



STRATEGIC HOUSING PLAN

TOWN OF FRISCO



DRAFT - August 2024

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Town of Frisco Strategic Housing Plan

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SECTION 1. INTRODUCTION

1.1 WHY IS HOUSING POLICY AND STRATEGIC PLANNING IMPORTANT?

Housing policy and a strategic housing plan are critical components for the Town of Frisco's future development and sustainability. These elements are not just about providing shelter; they are about ensuring affordable, safe, and sustainable living conditions that contribute to the overall well-being of the community. In a town like Frisco, nestled within Summit County, the challenges and opportunities in housing are unique. The town's economy heavily relies on tourism, which brings both prosperity and pressures, particularly in the housing market.

Housing policy in Frisco plays a vital role in maintaining the town's vibrant community, supporting economic stability, and ensuring that all residents, including the essential workforce, can enjoy a high quality of life. The affordability gap and the need for diverse housing options are growing concerns. Without strategic intervention, the cost of housing could continue to outpace the income of local workers, pushing them out of the community and threatening the town's economic and social fabric.

A well-structured strategic housing plan addresses these issues by guiding the creation of effective policies and programs. This plan will support Frisco's goal of having a significant portion of its housing stock occupied by year-round residents, a crucial factor in sustaining a thriving, inclusive community. By integrating scenario planning and community engagement, Frisco can make informed decisions that balance the needs of residents with economic growth, ensuring a resilient and inclusive future.

1.2 WHY HOUSING ACTION IS NECESSARY IN FRISCO?

Housing action is crucial for Frisco as it faces pressing challenges such as housing shortages, an affordability crisis, and the need for diverse housing options to meet the evolving needs of its community. Addressing these challenges requires a ground-up approach, starting with a thorough inventory of available land. This foundational step allows the town to understand its current land assets available for housing and identify opportunities for development.

Developing a parcel-level analysis of the highest and best use for each piece of land ensures that Frisco maximizes its resources efficiently. By understanding the constraints and potential of each parcel, the town can make informed decisions that balance economic growth with community needs. This approach not only helps in identifying suitable sites for new housing but also in preserving the character and environment that makes Frisco unique.

Furthermore, a comprehensive constraints analysis is essential to identify and mitigate any physical, regulatory, or environmental barriers to development. This analysis ensures that housing projects are not only feasible but also sustainable, aligning with Frisco's long-term vision for growth and community well-being.

Policy change is the final, yet critical, step in this approach. It involves revising existing regulations and creating new policies that encourage the development of housing that is affordable, diverse, and accessible. By addressing these challenges through targeted policy actions, Frisco can close the affordability gap and ensure that the town remains a place where both current and future residents can thrive. This proactive and strategic approach is imperative to support Frisco's growing population and economy, preserving the town's sense of community and place.



1.3 GOALS OF THIS PLAN

This section lists the specific goals the plan aims to achieve, including increasing housing availability, improving affordability, and enhancing the quality of housing across the community. The Strategic Housing Plan aims to address the housing needs identified in the 2023 Summit County Housing Needs Assessment, Frisco Community Plan, and supplemental needs assessment in Appendix A. The primary goals will be based on input from the community and town officials and may include having 50% of housing units occupied by year-round residents, increasing the availability of affordable and workforce housing, promoting sustainable development, and preserving the character of the community. The plan also seeks to achieve a balanced approach to growth, aligning with environmental stewardship and the town's vision for the future.

Strategic Planning for the Future

The Town of Frisco's strategic planning efforts are focused on creating a sustainable future where the community can continue to thrive. This includes detailed scenario planning to explore various housing development options, evaluate their impacts on the local economy, and guide the town's policy and investment decisions. By carefully managing growth and planning for the future, Frisco aims to maintain its high quality of life while addressing the challenges of housing affordability and economic sustainability.

This introduction sets the stage for a comprehensive exploration of Frisco's housing and employment landscape, highlighting the importance of strategic planning in ensuring the town's long-term vitality.

(infographic of goals)

SECTION 2. COMMUNITY PROFILE

The Town of Frisco, nestled in the heart of Summit County, Colorado, is a vibrant mountain community defined by its unique blend of natural beauty, economic vitality, and a close-knit, welcoming atmosphere. As Frisco continues to grow, the town faces the dual challenges of maintaining its distinctive character while ensuring that housing and employment opportunities meet the needs of both current and future residents.

Housing Challenges and Opportunities

Housing affordability and availability are critical issues in Frisco, driven by the town's popularity as both a tourist destination and a desirable place to live. The high cost of housing has created a significant gap between what local workers can afford and what is available in the market. This challenge is compounded by the seasonal nature of much of the local employment, which increases the demand for short-term rental properties, further tightening the housing market.

The town's goal, as outlined in various strategic planning efforts, is to have 50% of its housing stock occupied by year-round residents. Achieving this will require innovative approaches, including a mix of deed-restricted housing, redevelopment projects, and policy changes to encourage the construction of affordable housing units.

2.1 POPULATION

The population trends in Frisco have shown significant growth over the past few decades, reflecting broader trends in Summit County. From 1970 to 2015, Frisco's population grew from 471 residents to 2,927 residents. This growth was part of a wider pattern in Summit County, where the population has increased steadily, driven largely by the area's appeal as both a tourist destination and a desirable place to live.

However, in more recent years, the growth rate in Frisco, like other towns in the county, has moderated. Between 2000 and 2010, Frisco's population grew, but this growth slowed down in the subsequent decade. From 2019 to 2021, there was a slight population decline in Frisco, likely due to the challenges of affordable housing and the increasing conversion of homes into short-term rentals, which pushed some residents out of the area.

The segment experiencing the most significant growth is residents aged 65 and older, indicating a demographic shift. This age group has been growing rapidly, while the working-age population has seen more mixed trends. This demographic shift has implications for the local economy and the availability of workforce housing.

The median income for Hispanic households is notably lower (40% less) than that for non-Hispanic White households, highlighting economic disparities within the community.

This section will provide demographic information, including population size, growth trends, and characteristics such as age distribution, household composition, and diversity.

The data will highlight the importance of strategic planning to address housing affordability and ensure that Frisco can continue to attract and retain a diverse population that supports its economic and social vitality.

Economic Landscape

Frisco's economy is deeply intertwined with its tourism sector, supported by a robust mix of retail, service, and hospitality industries. The town hosts over 4 million visitors annually, drawn by its proximity to major ski resorts and the natural beauty of Dillon Reservoir and surrounding public lands. This influx of visitors is a boon for local businesses but also creates pressures on the local housing market and infrastructure.

A key component of Frisco's strategic planning is to balance economic growth with the need to support a year-round workforce. This includes not only providing housing but also ensuring access to essential services such as childcare, transportation, and healthcare, which are vital for sustaining a diverse and thriving community.

(Chart comparison of: Change in Annual Income and Single-Family Home Prices, 2019) Similar to Table 1-3 in Region 10 report on page 1-10.

Show Ten Average Affordability for Rent and Purchase Increase in Pay and Home Prices, 2015-2021

Data Source: Source: BLS QCEW, Colorado Association of Realtors

2.2 EMPLOYMENT TRENDS

This section analyzes local employment trends, key industries, job growth, and the relationship between employment opportunities and housing needs. The town's economy is robust, with tourism playing a central role. However, there's a growing need for diverse employment opportunities to support a sustainable economy and provide jobs that align with the cost of living in Frisco. Job growth in Summit County has outpaced workforce growth, with the main industries largely depending on a labor pool located outside of the county.

Table 2-1: Summit County Labor Force

Year	Type	Labor Force	Annual Growth Rate: Labor Force	Persons Age 16+	Annual Growth Rate: Persons Age 16+
2010	Estimate	19,159		23,687	
2015	Estimate	20,368	3.10%	25,793	2.70%
2025	Forecast	23,537	1.20%	29,364	1.40%

Source: SDO Labor Force Participation Data

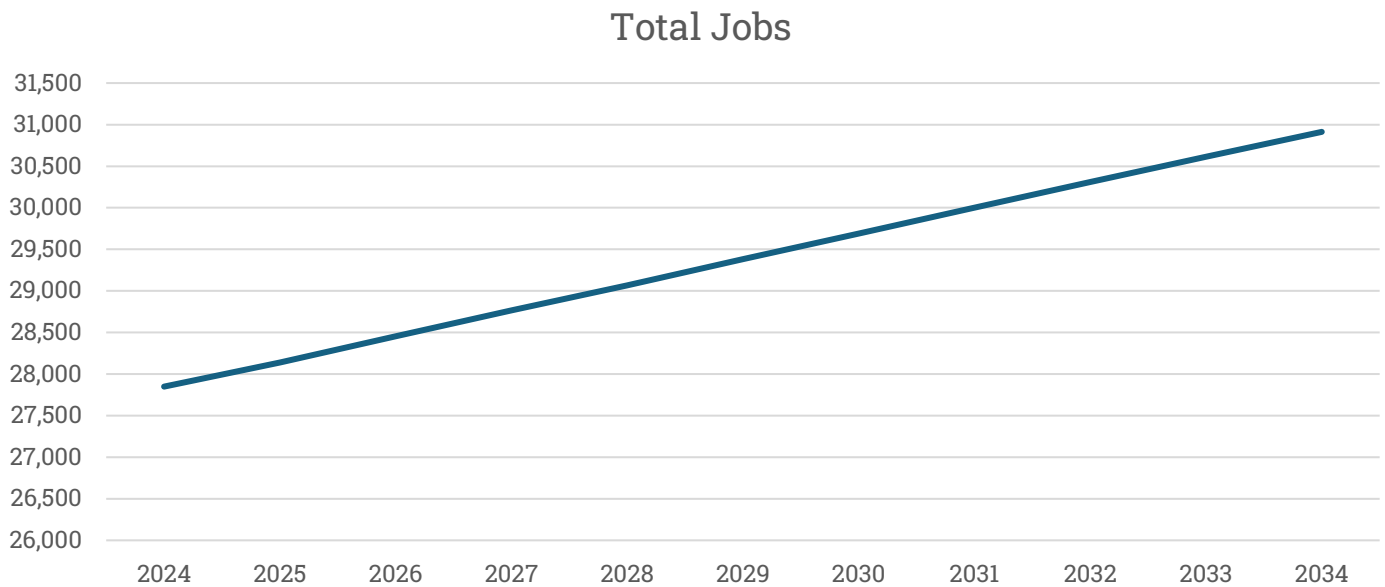


Figure 2-1: Forecasted Job Growth in Frisco

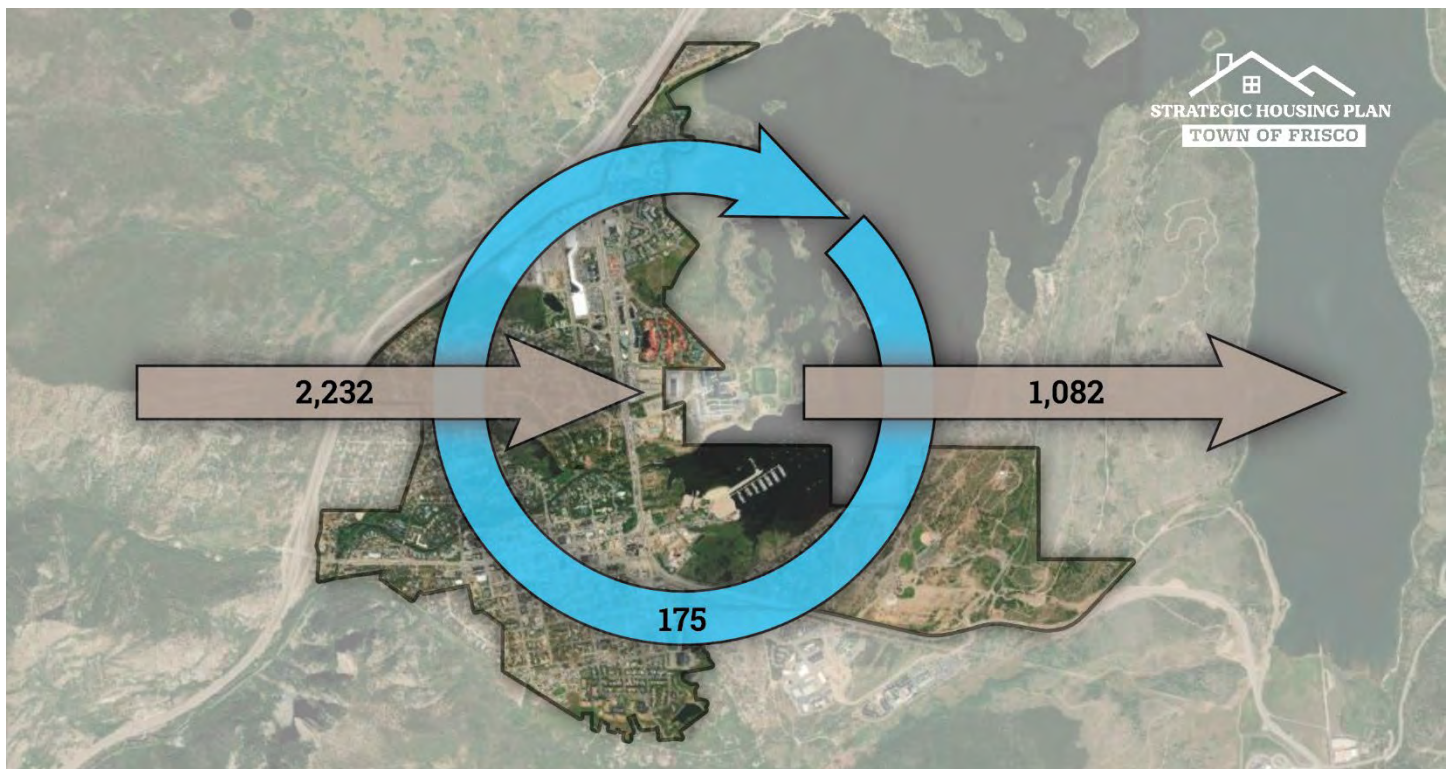
Table 2-2: LEHD Employment Trends

LEHD Jobs Frisco	2018	2019	2020	2021
Employed in Selected Area, Live Outside	1,822	1,805	1,779	2,232
Live in Selected Area, Employed outside	868	1,029	907	1,082
Employed and Live in Selected area	127	168	129	175
Total Jobs	1,949	1,973	1,908	2,407

LEHD Jobs Summit County	2018	2019	2020	2021
Employed in Selected Area, Live Outside	12,648	13,695	9,265	12,452
Live in Selected Area, Employed outside	5,367	5,414	6,711	7,844
Employed and Live in Selected area	7,342	8,391	6,658	8,537
Total Jobs	19,990	22,086	15,923	20,989

Frisco % of County Jobs	10%	9%	12%	11%
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Average % of Frisco Based Jobs	11%
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2.3 HOUSING STOCK CHARACTERISTICS

This section will describe the current housing inventory, types of housing available, age of buildings, occupancy rates, and condition of the housing stock upon completion.

Frisco's housing stock is varied but faces challenges in meeting the demand for affordable and workforce housing. The town has seen an increase in short-term rentals, which has impacted the availability of long-term housing options. In 1990, the county had 3.2x more housing units than households, a ratio that dropped to 2.5x by 2021 due to lagging housing production. An estimated 33% of units are used as short-term rentals, and 26% as vacation homes, indicating a significant portion of the housing stock is not available for permanent residents.

Table 2-3: Housing Characteristics Snapshot

Value	Frisco	Summit County
Median Value of Owner-Occupied Households	\$704,600	\$760,000
% of Owner-Occupied Households paying 30% or more of income on housing	24.10%	27.30%
% of Owner-Occupied Households paying 30-49% of income on housing	14.50%	17.90%
% of Owner-Occupied Households paying 50% or more of income on housing	9.60%	9.40%
Median Gross Rent of Rental Households	\$2,584	\$1,807
% of Rental Households paying 30% or more of income on housing	35.30%	41.00%
% of Rental Households paying 30-49% of income on housing	9.60%	23.20%
% of Rental Households paying 50% or more of income on housing	25.70%	17.80%

Presented in Current Dollars

American Community Survey data.census.gov, Series B25064, B25074, B25077 and B25095

Table 2-4: Owner-Occupied Housing Data in Frisco

Variable	Owner-Occupied Housing Units	Percent
All Housing Units	705	53.90%
Single Unit Buildings	479	58.40%
Buildings with 2 to 4 Units	55	39.60%
Buildings with 5 or More Units	171	49.00%
Mobile Homes	0	0%
RVs, Boats, Vans, Etc.	0	0%
Median Year of Construction	1991	
Average Number of Persons Per Household	2.18	

Table 2-5: Renter-Occupied Housing Data in Frisco

Variable	Owner-Occupied Housing Units	Percent
All Housing Units	603	46.10%
Single Unit Buildings	341	41.60%
Buildings with 2 to 4 Units	84	60.40%
Buildings with 5 or More Units	178	51.00%
Mobile Homes	0	
RVs, Boats, Vans, Etc.	0	
Median Year of Construction	1979	
Average Number of Persons Per Household	2.26	

Building Permits in Frisco

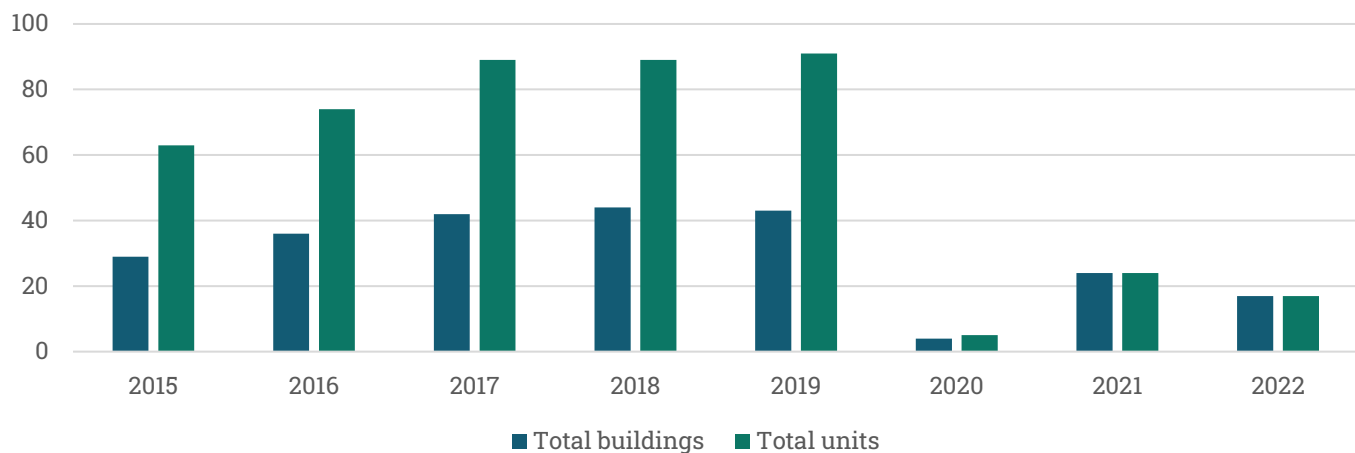


Figure 2-2: Building Permits (2015 through 2022)

SECTION 3. WORKFORCE HOUSING NEEDS

This section identifies current and projected housing needs based on demographic trends, economic conditions, and housing stock analysis. The housing needs assessment highlights a significant gap between available housing and the needs of the workforce, with a critical shortage of affordable options for low- to moderate-income residents. A pressing need for affordable housing is evident, with the community requiring strategic efforts to address this gap. This housing needs summary addresses the question:

How many housing units are needed to address deficiencies for the labor force and local economy?

Needs are projected through 2034 and quantified in two major categories:

Catch-Up Needs (years 2024 through 2029) – the number of housing units needed now to address current deficiencies in housing based on employees needed to fill unfilled jobs and the number of units needed for a functional rental supply.

Keep-Up Needs (years 2030 through 2034) – the number of units needed to keep-up with future housing demand through 2034 based on job growth and jobs vacated by retiring employees. Housing shortages worsen when local job growth and the need for more workers exceeds the growth in available housing units.

This summary estimates housing units needed to support employers, keep up with future job growth and improve housing options for area residents. Estimates are a subset of the total demand for housing in the town. Estimates do not include current waitlists for housing, overcrowding, residents that want to move into a new or different home, or households that will be forced to leave due to housing conditions. Nor do figures represent the entire housing market – remote workers or retirees moving in from elsewhere, investment buyers, second homeowner purchases, and other market segments, which are outside the scope of this analysis.

The estimate includes housing that may be provided by the market, and gaps where the market is unlikely to provide housing needed to support the local workforce. Communities typically do not address 100% of the estimated housing needs. There is leeway for vision, policy and locally generated goals in combination with opportunities (primarily funding and land) and private market performance to determine income targeting, price points, owner/renter mix and the location of housing produced to address needs and target effective housing programs and approaches.

3.2 LOCAL WORKFORCE AFFORDABILITY - OWNERSHIP

The ability of working households to afford to buy a home in Frisco is very challenging. About three quarters (70%) of owner households have annual incomes under \$195,000 (200% AMI) and need homes priced under about \$617,100. Only 2 listings (5%), both studios at Basecamp, are currently listed for under \$617,100 and 16% of sales in 2023 (including multifamily and deed restricted properties) were priced under \$617,100, leaving working households with very few choices.

Table 3-1: Homeowner Income Distribution Compared to Available Homes for Sale

AMI	Max Household Income (2-person HH)	Maximum Affordable Price	Owner HH Income Distribution	Frisco 2023 Sales	Frisco Current Listings #	Frisco Current Listings %
<60%	\$58,500	\$185,100	12%	1%	0	0
60.1-80%	\$78,000	\$246,800	11%	1%	0	0
80.1-100%	\$97,500	\$308,500	9%	2%	0	0
100.1-120%	\$117,000	\$370,200	15%	2%	0	0
120.1-150%	\$146,250	\$462,800	11%	2%	2	5%
150.1-200%	\$195,000	\$617,100	10%	8%	4	10%
200.1-300%	\$292,500	\$925,600	9%	24%	6	15%
>300%	>\$292,500	>\$925,600	23%	60%	29	71%
Total			100%	100%	41	100%

^[1] Max purchase price assumes 30-year mortgage at 7% with 5% down and 20% of the payment covering taxes, HOA, PMI and insurance.

Note: Percentages may not add to 100% due to rounding

Source: MLS – Zillow pulled 4.28.24; CHFA; Ribbon Demographics, LLC; consultant team

3.3 LOCAL WORKFORCE AFFORDABILITY - RENTAL

There is a distinct mismatch between the distribution of renter households and available rentals. While 80% of renter households make 120% AMI or below, zero available rentals in Frisco fall into this income band. Additionally, there are more rental listings between 120 and 150% AMI (33%) compared to renter households (7%) and between 150 and 200% AMI (62%) than renter households (3%).

Property manager interviews from the 2021 Housing Needs Assessment note very little turnover and very little availability for residents. Given the lack of choice, many renters would like to move but cannot. The market in Frisco shows these conditions:

- Vacancy rates are far below a functional market vacancy level.
- Scarce inventory; there is a very low supply of units available to rent compared to demand from employees seeking housing.
- Increasing rental rates.
- Average rents for occupied units are well below rents for currently listed units.
- Aging inventory.

3.4 FUNCTIONAL RENTAL MARKET

The current rental supply in the county is not functional because vacancies are below 1%, placing substantial upward pressure on rents. When vacancy rates are this low, the rental market is near capacity and cannot absorb new residents or employees moving to the area, much less provide opportunities for current residents to find more suitable rentals as their housing needs change. Renters are “stuck” in their homes, and subject to burdensome rent increases.

A 5% vacancy level, while still low, provides some choice and availability of units for residents and employees. To increase the vacancy rate to 5%, about 17 rental units are needed to “Catch Up” the rental market. It is assumed that once we catch up with the rental vacancy rates no additional units are needed in the keep up years.

Table 3-2: Rentals Needed for Functional a Functional Market

Rentals Needed for a Functional Market	Catch Up 2024-2029	Keep Up 2030-2034
Renter-occupied units (2024 est.)	483	
Average vacancy rate (~1%)	4	
Total rentals	487	
Number of rentals if 5% vacancy rate	508	<i>No additional units are needed for Keep Up.</i>
Difference	21	
New housing units needed (Difference minus existing vacant units)	17	

Source: Ribbon Demographics, LLC, Colorado Statewide Apartment Survey, Consultant Calculations

Note: figures rounded to nearest 5

3.5 UNFILLED JOBS

Labor is in short supply, both locally and nationally. In such a competitive environment, the near-zero rental vacancy rates, and high and rising home prices and rents, make it even more difficult to attract labor to the area.

Focus group discussions as part of the 2021 Countywide Housing Needs Assessment indicate that on average, about 10% of positions with major employers in the county are unfilled (Section IV – page 2). Most attributed this to lack of affordable housing. Seasonal positions are the most difficult to fill if employers are not providing housing for these workers.

Total jobs in Frisco are estimated from the Colorado Demography Office jobs forecast for Summit County in 2024. The percent of countywide jobs located in Frisco is estimated using data provided by the Local Employment Households Dynamics (LEHD). The average percent of Summit County jobs located in Frisco between 2018 and 2021 was reported to be 11%, totally an estimated 3,063 in 2024. To house the employees needed to fill jobs, about 140 housing units are needed. Once unfilled jobs are positioned it is assumed that we are only housing new residents to keep up with job growth outlined in the following section.

Table 3-3: Unfilled Jobs

	Catch Up	Keep Up
Unfilled Jobs	2024-2029	2030-2034
Frisco Wage and Salary Jobs (2024 est.)	3,063	
Percent Unfilled (%)	10%	No additional units are needed for Unfilled Job
Unfilled Jobs	306	Keep Up. Once jobs are filled in Catch Up Years
Jobs per employee	1.2	no Additional Unfilled Jobs Remain.
Employees filling jobs	255	
Employees per households with a worker	1.82	
New housing Units Needed to Accommodate Unfilled Jobs	140	

Source: Colorado State Demography Office, LEHD, 2021 Summit County Household Survey, Consultant Calculations

Note: figures rounded to nearest 5

3.6 JOB GROWTH

To keep up with estimated job growth over the next ten years, an estimated 154 additional units will be needed (Catch Up + Keep Up) by 2034 to house the projected increase in employees in Frisco. The estimate is based on the Colorado Demography Office's projected rate of job growth in Summit County, assuming Frisco grows at a similar rate and maintains about 11% of count wide jobs. It should be noted that the demography office takes a conservative approach, and jobs may grow at a faster rate, especially if adequate housing were readily available.

