locations in a pass-through format:

- Rocky Mountain Coffee Roasters 7:30-9:30 a.m.
- Town Hall, Council Chambers (Outside) 1:00-2:30 p.m.
- *End of the school day - Frisco Elementary (Not Publicly Noticed)*
- Frisco Bay Marina 4:00-6:00 p.m.
- Summit Middle School Football Game 4:00-6:00 p.m.

Overall, 55 participants signed in at the events, with many choosing not to share their contact information. Over 100 people participated in discussions with staff and event activities. All boards were available in English and Spanish, and a Spanish-speaking translator was available at in-person events.

In addition to the day of events, the Town has led additional engagement events utilizing provided materials and talking points at Walmart and other locations around town.

Finally, to provide virtual access to all in-person events, an online survey and all current project information have been made available at www.FriscoPlan.com. As of October 8, 2024, the survey had 105 responses and will close on October 22, 2024. The survey is available in English and Spanish.

Noticing and Communication. The survey was noticed on [the website](#), and flyers and business cards with QR codes were distributed around the Town. Notifications were emailed directly to residents via town listservs. All materials were provided in English and Spanish.

Description of Activities. There were 10 boards (which can be viewed [here](#)) that asked participants to provide feedback across a spectrum of information. This included an introduction to the project and information on the community values developed in Engagement Window #1. In addition, information is provided to describe scenario planning and the drivers and trends that informed the development of these scenarios. Three scenario maps explore different ways to approach future planning in the Town, ask for feedback on the vision statement and overall scenario, and vote on a favorite scenario. A future land use character board showed character imagery of land use classifications to understand better the character of the colors on the scenario maps. A scenario comparison board provided a snapshot to help understand the trade-offs of each scenario. Finally, a trade-off board identified statements of different possible outcomes of the three scenarios, and participants were asked to indicate the statement that was most true to their viewpoint. Each event included kids' activities and an opportunity to draw on the Future of Frisco. Participants provided contact information on a sign-in sheet and were offered the option to be entered into a drawing to win a prize at the Nordic Center.

Event Photos.



Event Photos

Kids Activities.

TOWN OF FRISCO COMPREHENSIVE PLAN | PLAN INTEGRAL

KIDS ACTIVITY WORKSHEET | HOJA DE ACTIVIDADES PARA NIÑOS

TELL US WHAT YOU LOVE: Describe what you love about Frisco!
CUÉNTANOS LO QUE TE ENCANTA: Describe lo que te encanta de Frisco!

My favorite spot is (Mi lugar favorito es):
Marina

My friends and I like to go to (A mis amigos y yo nos gusta ir a):
Tubing

My family likes to go to (A mi familia le gusta ir a):
Amy park

My favorite restaurant in Frisco is (Mi restaurante favorito en Frisco es):
Sushi on Main Street

I like to ride my bike at (Me gusta andar en bicicleta en):
I ride my scooter around my neighborhood

When I am not in school I am at (Cuando no estoy en la escuela estoy en):
Home or friends house

Something I want in Frisco is (Algo que quiero en Frisco es):
More places for kids-like playgrounds

TOWN OF FRISCO COMPREHENSIVE PLAN | PLAN INTEGRAL

KIDS ACTIVITY WORKSHEET | HOJA DE ACTIVIDADES PARA NIÑOS

TELL US WHAT YOU LOVE: Describe what you love about Frisco!
CUÉNTANOS LO QUE TE ENCANTA: Describe lo que te encanta de Frisco!

My favorite spot is (Mi lugar favorito es):
soccer

My friends and I like to go to (A mis amigos y yo nos gusta ir a):
camila's house

My family likes to go to (A mi familia le gusta ir a):
Denver

My favorite restaurant in Frisco is (Mi restaurante favorito en Frisco es):
Wendy's

I like to ride my bike at (Me gusta andar en bicicleta en):
Don't ride a bike, I ride my scooter at home

When I am not in school I am at (Cuando no estoy en la escuela estoy en):
home

Something I want in Frisco is (Algo que quiero en Frisco es):
Love

TOWN OF FRISCO COMPREHENSIVE PLAN | PLAN INTEGRAL

KIDS ACTIVITY WORKSHEET | HOJA DE ACTIVIDADES PARA NIÑOS

TELL US WHAT YOU LOVE: Describe what you love about Frisco!
CUÉNTANOS LO QUE TE ENCANTA: Describe lo que te encanta de Frisco!

