



# STRATEGIC HOUSING PLAN

## TOWN OF FRISCO



FINAL DRAFT – OCTOBER 2024



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# Town of Frisco Strategic Housing Plan

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# EXECUTIVE SUMMARY

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The 2024 Town of Frisco Strategic Housing Plan responds to the growing housing crisis driven by high housing costs and an insufficient supply of workforce housing. With a constrained inventory of affordable homes and increasing demand driven by tourism, second-home ownership, and population growth, Frisco faces significant challenges in providing housing that is accessible to all residents, particularly the essential workforce that sustains the town's economic vitality and unique character.

## Background & Context

Frisco, located in Summit County, Colorado, is a small mountain community known for its natural beauty, thriving tourism, and close-knit atmosphere. However, over the past two decades, housing affordability and availability has emerged as a major concern. The town's workforce - including service sector employees, teachers, and healthcare workers - faces increasing difficulty finding homes they can afford, resulting in longer commutes, labor shortages, and a reduction in the year-round population.

Recognizing the need for both immediate and long-term action, the Town of Frisco initiated the development of this Strategic Housing Plan to create a roadmap for tackling these critical issues. The plan is designed to ensure that the town maintains its unique character while fostering economic stability through housing solutions that support local workers and families.

## Overview of Process & Methods

The Strategic Housing Plan was developed through a collaborative process involving extensive data collection, community engagement, and expert analysis.

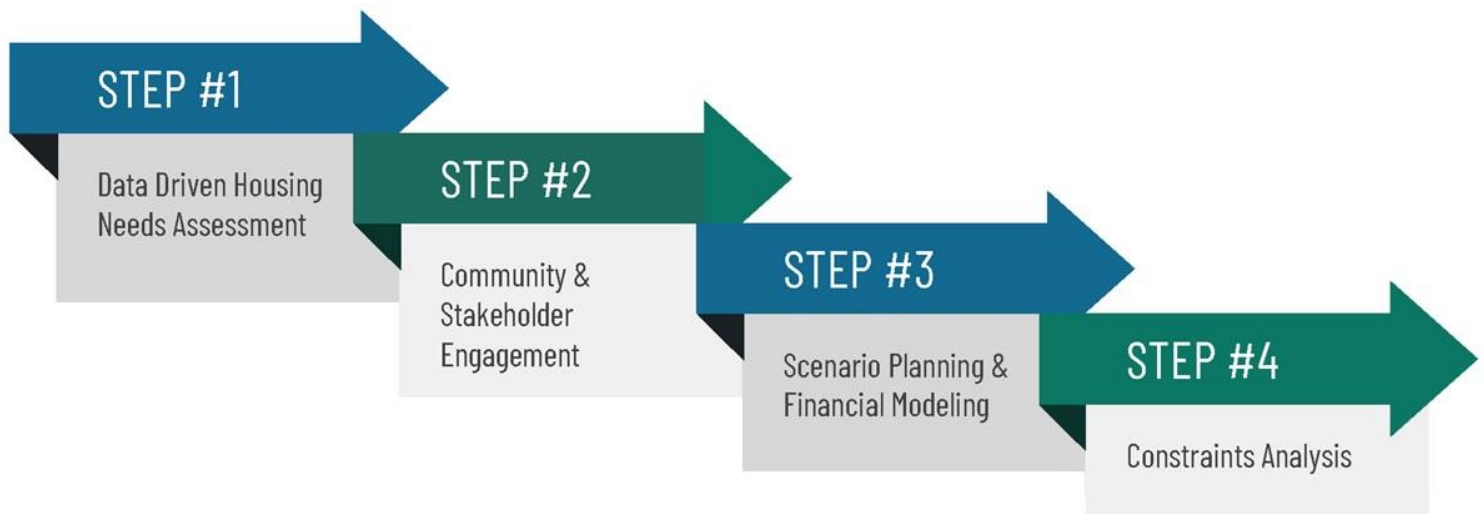
The methodology included several critical elements:

1. **Data-Driven Housing Needs Assessment:** The project team conducted a comprehensive analysis of Frisco's current housing market, employment trends, and population projections. This assessment focused on understanding the affordability gap, unfilled jobs, and the types of housing needed to support the local workforce.
2. **Community and Stakeholder Engagement:** The planning process gathered input from Frisco's leadership, housing experts, residents, local businesses, and regional partners. Stakeholder listening sessions, workshops, public engagement - both in person and online - and meetings with the Town Council and Planning Commission provided valuable feedback on housing challenges, opportunities, and community priorities.
3. **Scenario Planning and Financial Modeling:** The team applied financial modeling to evaluate potential housing development sites and assess their feasibility for affordable and workforce

housing. Scenario planning explored various growth models and their impacts on infrastructure, environmental sustainability, and the local economy.

4. **Constraints Analysis:** A thorough review of governmental, physical, and financial constraints was undertaken to identify barriers to housing development, such as land use regulations, construction costs, and the availability of financing.

The combination of these methods ensured that the plan is not only grounded in rigorous analysis but also reflects the perspectives and needs of the Frisco community.



## Key Findings

- **Housing Shortage and Affordability Crisis:** Frisco faces a well-documented shortage of affordable housing options, both for purchase and rental. Nearly half of all renters and homeowners are cost-burdened, spending more than 30% of their income on housing. This severely restricts local workers' ability to live in the community, exacerbating labor shortages and increasing commuting times.
- **Workforce Housing Needs:** By 2034, Frisco will need an estimated 680 new housing units to meet both immediate and future demand. Approximately 70% of these units should be rental properties to support the local workforce, with the remainder allocated for ownership opportunities to help retain long-term residents and families.
- **Economic and Environmental Impacts:** Housing shortages are directly tied to the town's economic stability, as local businesses struggle to recruit and retain workers. Models used in the plan demonstrate that new workforce housing developments will have significant positive impacts on local employment, economic output, and tax revenues, while also addressing environmental sustainability concerns, including water use and carbon emissions.

- **Development Constraints:** A range of constraints, including high construction costs, limited available land, and strict land-use controls, pose challenges to housing development. The plan provides specific strategies to streamline permitting processes, reduce costs, and identify financing mechanisms that can facilitate new housing projects.

## Conclusion & Recommendations for Action

The 2024 Town of Frisco Strategic Housing Plan presents a comprehensive, data-driven, and community-informed approach to addressing the town's most urgent housing challenges. By prioritizing the supply of workforce housing, addressing affordability, and overcoming development barriers, this plan aims to create a balanced, inclusive community where local businesses and residents, particularly the workforce, can thrive. Through collaborative efforts and proactive policymaking, Frisco is well-positioned to meet its long-term housing needs and goals while preserving its vibrant small-town character.

The recommended actions in this plan to holistically address Frisco's housing gap can be outlined as follows:

- **Increase Workforce Housing Supply:** The town plans to develop 329 additional workforce housing units by 2034, including through construction of new units and preservation, rehabilitation, or conversion of existing units. Strategic use of Frisco's limited developable land, supported by environmental, economic, and financial feasibility assessments, will ensure that housing developments meet community needs and remain viable. This strategy includes prioritizing potential sites in the plan's inventory for higher-density housing; leveraging public-private partnerships to develop mixed-income and workforce units on town-owned properties; and incentivizing private development of affordable housing that will help meet local needs.
- **Utilize Existing Housing Stock:** Frisco will take steps to encourage greater utilization of its existing housing stock, much of which consists of vacation homes or short-term rentals that remain vacant a significant portion of the year. This strategy includes promoting both year-round and temporary use of existing units to support the local workforce.
- **Leverage Local, State, and Federal Resources:** Frisco will actively pursue local, state and federal funding, along with creative financing programs and partnerships, to support the development of affordable and workforce housing.
- **Engage the Community and Implement Policy Reforms:** Ongoing community input, paired with regular progress assessments and updates to housing policies, will ensure the plan stays relevant and responsive to evolving housing market conditions and community needs.



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# SECTION 1. INTRODUCTION

## 1.1 WHY IS HOUSING POLICY & 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 sizable portion (50% or more) 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 IS HOUSING ACTION 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.

Implementing policy changes is the critical final step in achieving Frisco's housing goals. This involves revising existing regulations and introducing new policies that promote the development of affordable, diverse, and accessible housing. By addressing the town's housing challenges through targeted, strategic actions, Frisco can bridge the affordability gap and ensure it remains a vibrant community for current and future residents. This proactive approach is essential to supporting Frisco's growing population and economy while preserving its unique sense of place and community.

*Source: Volodymyr Kyrlyuk/Adobe Stock/ Illustration by Bankrate Illustration by Bankratebuy*





## 1.3 WHAT ARE FRISCO'S HOUSING GOALS?

The strategic housing plan sets goals to address both immediate and long-term challenges in providing adequate and affordable housing. For Frisco and similar communities, these goals are essential to:

1. **Identify and Fill Gaps:** By setting clear goals, Frisco can identify gaps in the availability of housing, particularly for specific income levels, workforce needs, and demographic groups (e.g., seniors, seasonal workers). This ensures a focused effort on providing housing that meets the needs of the community, including both affordable and workforce housing.
2. **Guide Policy and Program Development:** Housing goals provide a framework for creating effective policies and programs that support housing production, conversion, and retention. Without clear goals, efforts can become disjointed or ineffective, leading to a misallocation of resources and unmet housing needs.
3. **Support Economic and Community Development:** Housing is essential to maintaining a healthy local economy. In a community like Frisco, a strategic housing plan should help balance tourism with year-round resident occupancy to support local businesses and provide stability for the workforce. Achieving the target of 50% year-round occupancy, as set in Frisco, directly influences the local economy and quality of life.
4. **Plan for Sustainable Growth:** Setting goals allows the town to anticipate future housing needs based on population growth, employment trends, and other factors. Through scenario planning and buildout models, Frisco can better understand the long-term impacts of housing decisions on infrastructure, services, and community development.
5. **Address Inclusivity and Diversity:** A strategic plan ensures that housing initiatives prioritize inclusivity and accessibility, supporting a diverse workforce and a welcoming community for all residents.

Overall, setting strategic housing goals ensures that Frisco's housing policies are proactive, responsive to current needs, and aligned with long-term community objectives.

The five goals of this Strategic Housing Plan are centered on creating a balanced and inclusive community through thoughtful housing policies and are outlined on the following page. For more detailed information on the Goals, Strategies and Action Plan, see SECTION 8.



# Strategic Housing Plan Goals

## Inclusive Housing

A commitment to providing diverse housing options that are accessible and available to all community members, fostering a sense of belonging for everyone.

## Workforce Housing

Housing solutions designed specifically to meet the needs of the local workforce, ensuring that essential workers can live near their jobs without facing displacement.



## Infrastructure

Recognizing housing as vital infrastructure that should be strategically located near essential services and amenities to enhance community livability.



## Optimizing Stock

Efforts aimed at maintaining and optimizing the existing housing stock through rehabilitation and adaptive reuse, ensuring sustainable living environments.



## Team Solutions

Partnerships with various agencies and stakeholders to create a welcoming and inclusive community that addresses both local and regional housing needs.



## Equitable Access

Ensuring that all community members have equitable access to affordable housing options, regardless of socio-economic status, fostering a more inclusive environment.

## 1.4 ACTION PLANNING IN THIS DOCUMENT

This document can be summarized into four main parts of a housing action plan framework, aligning with Validating Need, Filling the Gap, Weighing the Impacts, and Developing Policies and Programs, with housing goals serving as a litmus test.

### Validating Need

**Section 1. Introduction:** Explains why housing policy and strategic planning are important in Frisco and outlines the housing goals necessary to address the local housing crisis.

**Section 2. Community Profile:** Presents data on Frisco's population, employment trends, and current housing stock to validate the need for strategic housing initiatives.

**Section 3. Workforce Housing Needs:** Details the specific housing needs across various income levels, identifies the affordability issues for both ownership and rental markets, and summarizes the gap between available and needed housing for Frisco's workforce.

### Filling the Gap

**Section 4. Meeting the Gap:** Focuses on strategies to close the housing gap, such as identifying available housing sites, promoting mixed-income developments, preserving and improving existing stock, and using financial modeling to evaluate the feasibility of potential housing projects.

### Weighing the Impacts

**Section 5. Impacts of Workforce Housing Development:** Assesses the economic, fiscal, environmental, and infrastructure impacts of workforce housing development on Frisco, using models like IMPLAN to forecast employment and tax revenue impacts.

**Section 6. Constraints on Housing:** Reviews potential governmental and non-governmental constraints, such as land use controls and construction costs, that can hinder housing development.

### Developing Policies and Programs

**Section 7. Resources for Housing:** Identifies existing housing resources that can support Frisco's housing initiatives, including local expertise, state and federal funding, public-private partnerships, and innovative financing models.

**Section 8. Goals, Strategies and Action Plan:** Outlines the community's vision for housing, steps to maintain and update the Strategic Housing Plan, and specific goals and strategies to be implemented. The programs in the Action Plan are the final implementation piece for achieving strategic housing goals, identifying specific tasks and timelines to ensure Frisco's housing vision is realized.



## 1.5 THE HOUSING PLAN LIFE CYCLE

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This Strategic Housing Plan is not a one-time effort; it needs to be revisited and updated regularly for several reasons.

**Changing Demographics and Housing Needs:** Over time, population growth and aging, employment trends, and shifts in workforce dynamics will change the housing needs of the community. Regular updates ensure that the plan continues to address current realities rather than relying on outdated data. For example, as more workers retire or job growth shifts, new types of housing may be required.

**Economic and Market Conditions:** Housing markets fluctuate, and factors like property prices, rental rates, and affordability change. Revisiting the plan allows the town to adjust its strategies to reflect these shifts, ensuring that housing initiatives remain relevant and effective. This includes adapting to changes in construction costs, interest rates, and other economic conditions, that impact the feasibility of development projects.

**Effectiveness of Policies and Programs:** As new policies and programs are implemented, it is essential to assess their effectiveness. Reviewing the plan along the way allows the town to evaluate what has worked, what needs improvement, and what new strategies may be needed to fill persistent gaps.

**External Influences:** External factors such as regional development, state and federal regulations, and new funding opportunities can impact local housing needs and priorities. By revisiting the plan regularly, Frisco can adapt to these influences and ensure its housing strategies align with broader trends and available resources.

**Sustaining Long-term Goals:** The goals of a housing plan are often tied to long-term objectives, such as achieving a certain percentage of year-round residency or maintaining a balanced economy, and they require continuous monitoring and recalibration over time to ensure that progress is tracked and that necessary adjustments are made to stay on course.

# Stages of Action Planning

## Validate Housing Need

The housing need in Frisco is driven by the rising demand for affordable and workforce housing. With increasing pressure from tourism and a limited housing supply, many local workers and residents face challenges in finding attainable housing.

## Filling the Gap

Modeling housing scenarios will help Frisco identify effective strategies to fill the housing gap by predicting the impacts of various development options and guiding future policy decisions.



## Develop Policies and Programs

Developing targeted policies and programs ensures that Frisco can address housing needs while promoting sustainable growth and preserving the town's unique character.

## Weighing the Impacts

Weighing the impacts of housing development allows Frisco to carefully assess how different strategies will affect the local economy, environment, and community well-being.

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## 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.

### 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 2010 and 2022, Frisco's population declined by -0.7%, 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 COVID-19 pandemic also had a likely impact on population fluctuations and housing affordability, as remote work brought new high-income residents from Denver or other metros. A more detailed view of population growth rates between Frisco, Summit County, and Colorado can be found in Table 2-1 and Figure 2-1.

*Table 2-1: Local and Regional Population*

|                               | Frisco | Summit County | Colorado  |
|-------------------------------|--------|---------------|-----------|
| Population (2022)             | 2,796  | 30,583        | 5,838,736 |
| Population Change (2010-2022) | 102    | 2,510         | 788,404   |
| Percent Change (2010-2022)    | 4%     | 8%            | 14%       |

*Source: 2022 ACS 5-Year Estimates Subject Tables*

While Frisco's population growth rate has generally trailed behind that of Summit County and Colorado, all three regions experienced a notable decrease in growth between 2015 and 2022. Most significantly, Frisco saw a negative growth rate from 2020 to 2022. Over the longer term, from 2010 to 2022, Frisco's total growth rate was 0.038%, compared to Summit County's 0.089%. Figure 2-1 illustrates the comparative growth rates for Frisco, Summit County, and Colorado between 2010 and 2022.



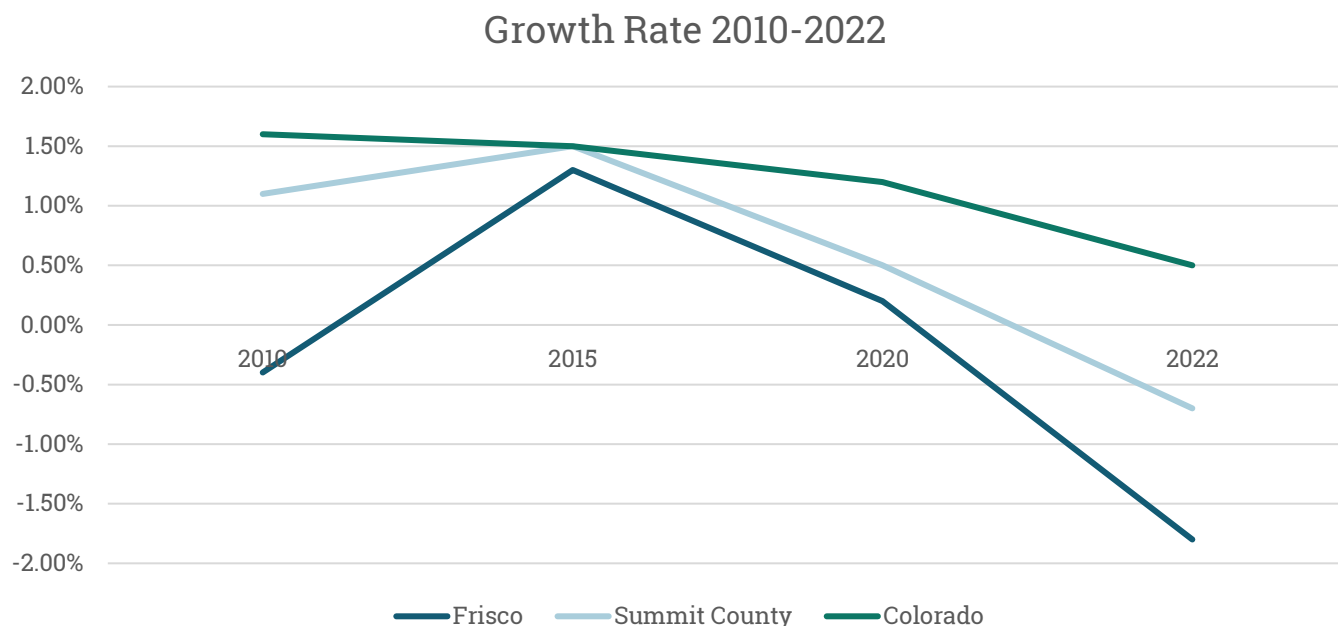


Figure 2-1: Local and Regional Population Growth Rates

Source: 2022 ACS 5-Year Estimates Subject Tables

## Age

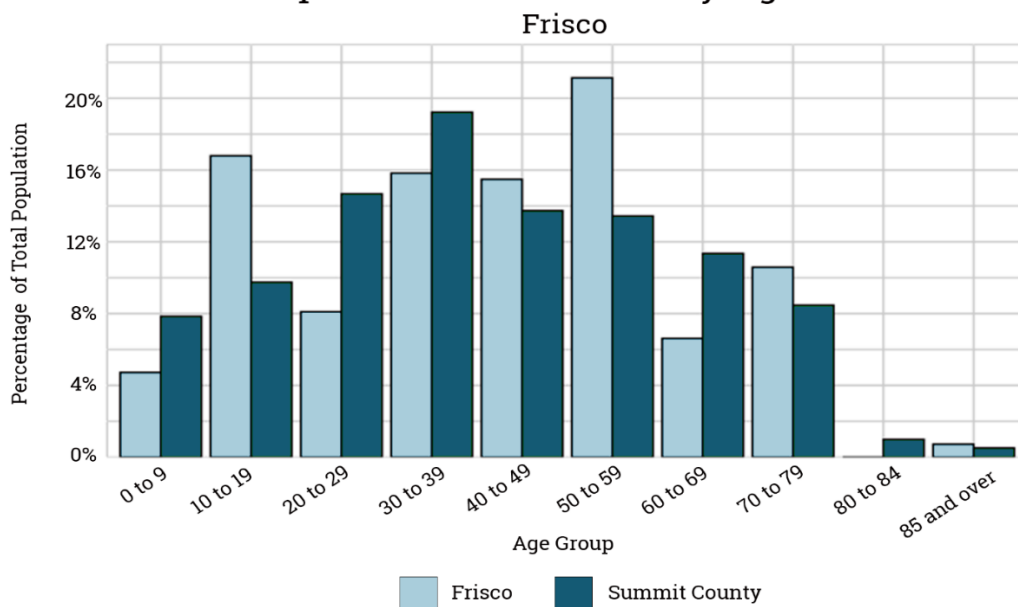
The most significant demographic shift in Frisco is the rapid growth of residents aged 65 and older, signaling an aging population. This trend contrasts with more mixed growth patterns among the working-age population, which has broader implications for the local economy and availability of workforce housing. The rising median age in Frisco suggests a growing need for housing and services that accommodate an older population, while simultaneously highlighting potential challenges in maintaining a stable workforce to maintain the town's economy.

Table 2-2: Median Age

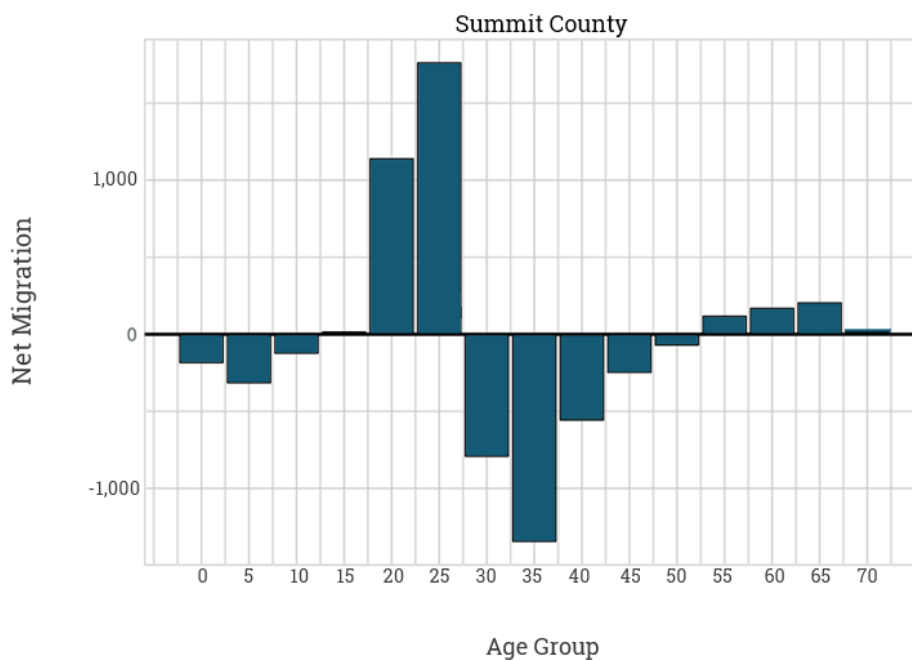
| Year          | 2010 | 2015 | 2022 |
|---------------|------|------|------|
| Frisco        | 31.6 | 35.3 | 43.8 |
| Summit County | 36.2 | 37.1 | 39.0 |
| Colorado      | 35.8 | 36.3 | 37.3 |

Source: ACS 2018-2022

## Population Distribution by Age 2022

*Figure 2-2: Population Distribution by Age Frisko**Source: ACS 2010-2022*

## Net Migration by Age 2000-2010

*Figure 2-3: Net Migration by Age Summit County**Source: State Demography Office 2024*

## Race & Ethnicity

Table 2-3 shows the racial composition of Frisco compared to Colorado. While Frisco's racial diversity reflects broader state trends, the town has unique demographic characteristics, such as a smaller proportion of Hispanic or Latino residents and a very low number of Black or African American residents. This demographic profile reflects the town's historical development and economic focus, but it also highlights the need for continued efforts to foster inclusivity and address potential disparities in housing and community resources for underrepresented groups.

Table 2-3: Population by Race / Ethnicity

| Race or Ethnicity         | No. Frisco   | Percentage Frisco | No. Colorado     | Percentage Colorado |
|---------------------------|--------------|-------------------|------------------|---------------------|
| American Indian and       | 25           | 1%                | 74,129           | 1%                  |
| Asian                     | 51           | 2%                | 199,827          | 3%                  |
| Black or African American | 5            | 0%                | 234,828          | 4%                  |
| Hispanic or Latino        | 190          | 7%                | 1,263,390        | 22%                 |
| Native Hawaiian or Other  | 0            | 0%                | 10,287           | 0%                  |
| Not Hispanic or Latino    | 2,547        | 87%               | 3,760,663        | 65%                 |
| Some Other Race           | 62           | 2%                | 464,046          | 8%                  |
| Two or More Races         | 179          | 6%                | 707,670          | 12%                 |
| <b>Total Population</b>   | <b>2,913</b> | <b>100%</b>       | <b>5,773,714</b> | <b>100%</b>         |

Source: 2020 Decennial Census

## People with Disabilities

Frisco has a disabled population of 5.5%, equating to 159 people, with a higher percentage living with cognitive difficulty, hearing difficulty, and independent living difficulty. This underscores the need for housing options that are designed with accessibility in mind. Table 2-4 provides a detailed comparison between Frisco and Colorado in terms of the population living with disabilities.

Frisco's relatively low percentage of people with disabilities, compared to the state average, may be due to factors such as high living costs, limited specialized services, and fewer accessible housing and employment options. The town's tourism-focused economy and mountainous terrain may also reduce accessibility and opportunities for individuals with disabilities.

Table 2-4: Disabled Population

| Jurisdiction | No. of Disabled Persons | Percentage of Disabled Population |
|--------------|-------------------------|-----------------------------------|
| Frisco       | 159                     | 5.5%                              |
| Colorado     | 677,169                 | 11.7%                             |

Source: 2022 ACS 5-Year Estimate

## 2.2 EMPLOYMENT TRENDS

The town's economy is robust, with tourism playing a central role. However, there has long been a need for more 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 including arts, entertainment, and education heavily reliant on a labor force based outside of the county. Table 2-5, Table 2-6, Figure 2-4 and Figure 2-5 information on local employment conditions.