Table 3-4: Housing Units Needed to Accommodate Job Growth

Job Growth	Catch Up	Keep Up
Homes needed for Job Growth	2024-2029	2030-2034
Increase in jobs (2024 – 2029) est. by DOLA	169	168
Jobs per employee	1.2	1.2
Employees filling jobs	141	140
Employees per households with a worker	1.82	1.82
New Housing Units Needed	77	77

3.7 RETIRING POPULATIONS

Employers will need to fill the jobs vacated by retirees in addition to any newly created jobs. Some retirees will leave the area upon retirement; however, when they sell their homes, the majority will be purchased by second-home owners or remote workers rather than local employees. Given current market conditions, the assumption is that all employees filling jobs vacated by retirees will require additional housing.

Employers reported about 16% of their workforce will likely retire over the next five years. About 408 employees will be needed to fill jobs vacated by retirees in catch up years. Assuming the same turnover rate of 16% in keep up years an additional 453 jobs will need to be filled by retiring employees. Accounting for multiple jobs holding and multiple employees per household, as well as retiring employees who will leave the community, about 369 (175 Catch Up + 194 Keep Up) housing units will be needed to house these employees.

D. Retiring Employees

	Catch Up	Keep Up
Retiring Employees	2024-2029	2030-2034
Frisco Wage and Salary Jobs (2024 est.)	3063	3400
Anticipated retirements (% of 2024 estimated total Frisco jobs)	0.16	0.16
Anticipated retirements (#)	490	544
Jobs per employee*	1.20	1.20
Employees filling jobs	408	453
Employees per households with a worker*	1.82	1.82
Units housing retiring employees	224	249
% will remain in their home when they retire*	0.78	0.78
Total Units Needed	175	194

**Estimated from past household surveys in Mt. Resort Communities*

3.8 SUMMARY OF CATCH UP AND KEEP UP NEEDS

Based on estimated catch-up and keep-up needs in Frisco through 2034 an additional 680 housing units will be needed, or an average of 68 housing units per year. This estimate includes homes that the free market will provide and units for which subsidies, incentives and/or mandates will be required.

E. Summary

	Catch Up	Keep Up
E.1 Total Housing Need by	2024-2029	2030-2034
A. Functional Rental Market	17	0
B. Unfilled Jobs	140	0
C. Job Growth	77	77
D. Retiring Employees	175	194
Total Housing Units Needed through 2034	409	271
New units per year	82	54

3.8.1 HOUSING NEEDS BY OWN/RENT

Ownership and rental housing for local employees and residents is needed. While the majority of workers filling new jobs will rent homes (upwards of 70%), homes for ownership are also needed for current renters looking to purchase homes. If ownership opportunities are provided, this can then free up rentals for occupancy.

Due to the high unfilled job rate, anticipated retirees, future job growth, expressed struggles by employers, and extreme shortage of rentals affordable to the workforce, the below table recommends a larger focus on rental units: about 65% rentals and 35% ownership in Catch Up Years. Once rental housing production is met in catch up years, it assumed that ownership vs. rental needs will remain at a 50% rental and 50% ratio during keep up years. The precise ratio, however, is dependent upon the community's desired direction and housing policy.

Important to note: Rentals are needed to help recruit new workers and residents to the region and provide the ability for current residents to move into different rentals as household needs change; ownership is needed to retain year-round residents, help keep young families and employees that desire to buy in the community, and support community stability.

E.4 Catch Up - Needs by Own/Rent

Total Housing Catch Up (2024-2029) Needs	409
<i>Ownership 35%</i>	<i>143</i>
<i>Rental 65%</i>	<i>266</i>

E.5 Keep Up - Needs by Own/Rent

Total Housing Keep Up (2030-2034) Needs	271
<i>Ownership 50%</i>	<i>136</i>
<i>Rental 50%</i>	<i>135</i>

3.9 DEVELOPMENT GAP

By 2034, the workforce housing market in Frisco is projected to have a gap of approximately **329 units** that will not be met by market forces alone. The income levels that the market currently serves vary within the Town of Frisco, as illustrated in the accompanying tables in this section. In Frisco, below-market units for ownership should primarily be priced below \$562,088 (150% AMI) for a 2.5-person household. For rentals, below-market units should be primarily priced below \$2,590 per month (100% AMI) for 2.5-person household.

Affordable homeownership and rental opportunities for households earning under 150% AMI are significantly undersupplied. Producing homes at this price point is unlikely without substantial subsidies or programs such as those provided by Habitat for Humanity. These households also face challenges in qualifying for loans and meeting down payment requirements.

Frisco. These projects aim to increase the availability of market rate and affordable housing, with a focus on providing below-market units for both ownership and rental. These initiatives are crucial to ensuring that Frisco can meet the development gap in the near term, particularly for those in income brackets that are not adequately served by the current market. To address the current gap (Catch Up), several pipeline projects are currently underway in

Table 3-5: CATCH UP DEVELOPMENT GAP SUMMARY

E.4.1 CATCH UP (2024-2029) - WORKFORCE HOUSING DEVELOPMENT GAP

	Total Need (All AMIs)	Workforce Housing Need	Workforce Pipeline	Workforce Development Gap
Ownership Units (See Table E.5)	143	83	12	71
Rental Units (See Table E.6)	266	184	100	84
Total	409	267	112	155

Table 3-6: KEEP UP DEVELOPMENT GAP SUMMARY

E.4.2 KEEP UP (2030-2034) - WORKFORCE HOUSING DEVELOPMENT GAP

	Total Need (All AMIs)	Workforce l Housing Need	Market will Provide	Workforce Development Gap
Ownership Units (See Table E.5)	136	80	0	80
Rental Units (See Table E.6)	135	94	0	94
Total	271	174	0	174

Table 3-7: Pipeline Project Details

					MARKET RATE																	
					Unit Distribution (AMI %)																	
ID	Project	Affordable	Market Rate	Total Units	<=60		60-80		80-100		100-120		120-150		150-200		200-300		>300			
					R	O	R	O	R	O	R	O	R	O	R	O	R	O	R	O		
PL-03	Granite Park (CDOT)	22	0	22			11				11											
PL-07	80 West Main	4	32	36								4				32						
PL-02	602 Galena	54	0	54							54											
PL-01	101 W Main	52	0	52	32		20															
PL-06	Basecamp	8	22	30								8				22						
PL-05	Centura Studios	0	37	37					37						0							
				231																		
				owner		0		0		0		12		0		54		0		0		66
				rental	32		31		37		65		0		0		0		0			165
				TOTAL																		231

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Table 3-8: Catch Up Ownership Development Gap Detail

E.5 Ownership - Catch Up Gap (w/ Pipeline)							
Ownership AMI	Max Household Income (2.5-person household)	Maximum Affordable Purchase Price	Owner AMI Distribution	Units Needed	Pipeline	Balance	Development Gap
60% or less	\$62,160	\$224,811	12.2%	17	0	17	17
60.1-80%	\$82,880	\$299,748	11.1%	16	0	16	16
80.1-100%	\$103,600	\$374,685	8.7%	12	0	12	12
100.1-120%	\$124,320	\$449,622	15.2%	22	12	10	10
120.1-150%	\$155,400	\$562,088	11.1%	16	0	16	16
150.1-200%	\$207,200	\$749,491	10.4%	15	54	-39	0
200.1-300%	\$310,800	\$1,124,175	8.6%	12	0	12	12
Over 300%	>\$310,800	>\$1,124,175	22.8%	33	0	33	33
Total Ownership Need				100%	143	66	77
Work Force Housing Development Gap (below market rate units)				83	12	71	71

Table 3-9: Catch Up Rental Development Gap Detail

E.5 Rental - Catch Up Gap (w/ Pipeline)							
Rental AMI	Max Household Income (2.5-person household)	Maximum Affordable Rent	Renter AMI Distribution	Units Needed	Pipeline	Balance	Development Gap
60% or less	\$62,160	\$1,554	32.5%	86	32	54	54
60.1-80%	\$82,880	\$2,072	16.7%	45	31	14	14
80.1-100%	\$103,600	\$2,590	20.0%	53	37	16	16
100.1-120%	\$124,320	\$3,108	11.3%	30	65	-35	0
120.1-150%	\$155,400	\$3,885	7.3%	20	0	20	20
Over 150%	>\$155,400	>\$3,885	12.0%	32	0	32	32
Total Rental Need				100%	266	165	101
Work Force Housing Development Gap (below market units)				184	100	84	84

Table 3-10: Keep Up Ownership Gap Detail

E.5 Ownership - Catch Up Gap (w/ Pipeline)							
Ownership AMI	Max Household Income (2.5-person household)	Maximum Affordable Purchase Price	Owner AMI Distribution	Units Needed	Market Will Provide	Balance	Development Gap
60% or less	\$62,160	\$224,811	12.2%	17	0	17	17
60.1-80%	\$82,880	\$299,748	11.1%	15	0	15	15
80.1-100%	\$103,600	\$374,685	8.7%	12	0	12	12
100.1-120%	\$124,320	\$449,622	15.2%	21	0	21	21
120.1-150%	\$155,400	\$562,088	11.1%	15	0	15	15
150.1-200%	\$207,200	\$749,491	10.4%	14	14	0	0
200.1-300%	\$310,800	\$1,124,175	8.6%	12	12	0	0
Over 300%	>\$310,800	>\$1,124,175	22.8%	31	31	0	0
Total Ownership Need				100%	136	57	79
Work Force Housing Development Gap (below market rate units)				79	0	79	80

Table 3-11: Keep Up Rental Development Gap Detail

E.5 Rental - Catch Up Gap (w/ Pipeline)							
Rental AMI	Max Household Income (2.5-person household)	Maximum Affordable Rent	Renter AMI Distribution	Units Needed	Market Will Provide	Balance	Development Gap
60% or less	\$62,160	\$1,554	32.5%	44	0	54	54
60.1-80%	\$82,880	\$2,072	16.7%	23	0	14	14
80.1-100%	\$103,600	\$2,590	20.0%	27	0	16	16
100.1-120%	\$124,320	\$3,108	11.3%	15	15	0	0
120.1-150%	\$155,400	\$3,885	7.3%	10	10	0	0
Over 150%	>\$155,400	>\$3,885	12.0%	16	16	0	0
Total Rental Need				100%	135	41	93
Work Force Housing Development Gap (below market rate units)				93	0	93	94

SECTION 4. MEETING THE GAP

To address the remaining workforce housing development gap detailed in Section 3, a comprehensive supply and demand analysis has been conducted, taking into account the effectiveness of existing town programs such as the Buy Down Program and Accessory Dwelling Unit (ADU) production. Combined, these programs are projected to add an additional 70 units of workforce housing over a ten-year period. This incremental increase is vital in reducing the overall housing shortfall, as these initiatives target both existing properties and new developments to create affordable housing opportunities. By leveraging these strengths—such as converting market-rate units into deed-restricted housing and encouraging the development of ADUs—the town can make steady progress toward closing the workforce housing gap and meeting the needs of its local residents.

Additionally, a focused effort on developing the highest and best use of identified housing sites in the inventory is crucial. This includes evaluating **18 properties** across varying tiers, with the potential to contribute a total of **379 units of workforce housing**. By maximizing the development potential of these sites—whether through increased density, mixed-use development, or targeted redevelopment—the town can make significant strides in closing the workforce housing gap. This strategic approach ensures that each property is utilized to its fullest potential, aligning with the town's broader goals of enhancing housing availability and affordability for its residents.

379 WORKFORCE HOUSING UNITS NEEDED BY 2034



To provide a comprehensive understanding of the implications of the housing strategy, an impact analysis has been conducted and detailed in Section 5. This analysis examines both the economic and environmental impacts of developing the identified sites in the housing inventory. Economically, the

development of these sites is expected to contribute significantly to the local economy by creating jobs, increasing tax revenues, and supporting local businesses through an influx of residents. Environmentally, the analysis assesses the potential impacts on local ecosystems, water resources, and infrastructure, ensuring that development aligns with sustainability goals. This balanced approach ensures that the expansion of workforce housing not only meets immediate needs but also supports long-term economic resilience and environmental stewardship in Frisco.

To further understand the challenges in meeting these housing needs, a development constraints analysis has been provided in Section 6. This analysis examines how current municipal codes and regulations may be restricting housing development, identifying specific barriers that need to be addressed to facilitate the creation of additional workforce housing. By understanding these constraints, the town can take informed steps to modify or remove regulatory obstacles, thereby enabling more effective and timely development of affordable housing options.

4.1 CLOSING THE GAP

Frisco's identified housing gap of approximately **329 units** by 2034 highlights the pressing need for additional workforce housing to accommodate current and future residents. The town's existing programs, including the Buy Down Program and ADU production, play a crucial role in bridging this gap and reducing the gap by 70 units over a ten-year period.

Buy Down Program

The Buy Down Program is designed to preserve and create affordable housing options by purchasing market-rate units and converting them into deed-restricted affordable housing. This approach is particularly effective in rapidly adding to the inventory of affordable housing without the delays associated with new construction. By strategically targeting properties that can be converted to meet the needs of households earning below 150% AMI, the Buy Down Program can significantly contribute to closing the workforce housing gap. Reading from Table 4-1 the Buy Down Program can reduce the development gap by producing four units of affordable housing a year contributing to 40 units of affordable housing over a ten-year period.

However, the success of this program depends on sustained funding and the availability of suitable properties for purchase. As market prices continue to rise, the program may require additional resources or innovative financing mechanisms to remain effective.

Accessory Dwelling Unit (ADU) Production

ADUs, also known as in-law suites or granny flats, represent another vital component of Frisco's strategy to increase workforce housing. Encouraging the development of ADUs within existing residential properties provides a flexible and relatively low-cost method of increasing housing density. These units are ideal for housing local workers, given their typically lower rent levels compared to

standalone homes. By incentivizing ADU production through streamlined permitting processes, fee waivers, or subsidies, Frisco can effectively address part of the housing shortfall while also enhancing the town's ability to retain a diverse workforce.

Reading from Table 4-1 the ADU can reduce the development gap by producing 3 units of affordable housing a year contributing to 30 units of affordable housing over a ten year period. Producing 30 units of Accessory Dwelling Units (ADUs) can significantly contribute to reducing the development gap of affordable housing in Frisco by providing more housing options for lower and moderate-income households, particularly those that form part of the local workforce. Here's how this level of ADU production helps close the gap:

Table 4-1: Remaining Development Gap by Including Existing Town Programs

Annual Buydown and ADU Production	Annual Production	Catch Up ('24-'29)	Keep up ('30-'34)
<i>Ownership Unit Demand (Table A, E.1)</i>		71	80
Annual Buydown	4	-20	-20
Total Ownership Units Needed		51	60
<i>Rental Unit Demand (Table A, E.1)</i>		84	94
Annual ADU Development	3	-15	-15
Total Rental Units Needed		69	79
Remaining Development Gap by Housing Period		120	139
TOTAL REMAING GAP		259	

Balancing Act

While the Buy Down Program and ADU production are essential tools, they must be part of a broader, multi-faceted strategy that includes leveraging vacant and underutilized sites, tracking pipeline projects, and exploring mixed-use redevelopment opportunities. This comprehensive approach allows the town to address the workforce housing gap from multiple angles, ensuring that both immediate and long-term housing needs are met.

Regular demand and supply analysis will continue to be critical, enabling the town to adjust its strategies in response to market conditions, funding availability, and the success of these programs. This ongoing evaluation will also include a careful review of the sites inventory, ensuring that the development potential of identified properties is fully realized. Additionally, it is essential to balance the Buy Down Program and ADU production against the production of workforce housing from the sites inventory, particularly across different Area Median Income (AMI) categories. Each of these initiatives plays a unique role in addressing the housing needs of various income levels, and their combined impact must be carefully managed to ensure that the town meets its broader affordability goals. By strategically aligning these efforts, Frisco can maximize the effectiveness of its housing

programs, reduce the workforce housing gap, and ensure that a substantial portion of its housing stock remains affordable for year-round residents across a range of income levels.

70 WORKFORCE HOUSING UNITS CAN BE PRODUCED BY 2034 USING BUY DOWN PROGRAM & ADU PRODUCTION



<https://f9productions.com/residential-design/adu-builders-architects/>

4.2 HOUSING SITES INVENTORY

The Town of Frisco has undertaken a comprehensive assessment of available land to identify parcels suitable for housing development and evaluate their potential to meet the town's ambitious housing goals. This inventory categorizes potential sites into different tiers based on their readiness for development, existing use, and the potential to maximize housing density. This strategic approach is particularly crucial given the identified development gap of approximately **329 workforce housing units by 2034**, which will not be met by the market alone. By prioritizing and efficiently utilizing these available sites, Frisco aims to bridge this gap and ensure the community's housing needs are effectively addressed.

Potential Sites for New Housing: Vacant, Underutilized

To effectively address Frisco's housing needs and close the identified development gap, the town has conducted a thorough evaluation of potential housing sites, categorized into various types based on their current use and development potential. These categories include vacant and underutilized sites, which present immediate opportunities for new housing developments and increased density, respectively. Additionally, the town is diligently tracking pipeline projects to ensure they contribute to meeting the community's housing objectives. Frisco is also exploring Mixed-Use Redevelopment candidate sites, which offer the opportunity to blend residential and commercial spaces, enhancing both housing availability and economic vitality. Together, these strategies form a comprehensive approach to maximizing land use and addressing Frisco's housing challenges.

- **Vacant Sites:** These parcels are currently unused and lack existing structures, making them ideal for new housing developments. The absence of existing buildings reduces the need for demolition and site preparation, allowing for a more streamlined development process.
- **Underutilized Sites:** These properties have existing structures but are not being used to their full potential. These could include partially occupied buildings or properties used for lower-value purposes. Redeveloping these sites can increase housing density and better serve the community's needs by transforming underutilized spaces into vibrant residential areas.
- **Pipeline:** The Town of Frisco is also committed to tracking and managing ongoing pipeline projects to ensure that they align with the town's strategic housing objectives. By closely monitoring the progress of these developments, the town can assess their contribution toward closing the identified housing gap and make necessary adjustments to future plans. This includes evaluating the impact of new units being added to the market, ensuring that they meet affordability criteria, and determining how effectively they address the needs of different income levels within the community. Regular updates and assessments of these pipeline projects are crucial for adapting strategies in real-time, allowing Frisco to stay on track in achieving its long-term housing goals.
- **Mixed Use Redevelopment Sites:** In addition to tracking pipeline projects, Frisco is also focusing on Mixed-Use Redevelopment candidate sites as a key component of its housing strategy. These

sites, currently utilized for commercial purposes, have been identified as having significant potential for transformation into mixed-use developments that combine residential and commercial spaces. Redeveloping these areas not only helps to meet the growing demand for housing but also revitalizes underperforming commercial zones, contributing to a more vibrant, economically diverse community. Mixed-use redevelopment offers the dual benefit of increasing housing density while supporting local businesses and enhancing the overall livability of Frisco's neighborhoods. This approach is integral to creating sustainable, well-balanced developments that serve both the residential and commercial needs of the town.

Tiering of Potential Sites

Tiering of potential sites involves categorizing them based on their readiness and suitability for development. Sites are evaluated and ranked into tiers, typically from most to least favorable, considering factors such as location, existing infrastructure, environmental impact, and regulatory constraints. This process helps prioritize development efforts, ensuring that the most viable and impactful projects are pursued first, maximizing resource efficiency and meeting housing needs effectively. For Frisco, there are five tiers, as follows:

- **Tier 1: Town-Owned Property:** These are properties currently owned by the Town, which are prioritized for development due to the lower cost and fewer barriers to acquisition. Developing town-owned properties can be more straightforward as the municipality has direct control over the land use and can expedite the planning and development process. These sites are ideal for initial phases of housing projects to quickly address urgent housing needs.
- **Tier 2: Vacant, Privately Held:** These sites are privately-owned but currently vacant, making them prime candidates for new housing developments. The lack of existing structures reduces demolition costs and simplifies the development process. Acquiring these sites may involve negotiations with private landowners, but their vacant status often indicates readiness for development, making them a high priority for expansion.
- **Tier 3: Underutilized, Privately Held:** Underutilized sites are privately-owned properties that are not being used to their full potential. These properties may have existing structures that are in fair or poor condition (as indicated by improvement grades or conditions) but are situated in residential zones and have the capacity to support a minimum of three new housing units. Redeveloping these sites can maximize land use efficiency and increase housing density, contributing significantly to the Town's housing stock.
- **Tier 4: Commercial Redevelopment Candidates:** These are commercial properties identified by the Town as suitable for redevelopment into residential housing. These sites might currently be used for commercial purposes but have been earmarked for transformation due to their strategic locations or underperformance in their current use. Redeveloping these sites can help meet housing needs while also revitalizing commercial areas, contributing to a mixed-use community environment.

- **Tier 5: Lake Hill Development:** This tier incorporates the potential large-scale Lake Hill development as an option in the Town's overall housing strategy. Lake Hill is planned to include 436 units (367 multi-family units, 16 duplex units, and 53 townhomes) with a combination of ownership and rental units.

EXPLORE THE TIERED PROPERTIES AT THE WEBMAP [HERE](#)

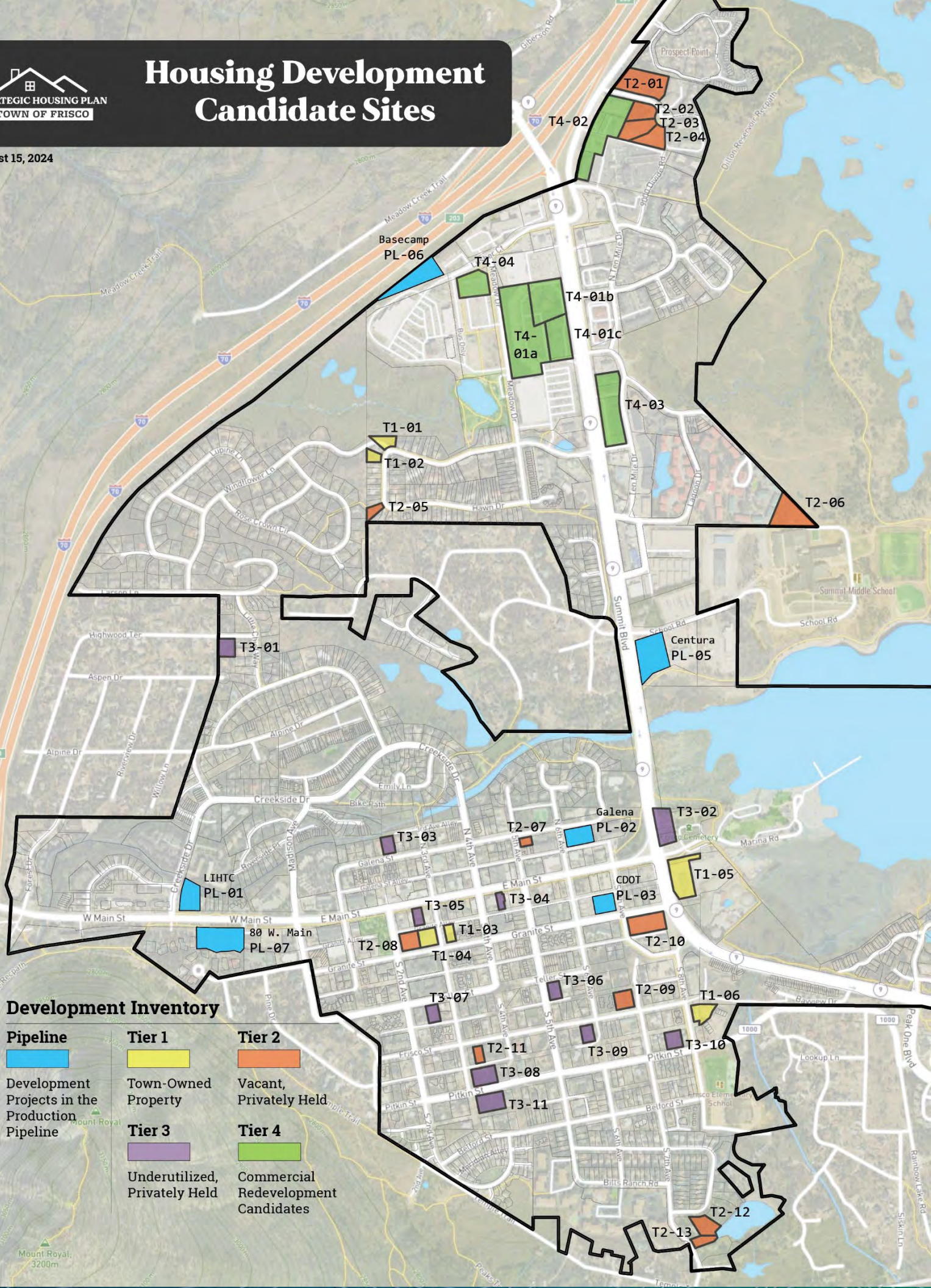
685 WORKFORCE HOUSING UNITS CAN BE PRODUCED USING ALL AVAILABLE LAND FOR HOUSING INCLUDING MIXED USE REDEVELOPMENT SITES



en.wikipedia.org/wiki/Mixed-use_development

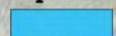
Housing Development Candidate Sites

August 15, 2024



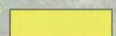
Development Inventory

Pipeline



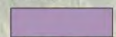
Development Projects in the Production Pipeline

Tier 1



Town-Owned Property

Tier 3



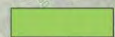
Underutilized, Privately Held

Tier 2



Vacant, Privately Held

Tier 4



Commercial Redevelopment Candidates

Highest and Best Use within the Sites Inventory

Using the 36 original housing candidate sites, 18 sites have been prioritized for further analysis. On these 18 sites, highest and best use for workforce housing development is a critical component of Frisco's strategy to address its remaining workforce housing shortfall of **259 units**. Each site presents unique opportunities based on its location, current use, zoning regulations, and potential for redevelopment.