My favorite spot is (Mi lugar favorito es):
gelato

My friends and I like to go to (A mis amigos y yo nos gusta ir a):
gelato

My family likes to go to (A mi familia le gusta ir a):
gelato

My favorite restaurant in Frisco is (Mi restaurante favorito en Frisco es):
gelato

I like to ride my bike at (Me gusta andar en bicicleta en):
Marina

When I am not in school I am at (Cuando no estoy en la escuela estoy en):
Fun Club

Something I want in Frisco is (Algo que quiero en Frisco es):
ice rink



3) DISCUSSION #1: SCENARIO PLANNING AND FUTURE LAND USE (45 Minutes)

The three scenarios presented in community engagement window #2 provide feedback from the community on their preferred direction. We will share high-level feedback from the community and engage in discussion to identify a preferred direction for the future of Frisco in the development of the Future Land Use Map (FLUM).

Scenario planning. Using current drivers and trends to assume possible outcomes, the scenarios explore how different decisions may impact land use and development. When applied to creating a FLUM, this provides a flexible framework for evaluating alternatives and crafting a shared vision for the community's future. The scenarios presented use qualitative metrics in the comparisons (e.g., # of housing units, # of jobs) to indicate impacts. These scenarios also use narrative statements to compare trade-offs between scenarios. Review the current scenarios and trade-off statements [here](#).

Future Land Use Map (FLUM) and Land Use Classifications. Future Land Use Map (FLUM) is a critical component of comprehensive planning to guide long-term development and land use decisions. It represents how land is intended to be used in the future based on the community's goals and vision. To support the uses on the map, Future Land Use Classifications (e.g., residential, commercial, industrial, open space) outline the types of development that are encouraged for the future. This is not zoning but can help to support future decisions related to zoning and policy.

Discussion Questions.

1. **Preferred Scenario.** Based on the three scenarios, which of these most closely aligns with your vision for the future? The community's vision?
2. **FLUM.** What should be carried forward to a preferred FLUM based on community feedback? What should not be considered?
3. **Plan Elements.** How should new development and the preservation of existing neighborhoods be balanced? What needs to be considered regarding sustainability and resilience in these plans? What are critical infrastructure aspects, including transportation, utilities, and services?
4. **Decision making.** How will the FLUM be used to influence future zoning decisions? What flexibility exists to allow for changing conditions?

4) DISCUSSION #2: DRAFT STRATEGIES (30 Minutes)

Based on the plan elements, the Comprehensive Plan will outline goals and strategies to achieve the vision and the Future Land Use Map. This next discussion aims to learn from the Council and Commission what the hopes, desires, and critical needs are for this Comprehensive Plan to direct and guide decision-making.

Goals serve as a visionary framework (The What). Goals in comprehensive planning are aspirations that describe the desired outcomes for the community. They reflect the collective vision for how the community should grow and evolve. These goals will:

- Directly support the Future Land Use Map for how to address land use patterns in spatial terms.
- Clarify types of development and how Future Land Use Classifications are applied on the map.
- Align with the community values/guiding principles. The previously discussed guiding principles will serve as the foundation for the Plan Elements and Goals of the Plan.

Strategies are the actionable steps to achieve the goals (The How.). Strategies are specific, actionable steps that help implement the broader goals of the comprehensive plan. They provide detailed guidance on achieving the community's goals and are often tied to specific areas on the FLUM. Strategies guide decision-making on land use policy, zoning, infrastructure investment, and development standards.

Discussion.

(Plan Element) A Beautiful Community. (Aspirational Statement) Ensure equity, diversity, and inclusion for residents of all ages and stages of life and maintain the sense of community and historic heritage of the Town of Frisco.

The following 'Goal Areas' will be further defined in a statement and supported by strategies.

- Historic Character
- Community Identity
- Governmental Transparency

Question: What additional goals would you want to include here? What strategies must be included?

(Plan Element) Housing Affordability. (Aspirational Statement) Create a greater diversity of housing by type and increase affordability.

The following goals are highlighted from the 2024 Draft Housing Assessment.

- Diverse and Equitable Housing
- Balance Growth
- Infrastructure Improvements
- Preserve and Utilize Existing Housing

Question: What additional goals would you want to include here? What strategies must be included?