*Table 2-5: 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*

*Table 2-6: Employment Statistics*

| Jurisdiction  | Employment Rate | Median Household Income | Poverty Rate |
|---------------|-----------------|-------------------------|--------------|
| Frisco        | 72.9%           | \$101,140               | 6.3%         |
| Summit County | 73.1%           | \$100,611               | 7.4%         |
| Colorado      | 65.6%           | \$89,302                | 9.4%         |

*Source: 2022 ACS 5-Year Estimates*



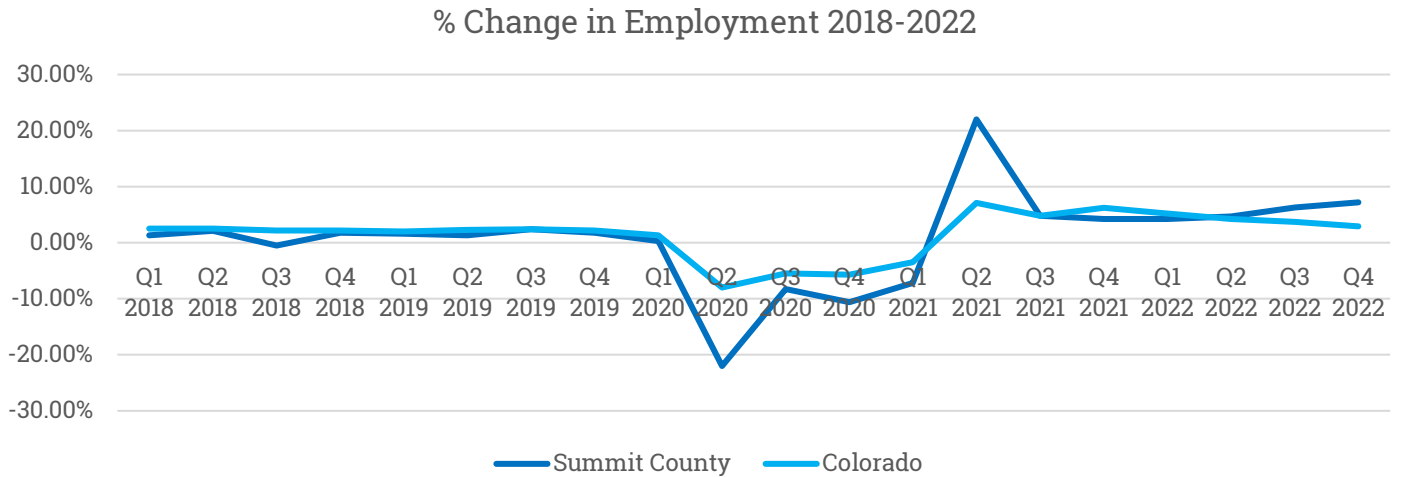


Figure 2-4: Percent Change in Employment

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages (2024)

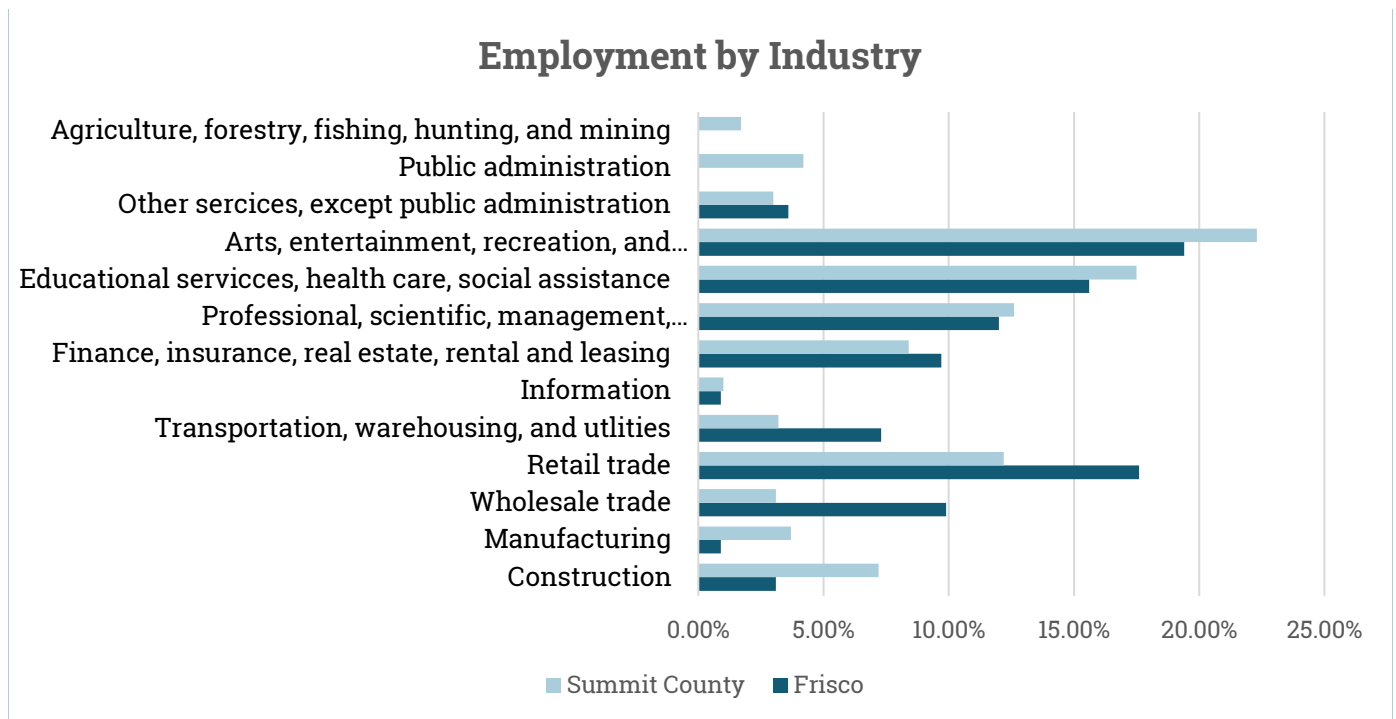


Figure 2-5: Employment by Industry

Source: 2022 ACS 5-Year Estimates

## Commuting Trends

Frisco's commuting trends reflect its status as a tourism-driven economy with a limited local workforce. Many employees, particularly in service industries, commute from surrounding areas due to the high cost of living and shortage of affordable housing within town limits. For some workers, commuting is also a tradeoff, allowing them to access larger or more suitable housing in surrounding areas. As a result, a significant portion of the workforce resides outside Frisco, contributing to increased traffic and transportation challenges along the I-70 corridor.

Commuting patterns in Frisco highlight the challenges faced by its local workforce, with only 175 individuals both living and working within the area. Approximately 25% of employees have commutes exceeding 25 minutes, underscoring both the housing affordability issues and the personal choice some workers make for housing outside of Frisco. These extended commutes not only contribute to traffic congestion and strain on regional transportation systems but also increase the carbon footprint of the workforce. This further highlights the need for more accessible workforce housing within Frisco itself.

Table 2-7: 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          |
| <b>Total Jobs</b>                       | <b>1,949</b> | <b>1,973</b> | <b>1,908</b> | <b>2,407</b> |

| 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         |
| <b>Total Jobs</b>                       | <b>19,990</b> | <b>22,086</b> | <b>15,923</b> | <b>20,989</b> |

|  |            |           |            |            |
|--|------------|-----------|------------|------------|
| <b>Frisco Percentage of County Jobs</b>        | <b>10%</b> | <b>9%</b> | <b>12%</b> | <b>11%</b> |
| <b>Average Percentage of Frisco Based Jobs</b> | <b>11%</b> |           |            |            |

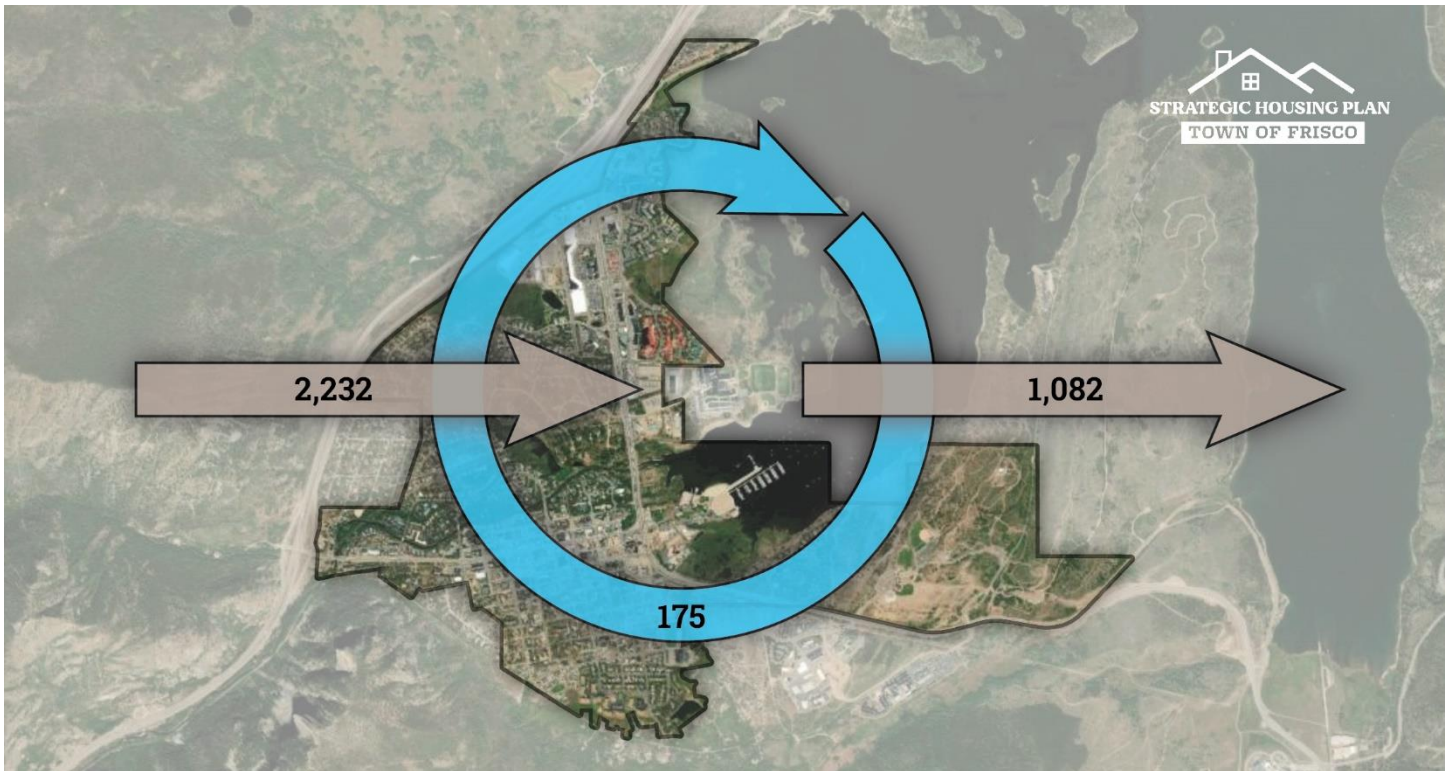


Figure 2-6: Employment Sources in Frisco

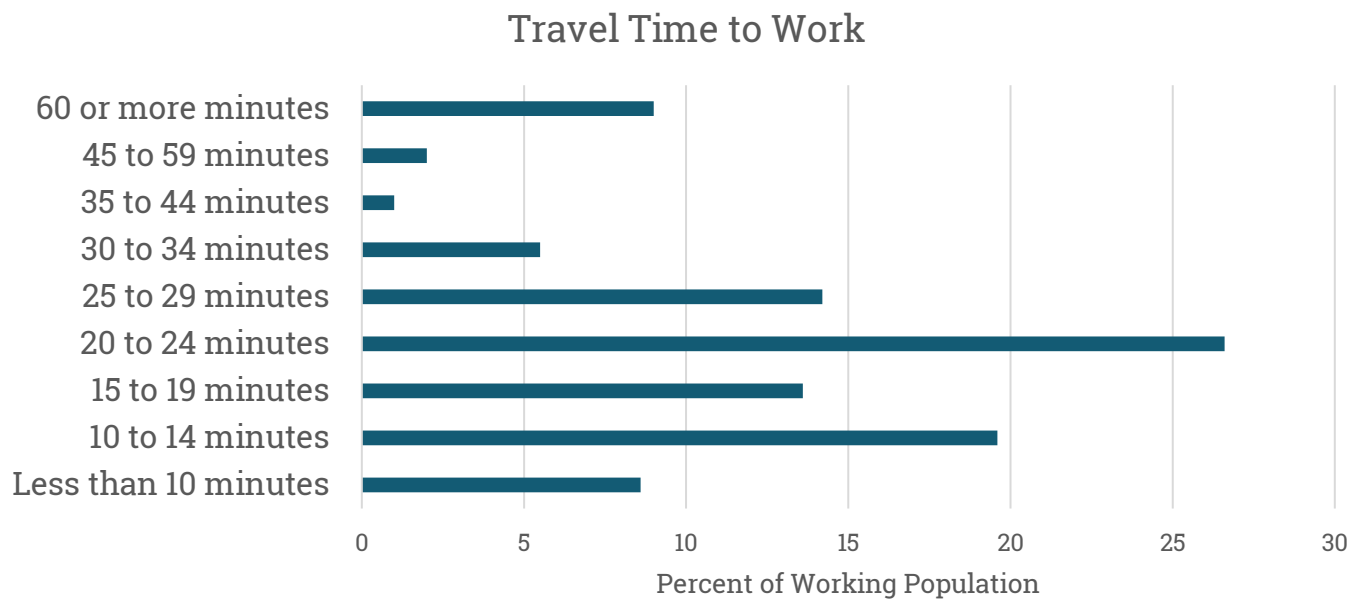


Figure 2-7: Travel Time to Work Frisco

Source: 2022 ACS 5-Year Estimates

## 2.3 HOUSING STOCK CHARACTERISTICS

While Frisco offers a diverse range of housing, it struggles to meet the demand for affordable and workforce housing. The growing prevalence of short-term rentals has further constrained the availability of long-term housing. In 1990, the county had 3.2 times more housing units than households, but by 2021, this ratio had dropped to 2.5 times, reflecting lagging housing production. Currently, an estimated 33% of units are used as short-term rentals, and 26% as vacation homes, leaving a significant portion of the housing stock unavailable for permanent residents.

*Table 2-8: Total Households*

| Year          | 2010      | 2020      | 2024      |
|---------------|-----------|-----------|-----------|
| Frisco        | 1,298     | 1,380     | 1,384     |
| Summit County | 11,754    | 12,939    | 12,612    |
| Colorado      | 1,972,868 | 2,257,815 | 2,338,553 |

*Source: 2010-2020 Census, Colorado Stat Demographers Office; Ribbon Demographics, LLC*

Frisco has a significant proportion of single-person households, a trend that is partly driven by an aging population and mirrors national shifts. As more individuals, including older adults, live alone for longer periods, the demand for smaller, affordable housing units has increased, further straining the already limited supply. This shift reduces the availability of housing for families and workforce members while driving up prices due to heightened competition for smaller units. Addressing this demographic shift will require innovative housing solutions that meet the needs of both aging residents and other single-person households, while balancing the broader community's housing needs.

*Table 2-9: Frisco Household Size*

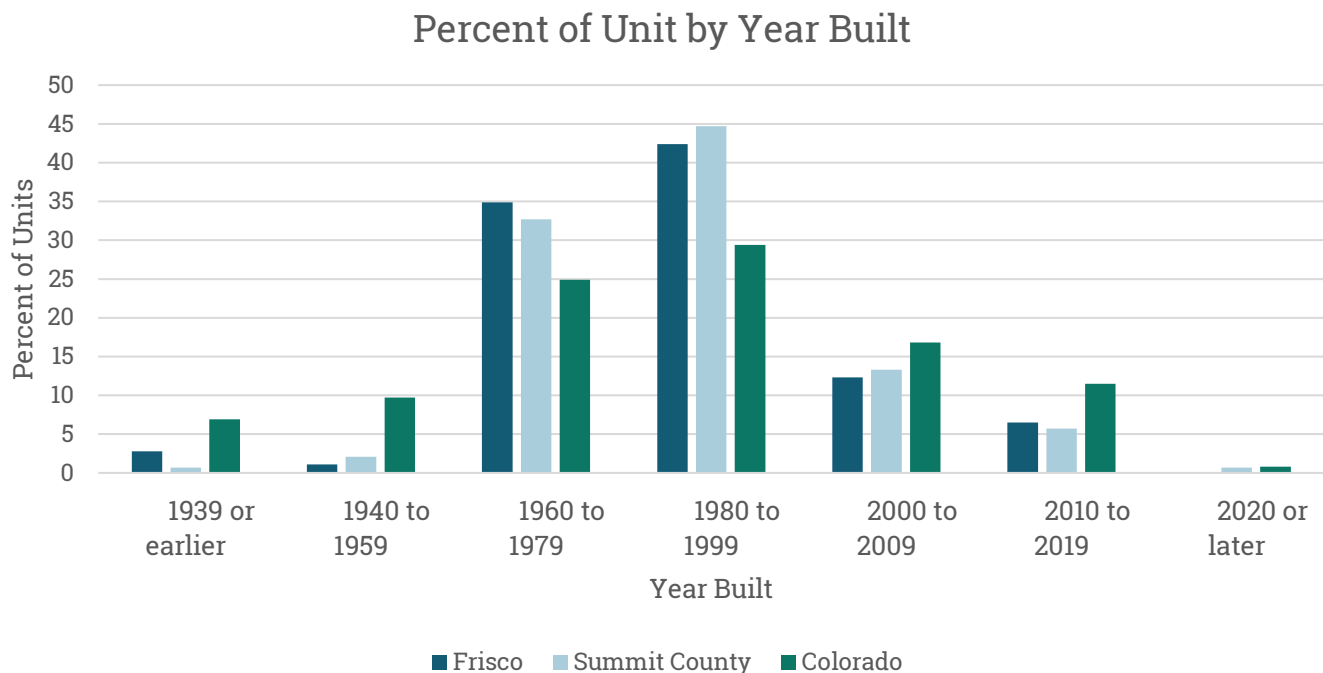
| Household Size | No. of Units | Percentage of Total |
|----------------|--------------|---------------------|
| 1 person       | 509          | 38.9%               |
| 2 person       | 433          | 33.1%               |
| 3 person       | 107          | 8.2%                |
| 4+ person      | 259          | 19.8%               |

*Source: 2022 ACS 5-Year Estimates*



## Age of Housing Stock

Frisco's housing stock largely reflects the town's growth during Colorado's ski industry boom, with the majority of homes built between the 1960s and 2000. This period saw significant development as Frisco evolved into a popular destination for tourists and seasonal residents. Approximately 18% of the housing stock has been constructed in the last two decades, indicating more recent efforts to address housing demand. However, much of the existing housing is aging, and with limited new construction, there is growing pressure on both the quality and availability of housing in the community.



*Source: 2022 ACS 5-Year Estimates*

*Figure 2-8: Units by Year Built*

Between 2015 and 2020, Frisco experienced a notable increase in housing development as the market recovered from the 2007 housing crisis, with many new units being added to the stock. This period of growth helped to address some of the pent-up demand for housing. However, following the COVID-19 pandemic, there has been a significant decline in new construction. Labor shortages, supply chain disruptions, and rising material costs have slowed building efforts, exacerbating the housing shortage and further intensifying affordability issues in the region.

## Building Permits in Frisco

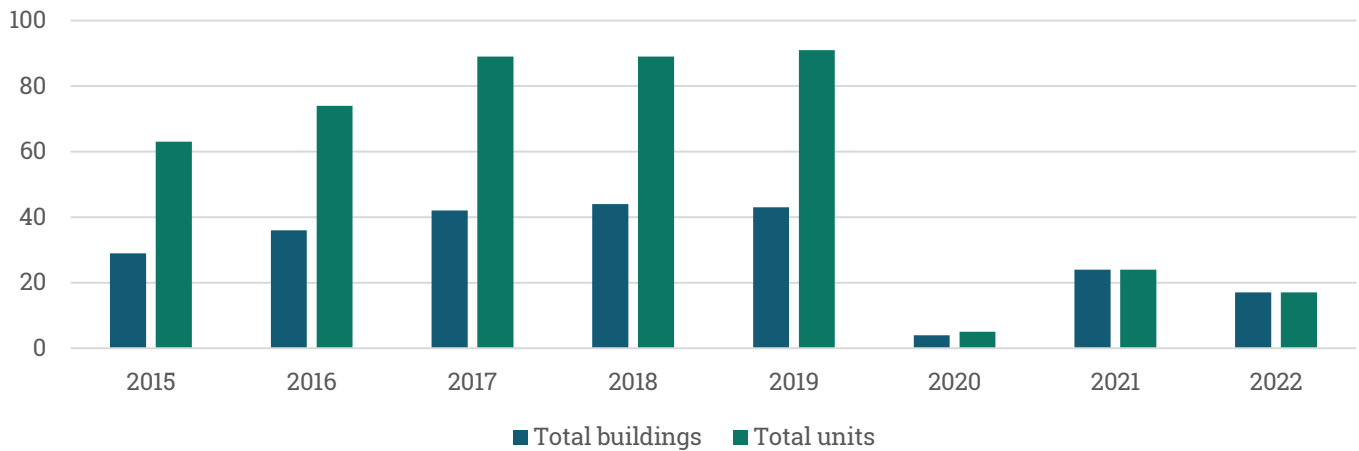


Figure 2-9: Building Permits (2015 through 2022)

## Housing Tenure & Type

Frisco has a homeownership rate of approximately 53.9%, significantly lower than the national average of 64.8% (Data USA). This suggests a higher reliance on rental housing compared to owner-occupied homes, indicating an imbalanced distribution between the two and a potential challenge in housing stability for residents.

The housing market in Frisco is characterized by a high proportion of homes used as second residences or short-term rentals, with fewer properties occupied year-round by permanent residents. The town's strong tourism economy, coupled with high real estate prices, has created a market where many properties are owned by non-local individuals or investors. An estimated 33% of units are used as short-term rentals, and 26% as vacation homes, leaving a substantial portion of the housing stock unavailable to permanent residents.

As a result, rental opportunities for the local workforce are limited, and homeownership remains out of reach for many. This dynamic poses significant challenges to maintaining a stable, year-round community, as much of the housing stock is reserved for short-term use. Addressing this imbalance through strategic housing policies is a key focus for the town.

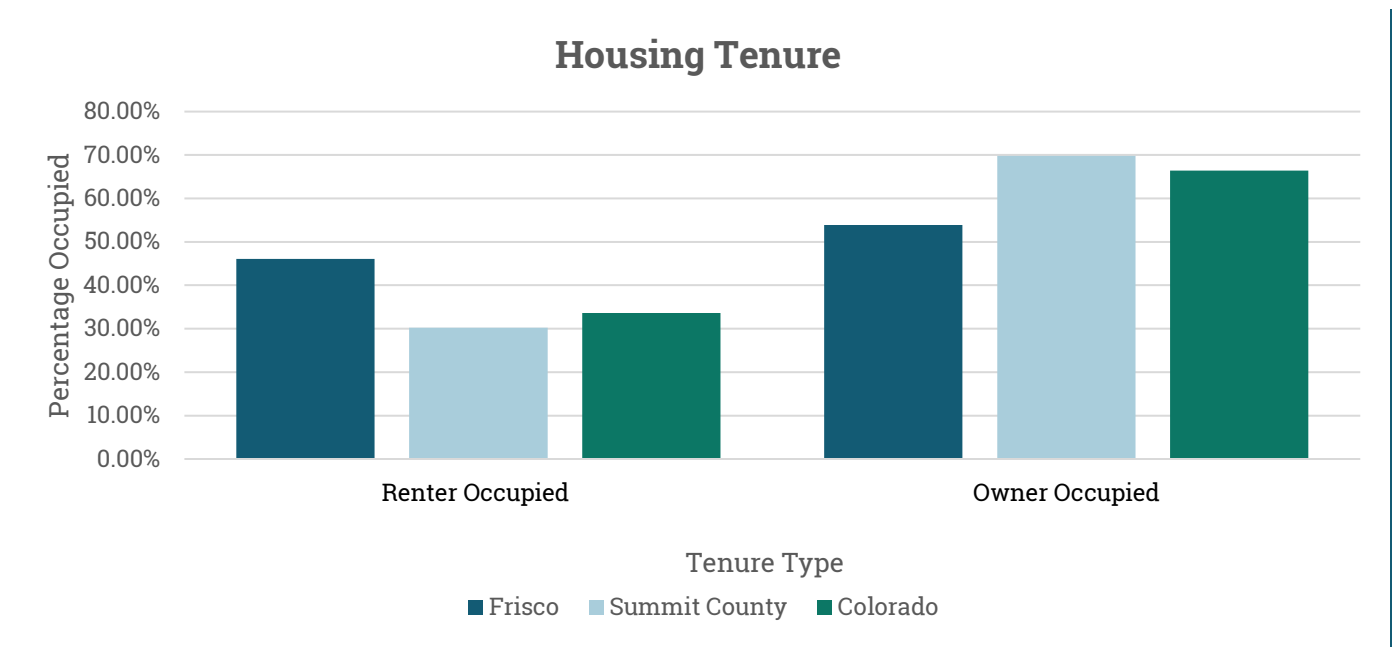


Figure 2-10: Housing Tenure

Source: 2022 ACS 5-Year Estimates

Table 2-10: Occupied Housing Data in Frisco

| Housing Type                            | Owner-Occupied Housing Units | Renter-Occupied Housing Units |
|---|------------------------------|-------------------------------|
| Single Unit Buildings                   | 479                          | 341                           |
| Buildings with 2 to 4 Units             | 55                           | 84                            |
| Buildings with 5 or More Units          | 171                          | 178                           |
| Mobile Homes                            | 0                            | 0                             |
| RVs, Boats, Vans, Etc.                  | 0                            | 0                             |
| Other Housing Variables                 | Owner-Occupied Housing Units | Renter-Occupied Housing Units |
| All Housing Units                       | 705                          | 603                           |
| Median Year of Construction             | 1991                         | 1979                          |
| Average Number of Persons Per Household | 2.18                         | 2.26                          |

## Housing Unit Type of Occupied Units

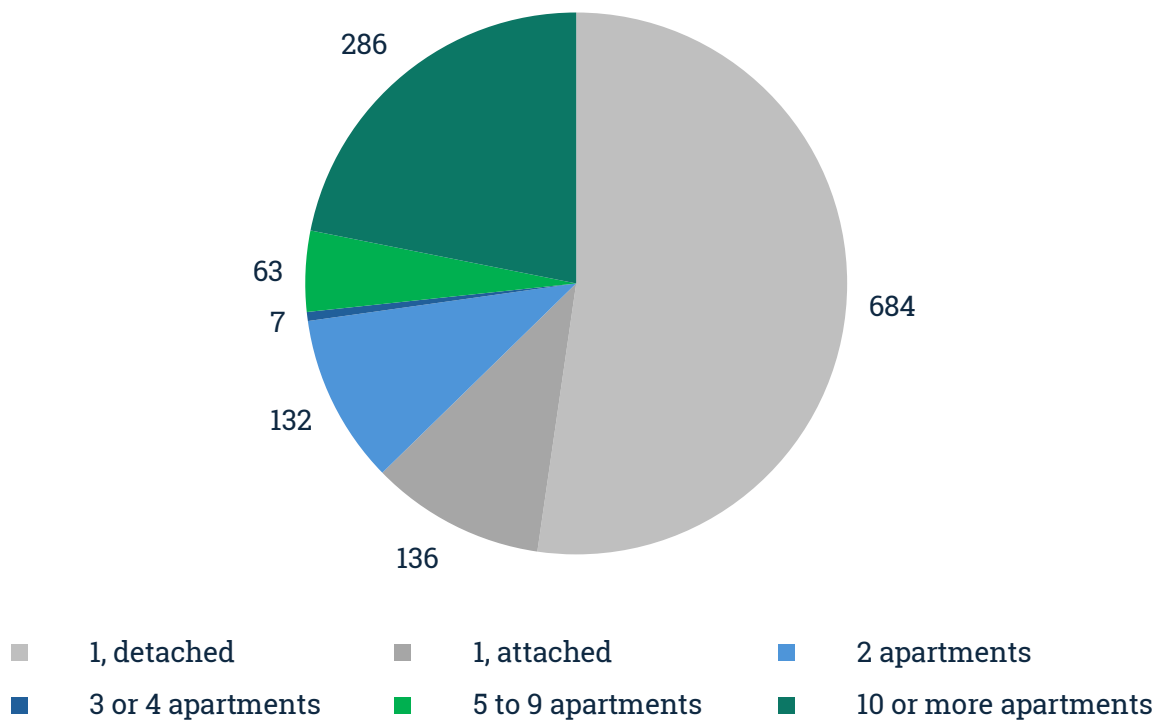


Figure 2-11: Housing Unit Type

Source: 2022 ACS 5-Year Estimates

## 2.4 HOUSING AFFORDABILITY

Frisco's housing stock is varied but faces challenges in meeting the need for affordable and workforce housing. The town has seen an increase in short-term rentals, which has further reduced the availability of long-term housing options. In 1990, the county had 3.2 times more housing units than households, a ratio that dropped to 2.5 times by 2021 due to lagging housing production.

The median property value stands at ~\$704,600 (See Table 2-11), reflecting the area's status as a desirable mountain community with a significant tourism industry. The town's housing market is notably competitive, with an average home price of \$1.3 million as of the latest data, marking a 28.4% increase from the previous year (Redfin). This surge in property values underscores the ongoing demand for housing in Frisco, driven by its recreational amenities and quality of life.

The high average home prices in Frisco significantly drive-up rental costs (Median Gross Rent is ~\$2,500 /Month), as property owners often pass on the expenses of purchasing and maintaining homes



to renters. As demand for housing continues to outpace supply, particularly in a market where many homes are used as second residences or short-term rentals, rental rates have surged. This has created a situation where local workers and families are increasingly priced out of Frisco, further exacerbating housing affordability issues and pushing many residents to seek housing outside of Frisco. The rising cost of homeownership thus directly impacts the rental market, contributing to the overall housing strain in the town.

Table 2-11: Housing Characteristics Snapshot

| Value of Occupied Unit                    | Frisco    | Summit County |
|---|-----------|---------------|
| Median Value of Owner-Occupied Households | \$704,600 | \$760,000     |
| Median Gross Rent of Rental Households    | \$2,584   | \$1,807       |

Source: 2022 ACS 5-Year Estimates

The high average home prices in Frisco not only drive up rental costs but also prevent many potential buyers from purchasing homes, forcing them into the rental market. Property owners often pass the high costs of purchasing and maintaining homes onto renters. As a result, approximately 48% of homeowners and 70% of renters in Frisco are considered cost-burdened, spending more than 30% of their income on housing. This issue is further intensified by the limited availability of long-term rental units, as many properties are reserved for use as second homes or short-term rentals.

### Households by % of Income Spent on Housing

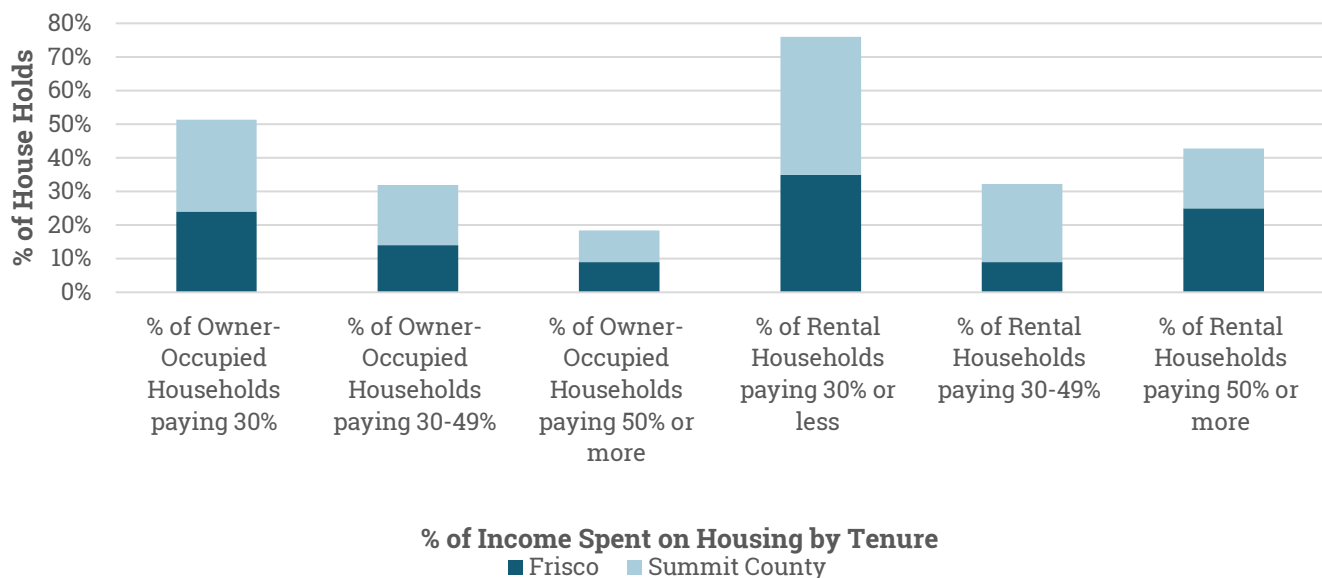


Figure 2-12: Income Spent on Housing

Source: ACS data.census.gov, Series B25064, B25074, B25077 and B25095

Table 2-12: Housing Affordability Snapshot

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

Table Notes: Presented in current dollars.