379 UNITS OF WORKFORCE HOUSING UNITS COULD BE PRODUCED USING 18 PRIORITY SITES ESTABLISHING A SURPLUS OF 120 WORKFORCE HOUSING UNITS BY 2034.



To maximize the impact of candidate sites on workforce housing, the following approach was considered:

Site Analysis and Prioritization

The unit yield for each property in the sites inventory was developed using a methodical approach that considers several key factors, each of which plays a crucial role in determining the potential number of housing units that can be developed on a given site. The numbered items below represent the variables used to calculate this yield:

1. **Alternate Zone Used:** This column indicates any alternate zoning designations considered for the site. Zoning plays a significant role in determining the type of development that can occur, including the allowable density and the types of structures that can be built.
2. **Zoning:** The current zoning designation of the parcel, which dictates the rules and regulations for development on that land. Zoning codes determine the maximum density, height, and type of buildings that can be constructed.
3. **Lot Coverage (%):** This percentage represents the portion of the parcel that can be covered by buildings. It helps in calculating the buildable area of the site, which is the portion of the parcel where development can actually occur.
4. **Parcel Acreage:** The total size of the parcel, measured in acres. This is the starting point for determining the scale of potential development.
5. **Buildable Acres Based on Lot Coverage:** This is the actual area of the parcel that can be developed, taking into account the lot coverage percentage. It is calculated by applying the lot coverage percentage to the total parcel acreage.
6. **Allowed Density (DU/Ac.):** DU/Ac. stands for dwelling units per acre. This column indicates the number of housing units that can be developed per acre under the current zoning regulations. It directly influences the total number of units that can be built on the site.
7. **Assumed Density w/ Bonus (DU/Ac.):** This column represents the assumed density if any density bonuses are applied. Density bonuses are often provided as incentives for developers to include affordable housing or other community benefits. The bonus increases the number of units per acre that can be developed, allowing for greater density than the base zoning would typically permit.

How the Unit Yield is Developed:

To calculate the potential unit yield for a site:

- **Step 1:** Determine the buildable acres by applying the lot coverage percentage to the parcel acreage. This gives the total area available for development.
- **Step 2:** Apply the allowed density (DU/Ac.) to the buildable acres to calculate the base number of units that can be developed.
- **Step 3:** If applicable, apply any density bonuses to increase the number of units per acre, and recalculate the total unit yield based on the increased density.
- **Step 4:** Sum the calculated units from each parcel to get the total unit yield for the sites inventory.

This systematic approach ensures that the unit yield is maximized while adhering to zoning regulations and taking advantage of any available bonuses. The result is a realistic estimate of the number of workforce housing units that can be developed across the identified sites.

Rental vs. Ownership Model

In the process of developing the unit yield for the sites inventory, determinations were also made regarding whether the properties would be optimized for ownership or rental housing. This decision was guided by the projected unit yield for each site.

Specifically, a key threshold was established: properties yielding a minimum of 20 units were considered optimal for rental housing development. This threshold is based on the understanding that rental properties often benefit from economies of scale, where larger developments can better support the operational and management costs associated with rental housing. Additionally, larger rental developments are more likely to attract professional property management, ensuring long-term sustainability and quality maintenance.

For sites yielding fewer than 20 units, the focus was typically shifted toward ownership opportunities. Smaller developments are often more suitable for ownership models, such as townhomes or condominiums, where individual units can be sold to residents. This approach aligns with market trends and the specific housing needs of the Frisco community, ensuring that the development of each site is tailored to maximize its potential and meet local housing demands effectively.

By applying this unit threshold, the Town of Frisco can strategically optimize the use of its land resources, ensuring that both rental and ownership housing options are developed in a way that best serves the community's workforce and aligns with broader housing goals.

Table 4-2 provides a summary of units supplied in Ownership and Rental Categories. Using the sites inventory the Town can significantly add to force housing. **Figure x.x** provides a map potential housing sites used in the sites inventory analysis.

Table 4-2: Sites Inventory Supply by Ownership and Rental

SITES INVENTORY UNIT YEILD SUMMARY			
	Catch Up (2024-2029)	Keep Up (2030-2031)	Total
Ownership Sites Inventory Analysis			
Gap	51	60	111
Sites Inventory	73	82	155
Balance	(22)	(22)	(44)
Rental Sites Inventory Analysis			
Gap	69	79	148
Sites Inventory	120	104	224
Balance	(51)	(25)	(76)
Total Sites Inventory Analysis			
Total Gap	120	139	259
Sites Inventory	193	186	379
Balance	(73)	(47)	(120)

Housing Development Plan Sites

August 16, 2024



Development Plan Sites

Pipeline

Production Pipeline

Surplus

Inventory Sites NOT Used in the Plan

Tier 1

Town-Owned Property

Tier 3

Underutilized, Privately Held

Tier 2

Vacant, Privately Held

Tier 4

Commercial Redevelopment Candidates

4.3 MIXED INCOME DEVELOPMENT

In the context of addressing Frisco's workforce housing needs, it's essential to incorporate strategies that not only optimize land use but also promote inclusivity and affordability across a broad spectrum of income levels. This involves developing mixed-income communities that cater to a diverse range of Area Median Income (AMI) levels, creating neighborhoods where residents from various economic backgrounds can live together in balanced and supportive environments. Table 4-3 illustrates the strategic balance between ownership and rental unit production necessary to meet housing demands, while also ensuring a diverse mix of income levels across each site development site.

Balanced Communities

For larger sites, the development strategy should include mixed-use projects that combine residential and commercial components. These developments can create vibrant, self-sustaining communities where residents have access to essential amenities and services, such as shops, restaurants, and recreational spaces, within walking distance. This approach not only enhances the quality of life for residents but also stimulates local economies by supporting small businesses and encouraging community engagement.

Income Diversity

To truly address the housing needs of the entire community, it's crucial to ensure that new developments offer a mix of housing options across different AMI levels. This involves setting aside a portion of units specifically for lower-income households, typically those earning 60% or less of the AMI, while also including units at market or near-market rates. This mix of income levels within a single development fosters economic diversity and helps to prevent the socio-economic segregation that can occur when affordable housing is concentrated in certain areas.

Challenges of Mixed-Income Developments:

However, developing mixed-income properties, particularly those that include a higher proportion of units for lower AMI levels, often presents challenges. One significant challenge is the higher cost per door for developers. Building and maintaining affordable units, especially those with deeper affordability requirements, can be more expensive due to the need for subsidies, lower rents, and potentially more extensive amenities and services to support residents. These higher costs can make it less attractive for developers to pursue such projects without additional incentives.

Role of Public-Private Partnerships:

To mitigate these challenges, the Town of Frisco must actively pursue and strengthen public-private partnerships. These partnerships can provide the necessary financial support and incentives to make mixed-income developments viable. This could include offering tax credits, grants, or low-interest loans to offset the higher costs associated with developing affordable units. Additionally, the town could provide land at reduced costs or offer expedited permitting processes to further incentivize the development of mixed-income housing.

Strategic Benefits

Despite the challenges, the strategic benefits of mixed-income developments are substantial. By accommodating a range of incomes within a single development, these projects help to create more resilient and integrated communities. They ensure that essential workers—such as teachers, healthcare providers, and service industry employees—can live near their workplaces, reducing commute times and supporting a higher quality of life. Furthermore, mixed-income developments contribute to the town's long-term goal of maintaining a balanced and inclusive community, where all residents have the opportunity to thrive.

In conclusion, while the development of mixed-income properties with more units at lower AMIs may require more intensive efforts and higher costs, the long-term benefits to the community make it a worthwhile investment. By fostering balanced communities and ensuring income diversity in housing developments, Frisco can create sustainable, inclusive neighborhoods that meet the needs of its diverse workforce and support the town's overall economic and social vitality.

Strategic Phasing:

Implement a phased development approach over a ten-year period, starting with the most readily developable sites, particularly Tier 1 projects, to address immediate housing needs. More complex projects, such as those in Tier 3, will be scheduled for later years to ensure balanced progress and to manage the increased complexity of these developments. It's important to stagger housing production across multiple fiscal years to avoid overloading any single year with too many projects. Additionally, projects that require Low-Income Housing Tax Credit (LIHTC) funding will be strategically pushed into later fiscal years to align with funding cycles and maximize the availability of resources. This phased approach not only meets urgent housing demands but also supports sustained growth and development over time, ensuring that Frisco's housing goals are achieved in a manageable and efficient manner.

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Table 4-3: Inventory Analysis by AMI Categories

Ownership Analysis (Affordable Housing)								
	Total Need		Sites Inventory		Balance		% of	
	Catch	Keep	Catch	Keep	Catch	Keep	Inventory	Inventory
	Up	Up	Up	Up	Up	Up	Used	Potential
<60% AMI	17	17	19	19	(2)	(2)	100%	38
60-80% AMI	16	15	20	19	(4)	(4)	100%	39
80-100% AMI	-8	-8	0	0	(8)	(8)	0%	37
100-120% AMI	10	21	14	25	(4)	(4)	70%	56
120-150%	16	15	20	19	(4)	(4)	24%	162
Total	51	60	73	82	(22)	(22)		332

Rental Analysis (Affordable Housing)								
	Total Need		Sites Inventory		Balance		% of	
	Catch	Keep	Catch	Keep	Catch	Keep	Inventory	Inventory
	Up	Up	Up	Up	Up	Up	Used	Potential
<60% AMI	54	44	58	48	(4)	(4)	78%	136
60-80% AMI	14	23	20	29	(6)	(6)	52%	94
80-100% AMI	1	12	18	18	(17)	(6)	55%	66
100-120% AMI	0	0	24	9	(24)	(9)	58%	57
120-150%	20	0	0	0	20	-	0%	0
Total	89	79	120	104	(51)	(25)		353

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4.4 FINANCIAL MODELING OF SITES INVENTORY

This analysis involves a comprehensive evaluation that includes comparing single-family (SF) versus multi-family (MF) units, assessing units by Area Median Income (AMI) categories, and developing detailed projections of costs associated with various mixed income development scenarios on a per-site basis. It also involves estimating expenses for land acquisition, construction, and associated debt. This in-depth analysis is critical for determining:

- **Financial Feasibility:** Ensuring that proposed developments are economically viable.
- **Optimizing Resource Allocation:** Directing funds and resources where they will have the most impact.
- **Total Investment:** Aggregating the total investment at the "Site Level" and rolling it up to the "Strategic Plan Level" for a holistic view of the financial strategy across all identified sites.

This process involves estimating expenses for land acquisition and construction, while also identifying potential funding sources such as Bank Debt, Bond Debt, State Gap Money, Other Gap Money, Grants, and Required Equity. Additionally, this planning effort forecasts the financial returns from the development of candidate, surplus, and pipeline sites, including the economic impacts and tax revenue, as illustrated in SECTION 5.

Ground-level sites inventory analysis creates detailed financial models to collectively evaluate the investment strategy across the 18 identified sites. By aggregating the investment data, the distribution of funds across different Area Median Income (AMI) levels can be strategically optimized to meet the town's housing goals.

Figure 4-1 illustrates the concept of using parcel-level information to gain a detailed understanding of the specific investments required for each site, which is critical for securing new public and private revenue sources. By analyzing this granular data, the town can strategically target funding opportunities, optimize resource allocation, and effectively align development projects with available financial tools, thereby maximizing the potential for successful public-private partnerships. This approach ensures that investments are both efficient and impactful, driving sustainable growth and community development.



Figure 4-1: Parcel Level Analysis to Strategic Financial Planning

The optimal strategy for developing these sites focuses on preserving local resources through strategic public-private partnerships. These partnerships are designed to de-risk public investments while leveraging currently abundant state capital. By aligning the development of these sites with both public and private interests, the town can maximize the efficiency and impact of its resources, ensuring that each site is utilized to its highest and best use. This approach not only enhances the financial feasibility of projects but also ensures long-term sustainability and benefits for the community.

The Public vs. Private Development Spectrum

The private versus public development spectrum represents a range of approaches to housing development, each with different objectives, funding sources, and target populations.

Private Development:

On one end of the spectrum is private development, which is primarily driven by market forces and private investment. Developers on this end of the spectrum aim to maximize returns on investment, often focusing on market-rate housing that targets higher income brackets. These projects are typically funded through private equity, loans, and other commercial financing mechanisms. Because the primary goal is profitability, these developments usually offer little to no affordable housing options and are geared toward middle to high-income residents who can afford market-rate rents or home prices.

Public Development

On the opposite end of the spectrum is public development, which is driven by public needs rather than profit. These projects are typically developed by government entities such as housing authorities and are funded entirely or predominantly with public money, including federal, state, and local grants, subsidies, and tax credits. Public developments are specifically designed to serve low to very low-income households, often focusing on deep affordability for residents earning at or below certain AMI thresholds (e.g., 30%, 50%, or 60% of AMI). These projects aim to provide essential housing

for vulnerable populations, such as seniors, individuals with disabilities, and families with limited incomes.

The Middle Ground

Between these two extremes exists a range of mixed-finance or public-private partnership models. These projects might combine elements of both private and public development, often including a mix of market-rate and affordable units. In such developments, private developers might receive incentives like tax credits, grants, or density bonuses in exchange for including affordable housing units within their projects. These hybrid approaches aim to balance financial viability with social responsibility, ensuring that new developments contribute to a diverse and inclusive community by providing housing options for a broader spectrum of income levels.

Understanding this spectrum allows communities to strategically plan developments that not only meet market demand but also address critical housing needs for lower-income residents, fostering a more equitable and balanced housing market.

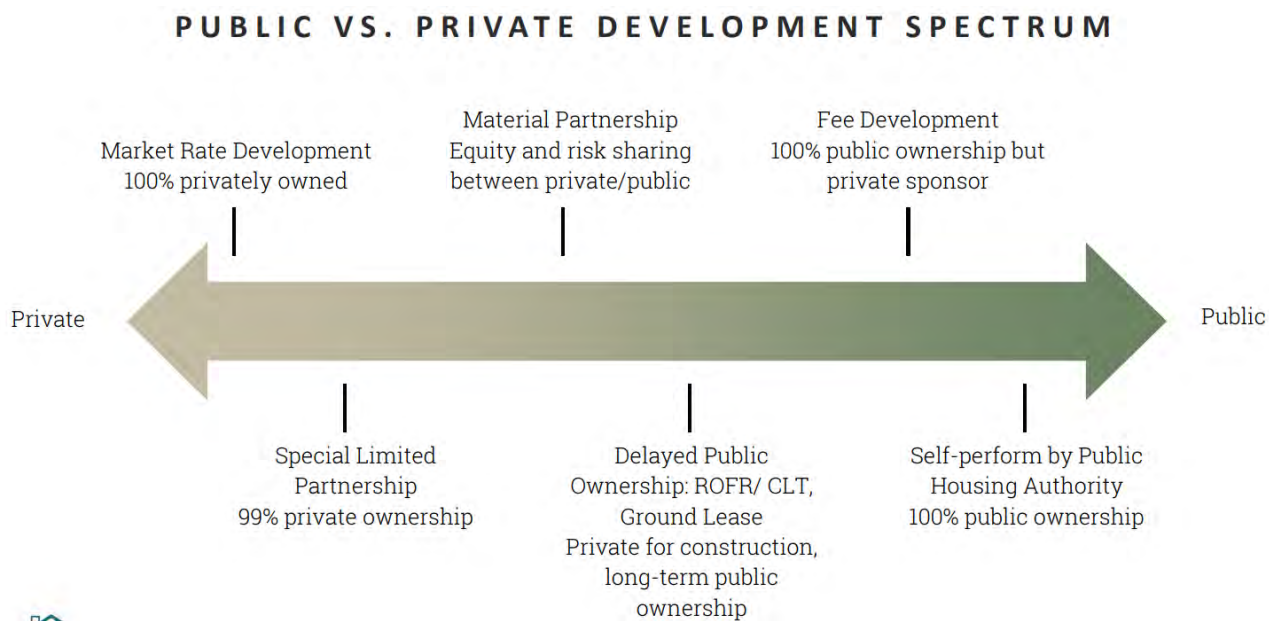


Figure 4-2: Public vs. Private Development Spectrum

4.4.1 EQUITY AND DEBT

The guiding principle in real estate finance is that the cost of a project, or the “use of funds”, must equal the financing for the project, or the “source of funds.” Use of funds tend to fall into five categories:

- Site acquisition (purchasing, leasing);
- Construction or rehabilitation, including a contingency allowance;
- Soft costs (entitlements, appraisals, marketing, surveys, taxes, insurance, and fees for architectural, engineering, legal, accounting, and other services);
- Development fees and developer’s overhead and profit; and
- Financing fees (construction period interest, loan fees, closing costs).

There are generally three categories of funds to cover these costs:

- **Debt** - This is borrowed money, generally paid back with interest. Some debt sources may have more flexible rates and terms than others. Some debt is soft or deferred, meaning that it gets paid back only if the project’s cash flow permits or at the time of sale. It may be forgiven entirely if the development continues to serve income-eligible people for an extended period of time.
- **Equity** - This is cash financing that is not paid back with interest but is viewed as an investment with an expected, though not guaranteed, return. Equity for affordable rental housing generally comes from the developer and the sale of tax credits. In affordable ownership developments, equity comes from the developer.
- **Subsidies or Grants** - These are funds to fill the gap between total development costs and what can be financed with debt or equity. This is usually required for affordable housing projects because of the limited rents or sale prices that low- and moderate-income households can afford. Subsidies or grants are usually provided by governmental entities.

Other types of financing and funding that are usually not reflected in the development cost but are vital to an affordable housing development are predevelopment funding and rental assistance to help cover gaps and ensure units are affordable.

**TO BUILD 320 WORKFORCE HOUSING UNITS ON 18 SITES
IT IS ESTIMATED THAT \$328.8 MILLION (INCLUDING LAND)
IS NEEDED TO ACHIEVE THIS GOAL.**

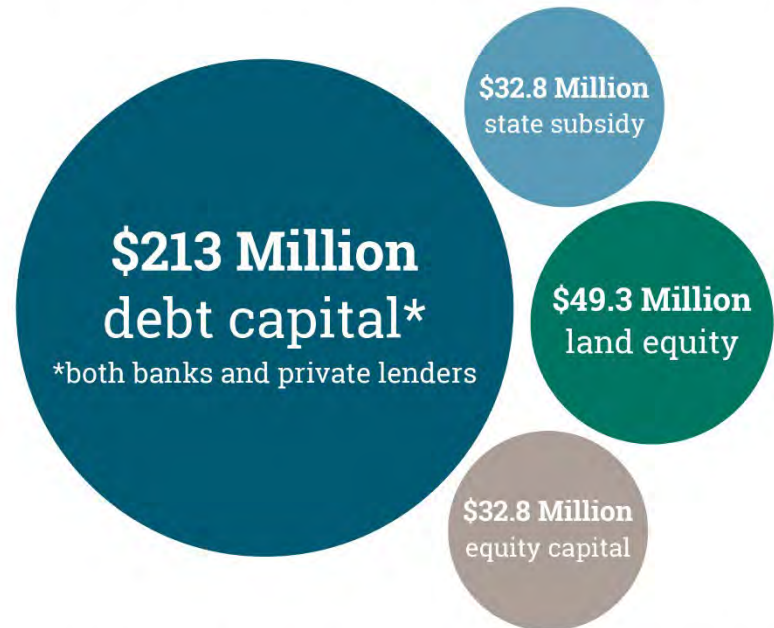
Estimated Debt, Equity, & Subsidies

To build the 320 workforce housing units described earlier (see Section 4-7), it is estimated that \$320 million (including land) is needed to achieve this goal. Of that \$320 million, an estimated \$213.7 million of debt (approximately 65%) is needed from banks and private lenders and the remaining categories (\$115 million) would come in the form of state subsidies, land equity, and equity capital. See Figure 4-3 for individual estimated amounts of equity and capital needed to build workforce housing in Frisco.

While the \$320 million dollar price tag may seem high at first glance, it represents less than 0.01% of the total housing market in Colorado. In larger, more urban real estate markets, the capital markets for debt and equity make it relatively easy to develop new housing stock. Although urban stock suffers from the same affordability issues as rural markets, there are four key “bottlenecks” that make smaller markets and rural development even more challenging.

\$328 Million

to build workforce housing need by 2034



... represents less than **0.004%** of the total value of Colorado’s residential housing market

Figure 4-3: Sources of Equity and Capital to Build Estimated Workforce Housing Need by 2034

TABLE OF INVESTMENT LEVELS PER AMI TO BE INCLUDED IN THE FINAL REPORT.

Underwriting of Select Properties

For select properties within the inventory, drilling down to analyze an underwriting process has been conducted to assess the financial risks and returns specific to each project. Underwriting involves a thorough review of all financial aspects of the development, including projected income, operating expenses, and potential risks. This process helps to ensure that the financial assumptions for these projects are realistic and that the projects are likely to be viable in the long term. Underwriting also assists in securing financing by demonstrating to lenders and investors that the projects are well-structured and financially sound.

APPENDIX OF UW SHEETS TO BE INLCUED IN THE FINAL REPORT.

SECTION 5. IMPACTS OF WORKFORCE HOUSING DEVELOPMENT

Impact analysis assesses the broader effects of housing developments on the community and environment. This includes evaluating the economic impact, such as job creation and increased tax revenue, as well as social impacts like improved housing affordability and quality of life for residents. Environmental impacts are also considered, including effects on local ecosystems and infrastructure demands.

For each scenario, we have run models through a software program called IMPLAN to:

- **Estimate Economic Activity:** Calculate the total economic output generated by new housing developments, encompassing direct construction impacts, indirect supply chain effects, and induced impacts from increased household spending.
- **Project Tax Revenues:** Forecast the growth in tax revenues from property taxes, sales taxes, and other local taxes, helping to understand the fiscal benefits to the Town and Summit County.
- **Analyze Job Creation:** Determine the number and types of jobs created both during the construction phase and from ongoing employment opportunities spurred by increased population and economic activity.
- **Assess Environmental Impacts:** Evaluate changes in resource use, such as water and energy consumption, and predict the environmental benefits or challenges associated with each development scenario.
- **Forecast Population Growth:** Project population increases resulting from new housing, including changes in demographics and the subsequent impact on local services like schools, healthcare, and transportation.

These outputs from the IMPLAN software provide a comprehensive view of the potential impacts, ensuring that the benefits and potential drawbacks of each development scenario are fully understood, aiding in making informed, balanced decisions for the community's future.

5.1 INTERPLAY WITH THE LOCAL ECONOMY

This section delves into the complex interplay between housing availability and affordability and the broader local economy, highlighting the critical balance between supporting the burgeoning tourism industry and ensuring adequate housing for the workforce. This narrative emphasizes the dual role of housing as both a fundamental human need and a pivotal economic engine that influences labor market dynamics and the sustainability of tourism as a key economic driver.

(infographic demonstrating areas of economic growth due to housing development; bar chart showing correlation between housing availability and local economy metrics, e.g., retail sales, job growth)

5.1.1 LABOR MARKET DYNAMICS

Exploring the relationship between housing availability and labor market outcomes, including employment rates, income levels, and the ability of businesses to attract and retain talent. Housing availability and affordability directly impact labor market efficiency and health. In areas where housing costs outpace local wage growth, businesses face challenges in attracting and retaining employees, leading to labor shortages that can stifle economic growth. This section would explore how ensuring access to affordable housing can lead to a more stable and satisfied workforce, reducing turnover costs for businesses and fostering a vibrant, dynamic local economy.

5.1.2 TOURISM AND HOUSING BALANCE

Analyzing how housing for year-round residents supports the tourism industry by providing stable employment while ensuring the community's character and livability are preserved. Tourism is a significant economic contributor in many communities, including Frisco. However, the growth of the tourism sector often increases demand for short-term rental accommodations, which can reduce the stock of long-term housing and drive up prices, making it difficult for local workers to find affordable places to live.

5.2 ECONOMIC & FISCAL IMPACT MODELING

Estimating the economic impacts resulting from constructing workforce housing needs over the ten-year period, from 2024 to 2034, can assist in determining the feasibility of and barriers to new construction. As described in this report, **329 workforce housing units** are needed as a function of current job openings (catch-up) and future job growth (keep-up). However, quantifying unit demand is only the first step to addressing the region's housing needs. Knowledge of multiplier impacts can inform policies designed to support economic development, while mitigating potential negative impacts.

This assessment uses an Input-Output (I-O) modeling approach from [IMPLAN](#) to quantify **direct impacts** resulting from the construction of housing, as well as the **indirect** (supply chain spending) and **induced impacts** (labor income spending). Model outputs include labor income, intermediate expenses, tax revenues, and total economic output added. Most importantly, estimates of new jobs required to construct the region's housing needs will be provided and compared to the existing workforce.

Understanding the impacts of a development project of this scale can drastically improve planning efforts for all stakeholders. Some questions that this assessment will seek to address include:

- How many new jobs in each occupation will be required to build the new workforce housing units, and how does this compare to the size of the region's current workforce?

- What is a realistic number of years to build the units given labor constraints?
- How much incremental tax revenue will accrue to state, county, and local governments as a result of construction?
- How will the region's tax base increase?
- What industries will be most impacted, and by how much?

5.2.1 METHODS

Input-Output (I-O) modeling is based on the foundational concept that all industries, households, and governments in the economy are connected through buy-sell relationships; therefore, a given economic activity supports a ripple of additional economic activity throughout the economy. IMPLAN incorporates all available economic data for each county in the country to provide realistic estimates of these “ripple” effects resulting from increased economic activity, from supply chain spending, such as the purchase of fuel and lumber, to labor income spending, such as grocery and retail consumption. See [Appendix C](#) for a more detailed description of IMPLAN's methodology.

Estimating the direct, indirect, and induced impacts of future activities within a regional economy is extremely complicated. IMPLAN averages labor compensation, production value, and other metrics for 546 different sectors of the economy by region. For example, this study models the construction of thousands of new housing units using data from three industry sectors. Actual future economic impacts depend on specific operating plans and may evolve over time as the result of technological innovation and alternating management strategies. Actual impacts also depend on final project specifications and approvals.

5.2.2 IMPLAN MODEL SETUP & ASSUMPTIONS

Developing an IMPLAN model for housing construction requires identifying representative industry sectors, selecting which years the impacts would occur, and specifying a region of impact.