(Plan Element) A Resilient Environment. (Aspirational Statement) Consider the implications of future development to current resource capacity, including water and sewer infrastructure, roadway congestion, and access to community services.

The following 'Goal Areas' will be further defined in a statement and supported by strategies.

- Wildfire/Hazard Mitigation
- Stormwater Management and Water Quality
- Manage Water and Sewer Capacity

Question: What additional goals would you want to include here? What strategies must be included?

(Plan Element) Connectivity for All. (Aspirational Statement) Invest in public infrastructure improvements that minimize environmental impact while accommodating growth, such as bike lanes, trails, pathways, public transit, and sidewalks.

The following 'Goal Areas' will be further defined in a statement and supported by strategies.

- Bike Infrastructure
- Safety for all Modes of Transportation
- Increased Transit Options

Question: What additional goals would you want to include here? What strategies must be included?

(Plan Element) A Diverse and Thriving Economy. (Aspirational Statement) Diversify the economy to support a year-round, local workforce, with particular emphasis on growing and developing non-tourism-related industries.

The following 'Goal Areas' will be further defined in a statement and supported by strategies.

- Supportive Local Business Environment
- Local Industries and Services
- Tourism

Question: What additional goals would you want to include here? What strategies must be included?

(Plan Element) Connection to Nature. (Aspirational Statement) Sustain and strengthen access to the outdoors, connection to nature, and environmentally sustainable growth.

The following 'Goal Areas' will be further defined in a statement and supported by strategies

- Access to Recreation, Programs, and Events for All Ages and Stages of Life
- Trails Management/ Regional Partnerships
- Preservation/ Restoration of Natural Areas/ Resources

Question: What additional goals would you want to include here? What strategies must be included?



Comprehensive Plan PROJECT COORDINATION SCHEDULE

Issue Date: Thursday, September 9, 2024

Detailed Project Status and Deliverable Tracking

STATUS: Complete In Progress Pending

Task 1: Public Participation			
<i>Engaging with Frisco Stakeholders and Community</i>			
Task Item	Role	Deliverable	Action/Notes
Task 1.1 Engagement Strategic Kick Off (SKO)	DW Town to support logistics	<ul style="list-style-type: none"> Engagement Strategic Kick-off, Agendas, Presentations and Summary Materials (aligned with project SKO). 	Complete Engagement SKO Complete, March 7, 2024
Task 1.2 Community Engagement Plan.	DW	<ul style="list-style-type: none"> Community Engagement and Communication Plan, draft and final formats provided in MS Word and PDF format. 	Complete Draft Engagement and review from the City. Will be updated through process.
Task 1.3 Community Working Group	DW Town to support logistics	<ul style="list-style-type: none"> Three Community Working Group meetings, meeting planning and agendas, meeting summary and participation with up to two (2) staff. 	2 of 3 Meetings Complete City in Progress with Selection Send Intro Email Kick Off Meeting June 6, 2024 Follow Up Email sent with Notes Meeting August 22 with Focus Groups and Working Group Notes Sent Sept. 4
Task 1.4 Engagement Window 1: Vision and Values- Where are we going?	DW	<ul style="list-style-type: none"> Community Engagement Window #1 Materials Engagement Planning Worksheets, draft and final engagement materials for events/workshops with (2) two-days of day of in person support with three (3) DW Staff, Community Engagement Summary, including one (1) round of 	Complete June 6, 2024. Summary Delivered July 15 Final on Website

		<p><i>edits. Staff to provide translation of content, DW to incorporate Spanish and English to all materials.</i></p> <ul style="list-style-type: none"> • <i>Survey for engagement window #1 including draft and final survey questions, survey administration and survey summary, up to 20 questions. Staff to provide translation of content, DW to incorporate Spanish and English to all materials.</i> 	
Task 1.5 Roundtable Focus Groups	DW and Town	<ul style="list-style-type: none"> • <i>Seven focus group meetings, meeting planning and agendas, meeting summary and one-day of in-person staff time with up to town (2) staff.</i> 	<p>Complete <i>Meetings April 28-29 Notes summary Sent May 15</i></p>
Task 1.6 Engagement Window 2: Trends and Trade-offs- How will we get there?		<ul style="list-style-type: none"> • <i>Community Engagement Window #2 Materials Engagement Planning Worksheets, draft and final engagement materials for events/workshops with (1) one-days of day of in person support with two DW Staff. Community Engagement Summary, including one (1) round of edits. Staff to provide translation of content, DW to incorporate Spanish and English to all materials.</i> 	<p>In Progress <i>In Person Engagement Complete Sept 26. Survey Open to Oct. 20 Engagement Window 2 Summary- Tentative Nov. 1</i></p>
Task 1.7 Planning Commission Meetings		<ul style="list-style-type: none"> • <i>Three Planning Commission meetings, presentation, and participation with up to two (2) staff (Virtual).</i> 	<p>2 of 3 Meetings Complete</p> <ul style="list-style-type: none"> - <i>Planning Commission- August 15</i> - <i>Town Council- August 27</i> - <i>Joint Session- October 22</i> <p>Tentative 70% Draft Meeting Dec/Jan 2025</p>
Task 2: Existing Conditions Assessment			
<i>Where are we Today?</i>			
Task Item	Role	Deliverable	Action/Notes