Source: ACS data.census.gov, Series B25064, B25074, B25077 and B25095

## Housing Challenges & Opportunities

Housing affordability and availability are pressing concerns in Frisco, driven by its dual role as a popular tourist destination and a highly desirable place to live. The high cost of housing has created a significant gap between what local workers can afford and what is available on the market. This challenge is further exacerbated by the seasonal nature of much of the local employment, which increases demand for short-term rental properties and reduces the availability of long-term housing options.

Frisco's strategic goal is to have 50% of its housing stock occupied by year-round residents, including market-rate homeowners and retirees. Achieving this ambitious target will require a multifaceted approach, combining deed-restricted housing, redevelopment projects, and policy reforms that encourage the development of both affordable and market-rate housing. This diverse strategy ensures that Frisco's housing goals are not solely dependent on subsidies or regulations but instead foster a balanced housing market that supports the needs of both residents and the local workforce.

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## SECTION 3. WORKFORCE HOUSING NEEDS

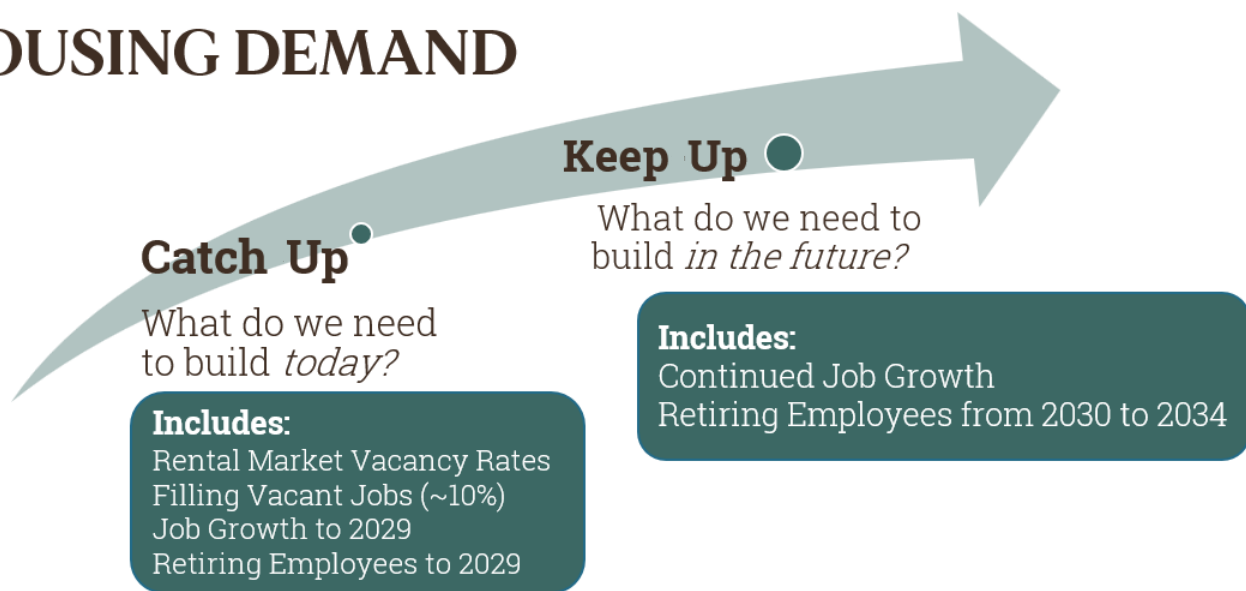
The findings reveal a significant gap between available housing and the needs of the workforce, with a critical shortage of affordable options for low- to moderate-income residents. The urgent need for affordable housing is clear, with the community requiring strategic efforts to address this gap and ensure housing solutions that support the community.

### Catching Up vs. Keeping Up

In housing needs assessments, two critical concepts are often used to determine the scale and urgency of housing development: "**catch up**" and "**keep up**."

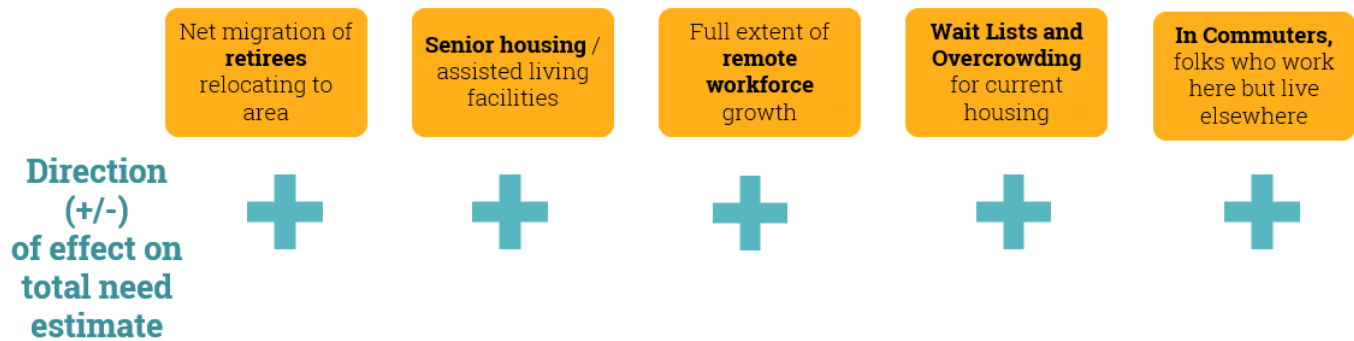
- **Catch Up** refers to the immediate housing needs required to address current shortages and existing gaps. This includes providing housing for those who are currently unhoused, overcrowded, or on waiting lists, as well as meeting the needs of workers who are unable to fill vacant jobs due to a lack of affordable housing. Essentially, it addresses the backlog of housing needs that has accumulated due to past underproduction or market constraints.
- **Keep Up** focuses on meeting future housing needs driven by job growth, population expansion, and demographic changes. This involves ensuring that sufficient housing is available for the projected increase in the workforce, including replacement for retiring employees, and providing housing options to accommodate shifting family needs and new residents over time.

## TWO COMPONENTS OF WORKFORCE HOUSING DEMAND





## WHAT IS NOT ACCOUNTED FOR:



This estimate includes both housing that may be provided by the market and gaps where the market is unlikely to provide the housing needed to support the local workforce. Communities typically do not address 100% of the estimated housing needs. However, to effectively plan for the future, it is essential to build in a supply cushion—additional housing capacity that accounts for unanalyzed or unforeseen needs, such as shifts in workforce demand, economic changes, or population growth. This buffer ensures flexibility in meeting housing needs that might otherwise be underestimated.

There is also leeway for vision, policy, and locally generated goals, which, in combination with available opportunities (primarily funding, land, and market performance), help determine income targeting, price points, the owner/renter mix, and the location of housing. This allows communities to address needs while also creating effective housing programs and approaches that align with long-term goals.

## 3.1 ESTABLISHING NEED

A comprehensive workforce housing needs assessment involves several essential steps to evaluate both current and future housing needs. These steps ensure that local housing markets can support economic growth while providing adequate, affordable housing for the workforce. Below is an outline of the primary steps in determining the workforce housing need in Frisco.

### Establishing Affordability

The first step is to determine the spectrum of housing needs by Area Median Income (AMI). This process involves evaluating the affordability of housing for different income levels within the workforce. By analyzing housing needs across AMI brackets, it becomes clear what the market is and is not providing in terms of both ownership and rental housing.

- **AMI-Based Segmentation:** Households are classified by their income relative to AMI (e.g., <60% AMI, 60-80% AMI, 80-120% AMI, and above).
- **Gap Analysis:** Identify which income segments are being served by the private market and which are experiencing shortages. For example, while higher-income households may have access to adequate market-rate housing, lower- and middle-income households may struggle to find affordable options.

This helps assess whether there are sufficient affordable housing units at different price points, and what the local workforce can afford in both ownership and rental markets.

### Assessing the Rental Market

The next step is to evaluate the rental market, focusing on local vacancy rates and their impact housing availability. A healthy vacancy rate ensures sufficient housing turnover and provide renters with adequate choices.

- **Establishing Vacancy Rates:** Current local vacancy rates are calculated, typically using data from local property managers, listings in Zillow, Craigslist, Facebook and the local newspaper.
- **Target Vacancy Rates:** Communities often aim for vacancy rates of around 5-7%, which indicates a healthy rental market where supply meets demand. Low vacancy rates can lead to a lack of available rental units and rising rents, while higher rates suggest oversupply.
- **Restoring a Functional Market:** The catch up phase involves restoring the rental market to a functioning state by increasing vacancy rates to healthy levels. Once stabilized, the “keep up” phase focuses on maintaining – not expanding – the rental market.
- **Addressing Market Imbalances:** If vacancy rates are too low, there may be a need to incentivize the construction of more rental units to relieve pressure on the market, stabilize rents, and increase housing options.

By addressing these imbalances, the rental market can be restored to a sustainable state, and further demand growth during the "keep up" phase can be managed more effectively.

## Unfilled Jobs

An important component of workforce housing is the availability of housing to support job growth and fill vacant positions.

- **Catch Up Needs:** Analyze the current number of unfilled jobs in the community. Many resort communities have around 10% of jobs unfilled due to housing shortages. Meeting this immediate need is part of the "catch up" strategy.
- **Keep Up Needs:** Project future unfilled jobs based on economic and population growth. This ensures that the housing market can keep up with continued job creation and new workforce entrants over time.

By addressing both catch up and keep up needs, a community can plan for immediate needs as well as future workforce expansion.

## Job Growth Projections

Understanding job growth trends is critical in determining future housing demand. This step involves forecasting employment changes across different sectors to estimate how many housing units will be needed to accommodate the growing workforce.

- **Local Economic Analysis:** Examine the local and regional economic drivers influence job growth. Key industries like tourism, healthcare, or technology may be expected to expand, necessitating more housing.
- **Housing Need Calculation:** Translate job growth into housing units by determining how many new employees will need housing over a given timeframe, typically 5 to 10 years, and how many employees on average will occupy a single household.

This analysis helps align housing supply with projected workforce needs, preventing future shortages.

## Considering Retiring Populations

Finally, the workforce housing needs assessment must account for retiring employees, as their exit from the workforce can open opportunities for new workers who will also need housing.

- **Catch Up:** Assess the number of employees expected to retire by 2029 and plan for replacing those workers with new hires who will need housing.
- **Keep Up:** Look at future retirements in the 2030-2034 timeframe and ensure that housing is planned not only for new job growth but also for replacing workers as they retire.

By including retiring populations in the analysis, communities can ensure that they are planning for continuous turnover in the workforce, thus maintaining a balance between housing supply and demand.

## Conclusion

Conducting a workforce housing needs assessment involves a comprehensive analysis of current and future housing supply and demand. By establishing affordability based on AMI, evaluating the rental market through vacancy rates, addressing unfilled jobs, projecting job growth, and accounting for retiring employees, communities can ensure they have the necessary housing to support both their current workforce and future growth. Planning with a supply cushion ensures flexibility and responsiveness to market changes, ultimately fostering a stable and sustainable local economy.



# ESTABLISHING HOUSING NEEDS

A comprehensive workforce housing needs assessment involves several key steps to evaluate current and future housing needs. These steps ensure that local housing markets can support economic growth and provide adequate, affordable housing for the workforce. Below is an outline of the primary steps in establishing the workforce housing need in Frisco.

## Step 1



### Establishing Affordability

The first step is to determine the spectrum of housing needs by Area Median Income (AMI) to assess what housing is affordable for various income levels within the workforce. SEE TABLE 3-1.

## Step 2



### Assessing Rental Market

Evaluating the rental market includes examining vacancy rates, which are key indicators of housing availability and overall market health. SEE TABLE 3-2.

## Step 3



### Filling Unfilled Jobs

Housing shortages often result in unfilled jobs; addressing these gaps is critical to ensuring the workforce can meet community job growth needs. SEE TABLE 3-3.

## Step 4



### Determining Job Growth

Forecasting employment growth across various sectors helps estimate the number of housing units needed to accommodate future workforce demand. SEE TABLE 3-4.

## Step 5



### Considering Retiring Populations

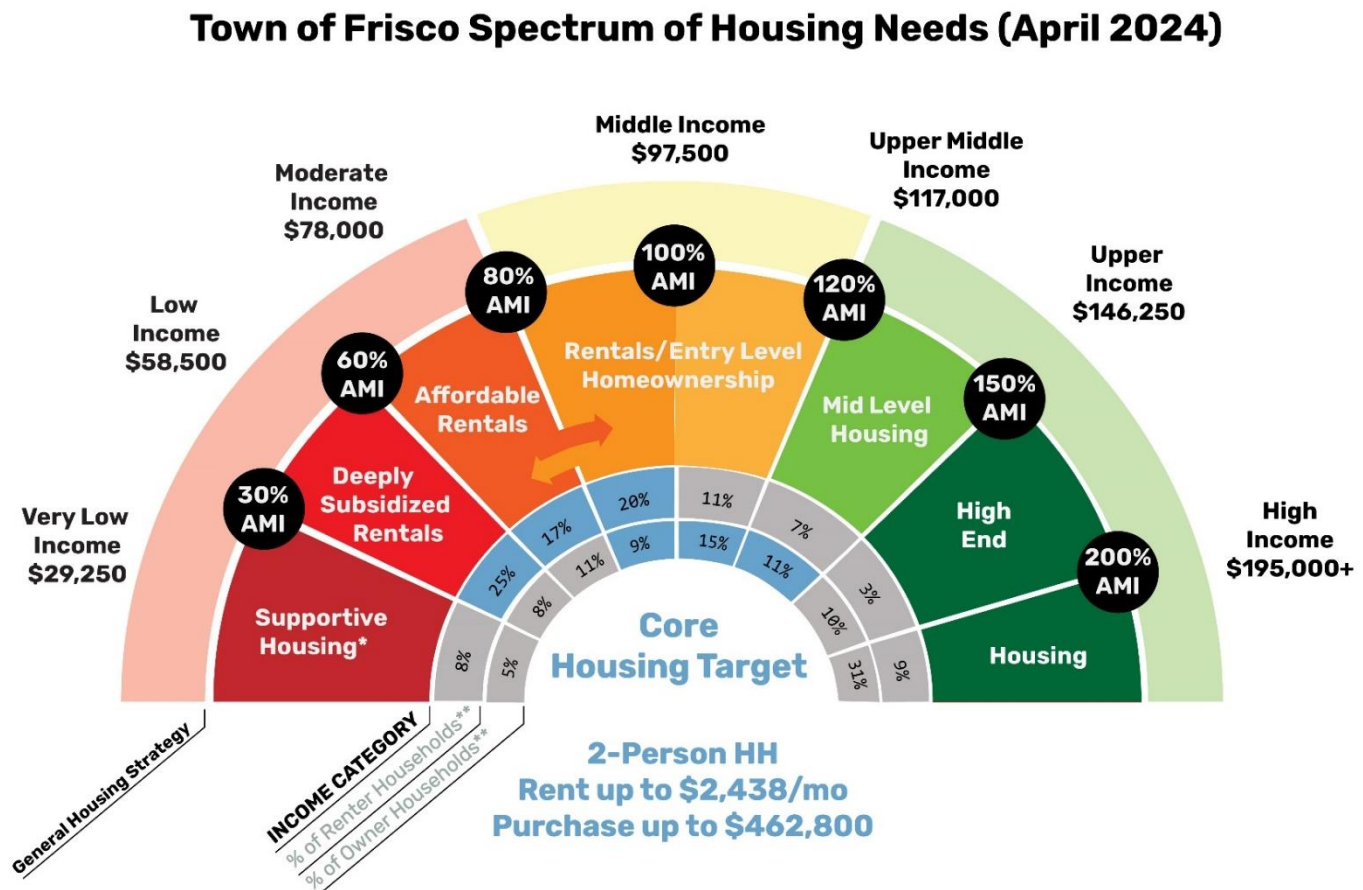
Workforce housing planning must include retiring employees to address turnover and ensure housing availability for incoming workers. SEE TABLE 3-5.

## 3.2 SPECTRUM OF HOUSING NEEDS

This strategy focuses on understanding what households in Frisco can afford for housing and identifies where their needs are being met or unmet. Housing is considered affordable when monthly costs (rent or mortgage, plus utilities, insurance, and taxes) do not exceed 30% of a household's gross income.

The housing bridge, illustrated in Figure 3-1, offers a visual representation of housing affordability for Frisco's residents and workforce. It displays the percentage of households within various income ranges, the type of housing likely needed, and where the market provides housing at different price points. The bridge highlights areas where additional housing is required to meet current demand and support future job growth ("Core Housing Target"). The bridge depicts what may be ideal for most communities – the availability of housing that is affordable to households at all income levels and provides options for changing life circumstances.

Figure 3-1: Housing Bridge



Source: Adapted by Consultant Team from Dept. of Housing and Urban Development for 2-Person Household Area Median Income (AMI) and Ribbon Demographics, LLC

## 3.3 LOCAL WORKFORCE AFFORDABILITY

### Ownership Affordability

The ability of working households to afford to buy a home in Frisco is extremely challenging. Approximately three-quarters (70%) of owner households have annual incomes under \$195,000 (200% of the area median income (AMI)) and need homes priced below approximately \$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 affordable housing options.

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 | No. of Current Frisco Listings | Percentage of Current Frisco 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%                                   |
| <b>Total</b> |                                    |                          | <b>100%</b>                  | <b>100%</b>       | <b>41</b>                      | <b>100%</b>                           |

Table Notes: Percentages may not add to 100% due to rounding; max purchase price assumes 30-year mortgage at 7% with 5% down and 20% of the payment covering taxes, HOA, PMI and insurance.

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

### Rental Affordability

There is a distinct mismatch between the distribution of renter households and the available rental units on the market. While 80% of renter households earn 120% AMI or below, there are zero available rentals in Frisco that fall within this income band. Additionally, there is an oversupply of rentals for higher-income brackets, with 33% of listings available for households earning between 120% and 150% AMI (compared to just 7% of renter households) and 62% of listings for those earning between 150% and 200% AMI (compared to only 3% of renter households).

Summit County completed a comprehensive regional housing needs assessment in 2021. The assessment provides valuable household survey data along with other primary research, including interviews with service providers, property managers, realtors and other in the community. Property manager interviews from the Countywide 2021 Housing Needs Assessment note very little turnover and limited availability for residents. Due to the lack of available options, many renters would like to move but cannot. The market in Frisco shows these conditions:

- **Vacancy rates** are far below what is considered a functional market level.
- **Scarce inventory** with a low supply of available rental units compared to high demand from employees seeking housing.
- **Rising rental rates** due to increased demand.
- **Average rents** for occupied units are significantly lower than rents for currently listed units.
- **Aging inventory** of available rental properties.

## 3.4 CATCH UP & KEEP UP NEEDS

### 3.4.1 FUNCTIONAL RENTAL MARKET

The current rental supply in the county is not functional, with below 1%, creating significant upward pressure on rents. At such low vacancy levels, the rental market is near capacity and cannot absorb new residents or employees moving to the area. It also limits 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 reach a 5% vacancy rate, approximately 17 additional rental units are needed to “catch up” the rental market. It is assumed that once this vacancy target is reached, no additional units are needed in the keep up years.

Table 3-2: Rental Units Needed for a Functional Market

| Rental Units Needed for Functional Market   | Catch Up<br>2024-2029 | Keep Up<br>2030-2034 |
|---|-----------------------|----------------------|
| Renter-Occupied Units (2024 est.)   | 483                   |                      |
| Average Vacancy Rate (~1%)  | 4                     |                      |
| Total Rentals   | 487                   |                      |
| Number of Rentals if 5% Vacancy Rate  | 508                   |                      |
| Difference  | 21                    |                      |
| <b>Total Rental Housing Units Needed<br/>(Difference Minus Existing Vacant Units)</b> | <b>17</b>             |                      |

*No additional units needed for keep up.*

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



## 3.4.2 UNFILLED JOBS

Labor is in short supply, both locally and nationally. In such a competitive environment, the near-zero rental vacancy rates, coupled with high and rising home prices and rents, make it even more difficult to attract workers 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 employers attributed this shortage to the 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%, equating to an estimated 3,063 in 2024. To house the employees needed to fill these jobs, about 140 housing units are needed. Once the unfilled jobs are addressed, it is assumed that additional housing will only be needed to accommodate new residents to keep up with job growth outlined in the following section.

Table 3-3: Housing Units Needed for Unfilled Jobs

| Units Needed for Unfilled Jobs          | Catch Up<br>2024-2029 | Keep Up<br>2030-2034   |
|---|-----------------------|--|
| Frisco Wage and Salary Jobs (2024 est.) | 3,063                 | <i>No additional units needed for unfilled job keep up. Once jobs are filled in catch up years no additional unfilled jobs remain.</i> |
| Percent Unfilled (%)                    | 10%                   |  |
| Unfilled Jobs                           | 306                   |  |
| Jobs per Employee                       | 1.2                   |  |
| Employees Filling Jobs                  | 255                   |  |
| Employees per Household with a Worker   | 1.82                  |  |
| <b>Total Housing Units Needed</b>       | <b>140</b>            |  |

Table Notes: Figures rounded to nearest whole number.

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

### 3.4.3 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 countywide 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*

| Units Needed for Job Growth               | Catch Up<br>2024-2029 | Keep Up<br>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 Household with a Worker     | 1.82                  | 1.82                 |
| <b>Total Housing Units Needed</b>         | <b>77</b>             | <b>77</b>            |

### 3.4.4 RETIRING POPULATIONS

Employers will need to fill jobs vacated by retirees in addition to any newly created positions. While some retirees may leave the area upon retirement, many of their homes are expected to be purchased by second-home owners or remote workers rather than local employees. Given current market conditions, it is assumed 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.

Table 3-5: Housing Units Needed for Retiring Employees

| Units Needed for Retiring Employees                                 | Catch Up<br>2024-2029 | Keep Up<br>2030-2034 |
|---|-----------------------|----------------------|
| Frisco Wage and Salary Jobs (2024 est.)                             | 3063                  | 3400                 |
| Anticipated Retirements (Percentage of 2024 est. total Frisco jobs) | 0.16                  | 0.16                 |
| Anticipated Retirements (No.)                                       | 490                   | 544                  |
| Jobs per Employee*  | 1.20                  | 1.20                 |
| Employees Filling Jobs  | 408                   | 453                  |
| Employees per Household with a Worker*                              | 1.82                  | 1.82                 |
| Units Housing Retiring Employees                                    | 224                   | 249                  |
| Percentage to Remain in Unit After Retirement*                      | 0.78                  | 0.78                 |
| <b>Total Housing Units Needed</b>                                   | <b>175</b>            | <b>194</b>           |

Table Notes: \*Estimated from past household surveys in Mt. Resort Communities

### 3.4.5 SUMMARY OF HOUSING 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.

Table 3-6: Summary of Housing Needs

| Total Units Needed                      | Catch Up<br>2024-2029 | Keep Up<br>2030-2034 |
|---|-----------------------|----------------------|
| A. Functional Rental Market (Table 3-2) | 17                    | 0                    |
| B. Unfilled Jobs (Table 3-3)            | 140                   | 0                    |
| C. Job Growth (Table 3-4)               | 77                    | 77                   |
| D. Retiring Employees (Table 3-5)       | 175                   | 194                  |
| <b>Total Housing Units Needed</b>       | <b>409</b>            | <b>271</b>           |
| <b>New Units Needed per Year</b>        | <b>82</b>             | <b>54</b>            |

## Housing Needs by Own/Rent

Both ownership and rental housing are needed for local employees and residents. While the majority of workers filling new jobs will rent (upwards of 70%), ownership opportunities are also needed for current renters looking to purchase homes. Providing ownership options can help free up rentals units for others.

Given the high rate of unfilled jobs, anticipated retirements, future job growth, expressed struggles by employers, and the extreme shortage of rentals affordable to the workforce, the below table recommends a larger focus on rental units: about 65% rentals and 35% ownership during the “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 Note:** Rental housing is crucial for recruiting new workers and residents to the region and providing flexibility for current residents to move as their household needs change. Ownership housing is important for retaining year-round residents, supporting young families and employees that desire to buy, and promoting community stability.

Table 3-7: Catch Up and Keep Up Needs, Own vs. Rent

| Catch Up Needs by Own/Rent               |  |     |
|--|--|-----|
| Total Housing Catch Up (2024-2029) Needs |  | 409 |
| Ownership 35%                            |  | 143 |
| Rental 65%                               |  | 266 |
| Keep Up Needs by Own/Rent                |  |     |
| Total Housing Keep Up (2030-2034) Needs  |  | 271 |
| Ownership 50%                            |  | 136 |
| Rental 50%                               |  | 135 |

**Total Housing Need (All Income Levels) = 680 Units.** This represents the total number of housing units required across all income levels to meet the housing needs of Frisco.



## 3.5 PIPELINE & MARKET RATE UNITS

Pipeline projects in the Town of Frisco refer to housing developments that are already planned, approved, or under construction and are expected to add housing units to the market in the near future. These projects play a crucial role in addressing some of Frisco's housing needs by increasing the overall supply of homes within the town. Many pipeline projects focus primarily on affordable to lower-income households or the local workforce of Frisco. While these projects contribute to housing availability, they are insufficient to fully address the workforce housing gap, especially given the significant need for affordable housing in the area.

This analysis assumes that the future demand for 98 market-rate units will be resolved within the free market. Although the market may naturally meet this demand, relying solely on market-rate housing may not align with the housing needs of Frisco's lower-income residents and essential workers. For a detailed pipeline project table, please refer to Appendix A.

*Table 3-8: Pipeline Project Summary*

| Project                                | Affordable | Market Rate | Total Units |
|--|------------|-------------|-------------|
| Granite Park (CDOT)                    | 22         | 0           | 22          |
| 80 West Main                           | 4          | 32          | 36          |
| 602 Galena                             | 54         | 0           | 54          |
| 101 W Main                             | 52         | 0           | 52          |
| Basecamp                               | 8          | 22          | 30          |
| Centura Studios                        | 0          | 37          | 37          |
| <b>Total Pipeline Units (Catch Up)</b> | <b>140</b> | <b>91</b>   | <b>231</b>  |
| <b>Additional Market (Keep Up)</b>     | <b>0</b>   | <b>98</b>   | <b>98</b>   |
| <b>Total Assumed Pipeline</b>          |            |             | <b>351</b>  |

**Pipeline Projects = 351 Units.** This figure accounts for housing units already in development (pipeline projects) and those available at market rates. These units are subtracted from the overall need. However, these units alone will not fully address Frisco's housing needs, as they may not be affordable for the local workforce.

## 3.6 DEVELOPMENT GAP

The housing needs assessment for Frisco highlights a significant shortfall in available and affordable housing for all income levels, particularly for the local workforce. With a total need of 680 housing units identified, it is evident that the existing market and pipeline projects, accounting for 351 units, will not sufficiently meet the need. This leaves a substantial workforce housing gap of 329 units, representing the number of additional homes required to provide affordable and accessible options for local workers. Addressing this gap is critical to ensuring that the community remains livable for its workforce and can continue to support economic growth.

**Total Housing Need (All Income Levels) = 680** This represents the total number of housing units required across all income levels to meet the housing needs of the community.

**Current Pipeline and Future Market Rate Units = (351)** This figure accounts for housing units already in development (pipeline projects) and those available at market rates. However, these units alone will not fully address the community's housing needs, as they may not be affordable for the local workforce.

**Remaining Workforce Housing Gap = 329** After considering pipeline and market rate housing, there remains a gap of 329 units needed. These are the units necessary to ensure that local workers have access to affordable housing options.

### Rental vs. Ownership Gap

When considering tenure, it is essential to balance both ownership and rental opportunities to meet the diverse needs of Frisco's residents. A strong focus on market-rate ownership may not adequately address the need for affordable workforce rental housing, especially given that many essential workers may not be in a position to purchase homes.

By 2034, the Town of Frisco anticipates the need for 329 workforce housing units, which includes both ownership and rental opportunities. Of these, 151 units will be designated for ownership, providing long-term housing solutions for residents looking to purchase homes within the community. Additionally, 178 rental units will be required to accommodate those who need more flexible housing options. These projections take into account pipeline projects that are expected to come online, contributing to the overall supply needed to support the local workforce.