The three industries that pertain to new residential construction are:

- Construction of new single-family residential structures (sector 57);
- Construction of new multi-family residential structures (sector 58); and
- Construction of other new residential structures, including costs of installing mobile homes (sector 59).

The final model allocates construction cost evenly over the next ten years. Because IMPLAN is a linear model, this assumption allows us to multiply impacts from the first year by a factor of 10 to give estimates of total impacts. Further, by only modeling a single year, we are able to design the model using IMPLAN's multi-regional input-output (MRIO) analysis to capture economic interactions among the counties in the Ten Mile Basin.

These IMPLAN models have been set up using the latest IMPLAN data available.

Land sales are considered asset transfers, whereby one person receives money while the other receives tangible property. Thus, the land sale itself has no value in IMPLAN and the sale of the land has very little impact on the economy. As a result, land acquisition costs are not included in the total construction cost or investment modeled with IMPLAN. In keeping with our conservative approach, real estate and legal fees are also not included. Similarly, the costs of mobile homes purchases are not included in the model since economic impacts associated with their production are accrued in the region where they are manufactured; however, the costs of site preparation and installation are accounted for.

All results are presented in 2024 dollars, alleviating the need to make additional assumptions about future inflation rates.

5.2.2.1 IMPLAN Model Inputs

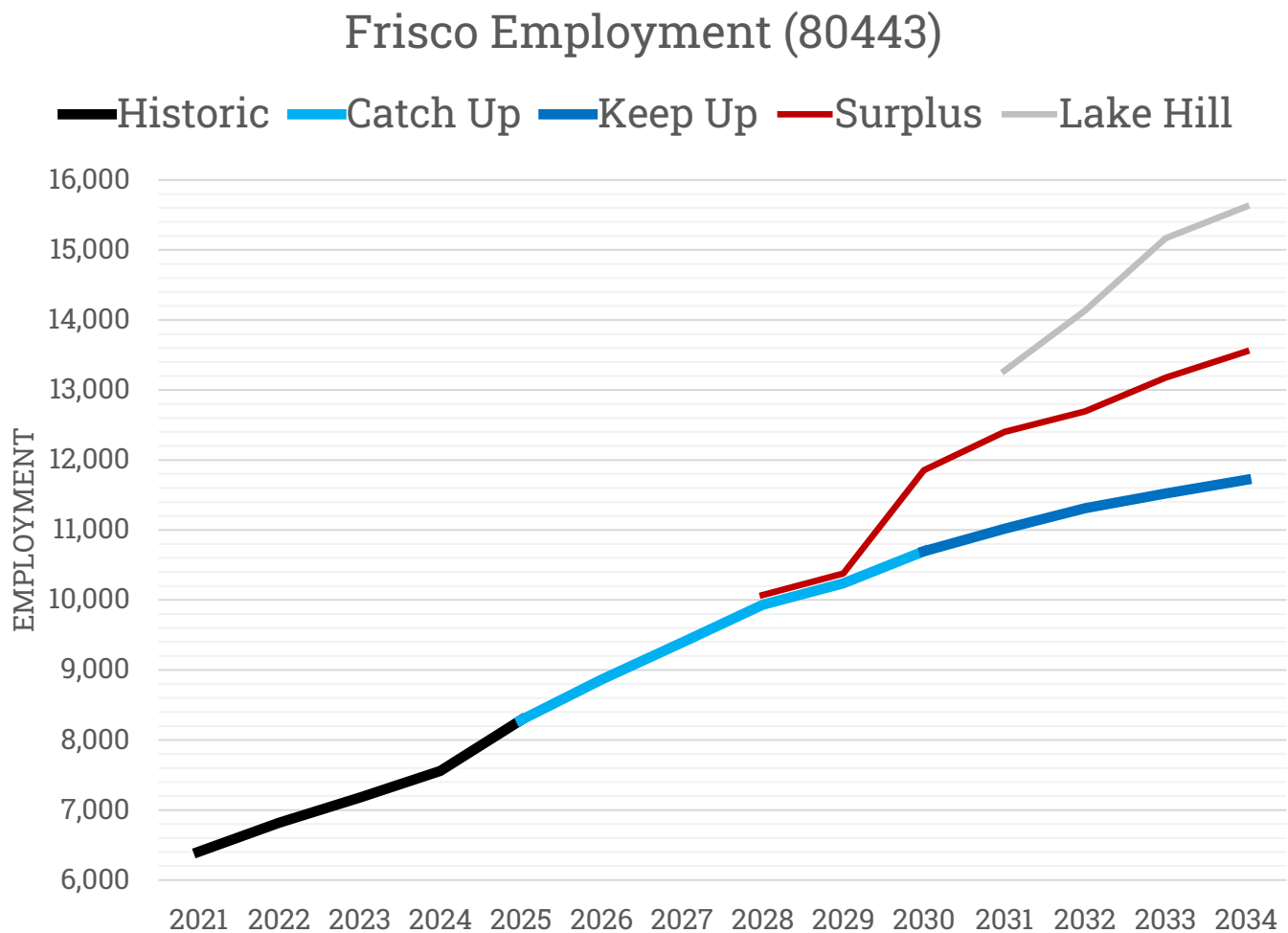
Explanation of Data and Tables to Surplus Graphics Coming Soon!

5.3 EMPLOYMENT IMPACTS

Explanation of Data and Tables to Surplus Graphics Coming Soon!

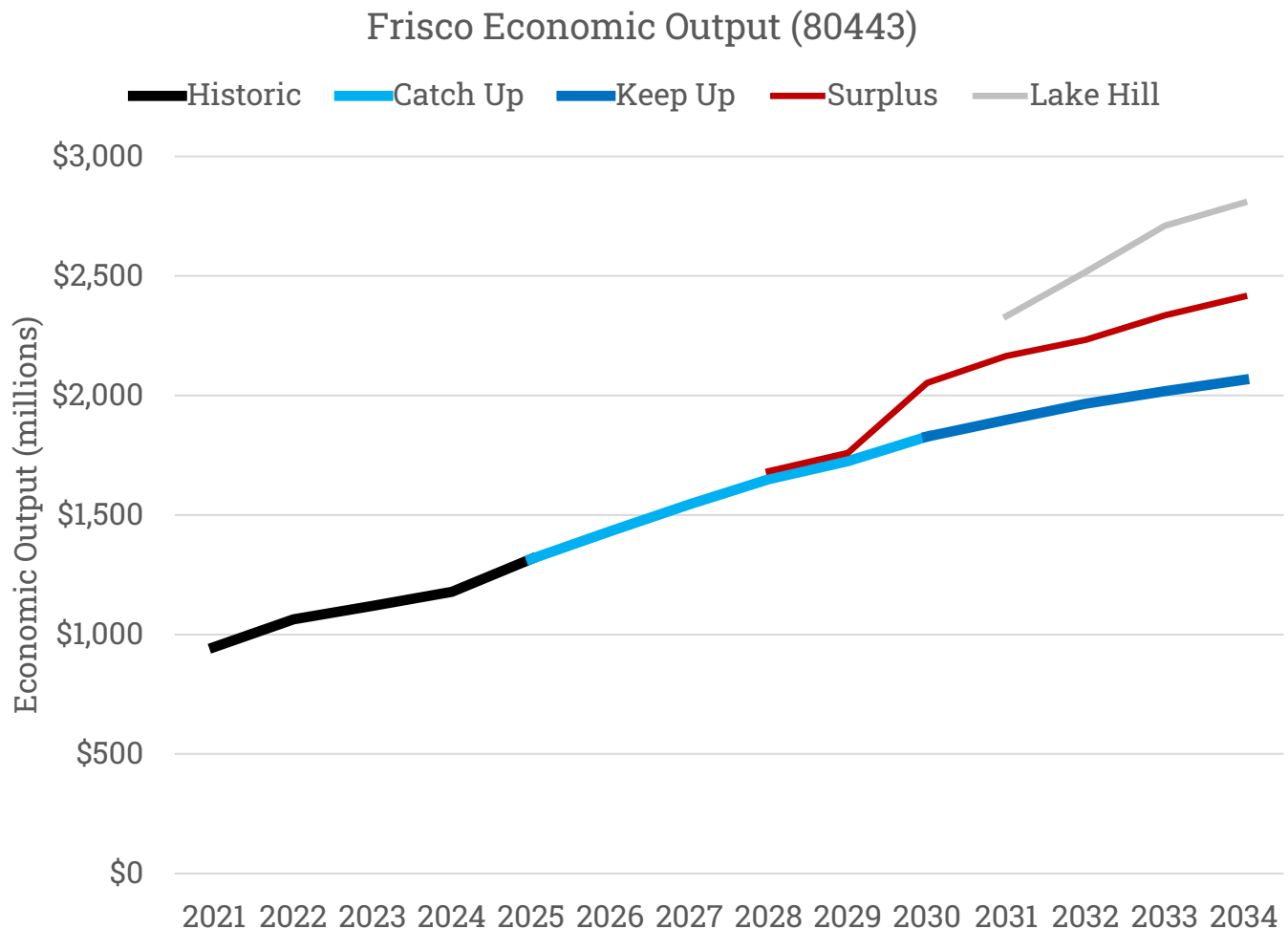
Occupation Detail

Explanation of Data and Tables to Surplus Graphics Coming Soon!



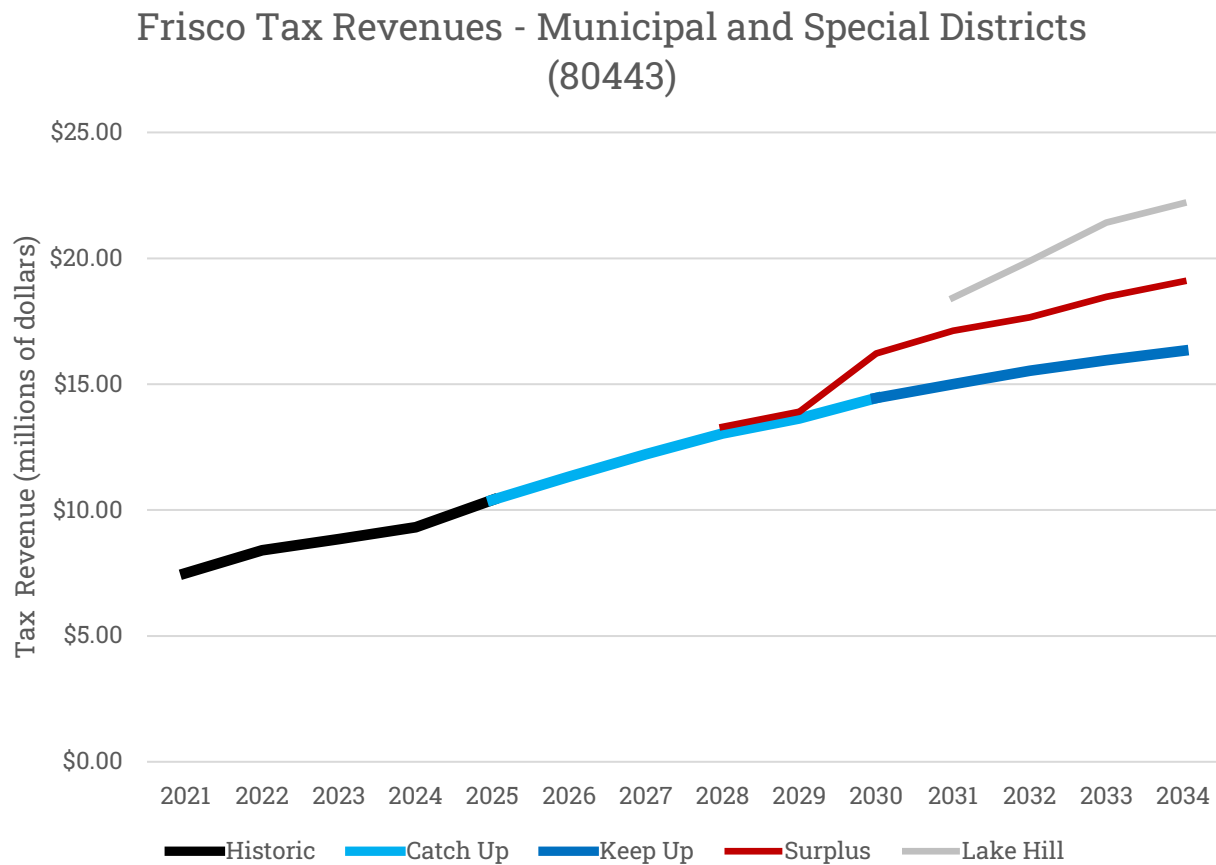
5.4 ECONOMIC IMPACTS

Explanation of Data and Tables to Surplus Graphics Coming Soon!

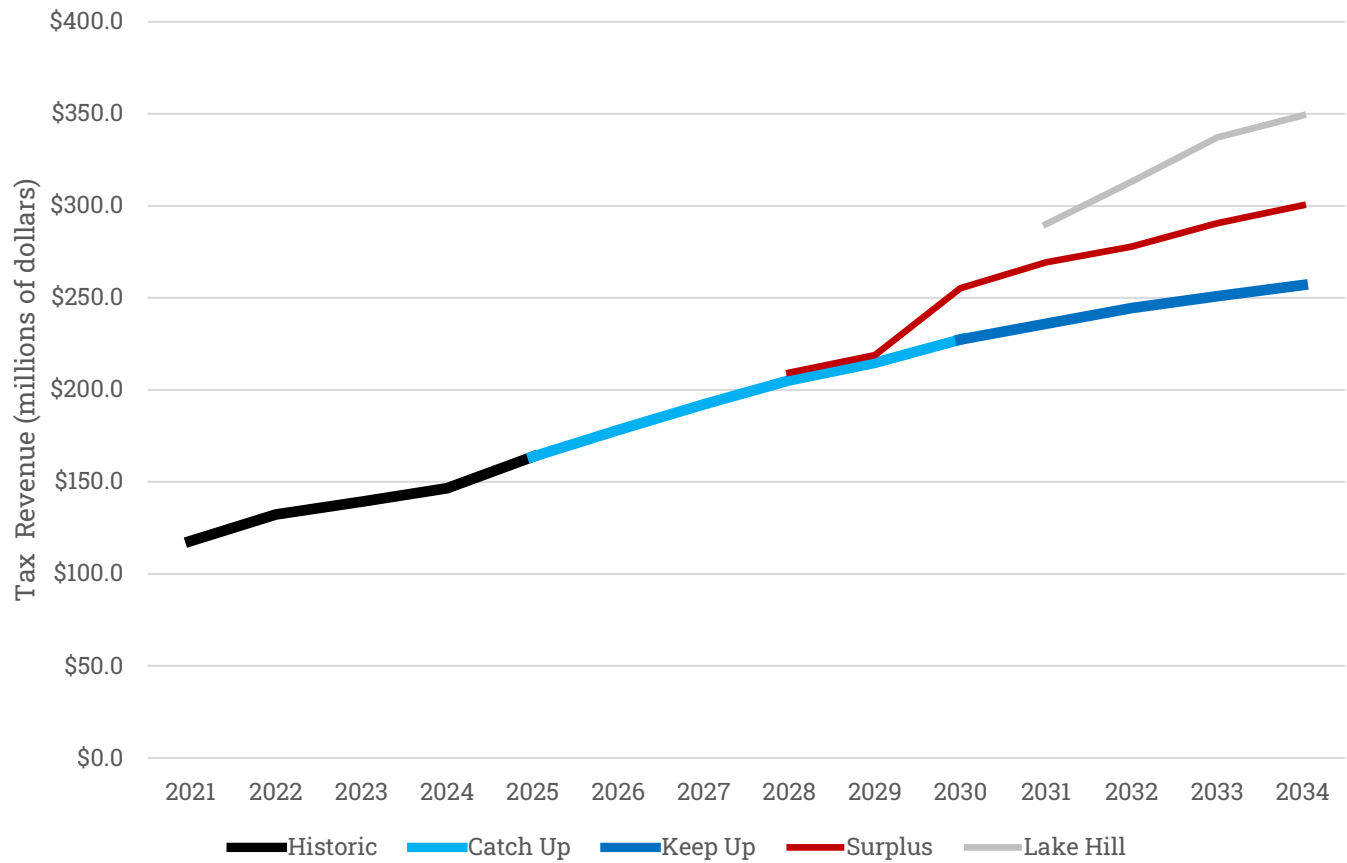


5.5 TAX REVENUE IMPACTS

Explanation of Data and Tables to Surplus Graphics Coming Soon!



Frisco Tax Revenues - Total, including Local, County, State, Federal (80443)



5.6 INFRASTRUCTURE & SERVICES IMPACTS

This section analyzes impacts on public infrastructure and services arising from housing development utilizing IMPLAN software.

5.6.1 SERVICE DEMAND FORECASTING

Using scenario planning to forecast changes in demand for public services (e.g., schools, emergency services) and infrastructure (e.g., water, transportation) based on different housing development paths.

(line graph of public service demand forecasts under various housing development scenarios)

5.7 ENVIRONMENTAL IMPACTS

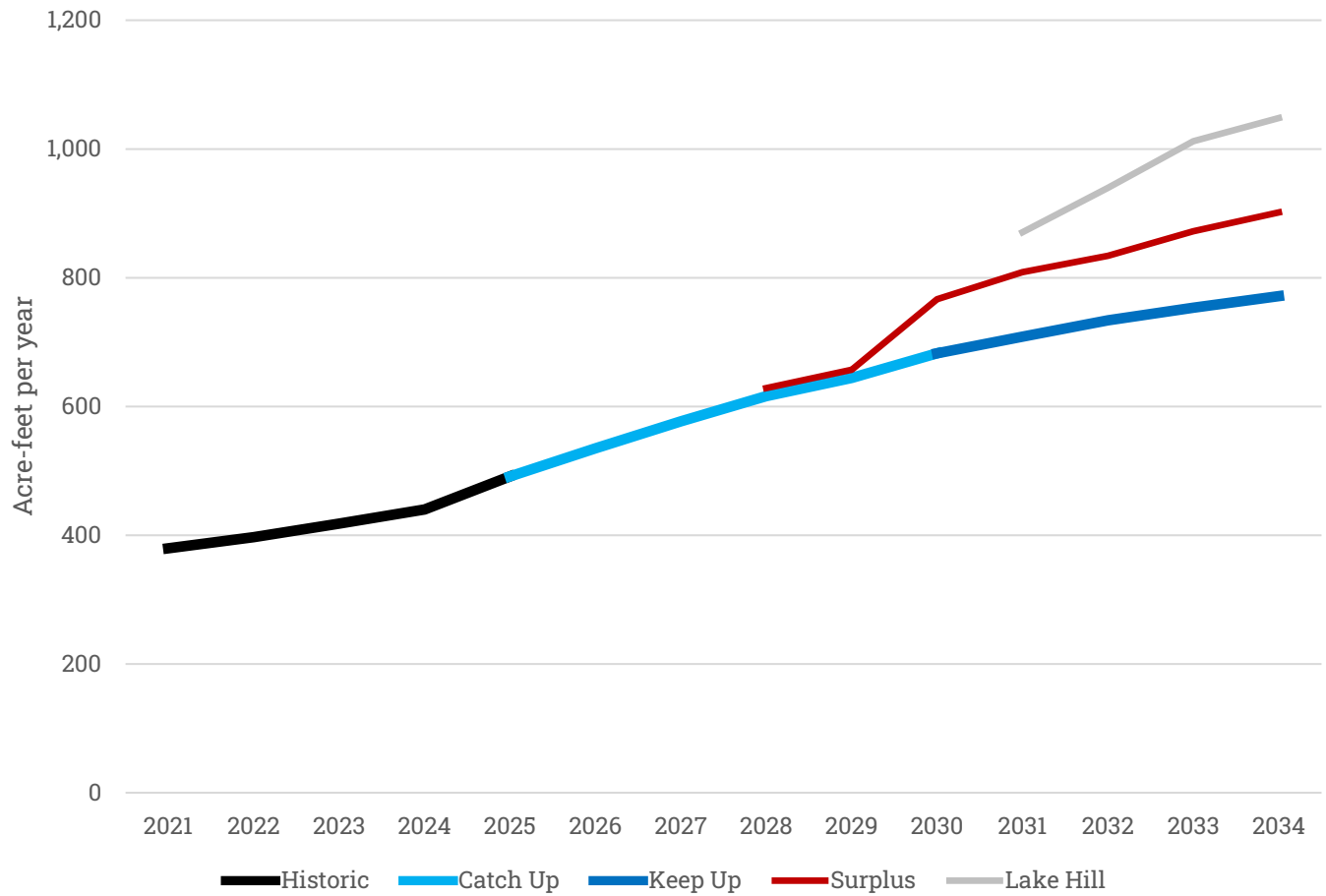
This section evaluates environmental impacts arising from housing development utilizing IMPLAN software to identify strategies that will align housing and environmental stewardship goals, including green building practices, preservation of natural resources, and reduction of carbon footprint.

5.7.1 WATER CONSUMPTION IMPACTS

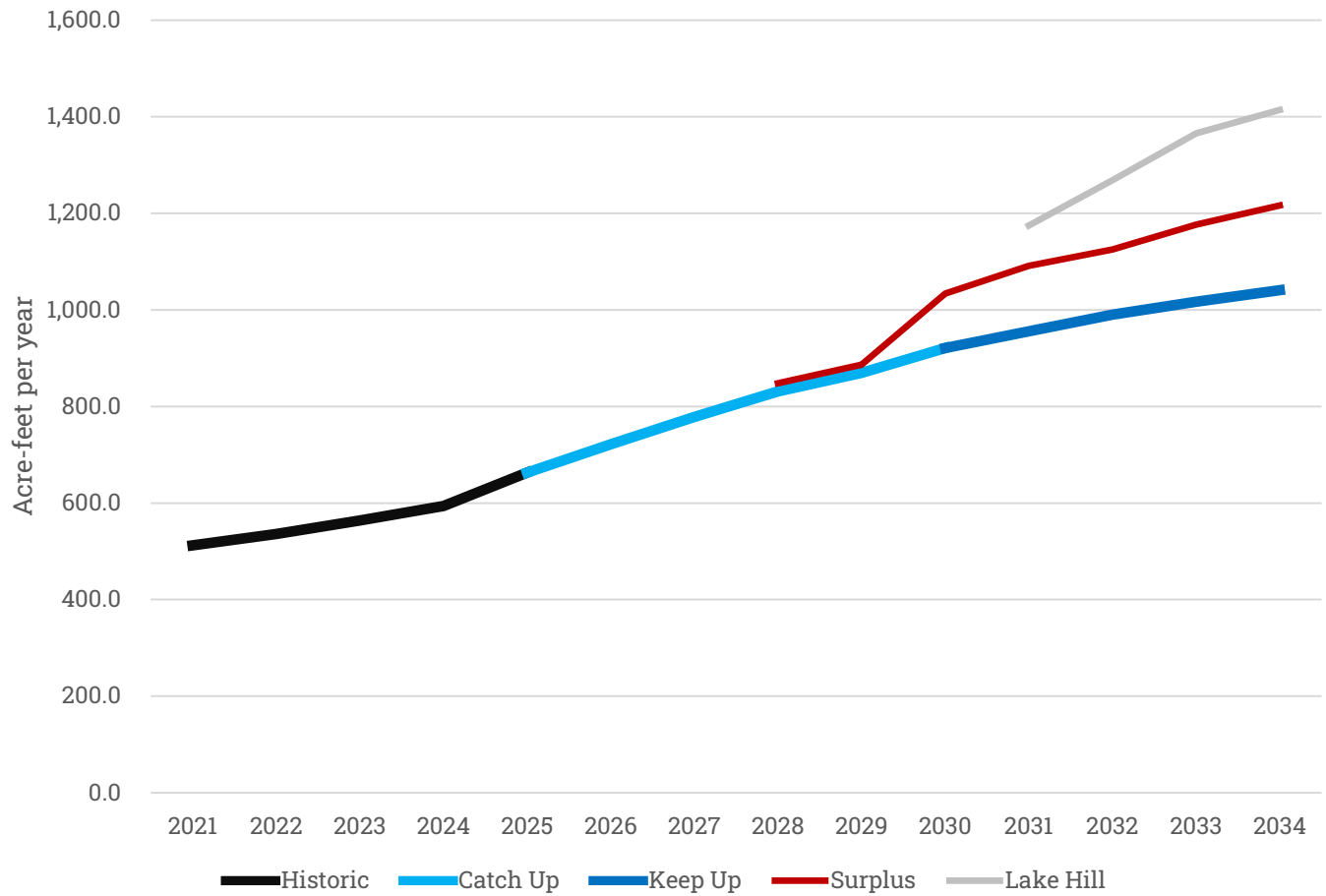
Assessing the impact of housing development on local water supply and quality, and planning for sustainable water use and infrastructure to support development without compromising environmental resources.

Explanation of Data and Tables to Surplus Graphics Coming Soon!