Task 2.1 Project SKO.	DW and Team	<ul style="list-style-type: none"> Strategic Kick-off, Agendas, Presentations and Summary Materials. 	Complete February 20, 2024 Meeting notes sent
Task 2.2 Project Management.	DW	<ul style="list-style-type: none"> Project Management Plan (PMP) including detailed work plan, project schedules and deliverables, assignments, roles and responsibilities, project critical success factors and engagement goals. Biweekly (every other week) calls with the Project Team, including meeting project tracking report, agendas, notes with action items (up to 24 one-hour calls). Percentage complete project report by task and monthly invoices (12 Total). 	Complete Drafts Sent Feb, 21. 24 <ul style="list-style-type: none"> Work Plan Schedule Roles & Responsibilities Bi-weekly calls scheduled Thursdays at 9:00am Meeting Tracking: 18 of 24 Complete % Complete Invoices: 9 of 12 Complete
Task 2.3 Past Plan Review.	DW and Team (for targeted topics)	<ul style="list-style-type: none"> Past Plan Review Summary Memorandum in Microsoft Word, including Identification of policies implemented and what remains to be completed from the previous Community Area Plan (review of up to 6 plans). 	Complete Draft Sent May 2024 Comments Reviewed June/July 2024 On Website
Task 2.4 Existing Conditions and Trends Assessments.		<ul style="list-style-type: none"> Existing Conditions and Trends Assessments Memorandum in Microsoft Word (including land use, transportation, environmental conditions) and one (1) round of comments. 	Complete Delivered: Around May 8 Complete: August 8 On Website
Task 3: Future Needs and Trends Where are we headed?			
Task Item	Role	Deliverable	Action/Notes
Task 3.1 Market Understanding of Growth Potential and Trends.	DW	<ul style="list-style-type: none"> Market Understanding of Growth Potential and Trends memorandum in Microsoft Word 	

		(community profile, future growth projections, economic trends) (Housing data will be provided from the concurrent 2023/24 study and additional housing analysis is not included) and one (1) round of comments.	
Task 3.2 Community Vision and Values.	DW and Team	<ul style="list-style-type: none"> Initial Community Vision and Values memorandum and one virtual discussion to review. 	Complete Tentative Timing: July 2024 Summary Delivered July 15 Comments by July 31 Complete- Review with PC and Council August 2024
Task 4: Alternatives How might we get there?			
Task Item	Role	Deliverable	Action/Notes
Task 4.1 Scenarios and trade-offs Analysis.	DW	<ul style="list-style-type: none"> Scenarios and trade-offs Mapping and Narrative, with one round of editing. 	Complete Memorandum of Approach Complete 3 Scenarios- Engagement Window 2 Complete
Task 4.2 Future Land Use Map	DW and Team	<ul style="list-style-type: none"> Future Land Use Map formatted in GIS and updated for the current plan document, based on available parcel data from the Town. (DW is not responsible for the creation of shape files) 	In Progress Following Preferred Scenario
Task 4.3 Three Mile Plan	DW Town to support logistics	<ul style="list-style-type: none"> Three Mile Plan framework, provided in Microsoft Word with up to 8 supporting diagrams, maps and illustrations. 	In Progress Following Preferred Scenario
Task 4.4 Strategy Framework.	DW and Team	<ul style="list-style-type: none"> Strategies Framework Memorandum in Microsoft Word and supporting diagrams, maps and illustrations to be included in the draft document. Implementation matrix for including alignment with values, 	In Progress In Development following FLUM