Table 3-9: Catch Up Development Gap Summary

**CATCH UP (2024-2029) - WORKFORCE HOUSING DEVELOPMENT GAP**

|                 | Total Need<br>(All AMIs) | Workforce<br>Housing Need | Workforce<br>Pipeline | Workforce<br>Development Gap |
|-----------------|--------------------------|---------------------------|-----------------------|------------------------------|
| Ownership Units | 143                      | 83                        | 12                    | 71                           |
| Rental Units    | 266                      | 184                       | 100                   | 84                           |
| <b>Total</b>    | <b>409</b>               | <b>267</b>                | <b>112</b>            | <b>155</b>                   |

Table 3-10: Keep Up Development Gap Summary

**KEEP UP (2030-2034) - WORKFORCE HOUSING DEVELOPMENT GAP**

|                 | Total Need<br>(All AMIs) | Workforce<br>Housing Need | Market Will<br>Provide | Workforce<br>Development Gap |
|-----------------|--------------------------|---------------------------|------------------------|------------------------------|
| Ownership Units | 136                      | 80                        | 0                      | 80                           |
| Rental Units    | 135                      | 94                        | 0                      | 94                           |
| <b>Total</b>    | <b>271</b>               | <b>174</b>                | <b>0</b>               | <b>174</b>                   |

The income levels that the market currently serves vary within the Town of Frisco, as illustrated in Table 3-11. For homeownership, below-market units should ideally be priced under \$562,088 (150% AMI) for a 2.5-person household. For rentals, below-market units should be priced below \$2,590 per month (100% AMI) for the same household size.

Affordable homeownership opportunities for households earning below 150% AMI are significantly undersupplied. Producing homes at these price points is unlikely without substantial subsidies or programs like Habitat for Humanity. These households also face challenges in qualifying for loans and meeting down payment requirements.

Current housing initiatives in Frisco aim to increase the availability of both market-rate and affordable housing, with a focus on providing below-market units for ownership and rental. These efforts are essential for closing the development gap, particularly for income groups underserved by the market. Several pipeline projects are already underway to address this shortfall ("Catch Up").

Table 3-11: Ownership vs. Rental Gap

**TOTAL OWNERSHIP NEED**

| AMI                                       | Max Household Income<br>(2.5-Person HH) | Frisco Units Needed | Pipeline   | Balance    | Development Gap |
|---|---|---------------------|------------|------------|-----------------|
| <b>Owner Units</b>                        |   |                     |            |            |                 |
| 60% or less                               | \$62,160                                | 34                  | 0          | 34         | 34              |
| 60.1-80%                                  | \$82,880                                | 31                  | 0          | 31         | 31              |
| 80.1-100%                                 | \$103,600                               | 24                  | 0          | 24         | 24              |
| 100.1-120%                                | \$124,320                               | 42                  | 12         | 30         | 31              |
| 120.1-150%                                | \$155,400                               | 31                  | 0          | 31         | 31              |
| 150.1-200%                                | \$207,200                               | 29                  | 68         | -39        | 0               |
| 200.1-300%                                | \$310,800                               | 24                  | 12         | 12         | 12              |
| Over 300%                                 | >\$310,800                              | 64                  | 31         | 33         | 33              |
| <b>Total Ownership Need</b>               |   | <b>279</b>          | <b>123</b> | <b>156</b> | <b>196</b>      |
| <b>Ownership Gap (Below Market Units)</b> |   | <b>162</b>          | <b>12</b>  | <b>151</b> | <b>151</b>      |

**TOTAL RENTAL NEED**

| AMI                                    | Max Household Income<br>(2.5-Person HH) | Frisco Units Needed | Pipeline   | Balance    | Development Gap |
|--|---|---------------------|------------|------------|-----------------|
| <b>Rental Units</b>                    |   |                     |            |            |                 |
| 60% or less                            | \$62,160                                | 130                 | 32         | 98         | 98              |
| 60.1-80%                               | \$82,880                                | 67                  | 31         | 36         | 37              |
| 80.1-100%                              | \$103,600                               | 80                  | 37         | 43         | 43              |
| 100.1-120%                             | \$124,320                               | 45                  | 80         | -35        | 0               |
| 120.1-150%                             | \$155,400                               | 29                  | 10         | 20         | 20              |
| Over 150%                              | >\$155,400                              | 48                  | 16         | 32         | 32              |
| <b>Total Rental Need</b>               |   | <b>401</b>          | <b>206</b> | <b>194</b> | <b>230</b>      |
| <b>Rental Gap (Below Market Units)</b> |   | <b>278</b>          | <b>100</b> | <b>178</b> | <b>178</b>      |



**329** WORKFORCE HOUSING UNITS NEEDED BY 2034. THIS TOTAL INCORPORATES **151** OWNERSHIP UNITS AND **178** RENTAL UNITS.

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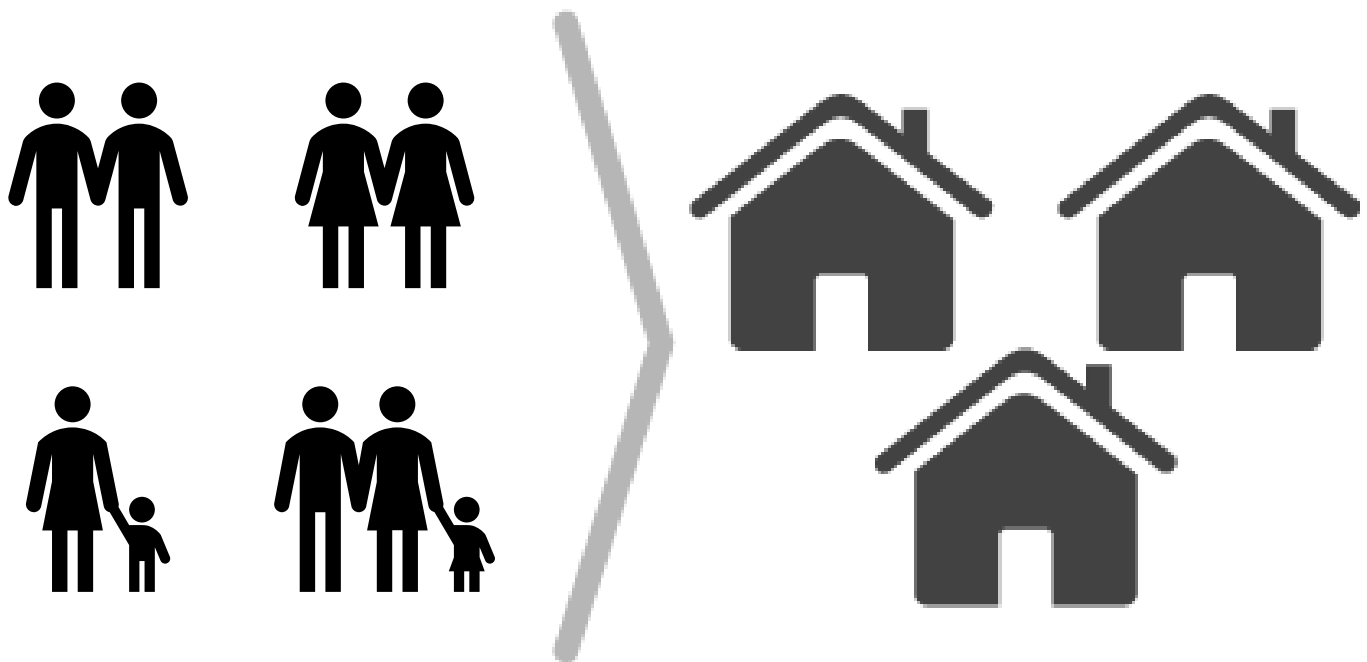
*Source: <https://www.westlinevillage.com/rent-vs-buy-the-pros-cons-of-buying-a-home-in-colorado/>*

## 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, as well as accessory dwelling unit (ADU) production to support densification. Combined, town programs and ADUs 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. 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.

### 329 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

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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.

The potential for a more robustly funded Buy Down Program should be explored over this 10-year planning cycle. The funds needed to acquire housing units depend on the deed restriction applied to the unit when offered back into the secondary workforce market. The efficacy of the deed restriction is important to consider, particularly regarding how it supports upward mobility through various tiers of the workforce housing inventory. Buy downs of select units for households above 150% AMI will be a critical piece of this vertically integrated housing strategy.

Reading from Table 4-1, the Buy Down Program can reduce the development gap by producing four units of affordable housing per 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, ADU production can help reduce the development gap by generating 3 affordable housing units per year, totaling 30 units over a ten-year period. The creation of these 30 ADUs would significantly contribute to addressing Frisco's affordable housing shortage by providing additional housing options for lower and moderate-income households, particularly those within the local workforce.

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

| Annual Buydown and ADU Production                  | Annual Production | Catch Up (2024-2029) | Keep Up (2030-2034) |
|--|-------------------|----------------------|---------------------|
| Ownership Unit Need (Table 3-11)                   |                   | 71                   | 80                  |
| <a href="#">Annual Buydown</a>                     | 4                 | (20)                 | (20)                |
| <b>Total Ownership Units Needed</b>                |                   | <b>51</b>            | <b>60</b>           |
| Rental Unit Need (Table 3-11)                      |                   | 84                   | 94                  |
| <a href="#">Annual ADU Development</a>             | 3                 | (15)                 | (15)                |
| <b>Total Rental Units Needed</b>                   |                   | <b>69</b>            | <b>79</b>           |
| <b>Remaining Development Gap by Housing Period</b> |                   | <b>120</b>           | <b>139</b>          |
| <b>TOTAL REMAINING GAP</b>                         |                   |                      | <b>259</b>          |



## Preserving Existing Stock

Preserving and rehabilitating existing housing is crucial for meeting Frisco's immediate and future housing needs. By focusing on the current stock, the town can promptly address shortages while planning for sustainable growth. This approach allows for quicker implementation compared to new construction, providing immediate relief. Rehabilitation and preservation are often more cost-effective than building new units, maximizing the impact of the town's resources.

By strategically concentrating on these efforts, Frisco can effectively meet the immediate needs of its community members while laying a foundation for long-term housing stability. Combined with the town's broader housing initiatives, this strategy ensures that Frisco remains a vibrant, inclusive community where all residents have access to affordable and quality housing.

## Housing for Community Members

Balancing economic growth and the demands of the tourism industry with the housing needs of local residents is a critical challenge for Frisco. The following strategies aim to ensure that community members have access to affordable and stable housing:

- **Regulatory Frameworks for Short-Term Rentals:** Implement ordinances that limit the number and concentration of short-term rentals. This includes caps on permits, restrictions in certain zoning districts, and requirements for owner occupancy. Controlling the proliferation of short-term rentals ensures more housing units remain available for long-term residents.
- **Enforcement of Existing Regulations:** Strengthen enforcement mechanisms to ensure compliance with short-term rental regulations. Utilize technology platforms to monitor listings and allocate resources for regular inspections and enforcement actions against non-compliant properties.
- **Investment in Workforce Housing Developments:** Collaborate with developers to create housing projects dedicated to the local workforce. This involves public-private partnerships, leveraging town-owned land, and utilizing tax credits or subsidies to make projects financially viable.
- **Incentives for Long-Term Rentals:** Offer property owners financial incentives to prioritize long-term leasing over short-term rentals. This could include tax abatements, grant programs for property improvements contingent on long-term leasing, or reduced fees for landlords who commit to long-term occupancy agreements.
- **Community Land Trusts (CLTs):** Support or establish CLTs to acquire and hold land for the purpose of providing affordable housing. CLTs ensure long-term affordability by separating the ownership of land from the buildings on it, allowing homes to be sold at lower prices to income-qualified buyers.
- **Employer-Assisted Housing Programs:** Partner with major local employers to develop housing assistance programs for employees. This can include down payment assistance, rental stipends, or investment in workforce housing developments.

- **Education and Outreach:** Conduct public awareness campaigns to highlight the importance of housing for community stability and the local economy. Provide resources and support for homeowners interested in transitioning from short-term to long-term rentals.

## Rehabilitation

Supporting the rehabilitation of aging housing stock is essential to extend its usability and maintain affordability. Strategies include:

- **Home Repair Assistance Programs:** Create grant or low-interest loan programs to help low- and moderate-income homeowners make necessary repairs. This prevents displacement due to deteriorating conditions and preserves existing affordable housing.
- **Energy Efficiency Upgrades:** Partner with utility companies to offer incentives for energy-efficient home improvements. Upgrades reduce utility costs for residents and increase the longevity of housing units.
- **Code Compliance Assistance:** Offer support to homeowners to bring properties up to current building codes. Provide technical assistance and financial resources to address safety and habitability issues.
- **Historic Preservation Initiatives:** Encourage the preservation of historically significant homes through grants, tax incentives, or technical assistance. This maintains the town's cultural heritage while keeping existing housing in use.
- **Revitalization of Underutilized Properties:** Identify vacant or blighted properties and develop programs to rehabilitate them for affordable housing. This can involve acquiring properties for redevelopment or providing incentives to private owners for rehabilitation.
- **Partnerships with Non-Profit Organizations:** Collaborate with non-profits specializing in housing rehabilitation to leverage additional resources and expertise. Programs like Habitat for Humanity can be instrumental in preserving affordable housing stock.
- **Accessibility Modifications:** Support modifications that allow residents to age in place, such as installing ramps, widening doorways, or modifying bathrooms. Assistance for these improvements helps maintain community diversity and stability.
- **Education on Maintenance Best Practices:** Offer workshops and resources to homeowners on maintaining their properties. Preventative maintenance extends the life of housing units and reduces long-term costs.

By implementing these strategies, Frisco can preserve its existing housing stock, ensuring that it meets the needs of community members now and in the future. Preservation and rehabilitation not only provide affordable housing options but also contribute to the town's sustainability and quality of life.

## 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 preserving existing housing, 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. 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 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 UNITS CAN BE PRODUCED BY 2034 USING THE BUY DOWN PROGRAM AND ADU PRODUCTION.



Source: <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. While the Town does not own these sites, and most of the inventory is privately held, the potential sites are categorized into different tiers based on their development readiness, existing use, and the potential to maximize housing density. This strategic approach is especially important 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 privately held 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 currently 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**

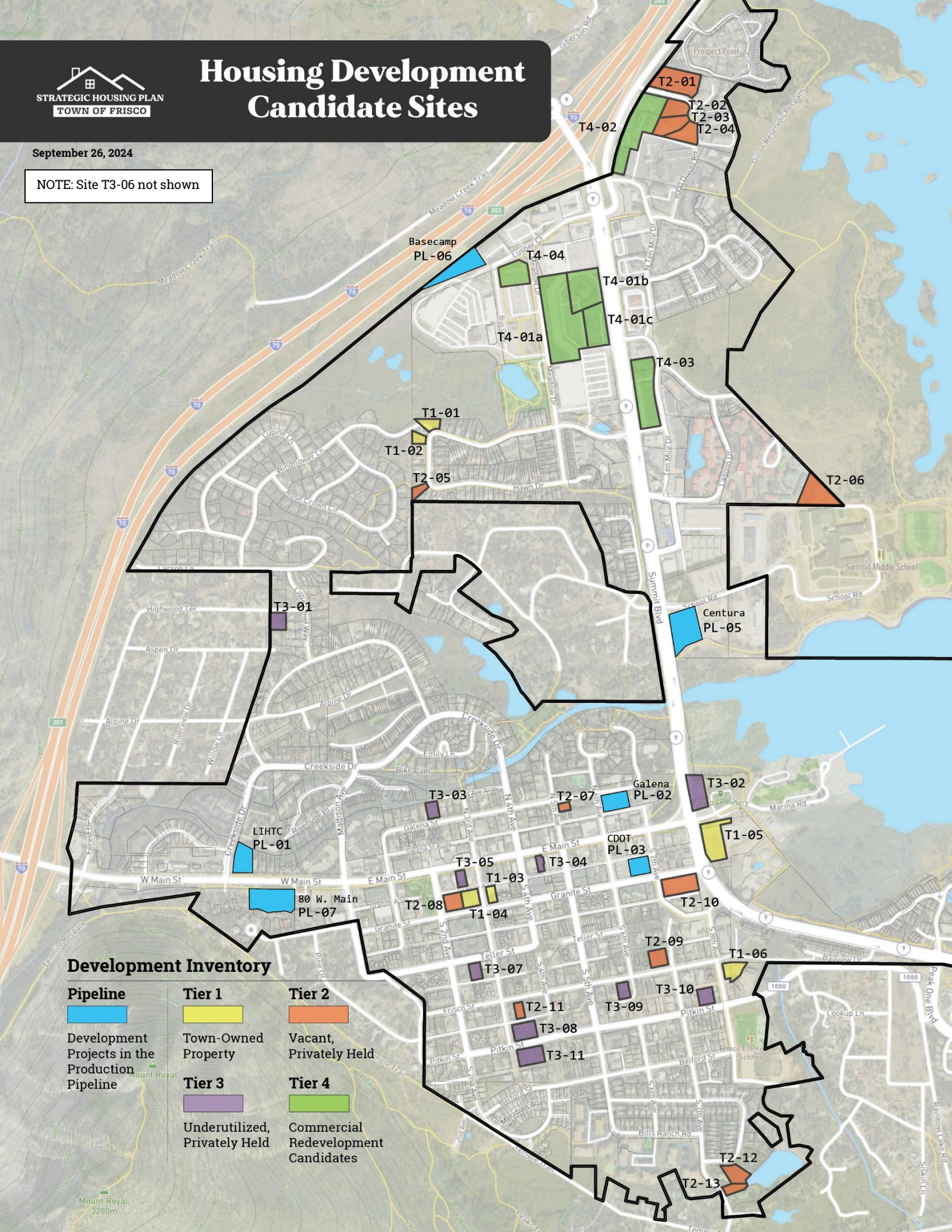




# Housing Development Candidate Sites

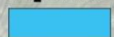
September 26, 2024

NOTE: Site T3-06 not shown



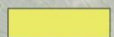
## Development Inventory

### Pipeline



Development  
Projects in the  
Production  
Pipeline

### Tier 1



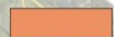
Town-Owned  
Property

### Tier 3



Underutilized,  
Privately Held

### Tier 2



Vacant,  
Privately Held

### Tier 4



Commercial  
Redevelopment  
Candidates



## Highest & 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.

**394 UNITS OF WORKFORCE HOUSING UNITS COULD BE PRODUCED USING 18 “PRIORITY” SITES ESTABLISHING A SURPLUS OF 120 WORKFORCE HOUSING UNITS BY 2034.**

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

## Site Analysis & 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 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 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 workforce housing. Figure 4-1 provides a map of 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<br>(2024-2029) | Keep Up<br>(2030-2031) | Total |
|---|-------------------------|------------------------|-------|
| <b>Ownership Sites Inventory Analysis</b> |                         |                        |       |
| Gap                                       | 51                      | 60                     | 111   |
| Sites Inventory                           | 73                      | 82                     | 155   |
| Balance                                   | (22)                    | (22)                   | (44)  |
| <b>Rental Sites Inventory Analysis</b>    |                         |                        |       |
| Gap                                       | 69                      | 79                     | 148   |
| Sites Inventory                           | 120                     | 104                    | 224   |
| Balance                                   | (51)                    | (25)                   | (76)  |
| <b>Total Sites Inventory Analysis</b>     |                         |                        |       |
| Total Gap                                 | 120                     | 139                    | 259   |
| Sites Inventory                           | 193                     | 186                    | 379   |
| Balance                                   | (73)                    | (47)                   | (120) |

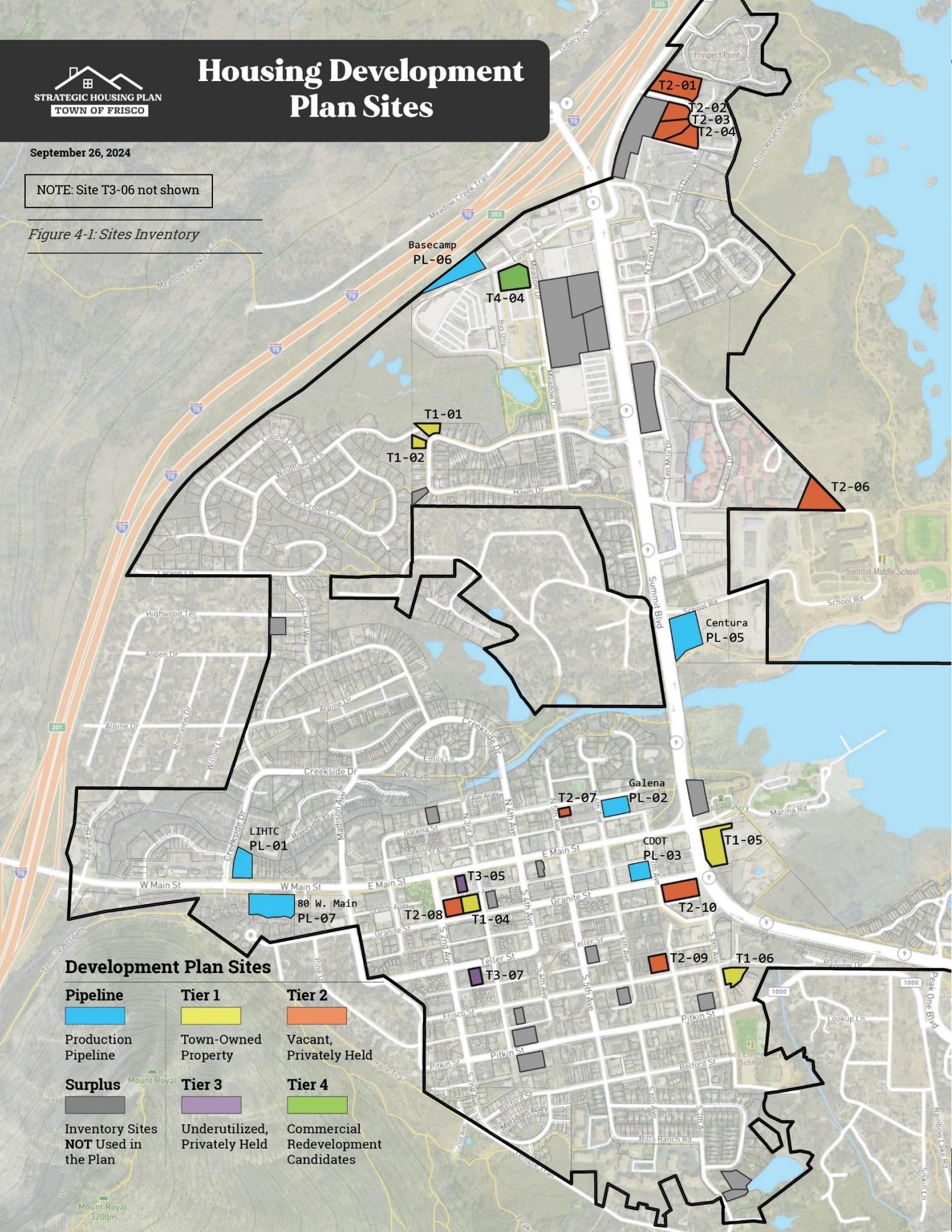


# Housing Development Plan Sites

September 26, 2024

NOTE: Site T3-06 not shown

Figure 4-1: Sites Inventory



## 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

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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 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**

A phased development approach over a ten-year period is recommended, 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     |             | Percentage of Inventory | Inventory  |
|   | Catch Up   | Keep Up   | Catch Up        | Keep Up   | Catch Up    | Keep 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        |
| <b>Total</b>                            | <b>51</b>  | <b>60</b> | <b>73</b>       | <b>82</b> | <b>(22)</b> | <b>(22)</b> |                         | <b>332</b> |

| Rental Analysis (Affordable Housing) |            |           |                 |            |             |             |                         |            |
|--------------------------------------|------------|-----------|-----------------|------------|-------------|-------------|-------------------------|------------|
|                                      | Total Need |           | Sites Inventory |            | Balance     |             | Percentage of Inventory | Inventory  |
|                                      | Catch Up   | Keep Up   | Catch Up        | Keep Up    | Catch Up    | Keep 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          |
| <b>Total</b>                         | <b>89</b>  | <b>79</b> | <b>120</b>      | <b>104</b> | <b>(51)</b> | <b>(25)</b> |                         | <b>353</b> |



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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 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 AMI levels can be strategically optimized to meet the town's housing goals.

Figure 4-2 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 4-2: 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.

## **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**

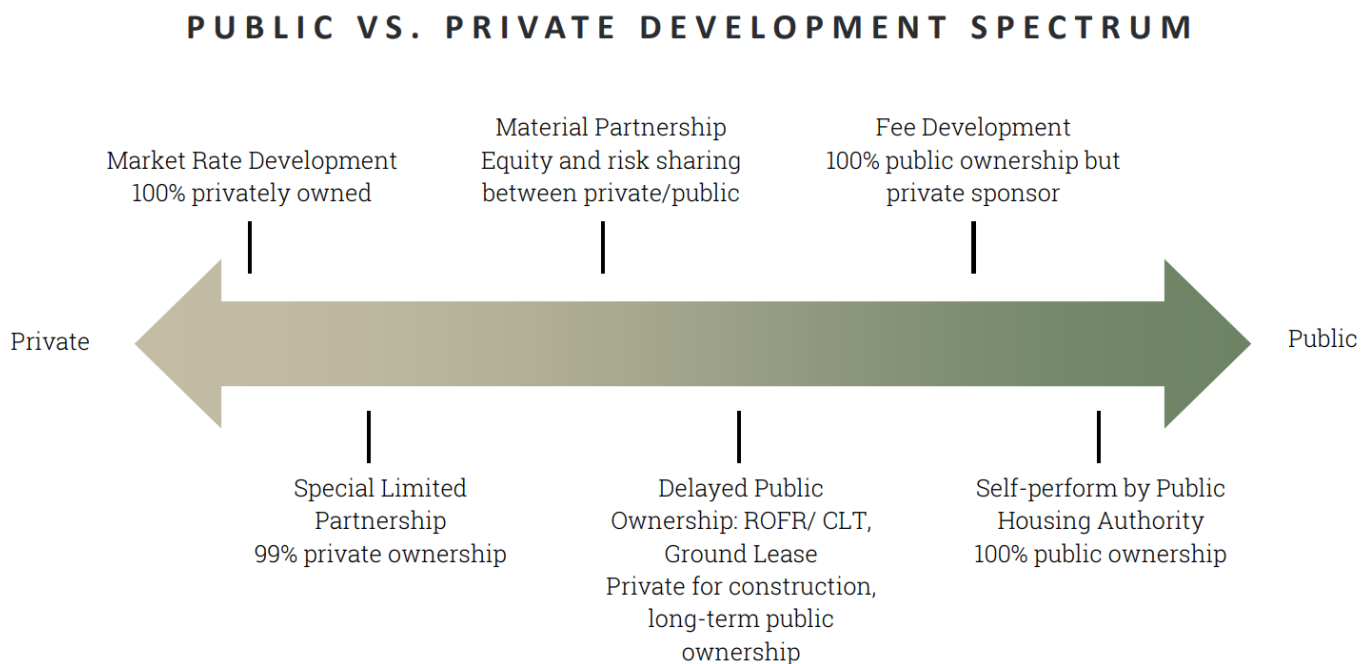
On the opposite end of the spectrum is public development, which is driven by public needs rather than profit. These projects are typically developed by government entities such as housing authorities and are funded entirely or predominantly with public money, including federal, state, and local grants, 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 4-3: Public vs. Private Development Spectrum*



## 4.4.1 FINANCING AFFORDABLE HOUSING

Affordable housing in Colorado encompasses a spectrum, ranging from Permanent Supportive Housing, to (traditional) Low-Income, to the emerging market for Middle- and Mixed-Income Housing. (See Section 3.1 on Establishing Affordable Housing)

Traditionally, low-income housing, which is primarily funded by Federal Tax Credits, and serves residents making an average of 60% AMI, was sufficient to meet a community's affordable housing needs, and those of middle- to higher-incomes could afford rental and for-sale homes. However, our mountain communities have been unaffordable to middle income households for decades, including most of the local workforce such as resort workers and public employees, at the center of our local economic ecosystems. Thus, Colorado has been a leader in the national movement to fund the development of middle and mixed-income projects in addition to traditional low-income.

### Affordable Housing Capital Stacks

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.
- **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. This category including state grants primarily from the Division of Housing, as well as local contributions of cash, including 5A funds, land, or waived tap fees.

- **Public Funding:** Public funding includes both debt and equity products provided by the State of Colorado, including agencies such as the Division of Housing, the Colorado Housing Finance Agency, and the Office of Economic Development and International Trade.

## TO BUILD **379** WORKFORCE HOUSING UNITS ON 18 SITES IT IS ESTIMATED THAT **\$188.4** MILLION (INCLUDING LAND) IS NEEDED TO ACHIEVE THIS GOAL.

### Estimated Debt, Equity & Subsidies

To build the 394 workforce housing units described earlier (see Section 3.4.5), it is estimated that \$188 million (including land) is needed to achieve this goal. Of that \$188 million, an estimated \$122.5 million of debt (approximately 65%) is needed from banks and private lenders and the remaining categories (\$65.9 million) would come in the form of state subsidies, land equity, and equity capital. See Figure 4-4 for individual estimated amounts of equity and capital needed to build workforce housing in Frisco.

### Leveraging Subsidies

To meet the demand for workforce housing units in Frisco, an estimated 10% is needed in the form of subsidies (stat and or local). This funding need can be met through a combination of public and private resources, with public-private partnerships (PPPs) serving as a key mechanism to bridge the funding gap.