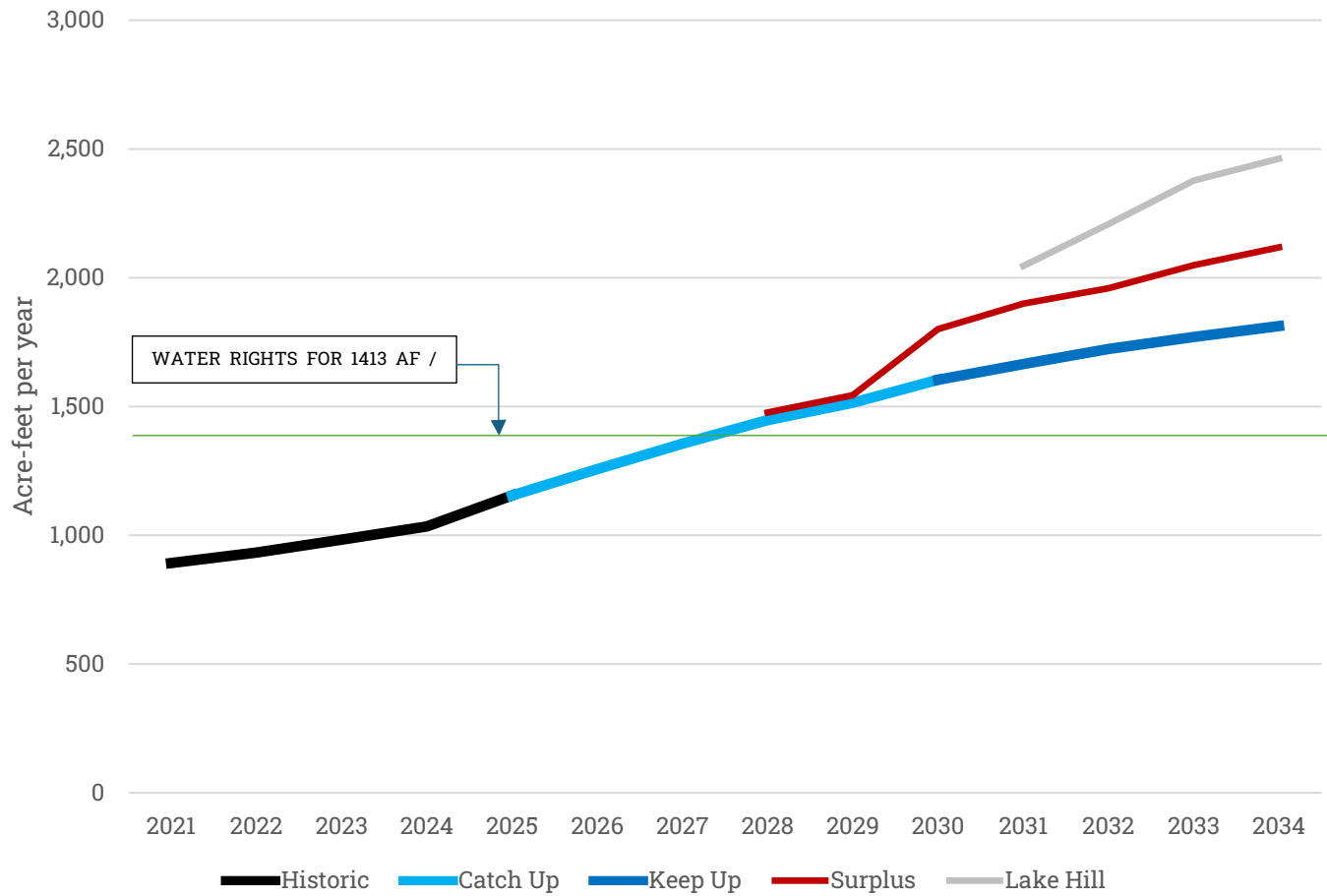
Surface Water Use (80443)



Groundwater Use (80443)

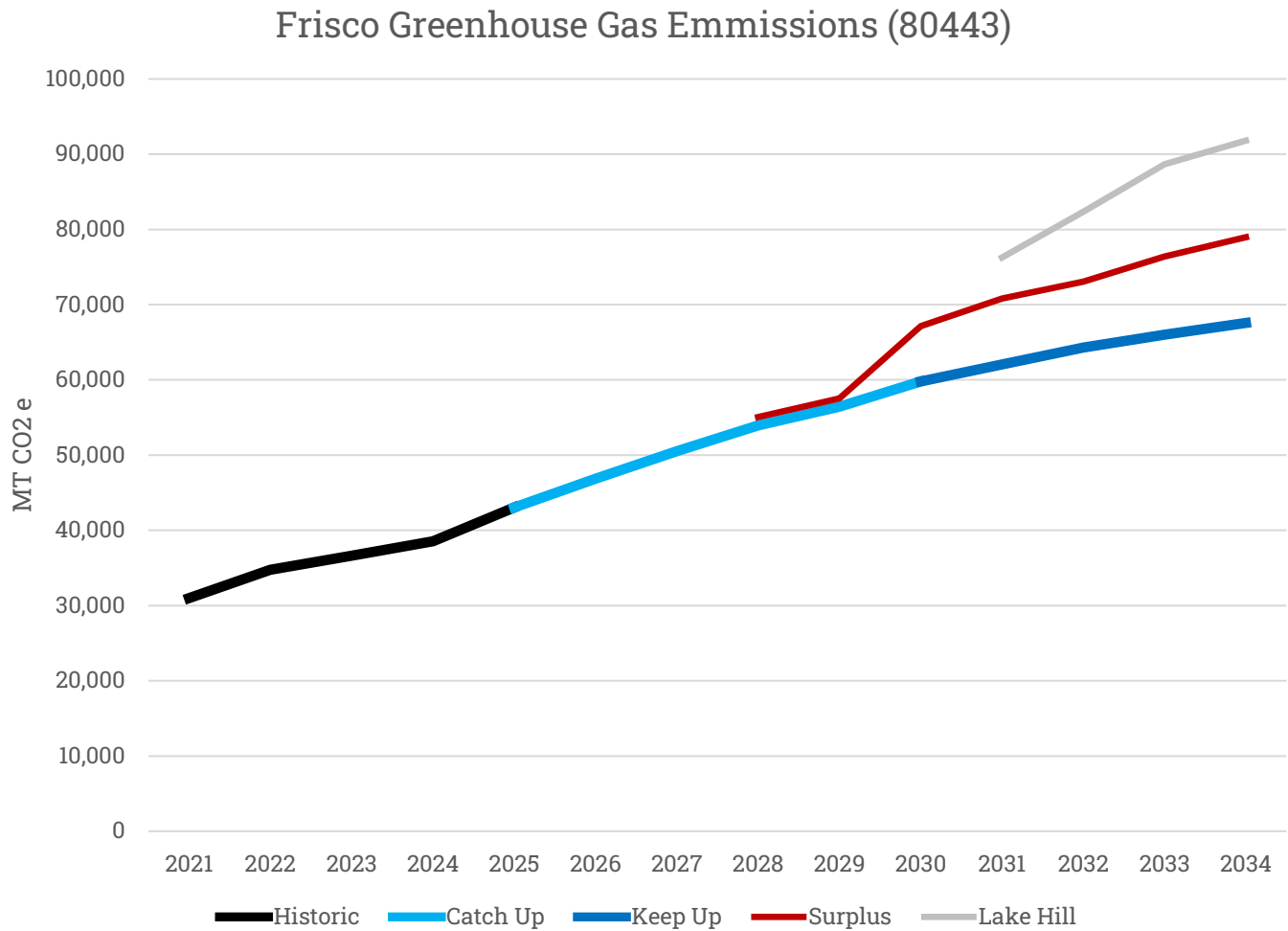


Total Water Use (80443)



5.7.2 GREEN HOUSE GAS

Explanation of Data and Tables to Surplus Graphics Coming Soon!



SECTION 6. CONSTRAINTS ON HOUSING

There are many governmental and nongovernmental factors that have the potential to constrain housing growth, maintenance, improvement, or affordability. This section summarizes the detailed evaluation of these factors provided in [Appendix E](#), Potential Housing Constraints, to identify where it is appropriate and legally possible to remove such constraints on housing. Recommendations herein have been incorporated into the goals, strategies, and implementation programs of the Strategic Housing Plan to help mitigate constraints and support housing that serves the Town of Frisco's needs.

6.1 POTENTIAL GOVERNMENTAL CONSTRAINTS

Local, state, and federal governmental policies and regulations can constrain housing growth, maintenance, improvement, and affordability if these mechanisms increase costs or limit opportunities for housing. Potential governmental constraints on housing development in the Town of Frisco vary by area, but generally could include growth management, land use controls, building and fire codes, application processing and permitting procedures, and fees and other exactions.

This section summarizes the detailed assessment in [Appendix E](#), Potential Housing Constraints, of whether any of these policies, requirements, and standards constrain housing that could serve the town's needs and makes recommendations on changes that would support increased housing production and utilization.

6.1.1 GROWTH MANAGEMENT

The Town of Frisco has multiple tools in place to manage community growth, primarily including the town's Three Mile Plan and Comprehensive Plan.

The [Three Mile Plan](#) provides information and analysis for areas within a three-mile radius of current corporate limits that may at some point be eligible or requested for annexation. However, the Three Mile Plan mainly functions to define an area of influence and does not necessarily indicate any intention of the town to pursue annexation. Ultimately, any proposed annexation must comply with the policies set forth under [§ 6-4](#) and with the additional street and zoning requirements described under [§ 6-5](#). Of the 17 areas defined in the Three Mile Plan, most are not under consideration for annexation and are limited by substandard street and/or utility infrastructure, the resulting need to increase police protection and other services, and environmental constraints (e.g., hazards, wetlands).

The Town of Frisco's current [Comprehensive Plan](#), titled the Frisco Community Plan and adopted in 2019, also contains information and analysis on future growth. The Comprehensive Plan outlines three main factors that influence the ability to accommodate growth while maintaining the quality-of-life residents enjoy: land constraints, environmental values and constraints, and the town's tourism

economy. In recognizing these factors, the town has been proactive in planning for future growth and development to ensure consistency with the community's values and the adequate support of existing and planned public infrastructure, facilities, and services. Primarily, the town's plan for growth is contained within its current corporate limits.

Since both of the town's primary growth management tools reflect considerable limitations in expanding outward, future "greenfield" development of housing and other land uses under the town's jurisdiction is constrained to within Frisco's current boundaries. Further, it may not be logical to pursue outward expansion considering the factors identified in the Three Mile and Comprehensive Plans. As a result, this Strategic Housing Plan focuses on infill development of the few remaining vacant sites, as well as redevelopment of currently underutilized sites, that could feasibly support the town's housing needs over the next five to ten years. However, it should also be recognized that additional housing could be developed outside town limits, under Summit County's jurisdiction, that will help serve the community's needs to some extent.

6.1.2 LAND USE CONTROLS

The Town of Frisco's primary land use controls are the Comprehensive Plan and Unified Development Code (UDC). These mechanisms can be used to add or remove constraints on housing development. In general, both support housing in various ways, such as by providing a variety of housing types that help serve the population's diverse needs. However, regarding the UDC specifically, it must be recognized that many of the residential development requirements and standards that have created and maintained a vibrant sense of place and aesthetically pleasing community are also significant contributors to Frisco's high housing costs.

6.1.2.1 Comprehensive Plan

Although it does not establish or modify zoning regulations, the Comprehensive Plan is used as a long-range planning tool and as a framework for decision-making on town-wide issues, like housing, as well as individual land use proposals, such as changes to zoning districts. As such, the vision, goals, and policies contained within the plan should reflect the community's core values and shared priorities. It is important to note that the Comprehensive Plan is, by nature, comprehensive and addresses a wide range of topics for overall community wellbeing, including transportation, parks and recreation, environmental protection, and infrastructure and services. Some of these topics are complimentary and others conflict, such as housing being supported by a robust multi-modal transportation system or housing being limited by regulations necessary to protect public health and safety.

The Comprehensive Plan's vision and many of its goals, policies, and implementation actions support housing to promote a welcoming and inclusive community. At the same time, there are also some, including many by necessity, that could limit and constrain housing development. For this reason, the

Town is updating the Comprehensive Plan alongside this Strategic Housing Plan to ensure that it continues to be resolute in addressing housing challenges while maintaining community vibrancy and quality of life.

6.1.2.2 Unified Development Code

The Town of Frisco's Unified Development Code (UDC), [Chapter 180](#) of the Code of Ordinances, helps to implement its Comprehensive Plan and contains most of the land use control standards for housing and other development in the community. The UDC includes the greatest potential for constraints on housing, as it regulates where residential development can occur and establishes processing procedures and development standards. It describes the type of residential uses allowed in each zoning district as well as requirements such as structure setbacks and maximum heights, parking, and landscaping. In addition to the underlying zoning designations, the UDC also contains two overlay districts that apply certain opportunities and additional development standards, or relief therefrom, for designated areas.

Residential Development Standards

Beyond the basic development standards applied for all types of land uses, residential development projects that require Site Plan Review are also subject to the Residential Development Standards (RDS) under [§ 180-6.22](#). These standards include requirements for building façade elements, roof pitches, exterior colors and materials, and bulk plane envelopes¹, among other architectural treatments, which apply to the portions of residential buildings being constructed or altered.

The purpose of the RDS is to promote high quality development while still providing for creative and unique building designs; to establish minimum standards related to scale, mass, architecture, materials, and overall design character of development and provide incentives to help achieve desired attributes; and to preserve established neighborhood scale and character, ensuring that residential areas contribute to the streetscape and are conducive to walking. However, it must be recognized that, while the RDS accomplish these stated goals, many of the standards add significant costs to residential development, including to affordable housing development since little relief is provided through the Density Bonus incentives under [§ 180-5.5](#).

¹ A bulk plane envelope is the three-dimensional space within which a structure is permitted to be built on a lot and that is defined by building height regulations, property setbacks, and other restrictions.

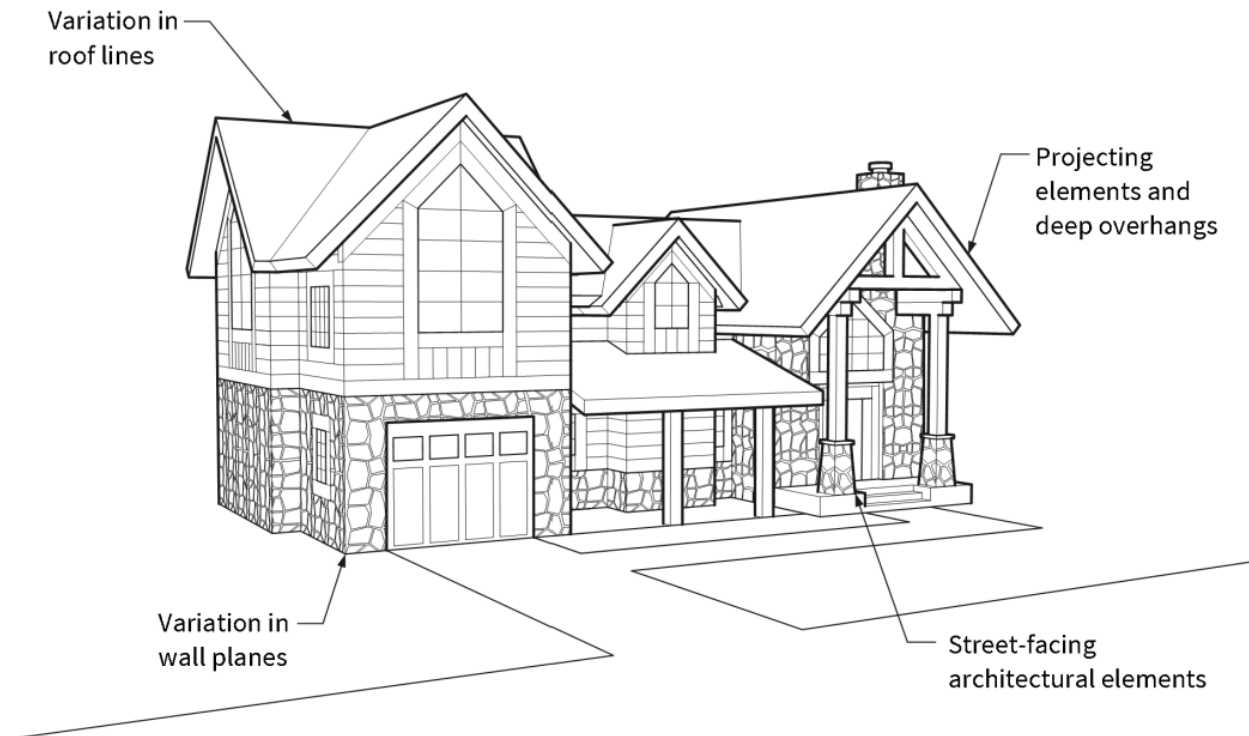


Figure 6-1: Building Design Under the Residential Development Standards (Figure 6-TT in § 180-6.22)

Source: Town of Frisco Code of Ordinances, Chapter 180 (2024)

On- & Off-Site Improvements

An essential principle of governance is that developers should pay for the direct costs associated with a given project so that existing and future community members and property owners do not have to subsidize or provide costly improvements at a later date, either directly or via town expenditures. On- and off-site improvement standards establish infrastructure and site requirements to support new residential development, and requirements for these improvements vary by project site. The primary mechanism that implements on- and off-site improvements is the UDC, in conjunction with other chapters of the Town of Frisco's Code of Ordinances.

On-site improvements typically include parking, grading, storm drainage infrastructure, and landscaping. Off-site improvements can include street widening or construction, traffic light installation, and construction of curb, gutter, and sidewalk. While these improvements are necessary to ensure that new housing is adequately served and does not burden existing infrastructure or services, the costs of these requirements can represent a significant share of the price tag for producing new housing. Such requirements can reasonably be considered regulatory barriers to affordable housing if the jurisdiction-determined requirements are greater—and thus, more costly—than those necessary to achieve health, safety, and welfare requirements in the community.

On-Site Parking Requirements

In general, the town's adopted parking standards are sufficient but not excessive, as they are within the typical ranges imposed by similar communities. However, further reductions or modifications may be appropriate to encourage the development of additional housing, rather than storage of vehicles, especially where there are opportunities for multi-modal- and transit-oriented development.

Zoning for a Variety of Housing Types

The UDC contains 13 base zoning districts, five of which do not generally allow residential uses except for accessory dwelling units (ADUs) and transitional shelter facilities. A variety of housing types are offered in the UDC that help serve the diverse needs of Frisco's population, including ADUs and carriage houses; multiple single-household detached dwellings on the same property (e.g., cabin housing); duplexes and other single-household attached dwellings; multi-unit and mixed-use developments; group care facilities and senior housing; and transitional shelter facilities. There are also a number of incentives in the UDC to develop workforce and other affordable housing through the Affordable Housing Development Incentive Program, which include added flexibility to and relief from certain development standards, including density.

Affordable Housing Development Incentive Program

The UDC encourages the development of housing that is affordable to lower-income households and workers through various incentives under [§ 180-5.5](#). The main mechanism to incentivize affordable housing development is through **Density Bonus** provisions. These incentives are applied through the Affordable Housing Development Incentive Program and include additional flexibility in the requirements of the base zoning district, including increases to the maximum allowable density and adjustments to development standards such as lot coverage, height, setbacks, parking, and façade requirements.

ADUs & Carriage Houses

These two accessory residential uses are extremely similar but are subject to different development standards. Specifically, the requirements for carriage houses detail maximum height, parking location, minimum storage space, and finished floor height; whereas, the standards for ADUs are much simpler. Both carriage house and ADU standards set forth maximum floor area, relation to the principal unit, and how the unit counts toward the maximum density of the zoning district. Given that the main differences between the two uses are 100 square feet in maximum size limit, how they relate to the principal unit, and that ADUs cannot be used for short-term rental, the carriage house use may be appropriately simplified if absorbed into the ADU land use type. Further, through combination, some of the design restrictions on carriage houses could be eliminated in favor of increased design flexibility, especially considering that such structures are still subject to the Residential Development Standards.

In addition, House Bill 24-1152 describes certain "ADU-supportive" provisions that communities might offer to become eligible for additional state funding. These provisions include using an administrative process to review ADUs, not requiring parking or owner occupancy (with limited exceptions), allowing

certain sizes and setbacks, and generally not restricting ADUs through design and dimensional standards that are more stringent than those applied to similar dwellings in the same district. Other changes to the UDC that would support ADU housing production include **LIST OF RECOMMENDED ADU CODE CHANGES**.

Modular, Manufactured, and Mobile Homes

The UDC effectively excludes modular or manufactured houses and specifically prohibits the placement of new mobile homes or creation of new mobile home parks. In general, these housing types can be more affordable to develop since they are efficiently constructed in a factory setting before being transported to a site. Due to environmental constraints and Frisco's climate, there may be limitations in the use of these housing types; however, consideration for allowing modular, manufactured, and/or homes should be given as one potential way to reduce housing construction costs.

Modular and manufactured housing serves as an alternative form of affordable housing in places where the development of higher density multi-family residential units is not allowed or is not feasible. In these cases, certified modular and manufactured homes should be allowed on all lots zoned for conventional, stick-built single-household detached dwellings, with the only difference in regulation being with respect to architectural requirements. If the UDC is amended to that effect, it would need to include revisions to the Residential Development Standards to eliminate additional barriers that hinder the cost-effective nature of prefabricated housing.

Cabin Housing

The UDC allows for the grouping of small, single-household detached dwellings on the same parcel in almost all of the residential zoning districts and in the Central Core (CC) and Mixed-Use (MU) districts if approved as a conditional use. These compact "cabin" houses are intended to be developed through a unified plan with shared common spaces and coordinated designs, allowing for a maximum density that is one and one-half times that of the underlying zoning district while minimizing impacts on the surrounding area. The main purposes of this type of residential use are to increase the supply of affordable units, offer more attainable homeownership opportunities, and provide housing that meets the needs of smaller households, such as retirees and single persons.

Emergency, Supportive & Transitional Housing

The UDC provides two types of supportive housing, group care facilities and senior housing, which are conditional uses allowed at the discretion of the Planning Commission in the RH, GW, and MU zoning districts. A group care facility is a state-licensed group living facility that provides care, supervision, training, treatment, and/or rehabilitation to persons with special needs (e.g., nursing home or memory care). Senior housing is defined as a residential establishment or institution other than a hospital or nursing home that provides living accommodations and medical services primarily to individuals 55 years of age or over and to individuals with disabilities or illnesses requiring similar care.

The UDC also provides a transitional housing type, called a Transitional Shelter Facility, which is a designated outdoor location for local employees to temporarily sleep in their private passenger vehicles. This use is only allowed by-right in the PR and PF zoning districts, but can be allowed under an approved Conditional Use Permit in all other districts. The facility must have appropriate management, refuse collection, sanitation, and screening.

6.1.3 BUILDING & FIRE CODES

Building and fire codes can have a significant effect on housing affordability and can act as barriers to achieving designated densities. Inflexible standards may inhibit innovative housing types and design. Under [Chapter 65](#) of Frisco's Code of Ordinances, known as the Building Construction and Housing Standards (BCHS), the town enforces the 2018 editions of the International Building, Residential, and Fire Codes for all structures subject to the codes, including the construction and rehabilitation of housing. In addition, the town enforces the International Energy Conservation Code to promote energy-efficient buildings, and the International Existing Building Code which includes provisions that encourage the continued use or reuse of legally existing buildings and structures.

Local amendments adopted by the town that affect housing construction and rehabilitation primarily relate to requiring increased energy efficiency, increased water conservation, electric vehicle (EV) compatibility, and fire sprinkler systems in all new dwellings. While the amended sprinkler requirements add to development costs, the safety feature is a necessity given Summit County's wildfire-prone environment. However, sustainability initiatives, such as requiring EV compatibility in all new dwellings, should be balanced against increases in housing costs. This might be achieved by offering rebates for such improvements in affordable housing projects or carving out additional exceptions.

Code Enforcement

Stringent code enforcement can sometimes hinder the adaptive reuse of existing buildings for housing, and it can also result in the displacement of community members. **Town of Frisco code enforcement staff are responsible for identifying and resolving violations of the Code of Ordinances, including the UDC and BCHS, generally on a complaint-driven basis or in association with an active permit. Staff are responsive to complaints that focus on health and safety issues and are mostly involved in abating illegal construction activities that pose risks to people, property, infrastructure, or the environment. When appropriate, town staff connect residents to resources, such as a grant program for owner-occupied unit rehabilitation, or through referrals to other assistance programs. As such, code enforcement does not constitute a constraint to the provision of safe and healthy affordable housing.**

Some of the most common code complaints received by the town include:

- Unpermitted structures and construction without permits
- Unpermitted ADUs and vacation rentals

- Keeping of roosters
- Outdoor accumulation of rubbish
- Home occupations
- Vision triangle obstructions, fence heights, and parking in setbacks
- Occupied RV, trailer, or vehicle
- Abandoned properties in a state of disrepair

6.1.4 APPLICATION PROCESSING & PROCEDURES

Onerous or time-consuming application processing and permitting procedures can contribute to housing costs. As such, improving multiple aspects of the development review process, especially decreasing affordable housing project review time, has been a major focus for the Town of Frisco over the past several years. Article II of the Town of Frisco's UDC ([§ 180-2.2](#) and [§ 180-2.3](#)) outlines a variety of land use application types and the associated submittal requirements, review procedures, and criteria for approval based on where and how the land use is allowed. Most application types, including those processed administratively or that require discretionary review and approval, are subject to the same processing steps, including a pre-application conference, completeness review upon application submittal, review by town staff and relevant external agencies, and notice of final decision and submittal of final plans. Following planning application review and approval, most projects also require review of construction documents before permits are issued and construction can begin.

Development review procedures and associated processing times vary mostly depending on the proposed land use, the site location and zoning district, and the quality of the application materials. Other factors can also affect how long a proposed development might spend in the review process, including site-specific constraints and the complexity of the proposal. In general, less complex by-right development can take as little as **X months** from pre-application meeting through start of construction, while a more complex project that involves additional discretionary review, such as for a rezoning, may take more than **X months**.

Expedited Review of Affordable Housing Projects

The Town of Frisco has implemented accelerated planning and building review processes for projects that qualify as Affordable Housing Development under [§ 180-5.5](#), so long as all required public notice requirements are met and there is adequate staff capacity and time to appropriately review the proposal. To fully meet **Proposition 123** "fast-track" requirements, this provision will need to be revised by January 1, 2027, to guarantee expedited review of development applications, including variances but not subdivisions, for project in which 50% or more of the total units are affordable, as defined in the statute. In general, this fast-track review must take place within 90 calendar days from submission of a complete application to final decision (approval or denial); however, any developer can opt out of fast-track review and the statute allows some flexibility.

6.1.5 DEVELOPMENT FEES & EXACTIONS

Development application and permit review fees help offset staffing and other administrative costs, and impact fees are intended to offset proportionate shares of impacts of new development on the community. While these development fees can add substantially to the cost of housing, they are directly related to the costs of permit processing and review and to the costs of providing schools, parks, streets and utilities, emergency response, and other services and infrastructure to service new development.

The Town of Frisco's fee schedule is established by the Town Manager based on the costs of performing administrative services, including activities such as reviewing development proposals, publishing and posting public notices, and performing site inspections.

To cover the costs of legal, engineering, or other technical reviews and consultations incurred by the town during review, some applications require the creation of a **Development Review Account (DRA)**. A minimum deposit (and balance thereafter) of \$800 is required to establish a DRA, and a minimum deposit/balance of \$1,500 is required for large projects, planned unit developments (PUDs), and annexations. Large projects are defined as those involving commercial or mixed uses on an area that is 10,500 square feet or greater or those involving residential development of five or more dwelling units or on an area that is 21,000 square feet or greater.