		resource availability, and suggested priorities.	
Task 5: Plan Document <i>A Vision for the Town of Frisco</i>			
Task Item	Role	Deliverable	Action/Notes
Task 5.1 Document Templates	DW	<ul style="list-style-type: none"> Table of Contents in Microsoft Word, writing style guide, and document template with graphic design for review and approval. 	<i>In Progress</i> Draft Templates Complete- May 2024
Task 5.2 Comprehensive Plan Development (70% Draft).	DW and Team	<ul style="list-style-type: none"> One (1) digital copy of the Frisco Comprehensive Plan Document and Three Mile Plan Document at 70% in PDF (1) Comment tracking log and/or virtual comment Cloud tracking. 	<i>In Progress</i> Sept-Nov. 2024
Task 5.3 Three Mile Plan (70% Draft).	DW Town to support logistics	<ul style="list-style-type: none"> One (1) digital copy of the Frisco Comprehensive Plan Document and Three Mile Plan Document at 70% in PDF (1) Comment tracking log and/or virtual comment Cloud tracking. 	<i>In Progress</i> Sept-Nov. 2024
Task 5.4 Comment Resolution.	DW and Team	<ul style="list-style-type: none"> One (1) revision cycle and comment resolution meeting of the draft document. 	Tentative Timing Nov. 20-Dec.10
Task 6: Comprehensive Plan and Three Mile Plan Adoption			
Task Item	Role	Deliverable	Action/Notes
Task 6.1 Final Plan (95%).	DW	<ul style="list-style-type: none"> 95% (pre-adoption) and 100% (post-adoption) Frisco Comprehensive Plan Document and Three-mile Plan Document in pdf format and InDesign format, One (1) revision cycle of the final document. 	Tentative Timing Jan. 2024
Task 6.2 Planning Commission Meeting.	DW and Team	<ul style="list-style-type: none"> One (1) project process update presentation/report for meetings with Planning Commission. 	Tentative Timing Feb. 2024

Task 6.3 Town Council Adoption.	DW Town to support logistics	<ul style="list-style-type: none"> One (1) adoption heading presentation/report for meetings with Town Council. 	<i>Tentative Timing Feb. 2024</i>
Task 6.4 Final Plan (100%).	DW and Team	<ul style="list-style-type: none"> One (1) digital copy of Final Plan document and appendices and one (1) pdf of all maps included in the final plan and (1) one digital version of GIS shape files used to prepare maps. 	<i>Tentative Timing Feb. 2024</i>

Schedule

Deliverables Tracking

Project Management Plan
Community Engagement Plan
Previous Plan Review
Focus Group Conversations
Existing Conditions Assessments
Draft Templates
Market Understanding

**NOTE: Coordination Schedule with Current Housing Assessment*

Community Vision and Values

**NOTE: In Alignment with Engagement Window #1*

Engagement Summary #1

Scenarios and Trade Offs

Engagement Summary #2

Strategy Template

**NOTE: Following Engagement Window #2*

70% Draft

2 Week Comment Review

**NOTE: Schedule Comment Resolution Meeting*

Final Plan (95%)

Adoption

Meeting Tracking

Bi-weekly Project Team Call (Virtual)

Strategic Kick Off (In-Person)

Working Group Meetings (3)

Planning Commission Meetings (3)

Timeframe

Week of February 26-Mar.1

March 4-8

Mid-March

Focus Groups- Week of April 28

Week of May 6, 2024

Week of May 6, 2024

Week of May 27, 2024

(6 Weeks) May 24-June 24

Week of July 15, 2024

~~(6 Weeks) August 26-Sept. 20 August 2024-September 26, 2024~~

Close Survey Sunday, Oct 20

Sept 26, 2024

Week of October 28, 2024

Nov. 15, 2024

Nov. 15 - Dec. 24

Jan. 2024

January 2025-February 2025

Timeframe

Every other Thursday at 9:00am

February 20, 2024

Existing Conditions/Vision and Values- May 2024

Scenarios and Trade Offs- Aug 2024

Draft Plan- November 2024

Existing Conditions/Vision and Values- ~~May/June 2024~~ August 2024

Scenarios and Trade Offs- ~~August 2024~~ October 2024

Draft Plan- ~~Nov. 2024~~ January 2024