**\$188 Million**  
to build workforce housing need by 2034

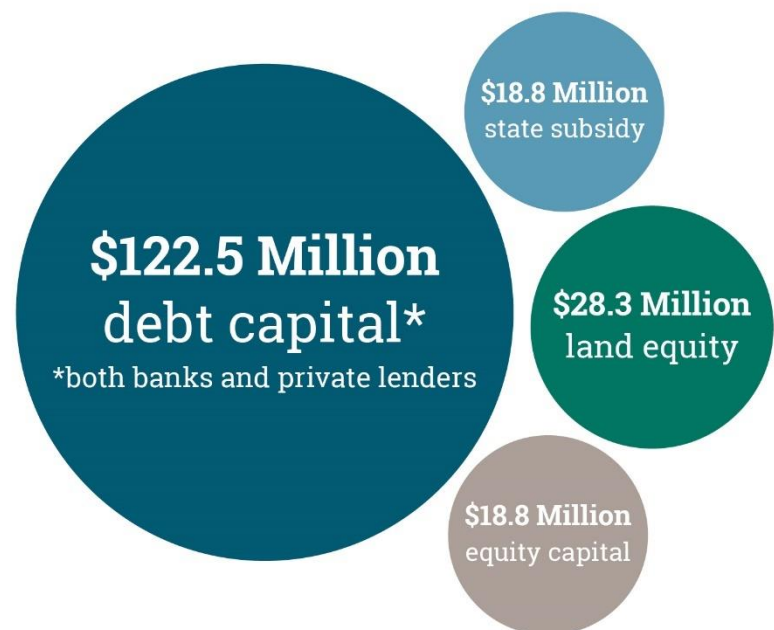


Figure 4-4: Sources of Equity and Capital to Build Estimated Workforce Housing Need by 2034

## Maximizing Local and State Subsidies

Frisco's 5A program, which is funded through a sales tax and impact fees, is an ideal source of local subsidies that can be leveraged to attract private capital. The 5A program could contribute to covering the equity portion of the housing development costs, helping to reduce the financial burden on private developers and encouraging their participation in workforce housing projects. State subsidies, such as Low-Income Housing Tax Credits (LIHTC) or other Colorado-based housing grants, could also be stacked with local funds to provide further financial support.

## Incentivizing Private Lenders and Investors

By securing local and state subsidies upfront, Frisco can reduce the perceived risk for private lenders and investors, making workforce housing projects more attractive for banks and private equity firms. Public subsidies, such as the 5A program funds, could be used to:

- Lower initial capital costs through land acquisition subsidies or the provision of publicly owned land at a reduced cost.
- Buy down interest rates or provide loan guarantees, reducing the financial exposure for private lenders.
- Offset construction costs through grants or equity injections, thus reducing the debt-to-equity ratio for developers.

## Structuring the Partnership

Public-private partnerships for workforce housing often involve collaboration between municipal entities, private developers, and financial institutions. In Frisco, the structure of such a partnership could look like:

- **Public Contributions:** Frisco and state entities contribute land, 5A funding, and state-level subsidies to cover the 35% equity portion.
- **Private Contributions:** Private lenders provide the remaining 65% as debt financing. In return, private developers can receive tax incentives or reduced development fees, which improves project feasibility.

## Sustainable Long-Term Outcomes

Through this collaboration, the PPP model ensures that housing projects are both financially viable and aligned with public goals. Local and State program funding can be a powerful tool to catalyze private investment, ensure the production of affordable workforce housing, and achieve long-term housing stability for the local workforce.

## 4.4.2 ESTIMATING PROJECT COSTS

When planning for workforce housing development, understanding the estimated project costs on a per door basis is crucial for assessing the total funding required over a defined period, such as a 10-year planning horizon. The per door estimate helps stakeholders quickly calculate the financial resources needed for multifamily rental and single-family condo projects.

### Multifamily Rental Properties

The estimated cost for developing multifamily rental units is \$400,000 per door in Frisco Colorado. This estimate includes costs such as land acquisition, construction, soft costs (e.g., architectural fees, permits), and financing expenses. Multifamily rental properties are generally more cost-effective due to economies of scale in construction, shared infrastructure, and higher density.

- Example Calculation: If the goal is to build 200 multifamily rental units over the next 10 years, the estimated total cost would be:
  - $44 \text{ units} \times \$400,000 \text{ per unit} = \$17.6 \text{ million}$

This per door estimate allows planners to gauge how much funding—through a combination of public subsidies, private capital, and developer contributions—will be required to meet the housing target for rental properties.

### Single-Family Condo Projects

Single-family condo projects typically require more resources due to lower density and the higher costs of individual units. The estimated cost for these types of developments is \$600,000 per door in Frisco, reflecting the additional costs of land and construction for each unit.

- Example Calculation: If the goal is to build 100 single-family condo units over the next 10 years, the estimated total cost would be:
  - $33 \text{ units} \times \$600,000 \text{ per unit} = \$19.8 \text{ million}$

While more expensive on a per-unit basis, single-family condos may provide critical homeownership opportunities for the local workforce and diversify housing stock.

### Total Project Funding Over 10 Years

Combining both multifamily rental and single-family condo project estimates allows for a comprehensive understanding of the required funding.



- Scenario: If Frisco is involved in partnerships with developers to build 224 multifamily units and 170 single-family condos over the next 10 years, the total funding requirement would be:
  - Multifamily Rentals: 224 units x \$400,000 = \$88,800,000
  - Single-Family Condos: 170 units x \$600,000 = \$99,600,000
  - Total Estimated Cost: \$188,400,000 over 10 years

This overarching cost estimating provides a general idea of how much funding will be needed, enabling the town to strategize public-private partnerships, secure subsidies, and allocate local resources effectively.

By using per door cost estimates, stakeholders can more accurately plan for the scale of investment required to meet the community's workforce housing needs over a decade, ensuring that enough financial resources are in place to meet both rental and ownership housing targets.

#### 4.4.3 PROPERTY TIERING AND FINANCIAL MODELING

The tiering system for property development, as outlined, suggests a strategic approach to prioritizing investments based on the ownership, status, and readiness of land for housing development. Here's how the modeling of investment could be approached per tier, with focus on efficiency, cost, and impact on housing goals:

##### Tier 1: Town-Owned Property

- Modeling Investment: Since these properties are already owned by the town, the primary cost focus will be on infrastructure development, planning, and construction rather than acquisition. Investments in these properties could be lower overall compared to private acquisitions, and the ability to expedite development makes them highly effective in meeting short-term housing needs.
- Key Advantage: Direct control over land use reduces both time and costs, making it an optimal candidate for early-phase housing projects.
- Potential Investment Allocation: \$35 million in Tier 1 could cover significant upfront construction costs, yielding fast deployment of housing units.

##### Tier 2: Vacant, Privately Held

- Modeling Investment: These sites will involve acquisition costs, followed by typical development expenditures. Since the land is vacant, there are minimal demolition costs, and the absence of current structures simplifies permitting and planning. The readiness for

development means that investment will mainly focus on acquisition, site preparation, and construction.

- **Key Advantage:** Vacant land is ready for rapid development, and while acquisition costs might be higher than for town-owned land, the lack of demolition and legal complications balances this out.
- **Potential Investment Allocation:** The large investment of \$128.4 million allocated here reflects the focus on scaling housing by acquiring and developing vacant, privately-held parcels.

### Tier 3: Underutilized, Privately Held

- **Modeling Investment:** These sites are more complex due to their current, underutilized state. Investment modeling must account for demolition or rehabilitation of existing structures, zoning changes, and maximizing the density of development. The emphasis will be on improving the land's utilization and increasing housing density, which might involve significant upfront planning and development costs.
- **Key Advantage:** Redeveloping underutilized properties can significantly increase housing stock and improve land use efficiency. However, costs might be higher due to the complexity of site redevelopment.
- **Potential Investment Allocation:** \$17.4 million reflects the more significant challenges posed by these sites but also their strategic value in increasing density within existing residential zones.

### Tier 4: Commercial Redevelopment Candidates

- **Modeling Investment:** These properties will require investments in land use conversion, potentially requiring zoning changes and redevelopment of commercial infrastructure into residential units. This could involve mixed-use development, maintaining some commercial functions while incorporating housing. Investment should also account for the revitalization of commercial areas, which could involve creating multi-functional spaces (residential and commercial) to promote community development.
- **Key Advantage:** Revitalizing commercial areas into mixed-use zones not only meets housing needs but also contributes to the economic health of the town by modernizing commercial spaces.
- **Potential Investment Allocation:** With \$7.6 million, investments in this tier could target key commercial areas for strategic redevelopment into mixed-use projects, contributing both to housing needs and local commerce.

## Conclusion and Total Investment Overview

In modeling these tiers:

- Tier 1 (Town-Owned Properties) allows for rapid deployment with minimal acquisition costs.
- Tier 2 (Vacant, Privately Held) supports large-scale development of new housing units through investment in acquisition and construction.
- Tier 3 (Underutilized, Privately Held) focuses on maximizing the use of existing residential zones, with investment targeting demolition, zoning, and infrastructure upgrades.
- Tier 4 (Commercial Redevelopment) introduces a more complex redevelopment scenario, where commercial properties are transformed into multi-use housing, supporting both economic and residential growth.

**The total investment of \$188.4 million strategically covers a range of housing needs, ensuring a mix of quick wins (Tier 1 and 2) and long-term, higher-density solutions (Tier 3 and 4), all while supporting the goal of increasing the housing stock and improving land use in the Town of Frisco.**

### 4.4.4 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 D Includes underwrite cut sheets for selected properties.

**Important Note:** Underwriting properties and navigating the complexity of financing are intricate processes that require the expertise of professionals to ensure sound financial strategies and successful project outcomes.

## SECTION 5. ECONOMIC & ENVIRONMENTAL IMPACTS OF FUTURE HOUSING DEVELOPMENT

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Forecasting the economic growth resulting from building units to meet the "catch up" and "keep up" housing needs provides valuable insights into how Frisco may evolve. This analysis explores potential outcomes by creating a data model of Frisco's buildout and simulating alternative housing development scenarios. Additionally, it considers the environmental impacts of housing development, including effects on water consumption and carbon emissions. By considering both economic growth and environmental sustainability, Frisco can adopt development strategies that address the housing needs while preserving its natural resources, ensuring a responsible and resilient approach to growth.

Building workforce housing will help fill unfilled jobs, replace retiring employees, and support natural population growth. Put another way, housing development not only increases the demand for labor to build the units but also supports population growth through migration (the filling of the unfilled jobs), which, in turn, further increases the demand for housing.

Frisco's workforce housing will not be built in a vacuum. In the years to come, private property will be developed in Frisco and across Summit County. Workforce housing is also being constructed across the county. At the most basic level, a house = a person = a job. Thus, housing growth leads to job growth, which drives economic activity and tax revenue. Local governments play an important role in using public resources to maximize the benefits of growth while mitigating its negative impacts.

The process of modeling economic impacts begins with a data model of the local and regional economies. By developing a Buildout Model of Summit County, including Frisco and its neighboring communities, the town can simulate its economic and environmental future. This information will help Frisco set realistic expectations and adjust policy as necessary to maintain a healthy economy and a high quality of life for its residents and visitors.

### 5.1 ECONOMIC IMPACT MODELING

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The Buildout Model quantifies the employment and economic output of industries in an economy and tracks how industries interact by buying and selling goods and services. In this way, the model serves as an accurate data replica of Frisco's economy. The impacts of housing development are simulated by adding the spending to build workforce housing and measuring how those dollars flow through the economy. Likewise, once the new housing units are inhabited, portions of the new household incomes will be spent in Frisco and also ripple through the local economy. To the extent that some of the free-market units would be short-term rentals for visitors, new tourist spending would flow through the economy. Finally, as similar trends unfold in other Summit County communities, portions of those dollars would be spent in Frisco.



Understanding the impacts of housing development at this scale can drastically improve planning efforts for all stakeholders. Some questions this assessment addresses include the following:

- 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?

Specific impacts are described below:

- **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.
- **Estimate Economic Activity:** Calculate the total economic output generated by new housing development, including direct construction impacts, indirect supply chain effects, and induced impacts from the spending of construction labor income.
- **Project Tax Revenues:** Forecast the growth in tax revenues from property taxes, sales taxes, and other local taxes, which helps us determine the fiscal benefits to the various tax authorities.
- **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.

## 5.1.1 METHODOLOGY

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.

**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 (e.g., the purchase of fuel and lumber) to labor income spending (e.g., grocery and retail consumption).

Employment and labor income data are sourced from the Bureau of Labor Statistics (BLS) Census of Employment and Wages, the Census Bureau's County Business Patterns Reports, and Bureau of Economic Analysis (BEA) Regional Economic Accounts information, which also provides information on annual gross domestic product. Data regarding industry inputs, byproducts, margins, and industry spending patterns are also sourced from the BEA's Input-Output Benchmark Table and other sources. IMPLAN accounts for spending patterns and output of each of the BEA's 546 benchmark industries at the zip-code level.

IMPLAN provides estimates of environmental impacts using coefficients from EPA research. This Buildout Model estimates units of water used and units of greenhouse gas equivalents emitted per dollar of economic output. Thus, as the economy grows, more water is consumed and more greenhouse gases are emitted. See Appendix D for a more detailed description of IMPLAN's methodology.

## 5.2 BASELINE PROFILE OF FRISCO ECONOMY

The IMPLAN data describing Frisco and the Summit County economy is current through 2022 and corresponds to available Census data. Thus, 2022 is the baseline for model forecasts.

### 5.2.1 EMPLOYMENT

Economic impact analysis is conducted by applying the definition of employment used by the BEA and BLS, which is a full-time/part-time annual average. IMPLAN jobs include workers that are not accounted for by a number of other data sources. This often means that IMPLAN job numbers are higher than numbers reported by other sources. See Appendix D for a more in-depth description of IMPLAN's employment details.

Table 5-1 shows actual Frisco employment by economic sector. Note the actual annual employment growth rate from 2021 to 2022 was 6.5%.

*Table 5-1: Frisco Employment by Sector, 2022*

| <b>Frisco (80443) Employment by Sector</b> | <b>2021</b>  | <b>2022</b>  |
|--|--------------|--------------|
| Agriculture                                | 7            | 7            |
| Construction, manufacturing, mining        | 497          | 506          |
| Government, utilities, education           | 436          | 453          |
| Health Care                                | 847          | 854          |
| Retail, Wholesale, Services                | 1,855        | 1,985        |
| Services - Property Related                | 428          | 422          |
| Tourism and Recreation                     | 2,334        | 2,589        |
| <b>Total</b>                               | <b>6,404</b> | <b>6,817</b> |

*Source: IMPLAN.*

## 5.2.2 ECONOMIC OUTPUT

In 2022, the size of Frisco's economy surpassed \$1 billion. Table 5-2 shows Frisco's economic output by sector. Output is the value of products and services provided by an industry or the collective value produced by all industries in an economy. Note the actual annual output growth rate from 2021 to 2022 was 12.2%.

Table 5-2: Frisco Economic Output by Sector, 2022

| <b>Frisco (80443) Economic Output by Sector</b> | <b>2021</b>          | <b>2022</b>            |
|---|----------------------|------------------------|
| Agriculture                                     | \$327,635            | \$415,078              |
| Construction, manufacturing, mining             | \$116,139,295        | \$121,469,959          |
| Government, utilities, education                | \$38,817,632         | \$46,735,094           |
| Health Care                                     | \$124,111,142        | \$129,324,911          |
| Retail, Wholesale, Services                     | \$261,795,780        | \$292,388,588          |
| Services - Property Related                     | \$124,812,409        | \$131,877,614          |
| Tourism and Recreation                          | \$281,423,778        | \$340,869,829          |
| <b>Total</b>                                    | <b>\$947,427,671</b> | <b>\$1,063,081,073</b> |

Source: IMPLAN.

## 5.2.3 COMPARISON OF SUMMIT COUNTY'S LOCAL ECONOMIES

The communities in Summit County are interrelated. The Buildout Model divides the county into four regions using IMPLAN data available at the zip-code level. Table 5-3 shows employment and population of each community. Employment parses proprietors from wage and salary workers. Frisco and Breckenridge have more employment than residents, indicating they import workforce. In contrast, the other two communities export workforce.

Growth and development across Summit County will increase the demand for Frisco's goods and services. As an example, [Breckenridge has spent almost \\$27 million](#) upgrading bandwidth since 2019 and is planning further development. Infrastructure improvements such as this will support continued economic growth and additional remote workers.

Table 5-3: Summit County Employment by Community, 2022

| <b>Summit County Communities</b>  | <b>Wage and Salary</b> | <b>Proprietor</b> | <b>Total Employment</b> | <b>Population</b> |
|-----------------------------------|------------------------|-------------------|-------------------------|-------------------|
| Breckenridge                      | 8,743                  | 3,481             | 12,224                  | 10,468            |
| Dillon, Keystone, Montezuma       | 4,936                  | 1,937             | 6,872                   | 7,714             |
| Frisco, Copper                    | 5,067                  | 1,750             | 6,817                   | 4,220             |
| Heeney, Wilderndest, Silverthorne | 3,466                  | 1,248             | 4,714                   | 8,162             |
| <b>Total</b>                      | <b>22,212</b>          | <b>8,416</b>      | <b>30,627</b>           | <b>30,564</b>     |

Source: IMPLAN.

## 5.3 IMPLAN BUILDOUT MODEL STRUCTURE

Developing IMPLAN models for new housing development and the ensuing economic growth requires us to identify representative industry sectors, select which years the impacts would occur, specify regions of impact, and quantify the incremental economic change within each of these categories.

For each of the three categories of economic growth described in this section, the Buildout Model assumes a proportionate level of development in the three other local economies in Summit County, with the exception of Lake Hill development. If Lake Hill is developed, the corresponding amount of housing development in the rest of the county is reduced based on the assumption that Lake Hill would supply a greater share of county-wide demand.

### 5.3.1 NEW HOUSEHOLD SPENDING

Previous sections estimate workforce housing needs and forecast buildout construction by household income level. We assume each new unit developed will be occupied by a household in the corresponding income bracket. The underlying IMPLAN data recognizes nine unique household spending patterns by income bracket. **The higher the income, the greater the spending and the greater the spending on discretionary items.** This study's Buildout Model groups households into one of four income brackets and is shown in Table 5-4 along with the number of units to be built in each category. Note Lake Hill would add another 436 units if developed.

For each year, income level, and community combination, the total amount of new household income added to the local economies is the product of the number of units in that category and the midpoint of the income range. Thus, for each year there are 16 unique input values or IMPLAN events.

Table 5-4: Total Number of Frisco Units at Buildout, excluding Lake Hill

| Unit Type by Household Income | Unit Count   |
|-------------------------------|--------------|
| <b>Multifamily</b>            |              |
| < \$70,000                    | 168          |
| \$70,000 to \$100,000         | 261          |
| \$100,000 to \$150,000        | 221          |
| > \$150,000                   | 54           |
| <b>Subtotal</b>               | <b>704</b>   |
| <b>Single Family</b>          |              |
| < \$70,000                    | 38           |
| \$70,000 to \$100,000         | 81           |
| \$100,000 to \$150,000        | 123          |
| > \$150,000                   | 228          |
| <b>Subtotal</b>               | <b>470</b>   |
| <b>Grand Total</b>            | <b>1,174</b> |

Source: Consultant Team



## 5.3.2 NEW VISITOR SPENDING

New households will invite friends and family to visit. New housing units not subject to short-term rental restrictions may rent a room or the entire unit during periods of peak demand. Occupied room nights are assumed to be 40% of 10 to 25% of the units in the highest income bracket. In the case of the units developed for catch up and keep up, approximately 1.3% of total available room nights are assumed to generate new visitation. The resulting new visitor spending is represented by a typical visitor spending pattern, as shown in Table 5-5.

Table 5-5: Typical Visitor Spending Pattern

| New Visitor Spending Category | \$ PP / PN   |
|-------------------------------|--------------|
| Accommodations                | \$75         |
| Restaurant                    | \$60         |
| Grocery                       | \$30         |
| Gasoline                      | \$10         |
| Recreation                    | \$50         |
| <b>Total</b>                  | <b>\$225</b> |

Source: Consultant Team.

## 5.3.3 CONSTRUCTION SPENDING

The cost of building the amount of housing needed to catch up and keep up, in addition to market-driven development, is significant. Per-unit costs adopted as model inputs are listed in Table 5-6.

Table 5-6: Construction Cost Assumptions for Modeling Construction Spending Impacts

| Construction Cost Inputs                     | Cost / Unit |
|--|-------------|
| <b>Resident Occupied Multifamily Units</b>   |             |
| < \$70,000                                   | \$400,000   |
| \$70,000 to \$100,000                        | \$600,000   |
| \$100,000 to \$150,000                       | \$700,000   |
| > \$150,000                                  | \$1,000,000 |
| <b>Resident Occupied Single Family Units</b> |             |
| < \$70,000                                   | \$600,000   |
| \$70,000 to \$100,000                        | \$800,000   |
| \$100,000 to \$150,000                       | \$900,000   |
| > \$150,000                                  | \$1,200,000 |
| <b>Vacation Home and Condominium Units</b>   |             |
| Multifamily (Condo)                          | \$1,200,000 |
| Single Family                                | \$2,400,000 |

Source: Consultant Team

For each unit type, income level, and year, the total amount of direct impact (investment) is the product of unit cost and number of units. The three IMPLAN industries that pertain to new residential construction are as follows:

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

Within IMPLAN, the Buildout Model structure has a sub-model for each year and each level of development (catch up and keep up, surplus, Lake Hill). Each sub-model is comprised of 44 unique events, 11 for each community. For each community, there are 4 household spending events, 5 visitor spending events, and 2 construction spending events.

### 5.3.4 HOUSING UNIT DEVELOPMENT

The analysis of Frisco's housing needs, development patterns, and potential workforce housing projects provides a roadmap of housing units to be developed annually over the next 10 years by type of unit and income level of occupying households.

#### Catch Up & Keep Up Housing (The Plan)

Table 5-7 shows the count of catch up and keep up units to be developed over time. These unit counts serve as important inputs to the Buildout Model.

*Table 5-7: Annual Number of Units to Catch Up and Keep Up (The Plan) by Unit Type and Income Level*

| Unit Type                      | 2025      | 2026       | 2027      | 2028       | 2029      | 2030      | 2031      | 2032      | 2033      | 2034      | Total      |
|--------------------------------|-----------|------------|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| <b>Multifamily Residence</b>   |           |            |           |            |           |           |           |           |           |           |            |
| < \$70,000                     | 0         | 60         | 0         | 30         | 0         | 22        | 16        | 10        | 0         | 0         | 138        |
| \$70,000 to \$100,000          | 19        | 38         | 0         | 57         | 0         | 17        | 20        | 10        | 0         | 0         | 161        |
| \$100,000 to \$150,000         | 15        | 8          | 54        | 16         | 0         | 5         | 4         | 0         | 0         | 0         | 102        |
| > \$150,000                    | 54        | 0          | 0         | 0          | 0         | 0         | 0         | 0         | 0         | 0         | 54         |
| <b>Total</b>                   | <b>88</b> | <b>106</b> | <b>54</b> | <b>103</b> | <b>0</b>  | <b>44</b> | <b>40</b> | <b>20</b> | <b>0</b>  | <b>0</b>  | <b>455</b> |
| <b>Single-Family Residence</b> |           |            |           |            |           |           |           |           |           |           |            |
| < \$70,000                     | 0         | 5          | 9         | 0          | 5         | 9         | 0         | 6         | 2         | 2         | 38         |
| \$70,000 to \$100,000          | 6         | 7          | 9         | 3          | 10        | 16        | 3         | 5         | 5         | 5         | 69         |
| \$100,000 to \$150,000         | 0         | 8          | 12        | 0          | 14        | 11        | 6         | 11        | 10        | 6         | 78         |
| > \$150,000                    | 20        | 21         | 23        | 20         | 27        | 24        | 20        | 20        | 20        | 20        | 215        |
| <b>Total</b>                   | <b>26</b> | <b>41</b>  | <b>53</b> | <b>23</b>  | <b>56</b> | <b>60</b> | <b>29</b> | <b>42</b> | <b>37</b> | <b>33</b> | <b>400</b> |

*Source: Consultant Team*

## Surplus Housing

Table 5-8 shows the number of surplus units that could be developed. These units are predominately multifamily and would not be developed prior to 2028.

Table 5-8: Annual Number of Units Developed as Surplus by Unit Type and Income Level

| Unit Type                      | 2025     | 2026     | 2027     | 2028      | 2029     | 2030       | 2031      | 2032     | 2033      | 2034      | Total      |
|--------------------------------|----------|----------|----------|-----------|----------|------------|-----------|----------|-----------|-----------|------------|
| <b>Multifamily Residence</b>   |          |          |          |           |          |            |           |          |           |           |            |
| < \$70,000                     | 0        | 0        | 0        | 0         | 0        | 0          | 10        | 0        | 10        | 10        | 30         |
| \$70,000 to \$100,000          | 0        | 0        | 0        | 0         | 0        | 25         | 23        | 0        | 32        | 20        | 100        |
| \$100,000 to \$150,000         | 0        | 0        | 0        | 0         | 0        | 95         | 4         | 0        | 10        | 10        | 119        |
| > \$150,000                    | 0        | 0        | 0        | 0         | 0        | 0          | 0         | 0        | 0         | 0         | 0          |
| <b>Total</b>                   | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b>  | <b>0</b> | <b>120</b> | <b>37</b> | <b>0</b> | <b>52</b> | <b>40</b> | <b>249</b> |
| <b>Single-Family Residence</b> |          |          |          |           |          |            |           |          |           |           |            |
| < \$70,000                     | 0        | 0        | 0        | 0         | 0        | 0          | 0         | 0        | 0         | 0         | 0          |
| \$70,000 to \$100,000          | 0        | 0        | 0        | 5         | 0        | 7          | 0         | 0        | 0         | 0         | 12         |
| \$100,000 to \$150,000         | 0        | 0        | 0        | 6         | 0        | 23         | 10        | 0        | 6         | 0         | 45         |
| > \$150,000                    | 0        | 0        | 0        | 8         | 0        | 5          | 0         | 0        | 0         | 0         | 13         |
| <b>Total</b>                   | <b>0</b> | <b>0</b> | <b>0</b> | <b>19</b> | <b>0</b> | <b>35</b>  | <b>10</b> | <b>0</b> | <b>6</b>  | <b>0</b>  | <b>70</b>  |

Source: Consultant Team

## Lake Hill

Table 5-9 shows assumptions regarding the development of the Lake Hill Housing Project, which would occur between 2031 and 2034. As with the surplus housing, Lake Hill would offer mostly multifamily units affordable to the local workforce.

Table 5-9: Annual Number of Units Developed at Lake Hill by Unit Type and Income Level

| Unit Type                      | 2025     | 2026     | 2027     | 2028     | 2029     | 2030     | 2031       | 2032      | 2033       | 2034      | Total      |
|--------------------------------|----------|----------|----------|----------|----------|----------|------------|-----------|------------|-----------|------------|
| <b>Multifamily Residence</b>   |          |          |          |          |          |          |            |           |            |           |            |
| < \$70,000                     | 0        | 0        | 0        | 0        | 0        | 0        | 0          | 0         | 0          | 0         | 0          |
| \$70,000 to \$100,000          | 0        | 0        | 0        | 0        | 0        | 0        | 135        | 50        | 60         | 0         | 245        |
| \$100,000 to \$150,000         | 0        | 0        | 0        | 0        | 0        | 0        | 0          | 0         | 55         | 0         | 55         |
| > \$150,000                    | 0        | 0        | 0        | 0        | 0        | 0        | 0          | 0         | 0          | 0         | 0          |
| <b>Total</b>                   | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>135</b> | <b>50</b> | <b>115</b> | <b>0</b>  | <b>300</b> |
| <b>Single-Family Residence</b> |          |          |          |          |          |          |            |           |            |           |            |
| < \$70,000                     | 0        | 0        | 0        | 0        | 0        | 0        | 0          | 0         | 0          | 0         | 0          |
| \$70,000 to \$100,000          | 0        | 0        | 0        | 0        | 0        | 0        | 0          | 0         | 0          | 0         | 0          |
| \$100,000 to \$150,000         | 0        | 0        | 0        | 0        | 0        | 0        | 58         | 64        | 0          | 14        | 136        |
| > \$150,000                    | 0        | 0        | 0        | 0        | 0        | 0        | 0          | 0         | 0          | 0         | 0          |
| <b>Total</b>                   | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>58</b>  | <b>64</b> | <b>0</b>   | <b>14</b> | <b>136</b> |

Source: Consultant Team

### 5.3.5 ASSUMPTIONS & UNCERTAINTIES

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Estimating the direct, indirect, and induced impacts of the future in a regional economy is an extremely complex task. IMPLAN averages labor compensation, production value, and other metrics for 546 different industries of each economy considered. For example, this study models the construction of hundreds 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.

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.

IMPLAN's data for the region accounts for leakage. This is the portion of total spending that occurs outside of the region. IMPLAN's tax impact estimates are based on collected and reported taxes in the region for the given data year, rather than products of actual rates. In this manner, tax revenue estimates are effective averages rather than explicit estimates. Actual tax revenues will depend on final purchase prices, actual rates and exemptions. By modeling one year at a time, we are able to design the model using IMPLAN's multi-regional input-output (MRIO) analysis to capture economic interactions among the communities in Summit County. All results are presented in 2024 dollars, alleviating the need to make additional assumptions about future inflation rates.

Finally, forecasts of future events are inherently uncertain, as the coronavirus pandemic demonstrated.