More coming soon...

6.1.6 IDENTIFIED GOVERNMENTAL HOUSING CONSTRAINTS

To provide a reference point for evaluation of potential governmental constraints on housing development in the Town of Frisco's development standards, application procedures, and development fees, this section summarizes three example housing development projects ranging from simple to complex. The impacts of local building and fire codes were not analyzed, except in the application of fees, since these codes are necessary to protect public health and safety.

The three example projects were created to provide realistic scenarios for comparison and correlate with candidate housing sites identified in the inventory of the Strategic Housing Plan (ID No.). More detailed summaries are provided in **Appendix E**.

Example Project No. 1: Residence & ADU

Project Description

Minor Site Plan Review for one 2,500-square-foot single-household detached dwelling with one 800-square-foot ADU located on a 0.2-acre parcel in the Residential Low Density (RL) zoning district (ID No. T2-11).

Development Standards

The main limitation identified was that the existing nonconforming lot size and maximum allowed density resulted in the proposed ADU needing to either be deed-restricted or removed from the project. By requiring ADUs to count as units of density the same as principal dwellings unless deed-restricted, rather than allowing them as true accessory uses that do not count toward density, the UDC constrains densification in established neighborhoods. In addition, it may be difficult for a property owner to financially justify a deed-restricted ADU considering the design and construction costs imposed by the Residential Development Standards.

Processing & Procedure

As a project containing only two dwelling units, it was eligible for administrative processing under the Minor Site Plan Review procedure, which would take approximately three to six months from pre-application conference to start of construction depending on the quality of the application materials and responsiveness of the applicant.

Development Fees & Exactions

Coming soon



Example Project No. 2: Cabin Housing

Project Description

Major Site Plan Review for 15 1,000-square-foot cabin houses, each with a 350-square-foot attached garage, located on two parcels of 0.6 and 0.7 acres in the Residential Low Density (RL) district (ID Nos. T3-08 and T3-11).

Development Standards

The UDC's allowance for cabin housing encourages creative multi-unit developments at mixed income levels; however, the use-specific requirements and Residential Development Standards also impose considerable costs. These standards result in unique and aesthetically-pleasing units reminiscent of Frisco's mining past, but the building form and material requirements alongside not allowing duplication of designs result in high development costs, constraining the use of this housing type that could meet the needs of smaller and lower-income households.



Processing & Procedure

Since the project contained multiple dwelling units on the same site, it required Major Site Plan Review. Depending on the quality of the application materials and responsiveness of the applicant, this would take approximately four to eight months from pre-application meeting to start of construction and include one public meeting and one public hearing. Although cabin housing is a by-right use in the RL zoning district, approval would be at the discretion of the Planning Commission.

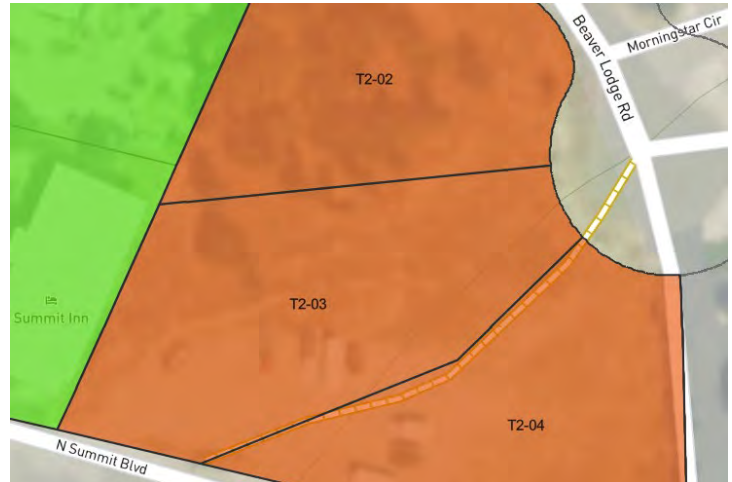
Development Fees & Exactions

Coming soon

Example Project No. 3: Workforce Housing Condominiums

Project Description

Conditional Use Permit, Minor Subdivision, and Major Site Plan Review for 33 800- to 1,200-square-foot workforce units in three 20,000-square-foot condominium buildings with understructure parking located on a 0.8-acre parcel in the Gateway (GW) zoning district using the Density Bonus provision (ID No. T2-03).



Development Standards

Although the Density Bonus incentives provided relief from certain standards, including from facade articulation requirements, the costs of developing unique multi-unit buildings may constrain needed construction of affordable and workforce housing, similar to the costs identified in Example Project No. 2. More importantly, even with a 20% increase in allowed lot coverage under the Density Bonus incentives, required on-site vehicle parking was the main constraint associated with this example. The only way to meet all development standards was with understructure parking within the same footprint as the buildings, which results in significant increases to design and construction costs compared to surface parking. Parking adjustments for similar development are available based on proximity to transit and under the Density Bonus parking incentive; however, the use of this provision is only allowed for single-owner developments in which all units will be offered for rent and this example uses an ownership model.

Processing & Procedure

Multi-unit developments in the GW zoning district require a Conditional Use Permit and Major Site Plan Review. The project also required Minor Subdivision as an ownership model with condominium units. However, all three of these processes may be reviewed concurrently so the total timeframe would be approximately four to eight months from pre-application meeting to start of construction, depending on the quality of the application materials and responsiveness of the applicant. Approval would be at the discretion of the Planning Commission following one public meeting and one public hearing. Further, as a qualifying Affordable Housing Development, this project was eligible for expedited review if staff capacities and meeting/hearing scheduled allowed.

Development Fees & Exactions

Coming soon

6.2 POTENTIAL NON-GOVERNMENTAL CONSTRAINTS

This section looks at barriers to housing development not directly related to government policies, such as land and construction costs, infrastructure and services capacity, environmental considerations, and community concerns. Potential non-governmental constraints are largely determined by market conditions over which local jurisdictions have little control.

6.2.1 LAND & CONSTRUCTION COSTS

High costs make it difficult to develop affordable housing without significant subsidies or innovative funding mechanisms. The income disparity, especially affecting Hispanic households, poses a non-governmental constraint, impacting the ability of a significant portion of the population to afford housing.

(chart comparing land and construction costs over time)

6.2.2 INFRASTRUCTURE & SERVICES CAPACITY

Limited infrastructure and services can constrain new development, particularly in areas suitable for affordable housing.

6.2.3 ENVIRONMENTAL CONSIDERATIONS

The need to balance development with environmental protection and constraints, such as natural hazards, limits available land for housing.

(overview map of areas with environmental constraints)

6.2.4 COMMUNITY CONCERNS

Resistance from the community regarding increased density and changes in neighborhood character can delay or block affordable housing projects.

SECTION 7. PRESERVING EXISTING HOUSING

This section focuses on strategies for preserving and rehabilitating existing housing to help meet community needs.

7.1 HOUSING FOR COMMUNITY MEMBERS

Analyzing strategies to balance economic growth and the needs of the tourism industry with the necessity of providing housing for the local workforce. It would highlight innovative approaches such as regulatory frameworks for short-term rentals, investment in workforce housing developments, and incentives for property owners to prioritize long-term over short-term rentals.

7.2 REHABILITATION

Identifying strategies to supporting the rehabilitation of aging housing stock to extend its usability and affordability.

SECTION 8. RESOURCES FOR HOUSING

Leveraging existing housing resources is an important piece of this Strategic Housing Plan's implementation strategy. By expanding and improving current programs and collaborative partnerships already in place, implementation will be more efficient and streamlined. This includes local resources as well as regional, state, and federal resources. Funding sources that can be utilized to support Frisco's housing needs are also listed in this section.

8.1 TOWN & LOCAL RESOURCES

This section details the existing housing programs and resources available from the town and other local agencies. Leveraging the partnerships and resources already familiar to the community, including local expertise within town departments, will help support housing initiatives. Local providers of housing programs and other resources that support housing include:

Town of Frisco Community Development Department: Community Development is the main department responsible for overseeing town-led housing programs and for administering the town's development regulations, including reviewing new housing development. Staff in this department also assist in updating and implementing the town's Comprehensive Plan and other long-range planning mechanisms, including this Strategic Housing Plan. Additional details about town-led housing resources and programs are available on the [town website](#).

Family and Intercultural Resource Center (FIRC): FIRC offers a [rental readiness class](#) for perspective renters, a rental housing program, and [foreclosure counseling](#). Learn more about FIRC on their [website](#).

Frisco Housing Task Force: In 2017, Town Council formed a task force consisting of community members with diverse backgrounds related to housing which met twice a month for six months in 2017. The goal of the task force was to assist Town Council with creating a strategic housing plan to address the short- and long-term workforce housing needs of the community. Areas of recommendation would include housing project priorities, code incentives, and 5A fund strategies, among other issues. See the [2018 Housing Task Force Final Report](#) for additional information. The task force has not been active since 2018.

Others: Others?

Existing Programs & Resources

Building upon programs like Housing Helps and the Deed Restriction Program to increase affordable housing stock.

Table 8-1: Town and Local Housing Programs and Resources

Program/ Resource	Description	Expansion Opportunity?
Housing Helps (Buy Down)	Established in June 2021 by Resolution 21-17 . Provides cash assistance of 10-15% of the market value of the property to incentivize current property owners, real estate buyers, investors, and businesses to deed restrict their properties to create and maintain homes attainable for locals working in the community. The incentive is available for new construction and existing homes, the cash can be applied to anything including down payments, and the deed restriction is occupancy only, requiring the unit owner or renter to work at least 30 hours per week within one mile of the Ten Mile Basin. Additional details available on the town website .	Yes, see Program XX
Home Improvement Loan	Established in April 2023 by Resolution 23-18 with \$250,000 initially allocated. Supports local residents and helps keep them in their homes by providing up to a \$50,000 loan for home repairs. Applicants must own their Frisco home, be full time residents, and make a qualifying repair or improvement to qualify. Loans are available on a rolling basis while funds are available. Additional details available on the town website .	Yes, see Program XX
Community Emergency Rental Assistance	In partnership with FIRC, the town provides emergency rental assistance up to \$600 per month. Eligible applicants must: 1) live or work in Summit County, and 2) have a valid lease under their names. To determine the assistance amount, factors such as recent employment history, income level, the urgency of the assistance, any significant employment challenges, prior rent assistance received, and positive impact on the community are evaluated.	Maybe? The program could be expanded to provide higher monthly assistance or to cover additional emergency housing-related costs like utilities. Also, consider increasing outreach efforts to ensure all eligible residents are aware of this resource.
Residential Housing Restrictive Covenant and Notice of Lien	A new affordable housing covenant template replaced the old version in September 2019, per Resolution 2019-27 . For current owners of deed restricted property, it is optional to convert the existing covenant to the new version.	Maybe? Consider incentivizing owners of deed-restricted properties to convert to the new covenant, possibly by offering small grants or technical assistance for those who do so.

**Workforce
Housing
Funding**

The town may utilize its Capital Improvement Fund for workforce housing projects as needed to augment what is collected through dedicated sales tax sources.

Yes, see **Program XX**

Local Housing Developers

This section identifies housing developers active in the area and their potential role in meeting housing needs. It identifies opportunities to engage with local and regional developers through incentives and partnerships to focus on affordable and workforce housing projects.

(table highlighting local developers and their completed projects over the past ~5 years)

8.2 COUNTY & REGIONAL RESOURCES

This section describes housing resources and programs available at the county and regional level and identifies opportunities to collaborate with Summit County, neighboring municipalities, and other regional agencies to address housing needs through shared resources and programs. These entities include:

Summit Combined Housing Authority (SCHA): Although SCHA does not directly connect renters to housing, it provides education, loan assistance, [rental resources](#), and enables the sale of workforce housing. Learn more on [SCHA's website](#).

Grand County Housing Authority: The Housing Choice Voucher (Section 8) programs for Summit County are administered by Grand County. Learn more on [Grand County's website](#).

Others: Others?

Existing Programs & Resources

Building upon existing programs to increase affordable housing stock. (table list of existing programs and opportunities for improvement/expansion)

Table 8-2: County and Regional Housing Agencies, Programs, and Resources

Program/ Resource	Description	Expansion Opportunity?
Summit Combined Housing Authority		
Down Payment Assistance	SCHA provides down payment assistance for qualifying homebuyers to help cover the upfront costs of purchasing a home. Specific details about eligibility and application processes can be found on their website.	Yes, potentially expanding the funding pool to accommodate more applicants or increasing the maximum assistance amount.
Financial Counseling	Free one-on-one financial counseling and budgeting assistance upon request. This service helps individuals and families better manage their finances, which can be crucial for homeownership readiness.	Yes, consider expanding outreach to ensure more residents are aware of and utilize this service.
Homebuyer Education Workshops	Free classes that provide an overview of the entire home buying process, including deciding if you're ready to buy a home; mortgage lending; real estate; and post purchase. Classes are certified by CHFA and fulfill the requirements of certain loan programs and education requirements for deed restricted developments. Additional details available on the SCHA website .	Yes, expanding the frequency and locations of workshops, and offering them in multiple languages to serve a broader audience.
Landlord/ Tenant Education	Online resources and occasional classes that provide information on tenant rights in Colorado, including on leases, marijuana, and evictions. Additional details available on the SCHA website .	Yes, increasing the frequency of in-person workshops and expanding the topics covered, such as fair housing laws and tenant protection strategies.
Rental Assistance Programs	Provides rental assistance for low-income families and individuals. SCHA works with local agencies to administer funds and help residents maintain stable housing.	Yes, expanding eligibility criteria or increasing funding to assist more households, particularly in times of economic downturn.

Program/ Resource	Description	Expansion Opportunity?
Summit County		
Workforce Housing Funding	In 2006, voters authorized a County-wide 0.125% sales tax and development impact fee for affordable housing purposes, which were renewed in 2015 into perpetuity. A new construction fund (5A) 0.6% tax was approved by County voters in 2016 and ends in 2026.	Yes, exploring the possibility of extending the 5A tax beyond 2026 or introducing new funding mechanisms to ensure ongoing support for workforce housing.
Affordable Housing Land Bank	Summit County has established a land bank for acquiring and holding land for future affordable housing development. The land bank ensures that suitable sites are available for housing projects as needs arise.	Yes, increasing land acquisition efforts to expand the inventory of available sites for future affordable housing development
Grand County Housing Authority		
Housing Choice Vouchers (Section 8)	The Summit County's Section 8 vouchers are administered by Grand County Housing Authority; however, there are a very limited number of vouchers available and they are more difficult to obtain.	No
Private/Community/Social		
Housing Works Initiative	Matches property owners who are willing to convert from short-term vacation rentals to long-term leases with people working in Summit County struggling to find year-round housing. The program has been operated by Omni Real Estate with funding from the Town of Frisco and Summit County; however, the program is being phased out.	Yes, revitalizing the program with updated incentives or a new structure to continue supporting the conversion of short-term rentals to long-term housing. Yes, see Program XX
Summit County Housing Connection Facebook Group	This social media-based community group helps connect people searching for housing with property owners or managers looking for tenants. This group serves as an informal housing marketplace for the community.	No, the group serves its purpose well, but it could benefit from official support or endorsement to increase its reach and effectiveness.
Summit County CARES Program	Provides emergency rental and utility assistance to residents affected by COVID-19 and other crises. The program helps individuals and families avoid eviction and maintain stable housing during times of financial hardship.	Yes, considering the continuation or expansion of emergency assistance programs beyond the pandemic to address ongoing or future crises.

Program/ Resource	Description	Expansion Opportunity?
Summit County Community Development Block Grant (CDBG) Program	Administers federal CDBG funds to support housing rehabilitation, public facility improvements, and other community development activities that benefit low- and moderate-income residents.	Yes, increasing the allocation of CDBG funds toward housing rehabilitation and infrastructure improvements that support affordable housing developments.

8.3 FINANCIAL RESOURCES

This section outlines funding sources and financing mechanisms to support housing development and preservation, including state and federal programs and funding; low-interest loans; public-private partnerships; and innovative financing models. Frisco can address the gap in housing affordability and availability while catering to a diverse community demographic by leveraging a blend of these resources. In articulating the contours of public-private partnerships and innovative financing models, this section will lay the groundwork for a diversified and robust financial strategy that aims not only to address the immediate funding needs of housing projects but also to ensure their sustainability and impact over the long term. Through careful planning, collaboration, and innovation, Frisco can harness these financial resources to make significant strides in meeting its housing goals.

(pie chart of financial resources by type; table outlining funding sources, amounts available, and intended uses)

Emergency housing guide: <https://www.caring.com/resources/emergency-housing-guide/>

Table 8-3: State and Federal Programs and Resources

Program/ Resource	Description
Local	
Workforce Housing Funding	The SCHA plays a critical role in managing and disbursing the 5A funds, which are generated from a countywide 0.6% sales tax approved by voters in 2006. These funds are dedicated to supporting affordable workforce housing throughout Summit County, including Frisco. The 5A funds are used for a variety of purposes, including land acquisition, development subsidies, down payment assistance, and rental assistance programs.
State	
Office of Economic Development and International Trade (OEDIT)	OEDIT offers various programs and incentives to support economic development, including grants and funding opportunities that can be leveraged for housing projects. OEDIT also provides resources for public-private partnerships and infrastructure development, which can be crucial for housing initiatives.
Colorado Housing Finance Authority (CHFA)	CHFA provides financing for affordable housing development, including tax-exempt bonds, low-income housing tax credits, and mortgage financing options. CHFA also administers down payment assistance programs and housing counseling services.
Department of Local Affairs (DOLA)	DOLA offers grants and technical assistance to local governments for housing and community development projects. This includes funding for infrastructure, affordable housing development, and planning initiatives. DOLA's Division of Housing (DOH) plays a significant role in administering these programs.
Department of Housing (DOH)	As part of DOLA, DOH provides funding and resources for affordable housing development, preservation, and rehabilitation. Programs include the Colorado State Housing Board's allocation of federal and state funds, as well as grants for housing and community development.
Federal	
Low-Income Housing Tax Credits (LIHTC)	Administered by the IRS and allocated by CHFA in Colorado, LIHTC provides tax credits to developers and investors in exchange for the creation or rehabilitation of affordable rental housing for low-income households.
Community Development Block Grant (CDBG)	Administered by the U.S. Department of Housing and Urban Development (HUD), CDBG provides grants to local governments for housing rehabilitation, public facilities improvements, and other community development activities aimed at benefiting low- and moderate-income residents.
HOME Investment Partnerships Program	Another HUD-administered program, HOME provides grants to states and localities for building, buying, and rehabilitating affordable housing for rent or homeownership. It also offers direct rental assistance to low-income households.
Federal Housing Administration (FHA) Programs	The FHA provides mortgage insurance on loans made by FHA-approved lenders to homeowners and buyers of multifamily housing, which can support the financing of affordable housing projects.

8.3.1 PUBLIC-PRIVATE PARTNERSHIPS

Public-private partnerships (PPPs) are collaborations between government entities and private sector companies designed to finance, build, and operate housing projects that might otherwise be unfeasible. These partnerships can take various forms, from simple financing agreements to complex long-term contracts involving the design, construction, operation, and maintenance of housing units.

PPPs allow the public sector to leverage the efficiency, expertise, and capital of the private sector. These collaborations can result in cost savings, risk sharing, and enhanced innovation in addressing housing needs. This narrative will highlight successful PPPs in housing, illustrating how these collaborations have led to significant developments in affordable housing projects. By analyzing these models, Frisco can draw on best practices and lessons learned to tailor partnerships that align with its strategic housing objectives.

8.3.2 INNOVATIVE FINANCING MODELS

Innovative financing models are crucial for expanding the toolkit available for funding housing projects. These models go beyond traditional funding mechanisms, employing creativity and flexibility to overcome financial barriers to housing development. Community Land Trusts (CLTs) offer a model where land is held in trust, reducing the cost of homeownership or rental for low-income families. The narrative will explore the potential for CLTs in Frisco, considering the unique market dynamics and community needs. Social Impact Bonds, also known as "pay-for-success" bonds, are instruments that involve investors funding projects with social outcomes, such as affordable housing development. If the project meets predefined success criteria, the investors are repaid by the government or another sponsoring entity, often with interest. Tax Increment Financing (TIF) is a public financing method that uses future tax revenue increases from a defined area to finance current improvement projects within that area. The application of TIF for housing projects can catalyze development in underutilized or blighted areas.

SECTION 9. GOALS & STRATEGIES

9.1 COMMUNITY VISION FOR HOUSING

This section emphasizes the role of community engagement in shaping future housing development to reflect the values and needs of Frisco's residents.

(Appendix E. Contains Engagement Details)

(infographic summary of community vision)

9.1.1 COMMUNITY ENGAGEMENT

Summarizes engagement with the community and stakeholders about housing needs and priorities to ensure that the vision and goals for housing align with community values.

9.1.2 TOWN COUNCIL & PLANNING COMMISSION

Summarizes the vision for future housing as defined by the Town Council and Planning Commission through a series of joint work sessions.

9.2 FAIR HOUSING FOR ALL

This section outlines strategies to ensure fair housing practices and equal access to housing for all community members, ensuring that housing policies and actions promote inclusivity and equal access for all residents, regardless of age, ability, race/ethnicity, income, or background.

9.3 PLAN GOALS & STRATEGIES

This section lists the broad goals of the strategic plan for increasing the supply of affordable and workforce housing within Frisco based on the community vision and housing needs assessment. It also outlines the strategies that will guide the implementation of the plan goals, including zoning changes, incentives for developers, and mechanisms for funding housing projects.

(infographic of goals and corresponding strategies listed below)

Goal 1: Provide Diverse and Equitable Housing: Provide a full spectrum of housing that is diverse, abundant, adaptable, and equitably distributed to support an inclusive year-round community.

Strategy 1: Supply Sufficient Land: Provide a sufficient supply of land to accommodate current and projected housing needs with an equitable distribution of various housing types.

Strategy 2: Remove Constraints and Streamline: Remove regulatory constraints on needed housing development and provide streamlined development procedures.

Strategy 3: Support Long-Term Affordability: Support the long-term affordability and availability of housing provided through density bonuses and other incentive programs.

Goal 2: Balance Growth and Protect Against Displacement: Balance sustainable economic growth with the housing needs of the local workforce and protect community members from displacement.

Strategy 1: Balance Growth and Housing: Recognizing the impact on housing demand imposed by new development, prioritize balancing community growth with the housing needs of workers and their families.

Strategy 2: Prioritize Keeping Residents Housed: Prioritize keeping existing residents housed during landlord fluctuations and when enforcing codes and addressing health and safety concerns.

Goal 3: Prioritize Improvements for Housing Infrastructure: Recognizing housing as critical infrastructure, locate housing near existing community services, facilities, and amenities, and prioritize improvements that support local housing needs.

Strategy 1: Promote Transit-Oriented Development: Facilitate affordable housing development and preservation in areas with existing transit services and/or high multi-modal connectivity, and support transportation improvements near affordable, workforce, and special needs housing.

Strategy 2: Prioritize Infrastructure and Services: Prioritize improvements to public infrastructure and facilities that support local housing needs, and prioritize improvements to community services that support the needs of local, year-round residents and workers, including new permanent residents.

Goal 4: Preserve and Utilize Existing Housing: Preserve existing housing stock and promote its efficient and effective utilization through adaptive reuse and rehabilitation.

Strategy 1: Preserve Existing Housing: Support the preservation, maintenance, rehabilitation, and improvement of existing housing, including by promoting increased efficiency, water conservation, and other improvements that reduce operating and maintenance costs.

Strategy 2: Increase Utilization of Existing Development: Promote the utilization of existing development, including residential and non-residential structures, for affordable housing to reduce construction costs and preserve land.

Goal 5: Maintain Community While Supporting Regional Needs: Collaborate with partner agencies to maintain Frisco as a welcoming Summit County “neighborhood” while embracing its role in addressing regional housing needs.

- Strategy 1: Facilitate Infill Housing:** Facilitate infill housing development in older neighborhoods, along commercial corridors, and near employment centers that helps revitalize these areas and increases housing availability and variety.
- Strategy 2: Engage Residents and Developers in Solutions:** Collaborate with partner agencies to engage and inform community members and developers on housing needs, challenges, resources, and development procedures to more effectively and inclusively integrate new housing into the existing community fabric.
- Strategy 3: Collaborate and Advocate for Housing:** Collaborate with and support partner agencies in identifying, advocating for, and implementing housing solutions locally, regionally, and state-wide.

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No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 1	Provide Diverse and Equitable Housing	Provide a full spectrum of housing that is diverse, abundant, adaptable, and equitably distributed to support an inclusive year-round community.		
Strategy 1.1	Supply Sufficient Land	Provide a sufficient supply of land to accommodate current and projected housing needs with an equitable distribution of various of housing types.		
Program 1.1.A	Land Banking	In collaboration with other public entities, formalize and improve the Land Banking Program to track and prioritize the use of publicly-owned lands to serve local housing needs. Based on availability of funding, continue to pursue acquisition and banking of vacant or underutilized land that can feasibly accommodate affordable and workforce units. Develop criteria to help prioritize aquisitions and order of development for banked land.	Community Development; Housing Authority	Top Priority Securing land early is crucial for future development. Formalizing this program ensures that the town has control over key sites for affordable housing.
Program 1.1.B	Housing Sites Inventory	Develop and maintain a web-based inventory of housing development candidate sites, including on publicly-owned lands in the Land Banking Program and on privately-owned vacant or underutilized lands appropriate for housing. The inventory will identify development options and incentives for each site, track remaining capacity to meet local catch-up and keep-up housing needs, and assist in maintaining an adequate supply of land designated for all types and income levels of residential development to meet local needs. The inventory will also assist in the evaluation of development proposals for consistency with this Strategic Housing Plan. If a development approval on a candidate site will cause a shortfall in meeting local housing needs, additional sites shall be added to ensure future capacity is maintained.	Community Development; Housing Authority	Top Priority - Creating a comprehensive inventory is essential for planning and assessing future housing needs. This tool will guide future development and investment decisions.
Program 1.1.C	Affordable Housing Overlay	Create an overlay district to promote the development of affordable housing in specific areas that will help meet local needs in the future and for application to current high-priority candidate sites. Where applied, require development projects to meet minimum density requirements. If a project is phased over time, the developer must demonstrate that the earlier phases will not prevent future buildout of the site to the required minimum density. For properties within the overlay district, also consider applying additional incentives, prioritizing infrastructure improvements, and pursuing partnerships to achieve needed buildout.	Community Development	Secondary - This will facilitate targeted development in key areas. However, it should be rolled out after initial site inventories and land banking have been established.
Program 1.1.D	Conversation of Public Lands	<p>In collaboration with other public agencies, undertake a review of publicly- and institutionally-owned lands to consider their viability for housing, and pursue follow-up actions such as adding appropriate sites to the Housing Sites Inventory or prioritizing sites for the Land Banking Program. As part of this effort, the following actions could be taken:</p> <ul style="list-style-type: none">- Application of the Affordable Housing Overlay District to such lands- Outreach to affordable housing developers about financial assistance and other incentives- Issue Requests for Proposals on such lands found viable and ready for housing development- Provide additional incentives to facilitate development on such lands (e.g., streamlining for final entitlements, priority in building permit queue)- By 2028, if development of such lands does not progress as anticipated, additional actions to facilitate housing development and maintain adequate sites should be taken	Community Development; Housing Authority	Secondary - This program is essential for expanding housing opportunities using public assets, but it depends on the foundational initiatives like Land Banking and Housing Sites Inventory.
Program 1.1.E	Public Opportunity Site [Inventory ID#]	<p>Develop detailed plans and incentives for specific town-owned sites, focusing on proactive funding, developer recruitment, and strategic partnerships to facilitate the development of affordable and workforce housing. This program will identify key public land parcels that are well-positioned for development and create tailored development plans for each site. These plans will include cost analyses, infrastructure needs, and potential incentives such as shared parking arrangements, infrastructure cost-sharing, and grants. The program will also involve active outreach to developers and partners, including issuing Requests for Proposals (RFPs) to attract development proposals that align with the town's housing goals.</p> <p>Detailed plans/incentives for specific town-owned sites (pro-actively secure funding, recruit developers and project partners, etc.); cost analysis/post-mortem following completion? County greenhouse parcel: new roundabout taking some out of the NE corner - maybe include a shared parking incentive with the transportation center? CDOT/Granite Park Project example: town helped with infrastructure costs and applying for the grant, CDOT provided land \$2.4 million</p>		Secondary - Developing public sites for affordable housing will address immediate housing shortages and serve as a model for future developments.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 1	Provide Diverse and Equitable Housing	Provide a full spectrum of housing that is diverse, abundant, adaptable, and equitably distributed to support an inclusive year-round community.		
Strategy 1.2	Remove Constraints and Streamline	Remove regulatory constraints on needed housing development and provide streamlined development procedures.		
Program 1.2.A	Municipal Code Updates	<p>Update the Code of Ordinances to address changes in state law, alleviate constraints on housing development, and encourage a full spectrum of housing types. Make the necessary amendments to implement Programs XX, XX, etc. Consider revising the Unified Development Code and other chapters to reduce potential constraints on both market-rate and affordable housing development, as identified in Appendix E, including such changes as:</p> <ul style="list-style-type: none"> - Allowing more or all by-right housing development to be reviewed and a decision rendered at the staff level (e.g., for Major Site Plan Review), including such eligible projects of the Housing Authority - Revising the Residential Development Standards for increased objectivity and with consideration of impacts on overall housing development costs, potentially including allowances for modular and manufactured homes - Providing additional flexibility in meeting the Residential Development Standards, especially for affordable housing projects (e.g., allowing more duplication in designs, allowing less costly alternative materials) - Aligning or combining carriage house and ADU requirements - Providing additional reductions in parking requirements based on proximity to transit and other factors, especially for affordable housing projects regardless of if units are for rent or ownership - Clarifying or removing inconsistencies between the district-specific parking requirements for RN (§ 180-3.4.2.B.1.a) and the typical parking requirements under § 180-6.13 - Expanding the definition of affordable housing beyond the baseline required in the Proposition 123 statute - Balancing sustainability initiatives in Chapter 65 with impacts on affordable housing development costs - Allowing multi-unit development on upper levels by-right in all districts - Revising the hillside/slope standards to allow more units with appropriate engineering/mitigation - Incentivizing redevelopment to mixed use around the transit center in GW district - Allowing higher densities in and around the town's core - Consider allowing additional types of supportive, transitional, and emergency housing types in the same manner as the types of housing and land uses they most closely resemble functionally, including in non-residential zones 	Community Development	Top Priority - Reducing regulatory barriers will facilitate diverse housing development. This needs to be in place early to support other initiatives.
Program 1.2.B	Fast Track	Coordinate across all town departments, with utility providers, and with other external review agencies to implement a Fast Track housing development procedure compliant with Propisition 123 to provide streamlined and expedited planning review and permit processing for affordable housing projects. Projects that are 100% affordable shall continue to be prioritized in the queue, followed by other housing projects based on affordability, adequacy in address identified needs, and staff capacity.	Community Development; Town Departments; External Review Agencies	Top Priority - Streamlining approval processes will speed up the development of affordable housing, making it a high-impact initiative that needs early attention.
Program 1.2.C	Affordable Housing Fund	<p>Collaborate with SCHA to expand the existing Housing Fund using in-lieu fees collected under the Inclusionary Housing Ordinance (Program 2.1.A) among other sources as appropriate. In general, funds should be loaned and required repayments deposited back to the Fund to be re-loaned, but also consider distributing grants with a matching requirement under certain circumstances. The funds should continue to be used to support affordable housing activities that serve low- to moderate-income households, including grants and loans for:</p> <ul style="list-style-type: none"> - New construction of affordable rental and/or ownership housing units - Infrastructure, tapping fees, and soft costs associated with the construction of new affordable housing units - Rehabilitation of rental or ownership housing that is or will be affordable - Acquisition of land that will directly or indirectly be used for affordabel housing - Conversion of market-rate housing units to affordable 	Community Development; SCHA	Top Priority - Expanding the fund will provide the financial backbone for various housing initiatives, ensuring that there is capital available to support development.
Program 1.2.D	Fee Schedule Realignment	Regularly review application, utility, impact, and other development fees to align fee increases with changes in the Consumer Price Index and set a fee structure that encourages a full spectrum of housing development, including affordable and workforce. Consider offering refunds or credits of fees to developers based on the final number of affordable units that will be provided by a given project.	Community Development; Finance Department	Ongoing - Aligning fees with housing goals is important for long-term affordability, but this program can be addressed after more immediate foundational efforts are underway.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 1	Provide Diverse and Equitable Housing	Provide a full spectrum of housing that is diverse, abundant, adaptable, and equitably distributed to support an inclusive year-round community.		
Program 1.2.E	Catch-Up Development Incentives	In coordination with SCHA, support applications by affordable housing providers and developers for funding, loans, and tax credits through priority processing, fee adjustments, and incentives under density bonus provisions to construct new affordable rental and ownership units for target households that the current supply does not adequately serve, including workers, low- and moderate-income households, large families, and seniors.	Community Development; SCHA	Secondary - Providing incentives will encourage developers to focus on affordable housing. This is necessary to meet the catch-up and keep-up needs identified in the housing plan.
Strategy 1.3	Support Long-Term Affordability	Support the long-term affordability and availability of housing provided through density bonuses and other incentive programs.		
Program 1.3.A	Affordable Housing Unification and Database	<p>Collaborate with SCHA, Summit County, and other agencies that oversee federal- and state-subsidized units, affordable housing deed restrictions, and other long-term housing affordability agreements. For restrictions/agreements, work to clarify and consistently apply requirements, unify restriction/agreement language to the extent possible, explore additional types of and opportunities for restrictions/agreements, and develop an affordable housing database and tracking program. Consider adopting a spectrum of qualification requirements aligned with a spectrum of housing types as well as template language for the restrictions/agreements that provides more geographic flexibility with work requirements, addresses changes in AMI over time, and encourages market mobility as occupants grow out of entry- and mid-level units.</p> <p>The database should identify termination dates of any non-perpetual restrictions/agreements, monitor units at risk of losing affordability subsidies or not meeting affordability requirements, and evaluate units in the inventory for efficacy in serving their target households and limitations on occupant mobility. For units at risk of losing subsidies, not meeting requirements, or converting to market-rate or non-residential use, develop a procedure to:</p> <ul style="list-style-type: none">- Notify and open dialogue with the property owner or manager- Work with the owner or manager to correct any violations and continue to meet requirements- Incentivize extensions and permanency of expiring restrictions/agreements, where feasible- Coordinate with the owner or manager of expiring subsidies to ensure required noticing to tenants is met and to distribute information to tenants on their rights and available housing assistance- If the owner or manager desires, facilitate communication with agencies interested in purchasing and/or managing additional affordable units	Community Development; Housing Authority	Secondary - Establishing a unified system for managing affordable housing is essential for maintaining long-term affordability and stability. This effort should follow the initial setup of foundational programs like land banking and housing sites inventory.
Program 1.3.B	Employee Home Ownership (EHOP)	<p>To enable mobility from affordable to market-rate units, work with SCHA, other housing assistance agencies, community-based organizations, employers, and financial institutions to create a Employee Home Ownership Program (EHOP) to split the cost of a home down payment three or more ways within the Ten Mile Basin or larger regional area. The program should target employees currently occupying restricted affordable units as well as other local employees that have been working in the area for at least one year, without any income limitations. EHOP should be designed to:</p> <ul style="list-style-type: none">- Stack with other funding sources- Require a minimum direct investment by the employee based on income- Split the home down payment and ownership among the employee and at least two lenders (e.g., non-profit, housing program, bank, employer)- Set a maximum purchase price on a case-by-case basis- Let the home appreciate at market rate- Allow loan repayment on a graduated scale (e.g., principal only within five years, principal plus percentage of accrued equity shares up to 100% by 15 years)- Require repayment of the loans plus accrued equity shares upon sale of the home and under other defined circumstances (e.g., refinancing, default, relocation, purchase of other property)	Community Development; SCHA; Partner Organizations (e.g., Employers, Banks)	Secondary - Supporting home ownership for local employees will improve workforce retention and mobility. This program will have a direct impact on the local economy.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 1	Provide Diverse and Equitable Housing	Provide a full spectrum of housing that is diverse, abundant, adaptable, and equitably distributed to support an inclusive year-round community.		
Program 1.3.C	Housing Helps (Buydown)	Continue to implement the Housing Helps buydown program to purchase or deed restrict market-rate homes for local employees and low- to moderate-income households, and collaborate with SCHA, Summit County, and other jurisdictions to seek additional funding and other resources to expand the program and improve the its efficacy. In conjunction with Program 1.3.A, Affordability Restriction/Agreement Unification and Tracking, monitor these units and evaluate how they are serving their target households, how they might be limiting occupant mobility, and which housing types and price ranges are missing and could be produced by the program. Consider providing some units at higher AMIs to prevent stagnation.	Community Development; Housing Authority; SCHA	Ongoing - The Housing Helps program is already operational and effective in bringing new units into the affordable housing pool. Ongoing support and expansion of this program will continue to address immediate housing needs while ensuring long-term affordability for local employees and low- to moderate-income households.
Program 1.3.D	Community Land Trust	Collaborate with partner agencies, community-based organizations, and affordable housing developers to develop and implement a Community Land Trust (CLT) Program, which may be newly created or may be built off of an existing CLT organization and program. The program should identify appropriate sites (including from the candidate sites and other inventories) for a CLT ownership model; steps to engage responsible parties in planning for future housing; incentives and funding sources to support long-term affordable ownership units on land held seperately in a public-private trust; target households and types of units to serve them; and . The program should be designed to: <ul style="list-style-type: none"> - Support both new construction of units as well as preservation of existing units alongside densification opportunities - Provide home ownership opportunities suitable for a variety of households, including workers, large families, and vulnerable and special needs populations - Create mobility from rental to ownership units and from lower- to moderate-income affordable units as well as to market-rate units - Retain unit affordability during market fluctuations and gentrification in the surrounding neighborhood to prevent displacement 	Community Development; Housing Authority	Secondary - Establishing a land trust will provide long-term affordability and stability in the housing market. It should be developed after initial land banking and site inventory.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 2	Balance Growth and Protect Against Displacement	Balance sustainable economic growth with the housing needs of the local workforce and protect community members from displacement.		
Strategy 2.1	Balance Growth and Housing	Recognizing the impact on housing demand imposed by new development, prioritize balancing community growth with the housing needs of workers and their families.		
Program 2.1.A	Inclusionary Housing Ordinance/Assured Housing	<p>Perform a nexus study to support the adoption of a strong Inclusionary Housing Ordinance that requires all new residential development to provide, at a minimum, 10% of the total number of new units as affordable to low- and moderate-income households. The ordinance should offer a menu of options for meeting the housing requirement, such as:</p> <ul style="list-style-type: none">- Provide required affordable housing on-site within the market-rate development- Pay a fee-in-lieu based on square footage toward the Affordable Housing Fund- Purchase and deed-restrict an existing, equivalent housing unit within town limits (or outside, if approved by Town Council)- If approved by Town Council, build the required affordable housing off-site in another location- If approved by Town Council and the land can realistically accomodate the required housing (e.g., basic infrastructure in place, no environmental constraints), donate land to the town or a non-profit housing developer- If approved by Town Council, an alternative method of meeting the housing requirement not listed in the ordinance- A combination of the available options to meet the housing requirement	Community Development; Town Council	Top Priority - Ensuring that new developments contribute to affordable housing is critical. This ordinance will have a long-term impact on housing availability.
Program 2.1.B	Balance Jobs with Housing	<p>Require analysis of how non-residential development proposals (e.g., over 30 employees) impact housing demand and require mitigation measures to provide an adequate housing and jobs balance. A variety of measures to mitigate the increased housing demand should be offered, such as:</p> <ul style="list-style-type: none">- Paying a fee-in-lieu based on total jobs created toward the Affordable Housing Fund- Building a percentage of the needed housing units, on- or off-site, to accomodate the development's lower-wage employees- Providing employees earning below 100% AMI with a housing and transportation stipend- If approved by Town Council, an alternative method of mitigating the increase in housing demand- A combination of the available mitigation options	Community Development; Town Council	Tertiary - Ensuring that job growth is balanced with housing availability is crucial for long-term sustainability but can be rolled out as developments increase.
Program 2.1.C	Pilot Employer-Assisted Housing	<p>The Pilot Employer-Assisted Housing (EAH) program seeks to address housing challenges for public employees and support similar efforts among private employers. The program will explore the feasibility of providing housing assistance as a means of retaining employees and easing the transition for new hires in sectors with the highest demand. Key components of the program include:</p> <ul style="list-style-type: none">- Feasibility Study: Collaborate with the Summit Chamber, SCHA, and local agencies to explore the feasibility of an EAH program, focusing on public employees with potential expansion to private employers.- Pilot Program Design: Design a pilot EAH program that offers matching funds and forgivable loans to help cover housing-related costs such as efficiency improvements, bedroom additions, security deposits, and down payments.- Collaboration with Employers: Partner with local employers to promote the EAH program, providing them with information on housing assistance resources and funding opportunities.- Incorporation with CLT: Consider integrating the EAH program with a Community Land Trust (CLT) model, allowing for the provision of long-term affordable housing options for employees.	Community Development; Summit Chamber; SCHA; Local Employers	Tertiary - Addressing housing challenges for employees is crucial for workforce retention and recruitment. This pilot program, with potential expansion to private employers, will provide targeted assistance and support, ensuring that key sectors remain adequately staffed.
Program 2.1.D	Balance Tourism with Housing	<p>Ensure that new tourism-attracting developments, whether publicly or privately funded, do not exacerbate local housing shortages. By requiring an analysis of the impact on housing demand, the program ensures that the anticipated housing needs generated by tourism-related projects are addressed through appropriate mitigation measures. Key components of the program include:</p> <ul style="list-style-type: none">- Impact Analysis: Require that any new proposals for tourism-attracting uses undergo an analysis to assess the impact on local housing demand.- Incorporation into Planning: For publicly funded tourism projects, the anticipated housing demand should be incorporated into the next housing needs assessment and Strategic Housing Plan update.- Mitigation Measures for Private Projects: For privately funded projects expected to create a demand for more than 30 new housing units, developers must implement mitigation measures, such as fee-in-lieu payments, housing construction, or alternative methods.- Differentiation of Uses: Consider differentiating between recreational uses that primarily serve residents versus those designed for tourists, taking into account the size and location of the project.	Community Development; Town Council	Tertiary - As tourism grows, it is crucial to ensure that new developments do not strain local housing resources. This program focuses on assessing and mitigating the housing impacts of tourism-related projects, ensuring that the town can sustain both its tourism economy and its housing needs.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 2	Balance Growth and Protect Against Displacement	Balance sustainable economic growth with the housing needs of the local workforce and protect community members from displacement.		
Program 2.1.E	Public Service and Non-Profit Workers Support	<p>Expand housing support for public service and non-profit workers, ensuring that these essential workers have access to affordable housing options. The program involves partnering with public service agencies, non-profit organizations, and other entities to explore and implement strategies that increase affordable housing availability for these workers and their families. Key components of the program include:</p> <ul style="list-style-type: none"> - Partnership Development: Collaborate with public service agencies (e.g., Fire Protection District, Police Department, Schools) and non-profit organizations to identify housing needs and opportunities for workforce housing development. - Site Redevelopment: Consider redeveloping underutilized or surplus public service sites, such as the old fire station, into subsidized workforce housing. - Public-Private Partnerships: Engage in partnerships with private developers and investors to create affordable housing projects specifically targeted at public service and non-profit workers. - Housing Assistance Programs: Explore the creation or expansion of housing assistance programs for public service and non-profit workers, potentially funded through local, state, or federal grants, as well as contributions from private employers and foundations. 	Community Development; Public Service Agencies; Non-Profit Organizations	Secondary - Public service and non-profit workers are essential to the community but often face housing challenges due to lower incomes. By prioritizing partnerships and redeveloping underutilized sites, this program aims to provide affordable housing specifically for these workers, ensuring their retention and stability within the community.
Strategy 2.2	Prioritize Keeping Residents Housed	Prioritize keeping existing residents housed during landlord fluctuations and when enforcing codes and addressing health and safety concerns.		
Program 2.2.A	Anti-Displacement	<p>Engage partner organizations and community members in creating community-wide, and potentially neighborhood-specific, anti-displacement solutions. These solutions should focus on providing greater stability and predictability for tenants, especially lower-income and special needs tenants. Key components of the program include:</p> <ul style="list-style-type: none"> - Community Engagement: Work with local organizations, tenant groups, and neighborhood associations to identify and address displacement risks, focusing on vulnerable populations. - Tenant Protection Measures: Explore and implement tenant protection measures, such as minimum lease terms and relocation benefits for displaced tenants. - Legal and Policy Framework: Ensure that all anti-displacement measures comply with state and federal laws, and explore opportunities to advocate for stronger tenant protections at higher levels of government. 	Community Development; Local Organizations; Legal Counsel	Secondary - Addressing displacement is crucial for maintaining community stability, especially for lower-income and special needs tenants. This program focuses on community engagement and tenant protection measures to prevent displacement, ensuring that vulnerable populations can remain in their homes and neighborhoods as development and housing costs rise.
Program 2.2.B	Code Enforcement	Update code enforcement policies to prioritize place-based solutions that reduce displacement risk, improve living conditions, and enable residents to remain in their home. When health and safety concerns preclude staying in the home, connect residents to resources that provide assistance, including temporary accommodations that keep them in the community.	Community Development; Code Enforcement; Local Service Providers	Primary - Updating code enforcement policies is essential to reducing displacement risks and improving living conditions. By prioritizing place-based solutions, this program will help residents stay in their homes and provide necessary support when health and safety concerns arise. It balances the need for safe housing with the goal of minimizing displacement, particularly for lower-income households.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 3	Priotize Improvements for Housing Infrastructure	Recognizing housing as critical infrastructure, locate housing near existing community services, facilities, and amenities, and prioritize improvements that support local housing needs.		
Strategy 3.1	Promote Transit-Oriented Development	Facilitate affordable housing development and preservation in areas with existing transit services and/or high multi-modal connectivity, and support transportation improvements near affordable, workforce, and special needs housing.		
Program 3.1.A	Pilot Microtransit System	<p>Collaborate with Summit County and Summit Stage to participate in the pilot county-wide microtransit program to provide public transportation to residential areas that are not located near an existing public transit service line.</p> <p>Consider also partnering with other agencies, such as CDOT, to seek funding to support the expansion of low-cost public transit options and service areas within town limits, within the surrounding region, and to support long-distance commuters working in the town but living outside of the Ten Mile Basin. Develop a decision-making tool to help prioritize improvements where they will most effectively and efficiently serve the areas and populations of greatest need, including existing and planned future affordable housing sites. Continue to expand in-town multi-modal infrastructure and amenities that support "last mile" connections for a variety of users. Evaluate the feasibility of providing enhanced commuter connection services that increase the accessibility, reliability, convenience, and quality of public transit from common commuter origins as far as Denver to Frisco.</p>	Community Development; Summit County; Summit Stage; Colorado Department of Transportation (CDOT)	Secondary - Improving transportation access, especially for affordable housing residents, is crucial for ensuring the success of new developments and connecting residents to jobs and services.
Program 3.1.B	Connectivity Incentives	<p>Establish transit-oriented and multi-modal development review criteria, standards, and incentives for both residential projects and non-residential projects that have the potential to affect nearby residents. Development standards should address minimum multi-modal connectivity and safety requirements within and directly adjacent to the site, and the review criteria should be used to weigh community-wide and area-specific transportation connectivity benefits for application of development incentives like fee adjustments and reductions in parking requirements. Such criteria might include finding that the project:</p> <ul style="list-style-type: none">- Provides for enhanced accessibility, safety, convenience, and/or experience for multi-modal users (e.g., uses complete streets concepts)- Offers convenient connections to existing or planned future public transit services- Offers convenient connections to off-site destinations (e.g., employment, services, amenities)- Provides integrated recreational value in addition to connectivity or provides multi-modal connections to on-site recreational amenities for use by the community- Provides other alternatives that discourage single-occupancy vehicle usage and reduce parking demand	Community Development; Planning Commission; Local Transportation Agencies	Tertiary - Enhancing multi-modal transportation options and ensuring connectivity in new developments are important for long-term sustainability. This program supports reducing reliance on single-occupancy vehicles and improving safety and accessibility for all transportation users. While crucial, it follows foundational housing and infrastructure programs, making it a longer-term focus.
Strategy 3.2	Prioritize Infrastructure and Services	Prioritize improvements to public infrastructure and facilities that support local housing needs, and prioritize improvements to community services that support the needs of local, year-round residents and workers, including new permanent residents.		
Program 3.2.A	Public Utilities and Services Improvements	Work with the Frisco Sanitation District and other utility and service providers to prioritize public infrastructure and facility improvements that will serve existing and future affordable housing and densification within and directly adjacent to the town limits. Consider developing a utilities master plan to evalute, monitor, and plan for future needs to support housing and prioritize capital improvement funds. Where infrastructure and facilities need to be expanded to adequately serve new housing development, seek funding to help offset costs and avoid burdening existing community members to the extent possible.	Public Works; Frisco Sanitation District; Water Providers; Community Development	Ongoing - Infrastructure improvements need to be prioritized in areas targeted for housing development, but they are part of a longer, ongoing effort.
Program 3.2.B	Priority Water Service and Rates	Adopt written policies and procedures to prioritize water service for affordable housing and lower-income households. Expand the existing water fixture rebate program to support additional lower-income households and prioritize them for limited rebates. Also consider developing a graduated water rate reduction program that refunds a portion of the previous months' water bill, counting it toward the current, for households that qualify based on income and special needs.	Water Providers; Community Development; Public Works	Primary - Ensuring that affordable housing projects and lower-income households have prioritized access to water services is essential for equitable infrastructure development. This program is key to supporting housing goals by reducing utility costs for lower-income households and increasing water efficiency.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 3	Priotize Improvements for Housing Infrastructure	Recognizing housing as critical infrastructure, locate housing near existing community services, facilities, and amenities, and prioritize improvements that support local housing needs.		
Program 3.2.C	Eligibility Preferences	Consistent with state and federal fair housing laws, work with SCHA to establish eligibility preferences for affordable housing programs that prioritize people who live in, work in, or were recently displaced from Frisco.	Community Development; Summit Combined Housing Authority (SCHA)	Top Priority - Establishing eligibility preferences that prioritize current residents, workers, and displaced individuals is critical for maintaining community stability and supporting those most connected to Frisco. This program should be implemented early to ensure that the town's affordable housing programs are accessible to those with the strongest ties to the community, enhancing workforce retention and reducing displacement.
Program 3.2.D	Supportive Services	Continue to support organizations that provide supportive services for populations with demonstrated special needs and services that help address byproducts of expensive housing (e.g., food insecurity and access to childcare), such as FIRC, SCHA, and the Summit Foundation.	Community Development; Local Non-Profits (e.g., FIRC, SCHA, Summit Foundation)	Ongoing - Continuously supporting vulnerable populations ensures that the town's housing strategy is inclusive and addresses the needs of all residents.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 4	Preserve and Utilize Existing Housing	Preserve existing housing stock and promote its efficient and effective utilization through adaptive reuse and rehabilitation.		
Strategy 4.1	Preserve Existing Housing	Support the preservation, maintenance, rehabilitation, and improvement of existing housing, including by promoting increased efficiency, water conservation, and other improvements that reduce operating and maintenance costs.		
Program 4.1.A	Preserve Existing Supply (No Net Loss)	<p>To the extent permitted by state and federal law, adopt code amendments and use mechanisms to regulate the conversion of existing housing to other uses to protect and conserve the supply of units and especially low- and moderate-income housing options both for rent and ownership. Sites zoned to allow for high density housing shall not be redesignated or rezoned for other uses without equivalent additional land being designated for high density housing purposes.</p> <p>Adopt code amendments as necessary to implement a no net loss requirement for housing units. Where existing housing is being demolished or converted to non-residential use or market-rate, require that developers either replace it with new housing that is at or below the same income level or require them to pay fees-in-lieu based on square footage toward the Affordable Housing Fund, similar to the options provided in the Inclusionary Housing Ordinance (Program 2.1.A).</p>	Community Development; Planning Commission; Legal Counsel	Secondary - Ensuring the preservation of existing affordable housing is vital to maintaining housing stability for low- and moderate-income households. By adopting no net loss policies, the town can prevent the erosion of its affordable housing stock. This program should be a mid-term priority, as it builds on the foundation laid by earlier initiatives and protects the long-term availability of affordable units.
Program 4.1.B	Home Rehabilitation and Improvement	In collaboration with SCHA and other partner agencies, expand the existing Home Improvement Loan Program to help repair, improve accessibility, or increase efficiency in existing affordable housing units for income eligible homeowners and landlords. The program should use available state and federal funds as well as those from the Affordable Housing Fund to distribute loans for home and rental repair or improvement to preserve existing affordable housing, including foundational, structural, electrical, heating and cooling, window, flooring, painting, insulation, and termite repairs; installing accessibility improvements; and making energy efficiency and water conservation improvements.	Community Development; Summit Combined Housing Authority (SCHA); Partner Agencies	Tertiary - While important for maintaining existing housing stock, this program can be implemented after more urgent needs are addressed.
Program 4.1.C	Home Maintenance 101	Encourage and support SCHA to collaborate with community-based organizations to develop low- or no-cost housing maintenance education programs tailored for homeowners and renters with focuses on health, safety, and resource efficiency. The programs should provide information on available assistance funds and resources; guidelines on basic maintenance schedules, DIY tasks, permitting requirements, and when to seek professional help; and hands-on training for common maintenance tasks (e.g., changing/cleaning filters, fixing leaky faucets and toilets). Resources and information developed for the programs should be distributed as appropriate through channels established in Program 5.3.E, Public Education and Outreach.	Summit Combined Housing Authority (SCHA); Community-Based Organizations	Tertiary - Educating homeowners and renters on proper maintenance is important for preserving the condition of affordable housing units and reducing long-term repair costs. While this program offers significant benefits, it can be prioritized after more urgent foundational and regulatory initiatives are in place.
Strategy 4.2	Increase Utilization of Existing Development	Promote the utilization of existing development, including residential and non-residential structures, for affordable housing to reduce construction costs and preserve land.		
Program 4.2.A	Incentivize Year-Round Use	Promote the year-round use and more effective utilization of existing housing units by incentivizing repurposing vacant homes and those currently used for short-term rental for long-term housing through the Housing Helps Program and use of the Affordable Housing Fund. Consider collaborating with SCHA and other agencies to rebuild and seek funding to improve the efficiency and efficacy of, and advertise, the Housing Works Initiative to connect property owners of underutilized housing units with the with local workers who are struggling to find year-round housing.	Community Development; Summit Combined Housing Authority (SCHA); Omni Real Estate; Local Real Estate Agencies	Secondary - Promoting the conversion of short-term rentals and vacant properties into long-term housing is crucial for increasing the availability of year-round housing. This program builds on existing efforts and can be prioritized in the mid-term to address housing shortages effectively as more urgent foundational programs are implemented.
Program 4.2.B	Vacancy Tax	In collaboration with the Colorado Association of Ski Towns, support legislation that would authorize local governments to establish vacancy taxes if voter-approved. Explore options to implement a vacancy tax in the form of an excise tax or property tax on underutilized homes and use the revenue to support year-round workforce and affordable housing.	Town Council; Community Development; Colorado Association of Ski Towns (CAST)	Secondary - This initiative will generate revenue for housing programs but requires enabling legislation and voter approval, making it a longer-term goal.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 5	Maintain Community While Supporting Regional Needs	Collaborate with partner agencies to maintain Frisco as a welcoming Summit County “neighborhood” while embracing its role in addressing regional housing needs.		
Strategy 5.1	Facilitate Infill Housing	Facilitate infill housing development in older neighborhoods, along commercial corridors, and near employment centers that helps revitalize these areas and increases housing availability and variety.		
Program 5.1.A	ADU Incentives	<p>Encourage the construction of additional ADUs in all residential neighborhoods through the creation and implementation of an extensive incentive program aimed at providing long-term housing for local workers, seniors, persons with disabilities, and other small or lower-income households. Evaluate the feasibility of opting in for certification as an ADU-supportive jurisdiction eligible for the state ADU grant funding program and to enable residents to be eligible for associated CHFA financing program, in accordance with HB 24-1152, and also explore creative financing options with local financial institutions to be offered to property owners. Consider code changes that will help meet certification requirements and providing such benefits as:</p> <ul style="list-style-type: none"> - Allowing ADUs by-right in all residential zoning districts (e.g., instead of by conditional use in the RS district) - Aligning or combining carriage house and ADU requirements - Exempting all ADUs from density requirements regardless of income-restriction - Allowing up to two ADUs per principal dwelling or commercial unit, provided that either a) one is restricted to serving a target household or b) only one is detached from the principal structure - Allowing use of pre-approved Summit County stock plans and the temporary use of campers/RVs and other non-traditional housing types as ADUs so long as health and safety requirements are met - Allowing detached ADUs on separate utility taps to be subdivided and sold separately if deed restricted to serve as long-term affordable housing - Flexible development standards that consider site-specific constraints, including reduced setback requirements, administrative adjustment options, and no (or reduced) parking requirement where appropriate - Continuing administrative approval and priority building permit processing - Allowing detached ADUs to utilize the principal unit's existing utility taps so long as it remains on the same deed - Waivers or reductions for development, processing, utility tapping, and other fees - Allowing ADUs to be used for short-term rental in limited circumstances (e.g., if the income would support the long-term occupants of the principal dwelling unit) 	Community Development; Local Financial Institutions; Summit County Planning Department	Primary - Expanding the availability of accessory dwelling units (ADUs) is an effective strategy to provide long-term affordable housing. This program will be crucial in the mid-term as it builds on the foundational initiatives and supports the housing needs of local workers, seniors, and lower-income households. Prioritizing this program after the initial groundwork is laid will ensure that the town maximizes housing opportunities within existing neighborhoods.
Program 5.1.B	Corridor and Commercial Focus Areas	Encourage new development and redevelopment of sites in commercial and corridor focus areas, such as Summit Boulevard and the west end of Main Street, that increases housing density through use of the Affordable Housing Overlay. These projects should promote adaptive reuse of commercial buildings and sites, such as underutilized shopping centers, and new mixed-use developments to help offset costs. Require the integration of workforce and affordable housing in ways that enhance area and corridor character and that utilize existing resources and amenities. To reduce parking demand and encourage the use of land for housing rather than vehicle storage, prioritize improvements to active transportation infrastructure, vehicle-sharing options, and public transit that connects residents to centers of employment, recreation, and community services. Design standards should balance desired corridor character with housing development feasibility considerations.	Community Development; Montrose Urban Redevelopment Authority; Local Planning Authorities	Tertiary - While important for increasing housing density in key areas, this program relies on the success of earlier initiatives, such as the Affordable Housing Overlay and land banking efforts. Focusing on the redevelopment of commercial and corridor areas will enhance housing options in the long term, after foundational housing strategies are in place. This program should be implemented once the necessary groundwork is completed, allowing the town to encourage strategic infill and mixed-use developments that balance housing needs with commercial vitality.
Program 5.1.C	In-Fill Housing Prototypes	Collaborate with developers and other stakeholders familiar with in-fill development and redevelopment in existing Frisco neighborhoods to provide a set of housing prototypes that include replicable and easily adjustable site plans and/or architectural plans to reduce pre-development costs and expedite approval processing. Prototypes should be adaptable for use on a range of sites and cover a variety of housing types, including ADUs, detached single-family units, duplexes, triplexes, and bungalow courts.	Community Development; Local Developers; Architectural Firms	Tertiary - Developing and implementing prototypes will support infill housing development, which is important but less urgent than foundational land and funding programs.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 5	Maintain Community While Supporting Regional Needs	Collaborate with partner agencies to maintain Frisco as a welcoming Summit County “neighborhood” while embracing its role in addressing regional housing needs.		
Program 5.1.D	Neighborhood Densification	Support the densification of existing neighborhoods through the creative use of public lands and the conversion of existing single-family dwelling units to duplex, triplex, and quadplex housing types. Modify maximum density requirements to allow for conversions in appropriate areas, including through the use of the Affordable Housing Overlay, and increase flexibility in development and building standards for the reuse of existing structures for housing to the extent possible under health and safety codes. In areas of desired densification where there is unused public land, such as undeveloped alley rights-of-way, provide a streamlined process to utilize it in ways that support densification, such as through parking requirement adjustments.	Community Development; Public Works; Local Planning Authorities	Secondary - This program is essential for increasing housing supply and diversity within existing neighborhoods. By focusing on modifying density requirements and utilizing public lands for densification, the town can promote efficient use of available resources and infrastructure. As a mid-term priority, this initiative will build on the foundational strategies, such as land banking and affordable housing overlays, to create more inclusive and diverse housing options in established neighborhoods. Implementing this program after foundational work ensures that the town's approach to densification is well-supported and strategically aligned with broader housing goals.
Program 5.1.E	In-Fill Opportunity Site [Inventory ID#]	<p>To facilitate appropriate housing development for the XXXX site, incentivize the construction of, or adaptive reuse of existing structures to provide, no less than XX affordable units. Coordinate with other partners to approach the current property owners with benefits and other offerings such as:</p> <ul style="list-style-type: none">- Issue a Request for Proposal, if desired by the property owner- Financial incentives including deferral or waiver of application fees- Fast-tracked development review procedures and priority permit processing- Technical assistance through any necessary discretionary review processes- Financial incentives including deferral, credit, or waiver of application fees- Additional incentives such as financial assistance and modifications or reductions to development requirements will be considered and applied proportionally, as appropriate, for any units that address special housing needs; providing on-site services (e.g., childcare); and other investments that support housing (e.g., multimodal transportation facilities)	Community Development; Local Planning Authorities; Partner Organizations	Secondary - Developing underutilized in-fill sites is crucial for addressing housing shortages without expanding the town's footprint. By prioritizing these sites, the town can efficiently increase the supply of affordable housing within existing neighborhoods. This program will benefit from the groundwork laid by earlier strategies, such as land banking and municipal code updates, making it a key component of the town's mid-term focus. The program's success will depend on strong coordination with property owners and partners, as well as the strategic application of financial and procedural incentives to stimulate development.
Strategy 5.2	Engage Residents and Developers in Solutions	Collaborate with partner agencies to engage and inform community members and developers on housing needs, challenges, resources, and development procedures to more effectively and inclusively integrate new housing into the existing community fabric.		
Program 5.2.A	Promote Inclusive Neighborhoods	Promote inclusive, diverse, and mixed-income neighborhoods by encouraging new affordable ownership and rental housing development in existing high resource areas and by working to enhance lower-resource areas with new investment while minimizing involuntary displacement, especially of vulnerable populations. Collaborate with community-based organizations and other partners to develop new forms of community-driven, collective ownership models (e.g., co-op housing, community land trusts). Encourage mixed-income developments by offering select incentives to projects that include units affordable to low- and moderate-income households but are not 100% affordable.		