## 5.4 EMPLOYMENT IMPACTS

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The Summit County Buildout Model can be queried to show only the estimates of impacts that would occur in Frisco. Figure 5-1 shows the growth in total employment over time as it corresponds to various levels of development.

The level of economic growth corresponding to developing the housing needed to catch up and keep up would lead to an annual average growth rate (AAGR) of employment of 4.5% over the 10-year period from 2025 through 2034. At this rate of growth, the housing development modeled in this study to keep up may not be sufficient. In contrast, the SDO estimates the Summit County labor force will grow at an annual average growth rate of only approximately 0.6% through 2035, likely too conservative. The Buildout Model forecast does not consider the potential for technological innovation nor increases in



worker productivity, which would reduce the rate of employment growth. Likewise, a less-aggressive housing development strategy would reduce the rate of employment growth as well.

To the extent the surplus units and Lake Hill are developed, the rate of employment growth generated by the additional construction and occupation of these units will be much greater in the later years of this forecast period as shown in Figure 5-1.

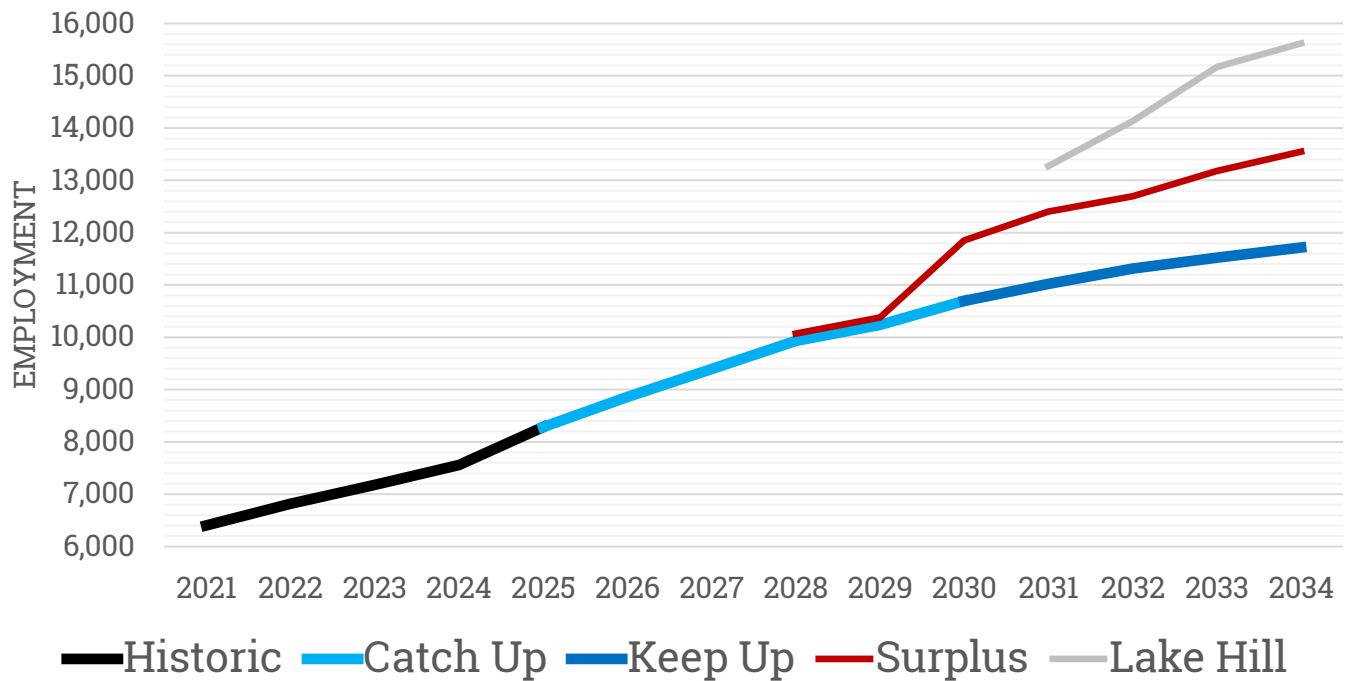


Figure 5-1. Frisco Employment Forecasts by Level of Development

Source: IMPLAN, Consultant Team.

## 5.4.1 OVERALL OCCUPATION TRENDS

A significant amount of the spending modeled as a result of development is for the construction of housing. Much of the housing is workforce housing at restricted income levels, thus having more limited and specific household spending patterns. Figure 5-2 shows the distribution of Frisco employment by sector in 2024 when the amount is estimated to reach 7,559. Figure 5-3 shows the distribution of Frisco employment by sector in 2034 when the amount is estimated to reach 10,501. Aside from the overall growth, the distribution of employment would change—most notably the construction sector would increase from 4% to 15% of total employment. Food service and health care would decrease.

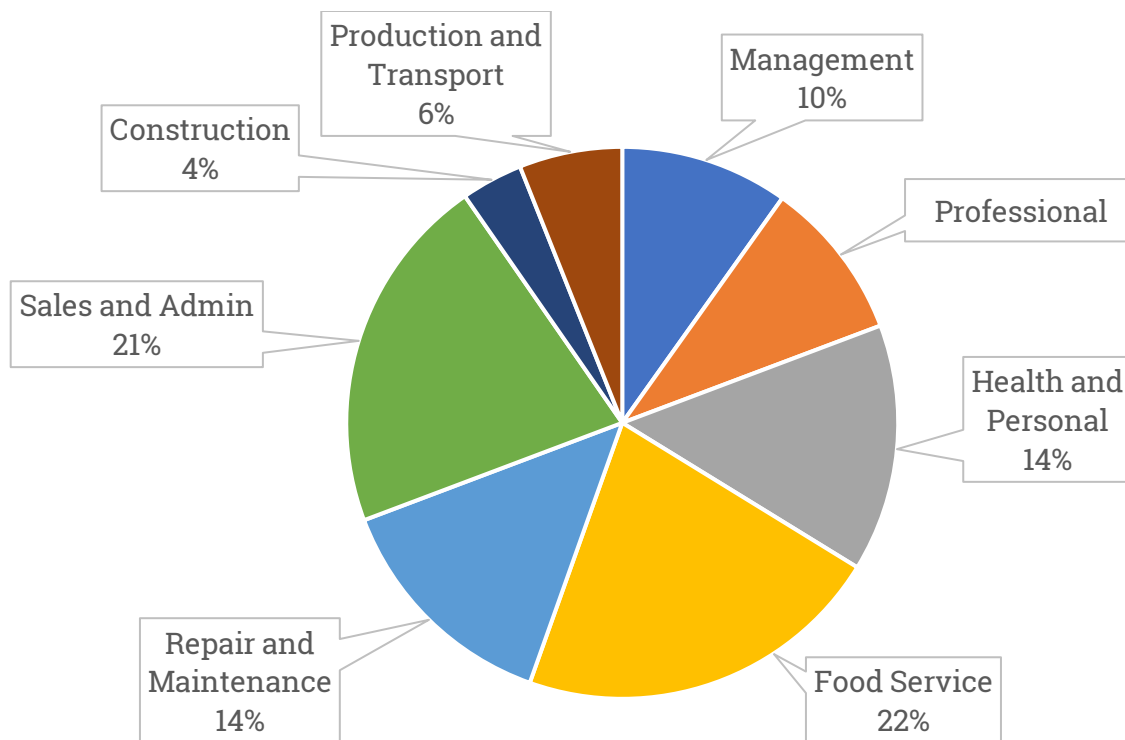


Figure 5-2. Frisco Employment Distribution, 2024

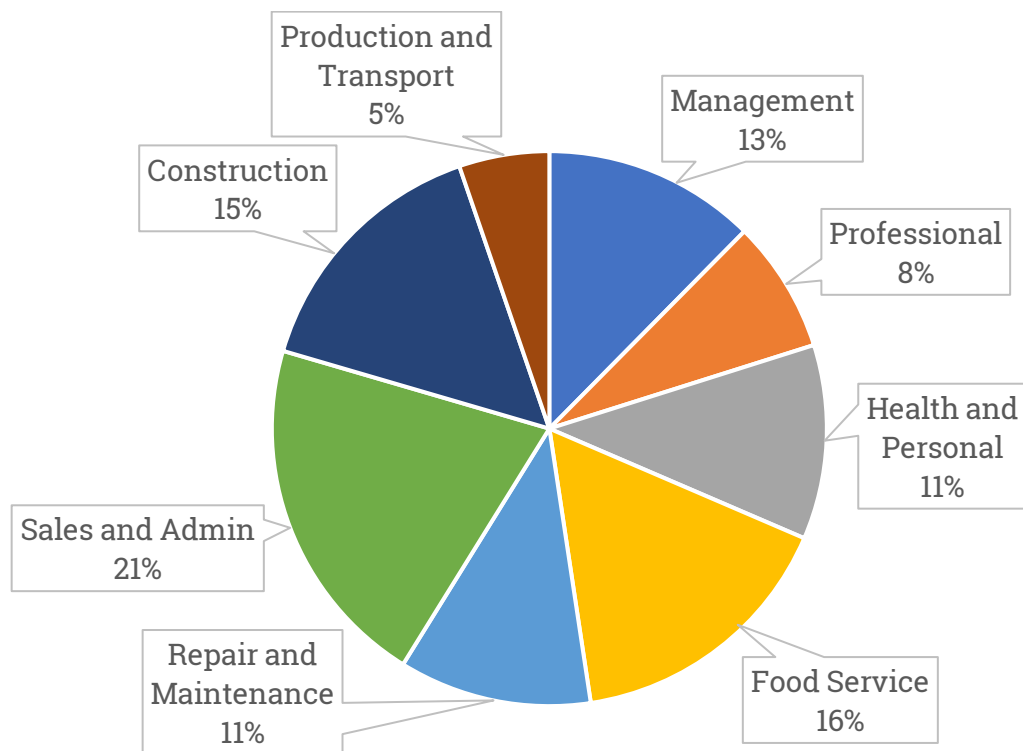


Figure 5-3. Frisco Employment Distribution, 2034

Source: IMPLAN, Consultant Team

## 5.4.2 SERVICE SECTOR EMPLOYMENT TRENDS

Frisco's population will increase from the development of new housing, which in turn will impact local services like schools, health care, and transportation. The Buildout Model also provides estimates of the growth in specific occupations.

Table 5-10: Select Service Sector Employment Trends

| Service Sector     | 2022 | 2034 | % Change |
|--------------------|------|------|----------|
| Education          | 177  | 205  | 16%      |
| Healthcare         | 482  | 593  | 23%      |
| Healthcare Support | 167  | 204  | 22%      |

Source: IMPLAN, Consultant Team

## 5.5 ECONOMIC OUTPUT IMPACTS

Figure 5-4 shows the growth in total economic output over time as it corresponds to various levels of development. If only the catch up and keep up plan is executed, the size of Frisco's economy will double by 2034. This amount of growth corresponds to an AAGR of 5.8%, less than half of the actual 12.2% that occurred from 2021 to 2022 (see Table 5-2). If the surplus housing and Lake Hill are also developed, Frisco's economy would almost triple in size by 2034.

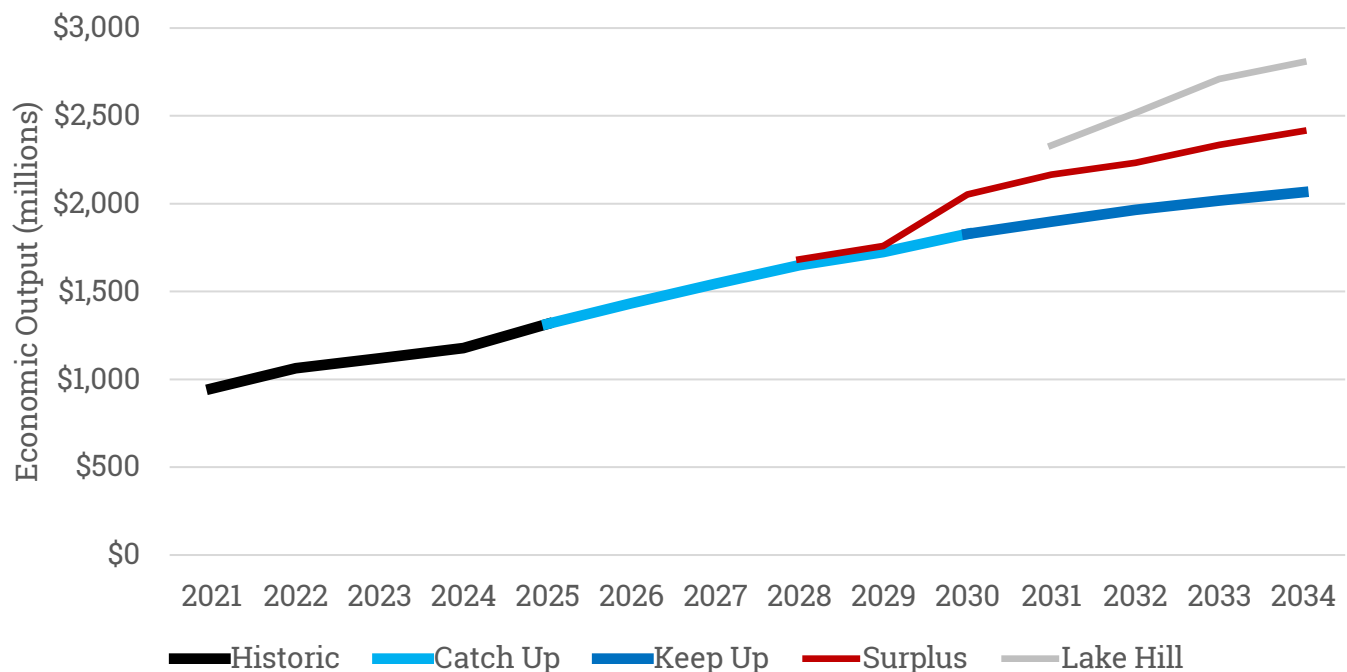


Figure 5-4. Frisco Economic Output Forecasts by Level of Development

Source: IMPLAN, Consultant Team

## 5.6 TAX REVENUE IMPACTS

The Buildout Model estimates tax revenues are based on collected and reported revenues averaged across industries and households rather than explicit products of rates and estimated values. See Appendix D for a more detailed description of IMPLAN's tax estimates.

### Local Tax Revenues

Figure 5-5 shows a forecast of local tax revenue including town government and special district revenues, such as schools and libraries. At the level of development corresponding to catch up and keep up, local tax revenues would double from 2022 to 2034. Presumably this revenue would be available to increase and improve services for the growing population and mitigate the negative impacts of growth.

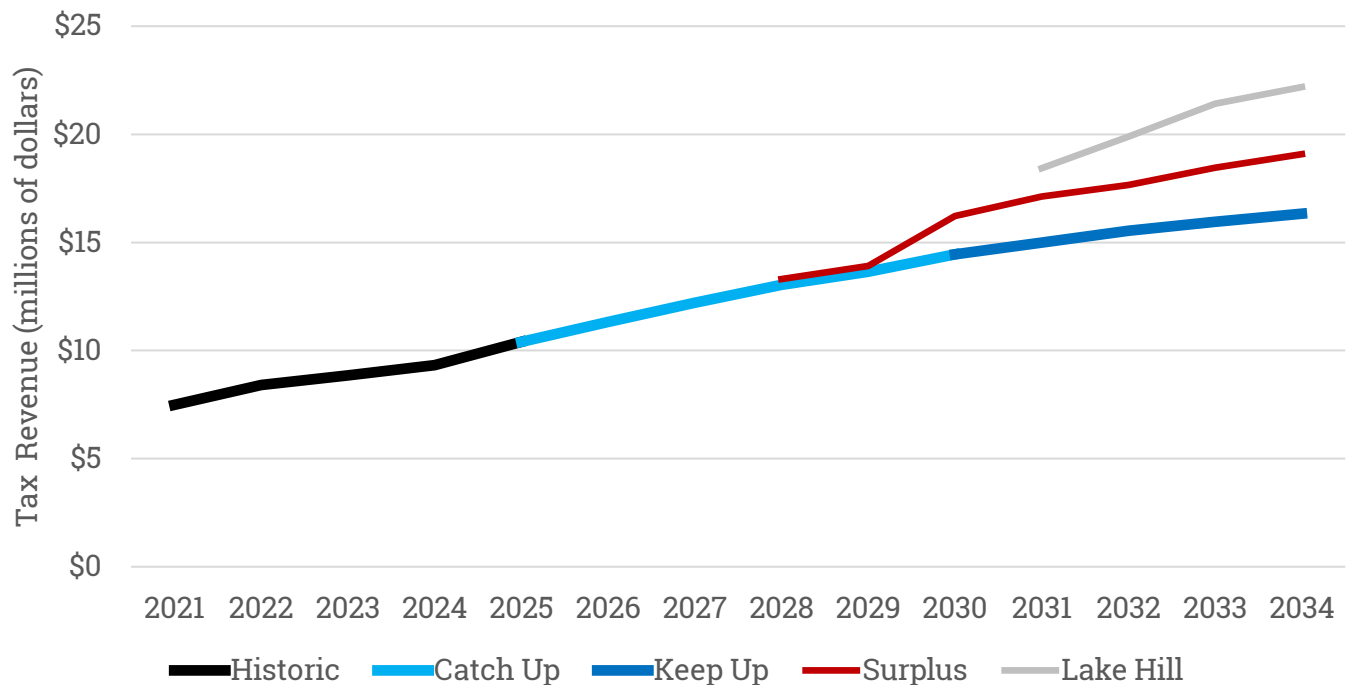


Figure 5-5. Local Tax Revenue Forecast for Frisco

Source: IMPLAN, Consultant Team

### Total Tax Revenues

In addition to local tax revenues, development would generate incremental county, state, and federal tax revenue. Knowledge of these future revenue streams should inform grant applications, allocation of scarce budget resources and other policy decisions.



Figure 5-6 shows the total tax revenue generated by the growth of Frisco, including local, county, state, and federal. From 2022 to 2034, total tax revenue would almost double from \$132 million to \$257 million. If all units are developed by 2034, tax revenue would reach \$349 million.

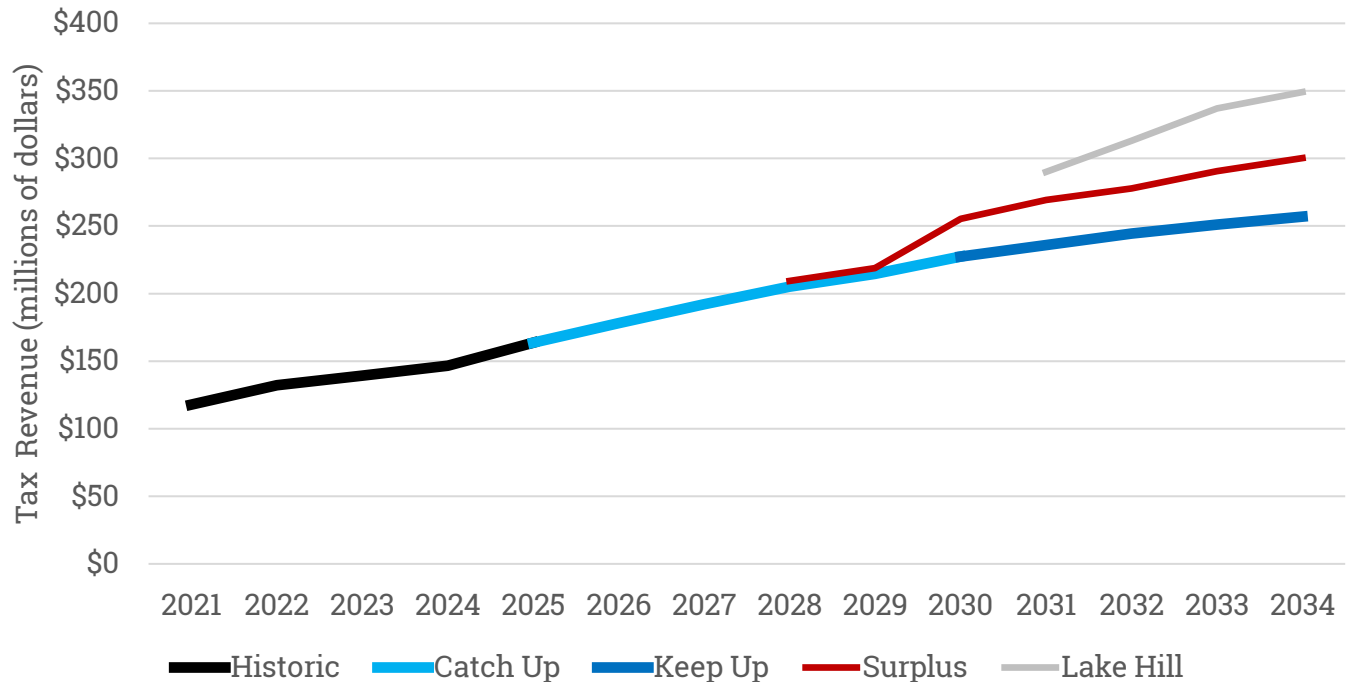


Figure 5-6. Forecast of Total Tax Revenue Generated within Frisco

Source: IMPLAN, Consultant Team

## 5.7 ENVIRONMENTAL IMPACTS

This section evaluates environmental impacts that would arise from new housing development using the IMPLAN model. Specifically, greenhouse gas emissions, surface water use, and groundwater use are forecast. See Appendix D for a more detailed description of IMPLAN's environmental impact estimates.

The information provided will help align housing with environmental stewardship goals by providing a means of monitoring green building practices, preservation of natural resources, and reduction of the carbon footprint. Frisco's water use will increase as housing development continues. Understanding future water demand will allow town staff and elected officials to effectively plan water supply to meet demand.

## 5.7.1 WATER USE

Frisco's water use will increase as housing development continues. Understanding future water demand will allow town staff and elected officials to plan effectively for water supply needs. Assessing the impact of housing development on the local water supply will also provide important information to plan for sustainable water use and infrastructure to support development without compromising environmental resources.

IMPLAN's environmental impact estimates rely on industry-specific coefficients representing physical emissions or resource use per dollar of industry output, with the physical unit depending on the particular pollutant or resource under consideration. Initial estimates of Frisco's water use were calibrated based on the [2018 Town of Frisco Water Efficiency Plan](#), U.S. Geological Survey (USGS) data, and interview with town staff. The 2018 plan shows treated water production falling in a range between 700 and 1,000 acre-feet per year (AFY) between 1996 and 2015. The Buildout Model uses a 2022 estimate of 932.6 AFY as the baseline, of which 397 AFY is surface water and 535.6 is groundwater.

Frisco has the right to divert up to 1,413 AFY from groundwater and surface water sources. In addition to specific rights, the Ten Mile Creek surface water supply depends on the current treatment capacity.

### Surface Water Use Forecast

The nominal capacity of the Ten Mile Creek treatment plant is 1 million gallons per day (Mgd) or just under 1,221 AFY. However, the operations are limited for about one month in the spring and one month in the fall. The Ten Mile Creek water treatment plant currently operates at about 65% capacity during 5 summer months providing about 303 AFY. During winter months the plant operates at about 20% capacity, treating about 93 AFY. Thus, the plant operates about 10 months per year, potentially yielding 934 AFY.

Assuming current surface water consumption patterns continue, at the level of development corresponding to catch up and keep up, surface water use would reach 771 AFY by 2034 (see Figure 5-7). If all of the surplus housing is developed, the surface water used would be 901 AFY. If Lake Hill were also developed, surface water use would exceed 1,000 AFY, more than current capacity. In this latter scenario, alternative water supply solutions would need to be developed.

### Groundwater Use Forecast

Groundwater currently provides about two-thirds of Frisco's water supply. Assuming current groundwater consumption patterns continue, at the level of development corresponding to catch up and keep up, groundwater use would reach 1,050 AFY by 2034 (see Figure 5-8). If all of the surplus housing is developed, the surface water used would be 1,216 AFY. If Lake Hill were also developed, groundwater use would reach 1,414 AFY, roughly the amount of current total water rights.

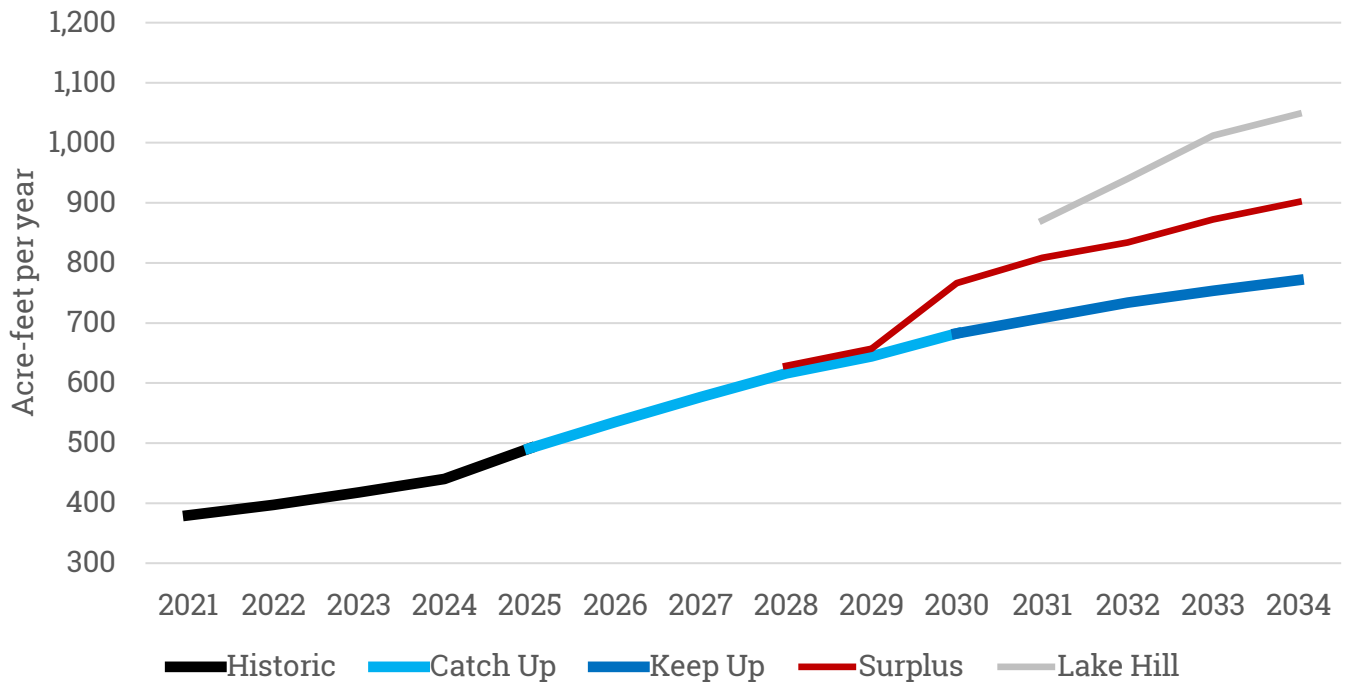


Figure 5-7. Frisco Surface Water Use Forecast

Source: IMPLAN, Consultant Team

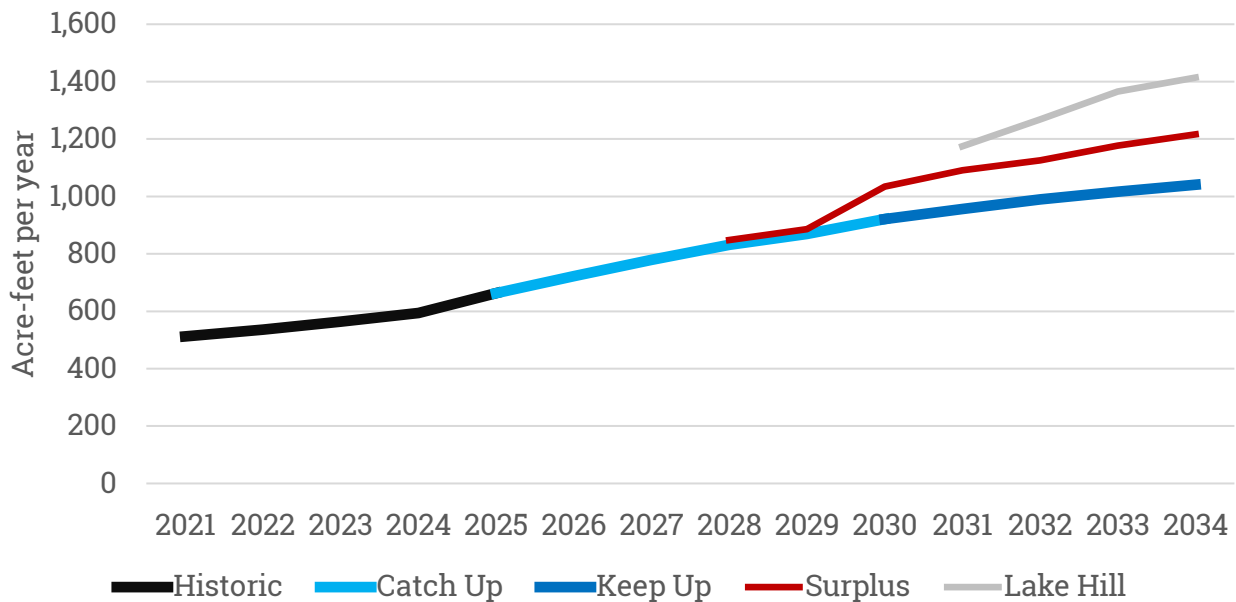


Figure 5-8. Frisco Groundwater Use Forecast

Source: IMPLAN, Consultant Team

## Combined Water Use Forecast

Figure 5-9 shows the future water demand forecast for surface water and groundwater combined. At the level of development corresponding to catch up and keep up, Frisco's water rights limit would be exceeded by 2028. In 2034, at full buildout, water use approaches 2,500 AFY.

In terms of water use per household, at current levels each occupied housing unit is using 0.73 AFY. At buildout, this ratio would increase to 0.83 AFY, which is reasonable given the increasing commercial base and demand for Frisco's goods and services from neighboring communities.

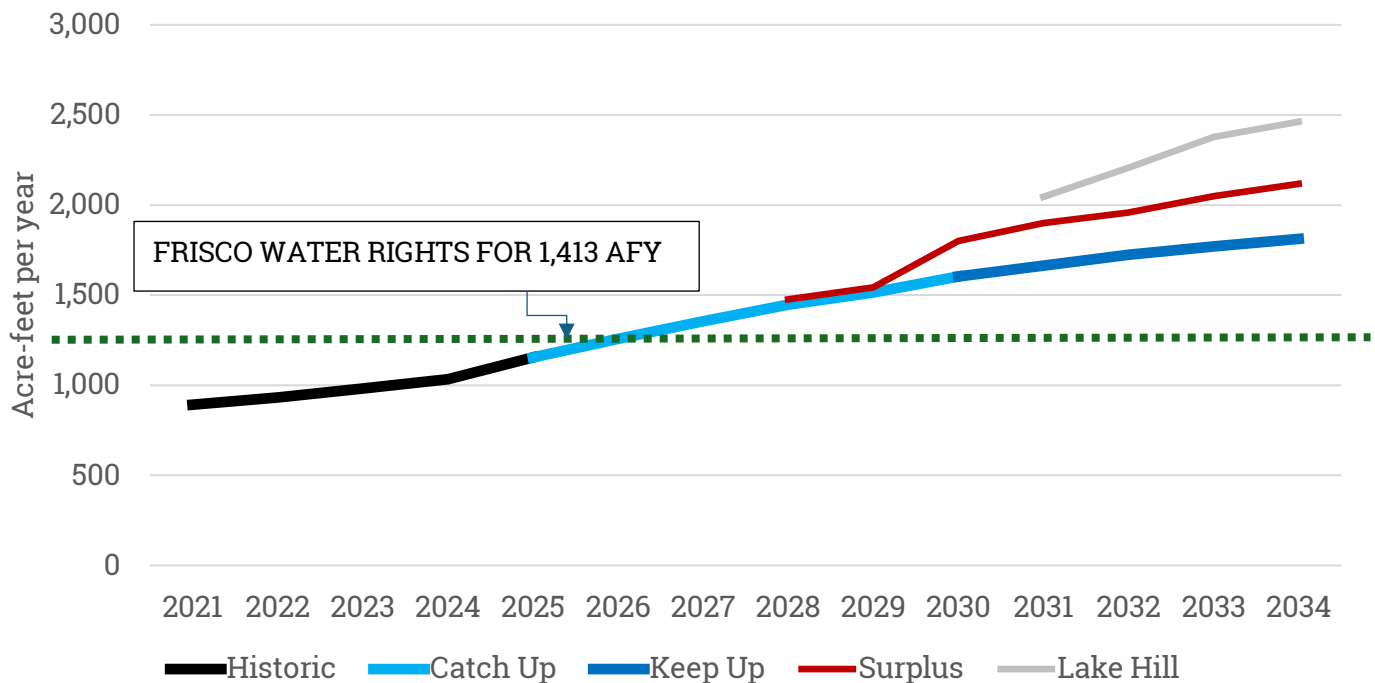


Figure 5-9. Frisco Total Water Use Forecast

Source: IMPLAN, Consultant Team



## 5.7.2 GREENHOUSE GAS EMISSIONS

The Buildout Model was calibrated using the Summit County Climate Action Plan. In 2022, Frisco emitted just under 35,000 metric tons of CO<sub>2</sub> equivalent (MTCO<sub>2</sub>e). By 2034, emissions would range from 67,000 to over 90,000 MTCO<sub>2</sub>e, depending on the level of development and assuming no changes to current behaviors and consumption patterns.

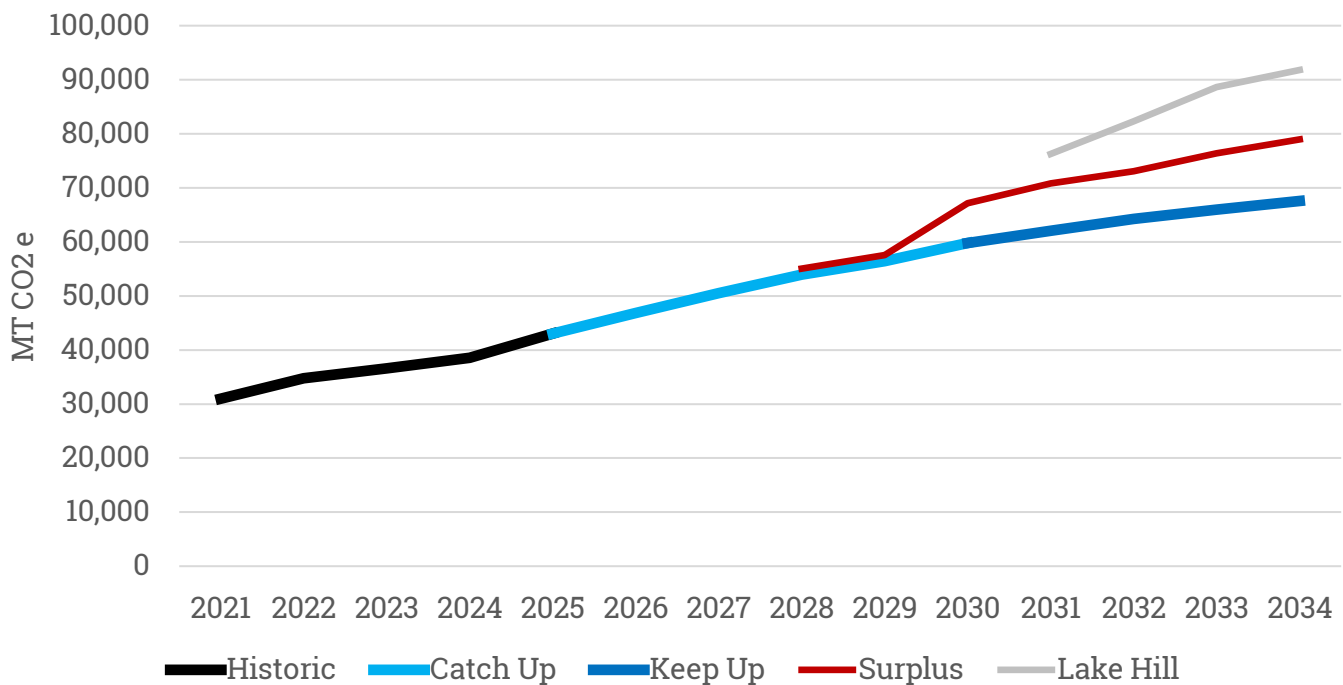


Figure 5-10. Forecast of Frisco's Greenhouse Gas Emissions

Source: IMPLAN, Consultant Team

## SECTION 6. CONSTRAINTS ON HOUSING

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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 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

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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 conclusions from the detailed assessment in Appendix E 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

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The Town of Frisco has multiple tools in place to manage community growth, 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, provides valuable 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. 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 serves as a long-range planning tool and provides 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 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 comprises most of the land use control standards for housing and other development in the community. The UDC contains 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 of the town's 13 zoning districts 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 types of overlay districts that apply certain opportunities and additional development standards, or relief therefrom, for designated areas. Given its potential to constrain housing development, Program 1.2.A offers several amendments to the UDC for consideration.

### Overlay Zoning & Planned Unit Developments

Development standards for overlay zoning districts, including planned unit developments (PUDs), can impact housing affordability by further limiting where and how new housing can be constructed and at what densities. For new development located within an overlay district, the requirements of the underlying zoning district still apply; however, where requirements conflict, those of the overlay district control.

The two types of overlay zoning districts include Historic (HO) and PUD. The total area within the town affected by overlay districts is approximately 206 acres, including over four acres under the HO district and around 202 acres under the 14 different PUD overlay districts. The HO district encourages the voluntary preservation of historic resources through incentives and allowances for alterations and rehabilitation of historic structures and offers opportunities to increase or decrease density via, respectively, waiver of the deed restriction requirement in application of the Density Bonus provision or severance of remaining development rights.

The PUD overlay district provides opportunities for the creation of custom zoning requirements, resulting in each PUD district being unique. Many of the PUDs were created decades ago, while some were established as recently as 2024. Under the current UDC provisions, new PUDs must provide a community benefit of either usable open space or affordable housing, which could decrease or increase density from the underlying zoning district, respectively. Of the 14 PUDs in Frisco, three have little or no impact on future housing development, one allows a significant increase to the maximum density, and 10 decrease the density that would otherwise be allowed. Of these 10 PUDs, at least six reduce allowed density by 50% or more, with one (Royal Mountain Ranch PUD) removing 88% of the site's



development potential. Additionally, many PUDs further limit future housing opportunities by prohibiting new development, resubdivision, or accessory structures, including ADUs.

Given Frisco's dwindling land available for housing and need for densification in existing neighborhoods, it may be appropriate to revise the UDC provisions for PUDs to require, or at least strongly encourage, new PUDs to allow the same number of dwelling units that would be by-right in the underlying zoning district. Additionally, new PUDs should allow opportunities for future densification (e.g., cannot prohibit ADUs). It may also be valuable to approach the property owners in established PUDs with limited densification options to promote and provide support for amendments or modifications that expand future densification opportunities.

## Residential Development Standards

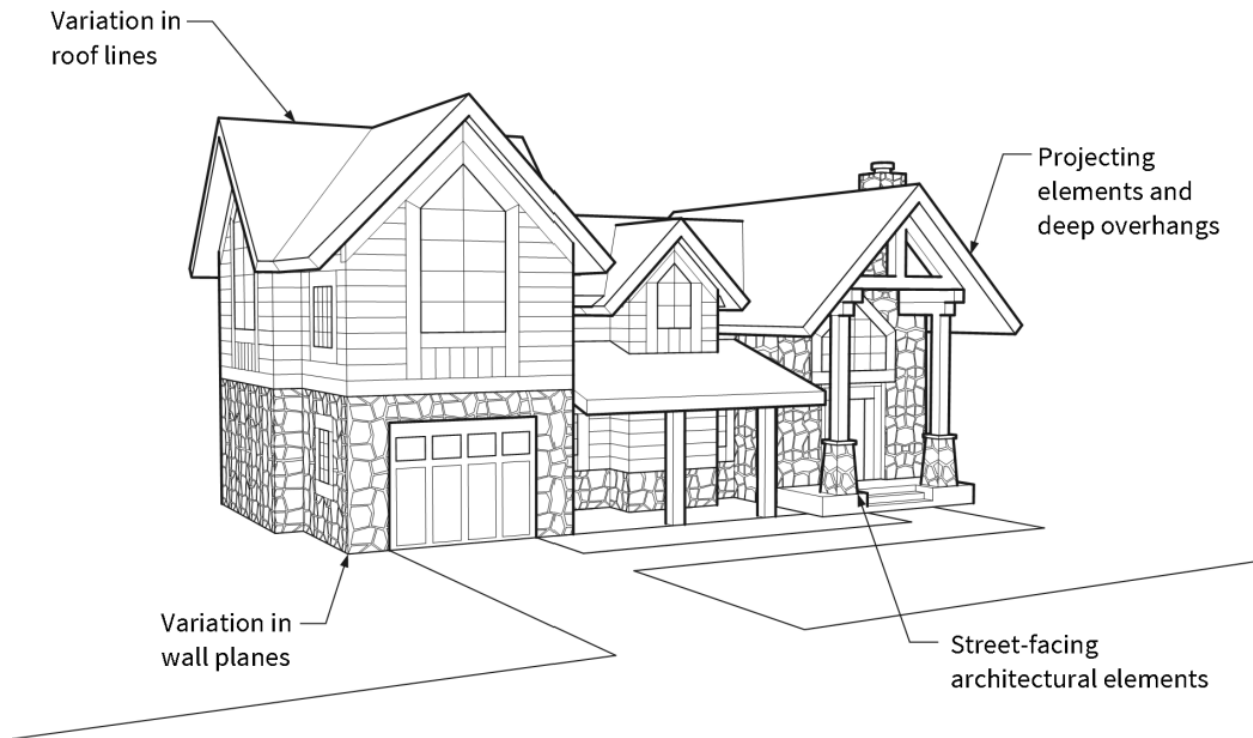
Beyond the basic development standards applied for all types of land uses, residential development projects that require Site Plan Review are also subject to the Residential Development Standards (RDS) under [§ 180-6.22](#). These standards include requirements for building façade elements, roof pitches, exterior colors and materials, and bulk plane envelopes<sup>1</sup>, 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. See Figure 6-1 as an example. 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](#).

Introducing additional objectivity to the RDS and revising it with consideration of the impacts on overall development costs, as considered in Program 1.2.A, would help to remove constraints on both affordable and market-rate housing. This especially applies to the façade, building materials, roofing form, garage location and design, and bulk plane requirements, as well as the prohibition on duplication of dwellings on the surrounding properties or within the same development.

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<sup>1</sup> 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 **minimum** 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.

## Site Disturbance

Pursuant to [§ 180-6.5](#), development on slopes greater than 15% but less than 30% cannot result in site disturbance that exceeds 50% of the total area within said slope range, and development on slopes greater than 30% cannot result in site disturbance that exceeds 15% of the total area within said slope range. Given Frisco's extremely limited supply of land, Program 1.2.A directs the town to consider amendments to this restriction which would expand housing development opportunities on steeper slopes. Any such code changes should emphasize health and safety requirements, such as avoidance or adequate mitigation of any geologic hazards and balance the need for more housing with more flexible aesthetic standards.

## 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. See Appendix E for additional details on the incentive program.

## 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 such as Frisco may voluntarily 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. Frisco’s ADU regulations already meet several of these qualifications, but some code changes would be needed to opt in for funding opportunities. Other changes to the UDC that would support ADU housing production and are detailed in Program 5.1.A include:

- Allowing ADUs by-right in all residential zoning districts
- Exempting ADUs from density requirements regardless of income restriction
- Allowing up to two ADUs per principal dwelling or commercial unit
- Allowing use of pre-approved stock plans and non-traditional housing types as ADUs
- Allowing detached ADUs on separate utility taps to be subdivided
- Adding flexibility to the development standards for ADUs
- Allowing detached ADUs to utilize the principal unit's existing utility taps
- Waivers or reductions for development, processing, utility tapping, and other fees
- Allowing ADUs to be used for short-term rental in limited circumstances

## Modular, Manufactured & Mobile Homes

Due to the Residential Development Standards, 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

No emergency housing types are allowed in the Town of Frisco, but 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.

Although there may be limited need for these types of housing in a small community like Frisco, expanding allowances in the code for supportive, transitional, and emergency housing types would support a housing environment that encompasses all levels of need. This could be accomplished by permitting such uses as single-room occupancy (SRO) units, long-term boarding and rooming houses, and other group residential. Emergency shelters may be appropriate as an accessory use to community centers or places of worship. Regardless, allowances for these types of housing should focus on treating

them the same way as the type of housing they most closely resemble based on their impacts and on regulating their operational characteristics rather than singling them out.

If there are expansions to emergency housing uses, such types should be strongly encouraged as low-barrier models that offer additional services to assist people in improving their health status and maximizing their ability to live and, when possible, work in the community. A “low-barrier” model is an emergency housing or shelter operation that incorporates best practices to reduce barriers to entry, which may include:

- Permitting families and the presence of partners when not a population-specific site (e.g., youth, survivors of domestic violence);
- Providing privacy, such as private rooms or partitions around beds;
- Providing storage for private possessions; and
- Allowing pets.

## Occupancy Limits, Universal Design & Reasonable Accommodation

Under [§ 180-9.2.1](#), the UDC defines “household living” as the residential occupancy of a dwelling unit as a household and, according to Merriam-Webster, the definition of household is a family, or social unit composed of individuals, living together in the same dwelling. “Group living” is also defined in the UDC, which is residential occupancy by a group of people who do not meet the definition of household living where the group may be larger than a family.

By not directly limiting the number or relation of people occupying a single unit, these definitions are generally consistent with new state law prohibiting local governments from limiting residential occupancy based on familial relationships ([House Bill 24-1007](#)). However, it should be further clarified that household living is not restricted to a nuclear family unit by adding the definition of household in the UDC as a social unit of individuals. Explicitly allowing the use of a single-household dwelling unit for special needs housing, such as a small group home, should also be considered with a focus on permitting the use in the same way as other similar residential uses based on its impacts. In addition, the reference to family size should be removed from the group living definition and, instead, it should focus on the health and safety requirements that necessitate it being a different use category.

Frisco follows building code regulations as mandated by the Americans with Disabilities Act (ADA), which require new multi-family residential construction to provide units, parking, and common areas that are accessible to persons with disabilities. To further the adaptability of new residential construction, adopting regulations that encourage universal design principles should also be considered. However, there are no specific regulations or procedures in the town’s Code of Ordinances that address requests for reasonable accommodations, which are intended to eliminate obstacles and provide equitable access to housing opportunities for persons with disabilities. These types of requests may include such things as yard area modifications for ramps, building additions for accessibility, or

reduced off-street parking. To be more consistent with federal fair housing laws, adopting an administrative procedure and objective review criteria to address such requests should be considered.

## 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.

The town's Community Relations Division is responsible for identifying and resolving violations of the Code of Ordinances, including the UDC and BCHS. Enforcement actions can be triggered based on a mixture of complaints, ensuring compliance under active permits, or proactive community patrols. This division uses enforcement procedures that focus on developing and utilizing the Town's relationships within community members with a primary objective of voluntary compliance driven by a collaborative process. When voluntary compliance is not achieved, citations are issued.

The town's collaborative code compliance procedure reduces the probability that enforcement actions will lead to displacement of community members. However, focusing existing policies on the enforcement of health and safety codes, and on using place-based solutions when enforcing said codes, can further prevent people from having to vacate their homes unnecessarily. In addition, Community Relations Division staff are often in a good position to connect residents to resources, such as funding for structure rehabilitation or through referrals to housing assistance programs.

## 6.1.4 APPLICATION PROCESSING & PROCEDURES

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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, such as a new single-household residence, can take as little as three months from pre-application meeting through start of construction, while a more complex project that involves additional discretionary review, such as for a multi-unit development, may take more than nine 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 and commitments, 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

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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 and adopted by Town Council based on the costs of performing administrative services, including activities such as reviewing development proposals, publishing and posting public notices, and performing site inspections. Development fees that typically apply to residential construction include those for planning and zoning review; building, plumbing, excavation, and other permits; and water taps. In addition to the development fees and exactions required by the town, several external agencies also charge development fees to cover the costs of review and permit processing, including Summit Fire and EMS (emergency medical services), Frisco Sanitation District, and Summit County.

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.

Considering that construction costs in the Town of Frisco likely begin at around \$370 per square foot for multi-family and \$450 per square foot for single-family (see Section 6.2.1), the town's fees amount to about 3% to 4% of the total residential development cost, including hard construction costs (e.g., materials and labor) but not the costs of land or site improvements. These amounts are mostly in line with those of other jurisdictions in the region, if not averaging slightly lower, and there are some waivers in place for qualifying affordable projects; thus, the town's development fees do not generally constitute an impediment to new residential development. However, Program 1.2.D and other implementation programs direct the Town of Frisco to regularly analyze and adjust fees to better align with current market trends and affordable housing needs while adequately covering administrative costs and to consider additional relief for housing projects that will help meet the community's needs.

## 6.1.6 IDENTIFIED GOVERNMENTAL CONSTRAINTS

The cumulative impacts of land use controls, development standards, review procedures, and development fees and exactions can unreasonably increase housing development costs and impede construction of new housing if not appropriately balanced among housing priorities, maintaining and enhancing community character, and protecting public health, safety, and welfare. 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 several recently approved housing projects in the pipeline as well as three hypothetical example 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 generally necessary to protect public health and safety.

While individual requirements in the UDC and other governmental regulations may not be constraints on housing development on their own, the cumulative impacts are constraining development of new affordable housing to some extent, mainly due to the complexity and additional costs added by meeting the strict standards and the length of time for processing by-right projects through discretionary review. For this reason, Programs 1.2.A and 1.2.B recommend amendments to the UDC and other codes to help remove some constraints and streamline review procedures, including compliance with fast-track processing under Proposition 123.

The densities allowed by-right under the UDC range from four to eight dwelling units per acre (du/ac) for low density, 12 du/ac for medium density, and 14 to 16 du/ac for high density and mixed-use zoning districts. In addition, the Affordable Housing Development Incentive Program encourages the development of housing that is affordable to lower-income households and workers through various incentives under [§ 180-5.5](#), including Density Bonus provisions. Although several recent housing projects have taken advantage of this or other allowances in the UDC, the town also continues to receive proposals to develop sites below allowed densities. Several recently approved projects that are in the pipeline demonstrate the potential densities that can be achieved under the current UDC using the Density Bonus and PUD provisions, as summarized in Table 6-1.

*Table 6-1: Summary of Pipeline Projects' Achievable Densities*

| Pipeline Project     | Zoning District (Max. Density) | Approved Units (Approx. Density) | Affordability Targets (% AMI)                            | Additional Information  |
|----------------------|--------------------------------|----------------------------------|--|---|
| <b>Granite Park</b>  | CC Central Core (16 du/ac)     | 22 units on 0.6 ac (37 du/ac)    | 11 units at 60-80%,<br>11 at 100-120%                    | Joint workforce project by the town and Colorado Department of Transportation that will exceed the by-right density through the Density Bonus provision on an in-fill redevelopment site. |
| <b>80 West Main</b>  | MU Mixed Use (14 du/ac)        | 36 units on 1.7 ac (21 du/ac)    | 4 units at <100%,<br>32 market rate                      | Project on a vacant in-fill site that will exceed the by-right density through amendments to the Royal Mountain Ranch PUD.  |
| <b>602 Galena</b>    | CC Central Core (16 du/ac)     | 54 units on 0.7 ac (77 du/ac)    | All units 100-120%                                       | Joint LIHTC workforce project by the town and NHP Foundation that will exceed the by-right density through the Density Bonus provision on an in-fill redevelopment site.                  |
| <b>101 West Main</b> | MU Mixed Use (14 du/ac)        | 52 units on 0.8 ac (65 du/ac)    | 5 units at <30%, 4 at 31-40%, 23 at 41-50%, 20 at 51-80% | LIHTC workforce project by the NHP Foundation that will exceed the by-right density through the PUD process on an in-fill redevelopment site.   |

| Pipeline Project       | Zoning District (Max. Density) | Approved Units (Approx. Density) | Affordability Targets (% AMI)       | Additional Information  |
|------------------------|--------------------------------|----------------------------------|-------------------------------------|---|
| <b>Basecamp</b>        | GW Gateway (16 du/ac)          | 30 units on 2.5 ac (12 du/ac)    | 8 units at 100-120%, 22 market rate | Transit-oriented project on a vacant in-fill site constrained by its configuration and proximity to I-70. See <a href="#">project website</a> . |
| <b>Centura Studios</b> | MU Mixed Use (14 du/ac)        | 37 units on 3.8 ac (10 du/ac)    | All units market rate               | Workforce project associated with the Centura Health Center campus on an underutilized in-fill site. See <a href="#">project website</a> .      |

Table Notes: Density is dwelling units (du) per acre (ac); AMI is area median income; PUD is planned unit development; LIHTC is the federal Low Income Housing Tax Credit program which provides tax incentives for the creation of affordable housing.

In addition, the three example projects were created to provide realistic scenarios for comparison are correlated 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 primary limitation identified is 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 toward density limits the same as principal dwellings – unless deed-restricted – rather than treating 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

The total initial development fees for this project were calculated to be \$53,722, which is approximately 4% of the hard construction costs which were estimated to total \$1,485,000 for both the principal residence and ADU (\$450 per square foot). No dedications or other exactions were included.

## 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 **nine** 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

The total initial development fees for this project were calculated to be \$389,396 (\$25,960 per unit), plus the costs of infrastructure improvements. No dedications were included, but street improvements and a new fire hydrant were anticipated. Development fees amount to approximately 4% of the total hard construction costs for the project estimated at \$9,112,500 (\$607,500 per unit) based on \$450 per square foot.



## 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 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 used 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 nine 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 schedules allowed.

### Development Fees & Exactions

The total initial development fees for this project were calculated to be \$746,169 (\$22,611 per unit), plus infrastructure improvement costs. No dedications were included, but street improvements and two

new fire hydrants were anticipated. Development fees amount to approximately 3% of the total hard construction costs for the project estimated at \$22,500,000 (\$300,000 to \$450,000 per unit) based on \$375 per square foot.

## 6.2 POTENTIAL NON-GOVERNMENTAL CONSTRAINTS

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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. See Appendix E for additional information about potential non-governmental constraints.

Recognizing the high cost of housing and the large gap between affordable housing costs and the level of housing expenses that lower-income households can afford, the Town of Frisco's primary efforts to address non-governmental constraints to housing production is the use of Affordable Housing Impact Fees to assist in the development of affordable housing units, and Program 1.2.C directs the expansion of this funding. The impact fees collected from development projects provide direct funding, subsidies, and incentives to increase, improve, or preserve the supply of housing units in Frisco that are affordable to lower-income and workforce households.

### 6.2.1 LAND & CONSTRUCTION COSTS

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Land and construction costs represent two of the most significant components of the overall cost of new housing, and both fluctuate with market conditions. Factors affecting land costs include overall availability in a given subregion; environmental site conditions and constraints; public service and infrastructure availability; aesthetic considerations such as views, terrain, and vegetation; proximity to services; and parcel size. Construction costs depend primarily on the costs of materials and labor, referred to as hard construction costs, which are influenced by market demand but also depend on the type and quality of housing being built, number of contractors in the area, and unionization of workers. Rising land and construction costs in the Town of Frisco present a potential constraint on housing development and directly impact housing costs.

#### Land Costs

In Frisco, vacant land for all types of housing is limited and the price of land remains high, but costs can vary depending on location, lot size and configuration, and zoning. While land costs are generally lower in greenfield areas on the community edges, these areas often require a greater amount of investment in backbone infrastructure and site improvements before construction can begin. Conversely, infill areas in developed portions of the community can take advantage of existing improvements and better access to services and amenities so costs are correspondingly higher.

However, aging infrastructure in infill areas may require repairs or upgrades, the costs of which are typically borne by the developer.

## Construction Costs

The hard costs of construction typically comprise more than 60% of total development costs. The greatest determinant of hard costs is the type of building. Factors influencing construction costs include:

- **Construction Type:** Standard and production homes typically cost less per square foot, using conventional materials and straightforward designs, while custom and luxury homes involve higher costs due to unique designs, premium materials, and intricate architectural details.
- **Materials and Exterior Finishes:** Using standard materials like vinyl siding and asphalt shingles keeps costs lower, while premium high-end materials, such as natural stone, custom woodwork, and metal roofing can significantly increase costs.
- **Labor Costs:** Skilled labor in Colorado is relatively expensive as compared to other markets, and because labor is in short supply, demand continues to drive up labor costs in every category. (EV Studio, 2024)

Average hard costs in the mountainous regions of Colorado are significantly higher compared to the rest of the state even when controlling for project characteristics. Several factors can cause increased costs for materials and labor, including global trade patterns and federal policy decisions, such as tariffs; state and local regulations, such as building codes; and a shortage of construction laborers, including qualified tradespeople. Construction costs in Summit County are around \$300 to \$600 per square foot for homes with more basic finishes but can increase significantly with higher-end features. (Mountain Living Real Estate, 2020) Based on 2024 contractor quotes, hard construction costs in Frisco for a new 2,500-square-foot single-family detached home likely start around \$1,125,000 (\$450 per square foot) and costs for a 1,000-square-foot unit that is part of a multi-family development likely start around \$370,000 (\$370 per square foot).

Construction costs can be reduced in several ways. A reduction in amenities and the quality of building materials in new homes that still meet minimum acceptability for health, safety, and adequate performance, may result in lower sales prices. In addition, prefabricated, factory-built housing may provide lower-priced products by reducing labor and material costs with greater economies of scale. As the number of units built at one time and in one place increases, savings in construction costs over the entire development are generally realized.

## 6.2.2 AVAILABILITY OF FINANCING

The availability of financing plays a crucial role in influencing both the cost and supply of housing. Typically, two types of financing are involved in the housing market: funds required for initial site preparation and construction, and funds used by homeowners or investors to purchase housing units. Interest rates significantly affect the cost of building, purchasing, and improving homes. However, local governments have minimal control over these rates, as they are largely determined by national policies and broader economic conditions. Even small changes in interest rates can have a substantial impact on the income required to qualify for a loan, and they can also influence developers' decisions by affecting the cost of borrowing for new housing projects, potentially slowing down construction timelines or altering project viability. Additionally, the economic uncertainty caused by events like COVID-19 has led lenders to be more cautious, subjecting loan applicants to more thorough reviews, which may have long-term consequences on financing availability.

In recent years, financing for both construction and long-term mortgages has generally been available in Frisco at reasonable rates, subject to normal underwriting standards. However, rates can change significantly and suddenly, impacting the affordability of housing stock. When interest rates rise, the market typically compensates by decreasing housing prices. Similarly, when interest rates decrease, housing prices begin to rise. There is often a lag in the market, causing housing prices to remain high when interest rates rise until the market catches up, and lower-income households often find it most difficult to purchase a home during this lag period.