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 5	Maintain Community While Supporting Regional Needs	Collaborate with partner agencies to maintain Frisco as a welcoming Summit County “neighborhood” while embracing its role in addressing regional housing needs.		
Program 5.2.A	Community-Based Organizations	Collaborate with community-based organizations like Mountain Dreamers to better serve lower-income workers and their families, including Hispanic households.	Community Development; Local Community-Based Organizations (e.g., Mountain Dreamers)	Primary - Collaborating with community-based organizations is essential for addressing the needs of lower-income workers and their families, including Hispanic households. By leveraging the expertise and reach of organizations like Mountain Dreamers, the town can effectively expand support services and improve the well-being of diverse populations. This program will build on existing community relationships and enhance the town's capacity to provide targeted assistance, making it a key part of the mid-term focus on inclusive housing strategies. The program's success will rely on continuous collaboration and the ability to adapt initiatives based on community feedback and needs.
Program 5.2.B	Plan for Inclusive Neighborhoods	Partner with community-based organizations, such as local non-profits and neighborhood associations, to engage residents in area-specific visioning and planning efforts that promote housing education, equity, diversity, and inclusion. Special attention should be paid to areas that have historically seen high levels of pushback from community members against affordable housing projects (i.e., NIMBYism), and the use of third-party facilitators should be used in engaging on the most contentious topics or areas. All resulting area-specific visions or plans should clearly identify implementable housing goals and objectives consistent with the Strategic Housing Plan, including those related to desired land use mixes, housing types, target income levels, minimum densities, and reasonable and objective design standards as appropriate.	Communications; Community Development	Tertiary - Promoting inclusive neighborhoods through area-specific visioning and planning is crucial for fostering equity and diversity in housing development. However, this program involves a longer timeline due to the need for in-depth community engagement and the use of third-party facilitators to address contentious issues. Given its reliance on extensive collaboration and gradual implementation, this program is classified as a tertiary priority. As the program progresses, it will play a vital role in increasing community understanding and acceptance of diverse housing options, ultimately leading to smoother integration of affordable housing within neighborhoods and helping to overcome resistance to such projects.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 5	Maintain Community While Supporting Regional Needs	Collaborate with partner agencies to maintain Frisco as a welcoming Summit County “neighborhood” while embracing its role in addressing regional housing needs.		
Program 5.2.C	Housing Development Collaborators	Identify local and regional developers of affordable housing projects, as well as the real estate, finance, design, and other professionals involved in such projects, and invite them to participate in a collaborative group that will regularly review and provide feedback on development regulations, standards, incentives, and fees; updated housing needs assessments; housing candidate sites; and other housing development topics as appropriate. This group should also be engaged during updates of the Strategic Housing Plan and may serve as a network for project bid requests or involvement in other housing development partnerships.	Community Development	Tertiary - Establishing a collaborative group of local and regional developers, along with related professionals, is important for ensuring that the town’s housing policies and regulations are practical and supportive of development goals. This group will provide valuable feedback on regulations, incentives, and housing needs assessments, helping to align town policies with the realities of the housing market. However, given the long-term nature of this program and its reliance on the success of earlier initiatives, it is classified as a tertiary priority. Once established, the collaborative group will enhance process efficiency and foster better partnerships in housing development, contributing to the overall effectiveness of the housing strategy.
Program 5.2.D	Small-Scale Housing Development Webpage and Technical Support	Create and maintain a one-stop-shop webpage dedicated to local housing development information and resources and also provide free technical support, including refunding research fees upon application submittal, for individual property owners looking to develop or rehabilitate small-scale affordable housing. The webpage should be tailored toward helping the layperson and should include such information as: <ul style="list-style-type: none">- Forms, guidelines, checklists, and other materials related to housing planning, development review, and permitting processes (e.g., timelines, fees, standards, noticing requirements)- Local housing development and assistance program options, including eligibility standards and incentives- Answers to frequently asked questions- Contact forms for responsible staff and to schedule a pre-application consultation- Links to partner agency webpages, additional housing resources, the current housing needs assessment, and other current local market and housing trend studies- Example projects that are approved and/or successfully completed	Communications; Community Development	Tertiary - Creating a centralized, transparent, and user-friendly resource for housing development is essential for educating developers and streamlining processes. However, the ongoing maintenance and updates make it a longer-term project. As a tertiary priority, this program supports the broader housing strategy by ensuring that developers and related professionals have easy access to necessary information, ultimately leading to more efficient and informed housing development. Over time, this resource will contribute to a more transparent and effective development process, though it requires consistent effort and updating.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 5	Maintain Community While Supporting Regional Needs	Collaborate with partner agencies to maintain Frisco as a welcoming Summit County “neighborhood” while embracing its role in addressing regional housing needs.		
Program 5.2.E	Public Outreach and Education	In partnership with SCHA and local community-based organizations, develop a proactive outreach and education program to increase public awareness about existing and new housing programs and resources. Use web-based tools as well as others, such as mailers and in-person interactions, to regularly engage with residents and other community members. Special attention should be paid in how to best reach and communicate with historically underserved groups and those with special needs.	Communications; Community Development	Ongoing - Consistent and proactive outreach and education are vital for ensuring that residents, particularly those from historically underserved groups, are aware of and can access available housing programs and resources. By maintaining this effort as an ongoing priority, the town can continuously adapt its strategies to improve participation and engagement. This program supports the overall housing strategy by fostering inclusivity and ensuring that all community members, especially those with special needs, are informed and empowered to utilize housing resources. The continuous nature of this program underscores its importance in achieving long-term housing goals.
Strategy 5.3	Collaborate and Advocate for Housing	Collaborate with and support partner agencies in identifying, advocating for, and implementing housing solutions locally, regionally, and state-wide.		
Program 5.3.A	Legislative Advocacy	Continue to participate and support partner agencies in advocating for housing solutions at the State Legislature and within regional governmental arenas, including supporting key legislation that assists rural mountain resort communities like Frisco in increasing housing availability and affordability. Consider proactively approaching lawmakers with proposals for additional local, state, and federal housing incentives, assistance, and relief such as favorable tax treatments.	Town Council; Town Attorney; Community Development	Ongoing - Legislative advocacy is a critical ongoing effort to influence state and regional policies that directly affect housing availability and affordability in Frisco. By maintaining active participation in legislative initiatives, the town can ensure that the unique needs of rural mountain communities are considered in state laws and funding decisions. This continuous engagement also allows the town to proactively shape housing policies that benefit local residents, particularly those in need of affordable housing. The program's ongoing nature highlights the importance of staying involved in legislative processes to secure favorable outcomes for the community.

No.	Short Label	Detailed Description	Responsible Agency	Priority
Goal 5	Maintain Community While Supporting Regional Needs	Collaborate with partner agencies to maintain Frisco as a welcoming Summit County “neighborhood” while embracing its role in addressing regional housing needs.		
Program 5.3.B	Regional Collaboration Network	Build new and improve existing relationships with local and regional partner agencies to increase collaboration on housing solutions. Work with SCHA and others to create a regional network to support information exchange and partnerships for grants, development projects, state programs, and other local and regional housing solution opportunities.	Community Development	Ongoing - Establishing and strengthening relationships with local and regional partners is essential for effectively addressing housing challenges that span across communities. By creating a regional collaboration network, Frisco can facilitate the exchange of information, resources, and best practices, enabling more coordinated and impactful housing initiatives. This network will support joint efforts on grants, development projects, and state programs, ultimately leading to more comprehensive solutions to housing needs throughout the region. Regular engagement with partner agencies ensures ongoing collaboration and the ability to leverage collective resources for greater housing outcomes.
Program 5.3.C	Housing Planning Integration	When creating or updating the Comprehensive Plan, master plans, or other local or intergovernmental planning mechanisms, integrate housing goals, policies, and strategies wherever appropriate whenever possible. These efforts should be resolute in recognizing housing as critical infrastructure necessary for the growth and wellbeing of the Frisco community and its neighbors.	Town Council; Planning Commission; Community Development	Ongoing - Integrating housing into all relevant planning documents ensures that housing is consistently recognized as essential infrastructure within Frisco and the surrounding region. By embedding housing goals within the Comprehensive Plan, master plans, and other local or intergovernmental planning mechanisms, the town can more effectively align its policies with its housing objectives. This ongoing effort will result in a stronger, more coordinated approach to housing development, ultimately benefiting the entire community by ensuring that housing needs are prioritized alongside other critical infrastructure.

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SECTION 10. ACTION PLAN

10.1 GOAL IMPLEMENTATION

This section provides a roadmap for implementing the goals identified in the strategic plan, including a timeline of the main implementation phases.

(timeline graphic of implementation phases with short-, medium-, and long-term goals)

10.1.1 ACTION PROGRAM PRIORITIZATION

Discusses criteria for prioritizing housing programs and projects based on their potential impact, feasibility, and alignment with the town's strategic goals.

(prioritization matrix graphic; overview graphic/map of priority actions and areas for housing development)

10.1.2 QUANTIFIED OBJECTIVES

Outlines the specific, measurable objectives for the plan's implementation phase, including action program targets for housing production and preservation, affordability levels, and quality improvements to measure progress towards achieving Frisco's housing vision and goals.

(table summary of quantifiable action program objectives)

10.1.3 RELATIONSHIP & INTEGRATION WITH OTHER PLANS

Describes how the plan and action programs align with other local and regional housing plans and programs and opportunities to integrate efforts to ensure a coordinated approach to growth and development.

10.2 PLAN MAINTENANCE & UPDATES

This section establishes a maintenance and update schedule for the plan and channels for ongoing community feedback and participation to ensure housing initiatives are responsive and adaptive to changing needs.

10.3 HOUSING PLAN ACTION PROGRAMS

This section details the programs that will implement plan goals with short- and long-range actions, timelines, quantifiable targets, and responsible parties.

(table of programs)



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APPENDICES

A – Housing Needs Assessment

B – Housing Constraints

C – Housing Capacity Modeling

D – Community Engagement

E – Key Terms

F – Works Cited

APPENDIX A.

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APPENDIX B. POTENTIAL HOUSING SITE INVENTORY

ID	Alternate Zone Used	Zoning	Lot Coverage (%)	Parcel Acreage	Buildable Acres based on Lot Coverage	Allowed Density (DU/Ac.)	Assumed Density w/ Bonus (DU/Ac.)	Bonus Density Override for Commercial -Dominant MU (DU/Ac.)	Units w/o Bonus	Units w/ Bonus	Tier	Constr. Type	Rental Units	Owner Units	R-O	Total Units	<60% AMI	60-80% AMI	80-100% AMI	100-120% AMI	120-150%	>150%
T1-01	N	RM	55%	0.36	0.20	12	12		2	2	Tier 1	SFR		2	O	2		2		-		
T1-02	N	RM	55%	0.24	0.13	12	12		1	1	Tier 1	SFR		1	O	1		1		-		
T1-03	N	CC	70%	0.25	0.18	16	55		2	9	Tier 1	SFR		9	O	9			3	6		
T1-04	N	CC	70%	0.48	0.34	16	55		5	18	Tier 1	SFR		18	O	18	5	4	-	4	4	1
T1-05	N	MU	72%	1.36	0.98	14	55		13	53	Tier 1	MFR	54		R	54	28	10	8	8	-	
T1-06	N	RL	55%	0.53	0.29	8	8		2	2	Tier 1	SFR		4	O	4	2	2		-		
T2-01	N	GW	72%	1.69	1.21	16	55		19	66	Tier 2	MFR	66		R	66	30	10	10	16	-	
T2-02	N	GW	72%	0.67	0.48	16	55		7	26	Tier 2	SFR		26	O	26	7	4	-	5	7	3
T2-03	N	GW	72%	0.84	0.61	16	55		9	33	Tier 2	SFR		33	O	33	5	7	-	5	9	7
T2-04	N	GW	72%	0.72	0.52	16	55		8	28	Tier 2	SFR		28	O	28	7	10	-	8		3
T2-05	N	RM	55%	0.25	0.13	12	12		1	1	Tier 2	SFR		1	O	1				1		
T2-06	Y	RH	60%	1.34	0.80	16	55		12	44	Tier 2	MFR	44		R	44	22	12	5	5	-	
T2-07	N	CC	70%	0.16	0.11	16	55		1	6	Tier 2	SFR		6	O	6					6	
T2-08	N	CC	70%	0.50	0.35	16	55		5	19	Tier 2	SFR		19	O	19	6	2	-	4	7	
T2-09	N	RL	55%	0.49	0.27	8	8		2	2	Tier 2	SFR		4	O	4				2	2	
T2-10	N	MU	72%	1.01	0.73	14	55		10	40	Tier 2	MFR	40		R	40	16	12	8	4	-	
T2-11	N	RL	55%	0.24	0.13	8	8		1	1	Tier 2	SFR		1	O	1				1		
T2-12	N	RM	55%	0.62	0.34	12	12		4	4	Tier 2	SFR		4	O	4				2	2	
T2-13	N	RM	55%	0.31	0.17	12	12		2	2	Tier 2	SFR		2	O	2				1	1	
T3-01	N	RL	55%	0.46	0.25	8	8		2	2	Tier 3	SFR		2	O	2				2		
T3-02	N	MU	72%	0.94	0.68	14	55		9	37	Tier 3	MFR	37		R	37	10	13	10	4		
T3-03	N	RH	60%	0.33	0.20	16	55		3	10	Tier 3	SFR		10	O	10			2			8
T3-04	N	CC	70%	0.18	0.13	16	55		2	7	Tier 3	SFR		7	O	7			2			5
T3-05	N	CC	70%	0.26	0.18	16	55		2	9	Tier 3	SFR		9	O	9	2	3		3		1
T3-06	N	RH	60%	0.32	0.19	16	55		3	10	Tier 3	SFR		10	O	10	2	2	-	4	2	
T3-07	N	RH	60%	0.32	0.19	16	55		3	10	Tier 3	SFR		10	O	10	2	2	-	4	2	
T3-08	N	RL	55%	0.64	0.35	8	8		2	2	Tier 3	SFR		4	O	4					4	
T3-09	N	RL	55%	0.31	0.17	8	8		1	1	Tier 3	SFR		1	O	1				1		
T3-10	N	RL	55%	0.42	0.23	8	8		1	1	Tier 3	SFR		1	O	1				1		
T3-11	N	RL	55%	0.72	0.39	8	8		3	3	Tier 3	SFR		3	O	3				2	1	
T4-01a	Y	CC	70%	4.87	3.41	16	55	25	54	85	Tier 4	MFR		85	O	85			15		70	
T4-01b	Y	CC	70%	2.03	1.42	16	55	25	22	35	Tier 4	MFR		35	O	35			10		25	
T4-01c	Y	CC	70%	1.46	1.03	16	55	25	16	25	Tier 4	SFR		25	O	25			5		20	
T4-02	N	GW	72%	2.94	2.12	16	55	25	33	52	Tier 4	MFR	52		R	52	10	22	10	10		
T4-03	Y	CC	70%	2.33	1.63	16	55	25	26	40	Tier 4	MFR	40		R	40	10	10	10	10		
T4-04	Y	CC	70%	1.10	0.77	16	55	25	12	19	Tier 4	MFR	20	-	R	20	10	5	5	-	-	

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APPENDIX C. HOUSING SITE INFO SHEETS

APPENDIX D.

APPENDIX E.