As of September 2024, the current mortgage interest rate for new home purchases is approximately 6.47% for a fixed-rate 30-year loan, but the lending market continues to be volatile, slowing the real estate market in general and constraining affordable housing development. However, a more critical impediment to homeownership involves both the affordability of the housing stock and the ability of potential buyers to fulfill down-payment requirements. Conventional home loans typically require five to 20% of the sales price as a down payment, which is the largest constraint to first-time homebuyers. This indicates a need for flexible loan programs and a method to bridge the gap between the down payment and a potential homeowner's available funds.

Developers of affordable housing also face challenges in securing financing. Due to the limited possible return from rents or sales prices of affordable units, many private lenders distrust the financial returns for these types of projects. Additionally, developers often lack the knowledge or experience in leveraging public-private partnerships and securing a mix of private and public revenue sources, which are critical for making affordable housing projects financially viable. Additional financing and subsidy for affordable projects are necessary and are generally available from local sources, such as Frisco's Affordable Housing Fund, as well as state and federal programs. By combining these resources, developers can bridge funding gaps, but the complexity of navigating these partnerships and securing diverse revenue streams adds another layer of difficulty.



In Colorado, state subsidies for housing are available through programs like the Colorado Housing and Finance Authority (CHFA), which offers low-income housing tax credits (LIHTC) and other financing options aimed at supporting affordable housing developments. Additionally, the Colorado Division of Housing provides grants and loans for the creation and preservation of affordable housing, often partnering with local governments and non-profit organizations to ensure projects are financially feasible. These state programs are vital in bridging the gap between development costs and the lower financial returns typical of affordable housing projects.

## 6.2.3 UTILITY CAPACITIES

Limited infrastructure and services can constrain housing development and add significant costs if improvements are necessary to establish adequate capacities. Growth and infrastructure management is a very dynamic process. Development rates vary over time depending on economic conditions, changes to the regulatory setting, and environmental conditions. The Town of Frisco uses a variety of plans and programs to manage infrastructure expansion with new development, including the Three Mile and Comprehensive Plans, fee programs, and project-specific mitigation measures and conditions of approval. Frisco is a largely developed community where most vacant and underdeveloped sites are infill sites that can be served by existing utility infrastructure; however, the available capacity of drinking water may constrain housing development in the long-term.

Sanitary sewer service is provided by the Frisco Sanitation District and available to all areas within town limits at sufficient capacities to support existing housing needs and future needs to some extent; however, upgrades to the sewer collection and/or treatment systems will likely be necessary to support the housing production and growth anticipated with implementation of this Strategic Housing Plan. Dry utilities, such as electricity and hardline telephone, are available to all areas in town and there is sufficient capacity to meet current housing needs as well as future needs.

The Town of Frisco Water and Public Works Departments are responsible for the operation, maintenance, and improvement of the municipal drinking water system serving all residents and businesses within the town and some lands outside town limits. Potable water is mainly produced from the Wayne Bristol Surface Water Treatment Plant using water from North Ten Mile Creek, supplemented by three water wells. The Water Department performs constant monitoring and regular testing of all water sources and systems to provide customers with the cleanest, best-tasting water possible.

In 2018, the Town of Frisco voluntarily adopted a Water Efficiency Plan, which serves to document the town's existing and planned actions to ensure system reliability and the efficient use of available water supplies. Past reductions in water use were achieved through implementation of various demand management activities, such as performing system-wide leak detection and repairs every three years, and the 2018 plan emphasizes implementation of additional activities to reduce peak demands and achieve water savings. Of note, the town adopted an amendment to its water conservation regulations,

establishing a four-phase use restriction system that mandates conservation based on flow levels in North Ten Mile Creek and yields from the town's water wells.

Frisco's total water rights include 1,413 acre-feet per year. Frisco has adequate potable water supplies to serve the existing housing needs of the community, but with projected growth as modeled in this Strategic Housing Plan through 2034, water will most likely become a constraint on future housing needs if no action is taken to secure more rights and, consequently, increase treatment capacity. However, more aggressive water conservation efforts could lengthen the amount of time before additional rights are necessary.

## 6.2.4 ENVIRONMENTAL CONSIDERATIONS

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Environmental considerations, such as natural hazards and resources, can impact the cost of housing development by requiring site or structural mitigation measures or prohibiting development altogether in high-risk areas. Frisco's natural environment and scenic quality are defining characteristics that are and should be protected; however, these characteristics mean that some areas are constrained by a number of natural hazards as well as sensitive natural resources. The town, as well as its surrounding growth and influence areas as identified in the Three Mile Plan, contain several areas of environmental concern where the density of housing development is necessarily constrained to what is safe to build. The main environmental considerations within the Town of Frisco limits are steep hillsides, geologic hazards, areas prone to flooding, wildfire risk in the wildland-urban interface (WUI), and impacts to water quality.

The UDC and BCHS are the primary mechanisms that address requirements for development to avoid or mitigate impacts on existing hazards and resources. Provisions in these chapters of the Code of Ordinances that aid in reducing wildfire risk include the installation of fire protection features, such as hydrants with sufficient flow and pressure, emergency access, and suppression systems. Development on steeper slopes is regulated by the town's grading and drainage standards, including avoidance of geologic hazard areas, limiting the amount of site disturbance allowed, and required erosion control measures. [Chapter 97](#) of the town's Code of Ordinances, Flood Hazard Areas, regulates development located within a special flood hazard area (SFHA), as defined by the Federal Emergency Management Agency (FEMA). Impacts to water quality are also regulated when development is located near a waterbody or wetland.

## 6.2.5 COMMUNITY CONCERNS

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Resistance from the community regarding increased density and changes in neighborhood character can delay or block affordable housing projects. Potential opposition to affordable housing projects has existed and will continue to exist in many communities across Colorado and the nation, including in Frisco. Public perception of what affordable housing is and who occupies it often play a role in this

opposition, but specific project concerns can also relate to potential environmental impacts, quality of design, and the quality of long-term management of the project.

Discretionary review processes offer opportunities for community members to voice their concerns about, or support for, housing projects; however, this can create a hinderance to development of needed housing when applied to proposals that are otherwise allowed by-right. In addition to adding time to the review process, requiring that developers satisfy neighbors' wishes regarding project location, design, size, or other characteristics can significantly increase development costs, sometimes to the point of making a project infeasible.

For these reasons, Programs 1.2.A and 5.2.B recommend reducing the number of by-right housing projects that are subject to discretionary review and recommend engaging residents in existing neighborhoods in housing solutions and to provide educational opportunities about affordable housing. Alongside existing development standards that promote good site and structural designs, early neighborhood outreach and participation can assist in achieving project acceptability.

## SECTION 7. 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 existing local housing programs and resources as well as regional, state, and federal resources. Additional innovative funding models that can be utilized to support Frisco's housing needs are also discussed in this section and in SECTION 4.

### 7.1 LOCAL & REGIONAL

Leveraging the partnerships and resources already familiar to the community, including local expertise within town departments, will support housing initiatives. Improving and expanding existing Town of Frisco housing programs, such as Housing Helps and the Deed Restriction Program, will help to increase workforce and affordable housing stock efficiently. See Table 7-1 for an overview of these and other existing local resources. 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.

In addition, local and regional housing developers that are active in Frisco have a crucial role in helping meet the community's housing needs. Engaging with these developers through incentives and partnerships that focus on affordable and workforce housing projects will ensure the successful implementation of this plan, as described in Program 5.2.C.



This Strategic Housing Plan also takes advantage of existing housing resources and programs that are available at the county and regional level, including opportunities to collaborate with Summit County, neighboring municipalities, and other regional agencies to address housing needs through shared resources and programs. These regional entities that provide existing housing programs and resources 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](#).

Table 7-1: Summary of Existing Local and Regional Housing Programs and Resources

| Program / Resource                           | Description   | Expansion Opportunity?   |
|--|---|--|
| <b>Town of Frisco</b>                        |   |  |
| <b>Housing Helps (Buy Down)</b>              | Established in June 2021 by <a href="#">Resolution 21-17</a> . 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 <a href="#">town website</a> . | Yes, see Program 1.3.C   |
| <b>Home Improvement Loan</b>                 | Established in April 2023 by <a href="#">Resolution 23-18</a> with \$250,000 initially allocated. Supports local residents and helps keep them in their homes by providing up to a \$50,000 low interest loan for home repairs, with no repayment of principle or interest required until the time of sale or refinancing. 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 <a href="#">town website</a> .  | Yes, see Program 4.1.A   |
| <b>Community Emergency Rental Assistance</b> | 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   | Potentially – Could be expanded to provide higher monthly assistance or to cover additional emergency housing-related costs like utilities. Also, consider |

| Program / Resource   | Description   | Expansion Opportunity?   |
|--|---|--|
|  | assistance, any significant employment challenges, prior rent assistance received, and positive impact on the community are evaluated.  | increasing outreach efforts to ensure all eligible residents are aware of this resource.   |
| <b>Residential Housing Restrictive Covenant and Notice of Lien</b> | A <a href="#">new affordable housing covenant template</a> replaced the old version in September 2019, per <a href="#">Resolution 2019-27</a> . For current owners of deed restricted property, it is optional to convert the existing covenant to the new version.   | Potentially – 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. |
| <b>Workforce Housing Funding</b>                                   | 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 1.2.C   |
| <b>Summit Combined Housing Authority</b>                           |   |  |
| <b>Down Payment Assistance</b>                                     | 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.   | Potentially – Consider expanding the funding pool to accommodate more applicants or increasing the maximum assistance amount.  |
| <b>Workforce Housing Funding</b>                                   | In 2006, voters authorized a countywide 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. SCHHA plays a critical role in managing and disbursing the 5A funds, which 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. | Potentially – Consider exploring the possibility of extending the 5A tax beyond 2026 or introducing new funding mechanisms to ensure ongoing support for workforce housing.              |
| <b>Financial Counseling</b>  | 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.   | Potentially – See Program 3.2.D  |

| Program / Resource                              | Description  | Expansion Opportunity?   |
|---|--|--|
| <b>Homebuyer Education Workshops</b>            | 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 <a href="#">SCHA website</a> . | Potentially – Consider expanding the frequency and locations of workshops and offering them in multiple languages to serve a broader audience.                             |
| <b>Landlord / Tenant Education</b>              | Online resources and occasional classes that provide information on tenant rights in Colorado, including on leases, marijuana, and evictions. Additional details available on the <a href="#">SCHA website</a> .   | Potentially – Consider increasing the frequency of in-person workshops and expanding the topics covered, such as fair housing laws and tenant protection strategies.       |
| <b>Summit County</b>                            |  |  |
| <b>Affordable Housing Land Bank</b>             | 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.   | Potentially – Consider increasing land acquisition efforts to expand the inventory of available sites for future affordable housing development                            |
| <b>CARES</b>                                    | Originally provided federal funds from the 2020 Coronavirus Aid, Relief, and Economic Security (CARES) Act for 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.   | Potentially - Consider the continuation or expansion of emergency assistance programs beyond the pandemic to address ongoing or future crises.                             |
| <b>Community Development Block Grant (CDBG)</b> | Administers federal CDBG funds to support housing rehabilitation, public facility improvements, and other community development activities that benefit low- and moderate-income residents.  | Potentially – Consider increasing the allocation of CDBG funds toward housing rehabilitation and infrastructure improvements that support affordable housing developments. |
| <b>Grand County Housing Authority</b>           |  |  |
| <b>Housing Choice Vouchers (Section 8)</b>      | 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   |

| Program / Resource                                     | Description   | Expansion Opportunity?   |
|--|---|--|
| <b>Private / Community / Social</b>                    |   |  |
| <b>Housing Works Initiative</b>                        | 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. | Potentially (see Program 4.2.A) – Consider revitalizing the program with updated incentives or a new structure to continue supporting the conversion of short-term rentals to long-term housing. |
| <b>Summit County Housing Connection Facebook Group</b> | This social media-based <a href="#">community group</a> helps people searching for housing and property owners or managers looking for tenants find each other.   | No   |

## 7.2 STATE & FEDERAL

There are numerous housing programs and resources available through the State of Colorado and federal government which can help immensely in supplementing local and regional initiatives. Although not an exhaustive list, the main state and federal resources available to the Town of Frisco to assist in implementation of this Strategic Housing Plan are summarized in Table 7-2.

*Table 7-2: Summary of Existing State and Federal Housing Programs and Resources*

| Program / Resource  | Description  |
|---|--|
| <b>State</b>  |  |
| <b>Office of Economic Development and International Trade (OEDIT)</b> | 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. |
| <b>Colorado Housing Finance Authority (CHFA)</b>                      | 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.  |
| <b>Department of Local Affairs (DOLA)</b>                             | 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.  |
| <b>Department of Housing (DOH)</b>                                    | 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.                                    |



| Program / Resource                              | Description   |
|---|---|
| <b>ADU-Supportive Grant</b>                     | As authorized under House Bill 24-1152, local governments who are not subject jurisdictions listed in the bill, such as Frisco, can opt in to be eligible for the ADU (accessory dwelling unit) grant program and for their residents to be eligible for CHFA ADU financing programs if local regulations are amended to be supportive of ADU development. Learn more about the program on <a href="#">DOLA's website</a> . |
| <b>Federal</b>                                  |   |
| <b>Low-Income Housing Tax Credits (LIHTC)</b>   | Administered by the U.S. Internal Revenue Service (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.  |
| <b>Community Development Block Grant (CDBG)</b> | 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.  |
| <b>HOME Investment Partnerships</b>             | 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.  |
| <b>Federal Housing Administration (FHA)</b>     | 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.  |

## 7.3 OTHER FINANCIAL RESOURCES

This section outlines additional funding sources and financing mechanisms to support housing development and preservation, including 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 and the other resources outlined in Table 7-1 and Table 7-2. 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.

### 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. See additional discussion of PPPs in SECTION 4.

## **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.

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# SECTION 8. GOALS, STRATEGIES & ACTION PLAN

## 8.1 COMMUNITY VISION FOR HOUSING

Understanding the community's vision for the Town of Frisco's housing future through various engagement activities helped to lay the foundation for the Strategic Housing Plan. The resulting goals and strategies strongly reflect the values and needs of Frisco's residents and businesses, which are furthered in the implementation programs of the Action Plan piece of this Strategic Housing Plan. [This section and associated appendix to be completed following final engagement and plan adoption proceedings]

### Public & Stakeholder Engagement

As part of the Strategic Housing Plan development process, the Town of Frisco made a diligent effort to achieve the participation of all segments of the community. These efforts went beyond the state requirements for issuing public notices and conducting standard public meetings prior to plan adoption and included active steps to inform, involve, and solicit input from local housing experts, members of the public, and other stakeholders.

Public and stakeholder engagement is a critical component to understanding existing and future housing needs in the Town of Frisco and, as such, is a required component of the Strategic Housing Plan. It is vital that early and continued engagement is facilitated through a diverse range of mediums to ensure residents, community members, neighboring jurisdictions, and other stakeholders have adequate opportunity to provide input. The primary goals for the plan with regard to various engagement activities were:

1. **Challenges and Constraints:** Understand the challenges and constraints in developing new or maintaining existing housing that is affordable, desirable, and addresses specific local needs for town residents and employers.
2. **Opportunities for Removing Barriers:** Understand what opportunities there may be to reduce or eliminate barriers to increasing available housing stock for town residents while supporting community history and values.
3. **Opportunities for Diversification:** Understand community interest in densification of the downtown area and redevelopment of commercial corridors to provide mixed-use environments and a range of housing choices.

Public and stakeholder engagement activities occurred throughout the project timeline between kick-off in February 2024 and final plan adoption in October 2024, including 20 one-hour Stakeholder



Listening Sessions, three meetings with the Housing Plan Working Group, a 10-day public commenting period, and a public open house event. During public review, a total of XX comments were received from XX individuals representing various interests; all community feedback was considered and incorporated into the plan, as appropriate, prior to scheduling the plan for Town Council consideration and final adoption.

Table 8-1 provides a more specific timeline for engagement activities with milestones for other project components. Additional details about public and stakeholder engagement are provided in Appendix F.

Table 8-1: Timeline for Public and Stakeholder Engagement Activities (2024)

| Project Component / Engagement Activity                                     | Date / Timeframe           |
|---|----------------------------|
| <b>Project Kick-Off</b>   | <b>February 1</b>          |
| Develop Engagement Strategy   | February 1 to 16           |
| <b>Housing Needs Assessment</b>   | <b>February to May</b>     |
| <b>Capacity and Finance Modeling</b>  | <b>February to June</b>    |
| Project Webpage Live  | March 25                   |
| Stakeholder Listening Sessions  | April to June              |
| Housing Plan Working Group Meeting #1: Setting Goals                        | April 30                   |
| Project Announcement Newsletter and Social Media Post                       | May 14                     |
| Joint Town Council / Planning Commission Work Session #1: Project Overview  | May 14                     |
| <b>Plan Drafting and Development</b>  | <b>June to September</b>   |
| Housing Plan Working Group Meeting #2: Strategy Development                 | June 12                    |
| Housing Plan Working Group Meeting #3: Draft Plan Review                    | August 27                  |
| Joint Town Council / Planning Commission Work Session #2: Draft Plan Review | August 27                  |
| Public Draft Release Newsletters and Social Media Posts                     | September 23 and 30        |
| Public Review Draft Available   | September 30 to October 10 |
| Public Open House Event   | October 1                  |
| <b>Final Plan Adoption</b>  | <b>October 22</b>          |

## Town Council & Planning Commission

During the planning process, two joint work sessions were held in May and August of 2024 with the Town Council and Planning Commission to inform and get feedback on the Strategic Housing Plan. These work sessions were important to helping the Town of Frisco's elected and appointed officials understand the community's housing needs, challenges, and opportunities and to confirm the vision and direction of the plan. The sessions also prepared the Town Council for their role in the final adoption of the plan.

As part of the final plan review phase, the draft Strategic Housing Plan was submitted to the Town Council for review. Resolution **XX-2024** was adopted on **October 22**, 2024, by the Town Council approving and adopting the Strategic Housing Plan.

Additional information about the joint work sessions and final review and adoption of the plan are available in Appendix F.

## **Fair Housing for All**

In developing a housing plan, local governments are responsible, in part, with the important task of furthering fair housing through the plan's strategies and implementation programs. Incorporating fair housing considerations and meaningful actions that help foster an inclusive community, combat discrimination, and provide workers with equitable access to opportunities within the Frisco community were integral to the development of this Strategic Housing Plan.

Amenities and opportunities are not always readily accessible or attainable to all members of a community due to different social, economic, or cultural barriers in society. Because of this imbalance, it is important to ensure that candidate sites for future housing, particularly those able to accommodate lower-income units, are distributed throughout the Town of Frisco where access to amenities and opportunities are higher, rather than only in concentrated areas where segregation may perpetuate issues lower-income workers and other vulnerable populations often face.



All existing and future housing programs do and will follow federal and state fair housing and anti-discrimination laws and, to ensure that this Strategic Housing Plan does not exacerbate any existing fair housing imbalances, the Town of Frisco considered the accessibility of various opportunities when selecting candidate housing sites. This includes accessibility to jobs, transportation, education, open space and recreation, and health services. Moreover, a primary goal of this Strategic Housing Plan is to ensure that a variety of housing types are available to suit different needs and that available sites for lower-income housing are located equitably with access to opportunities, resources, and community amenities. In addition, the strategies and programs consider the elements and factors that cause, increase, contribute to, maintain, or perpetuate significant disparities in access to these opportunities. This ensures that the Action Plan promotes inclusivity and equitable access for all community members, regardless of age, ability, race/ethnicity, income, or background.

## 8.2 PLAN MAINTENANCE & UPDATES

This section establishes a maintenance, monitoring, and update schedule for the Strategic Housing Plan, as well as channels for ongoing community feedback and participation, to ensure housing initiatives are responsive and adaptive to Frisco's changing needs. It is also important that this plan becomes a convenient and readily usable tool for the Town of Frisco and its partner agencies, including through integration with other local and regional planning mechanisms, to ensure effective implementation in addressing the housing needs of all segments of the community. Program 5.3.D in the Action Plan directs this process.

### 8.2.1 SCHEDULE & PROCESS

Monitoring the progress of the Action Plan will be crucial in identifying which strategies and implementation programs are working well and may be appropriate for expansion and which are not working as intended and need improvement. For this reason, town staff should work with the various departments and partner agencies responsible for overseeing programs to assess effectiveness and efficiency and to determine what modifications may be appropriate. In evaluating the Action Plan's progress, the following questions should be considered:

- Do the identified goals and strategies address current and expected market conditions?
- Have any programs been fully or partially implemented or completed?
- For implemented programs, have they resulted in expected outcomes?
- Are current or impending resources adequate to start, maintain, or complete implementation?
- Do additional resources need to be secured to implement programs according to schedule, especially those of high priority?
- Are there any changes in the community's housing environment that urgently call for major alterations to or entirely different programs?

This program assessment should be conducted annually, starting appropriately one year after the plan's adoption (i.e., November 2025) and be summarized in an annual progress report. Future updates to the plan will account for changes in Frisco's housing needs and challenges, improvements in planning techniques, new federal and state resources, and the successful implementation of programs. Issues that arise or updates made during the interim monitoring and evaluating period will also be incorporated into the next update of the Strategic Housing Plan, unless determined to be urgent enough to warrant immediate revisions.

Although the planning horizon for this Strategic Housing Plan is 2034, housing market conditions can change rapidly, and best practice is to update a housing plan every five to eight years. In addition, new state law will require municipalities to regularly update their housing needs assessments (HNAs) and housing action plans on a six-year planning cycle, with the first HNAs due for state review by December 31, 2026 and the first action plans due by January 1, 2028 ([Senate Bill 24-174](#)). Consequently, the Town

of Frisco must initiate the update process for its HNA, or join with Summit County in their update, no later than 2028. Subsequently to or concurrently with the HNA update, this Strategic Housing Plan must undergo an update by 2030 to meet the state's new housing planning cycle requirements.

## **Housing Plan Working Group Annual Review**

The Housing Plan Working Group (HPWG) oversaw the development of this Strategic Housing Plan and made recommendations on key elements, including input on the plan's maintenance (see Appendix F for details). As the plan is implemented and Frisco's housing environment evolves, this group should continue to play an active role in adjustments to the implementation programs and in the plan's update.

The HPWG should continue to include diverse perspectives on local and regional housing issues, including representatives from the Town of Frisco, Summit County, Summit Combined Housing Authority, and community-based organizations, as well as members of the public, employers, and individuals involved in housing development, real estate, and financing. Although HPWG members may change over time, the group should maintain a minimum membership of approximately 15 persons to cover an array of viewpoints on Frisco's housing challenges and solutions.

Continuing housing work with an active HPWG will also jump-start future updates of the Strategic Housing Plan. To continue its role in shaping Frisco's desired housing future, the HPWG should strive to meet at least once annually to review progress reports and assist town staff with making recommendations on plan adjustments.

## **Town Council Annual Progress Report**

The HPWG progress reports and any recommended changes should be presented to the Town Council on an annual basis for their consideration, as well as for public review and comment. Some adjustments to the Strategic Housing Plan may be appropriate and necessary between plan updates while others may need further analysis or public input as part of the next planning cycle before being incorporated. Following Town Council consideration, the final reports should be made available to the public via the town website, alongside a current copy of the Strategic Housing Plan.

## **Continuing Community Involvement**

At various points during the planning cycle, the Town of Frisco will involve community members in the evaluation of the Action Plan's progress. Primarily, this will be accomplished by notifying the community when annual progress reports to Town Council are available for public review and comment, and by conducting robust community engagement efforts before and during the next plan update. In addition, these actions will be supplemented by more focused outreach and engagement on housing topics throughout the cycle, as directed by Program 5.2.E. A current copy of the Strategic Housing Plan will also be maintained on the town website.



## 8.2.2 RELATIONSHIP & INTEGRATION WITH OTHER PLANS

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This Strategic Housing Plan was developed in coordination with other local and regional governmental mechanisms and is intended to integrate with these planning and implementation tools to create an efficient, coordinated approach to addressing housing challenges. It is also important that the plan remains consistent and compatible with other town policies and programs.

The goals, strategies, and implementation programs of this Action Plan were created with the intent to be consistent with federal, state, and local provisions, including existing town and Summit County housing programs and resources (see SECTION 7). For the plan to be successful, elements of the Action Plan should also be incorporated into community planning and regulatory mechanisms, such as the Comprehensive Plan, Capital Improvement Program, Climate Action and Resiliency Plan, town budget, intergovernmental agreements, and building, subdivision, and zoning codes. Program 5.3.C directs the Town of Frisco to identify such opportunities and be resolute in its commitment to utilizing a variety of resources to support housing solutions.

## 8.3 ACTION PLAN

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The Town of Frisco Strategic Housing Plan is built around preserving and enhancing residential neighborhoods, sustaining the community's character and environmental resources, and efficiently planning for the future use of remaining undeveloped or redeveloping properties so that they fulfill the community's unmet housing needs. The implementation programs in the Action Plan are designed to address these priorities and represent the Town of Frisco's commitment to taking an active leadership role in assuring the execution of the housing strategies contained herein.

The town also intends to encourage public review and participation in all aspects of the planning process and to perform an annual review of the Strategic Housing Plan, periodically revising and updating the Action Plan as necessary to maintain its effectiveness (see Section 8.2).

### 8.3.1 GOALS & STRATEGIES

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The Strategic Housing Plan includes five broad goals that create the framework for how the Town of Frisco will address its housing needs during the following six-year planning period. Under each of the five goals, more specific housing strategies provide direction for how the town will achieve the goal. These goals and strategies were developed with extensive stakeholder input and reflect Frisco's ambition to create a thriving year-round community with welcoming and equitable neighborhoods that provide a variety of housing opportunities to meet the current and future needs of its residents.



## 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.*

|                     |  |                                      |
|---------------------|--|--------------------------------------|
| <b>Strategy 1.1</b> | <b>Supply Sufficient Land:</b> Provide a sufficient supply of land to accommodate current and projected housing needs with an equitable distribution of various housing types. | <i>See Programs 1.1.A thru 1.1.E</i> |
| <b>Strategy 1.2</b> | <b>Remove Constraints and Streamline:</b> Remove regulatory constraints on needed housing development and provide streamlined development procedures.                          | <i>See Programs 1.2.A thru 1.2.E</i> |
| <b>Strategy 1.3</b> | <b>Support Long-Term Affordability:</b> Support the long-term affordability and availability of housing provided through density bonuses and other incentive programs.         | <i>See Programs 1.3.A thru 1.3.D</i> |



## 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.*

|                     |   |                                      |
|---------------------|---|--------------------------------------|
| <b>Strategy 2.1</b> | <b>Balance Growth and Housing:</b> Recognizing the impact on housing demand imposed by new development, prioritize balancing community growth with the housing needs of workers and their families. | <i>See Programs 2.1.A thru 2.1.E</i> |
| <b>Strategy 2.2</b> | <b>Prioritize Keeping Residents Housed:</b> Prioritize keeping existing residents housed during landlord fluctuations and when enforcing codes and addressing health and safety concerns.           | <i>See Programs 2.2.A thru 2.2.B</i> |



## 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.*

|                     |   |                                      |
|---------------------|---|--------------------------------------|
| <b>Strategy 3.1</b> | <b>Promote Transit-Oriented Development:</b> 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.                    | <i>See Programs 3.1.A thru 3.1.B</i> |
| <b>Strategy 3.2</b> | <b>Prioritize Infrastructure and Services:</b> 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. | <i>See Programs 3.2.A thru 3.2.D</i> |



## GOAL 4 Preserve and Utilize Existing Housing

*Preserve existing housing stock and promote its efficient and effective utilization through adaptive reuse and rehabilitation.*

|                     |  |                                      |
|---------------------|--|--------------------------------------|
| <b>Strategy 4.1</b> | <b>Preserve Existing Housing:</b> 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. | <i>See Programs 4.1.A thru 4.1.B</i> |
|---------------------|--|--------------------------------------|

**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.

*See Programs 4.2.A thru 4.2.B*



**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.

*See Programs 5.1.A thru 5.1.E*

**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.

*See Programs 5.2.A thru 5.2.E*

**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.

*See Programs 5.3.A thru 5.3.D*

## 8.3.2 IMPLEMENTATION PROGRAMS

Each implementation program in the Action Plan is presented alongside its corresponding goal and strategy, and includes a detailed description, target timeline, potential funding source, department responsibility, implementation steps, quantified objectives (where applicable), and other details. The focus of program implementation is to support workforce housing needs in accordance with the plan goals by conserving land and planning for its highest and best use, reducing constraints on housing production and preservation, improving infrastructure equitably, offering a wider range of housing choices for the entire community, and collaborating on solutions with local and regional (and public and private) partners, all while protecting Frisco’s unique character. These themes are woven throughout the Action Plan to ensure that the Town of Frisco remains a thriving and welcoming, year-round community.

In reviewing the list of implementation programs in this Action Plan, it is important to recognize two other concerns: 1) the town has limited staff and budget resources available to undertake all of the programs listed immediately; and 2) some programs require other funding or actions to occur first. The Housing Strategy Roadmap in Figure 8-1 provides a snapshot of the implementation timeline for the Action Plan. A more detailed implementation timeline is identified for each program on the pages at the end of this section.

## Program Prioritization

The Action Plan's implementation programs were selected based on their alignment with the town's strategic goals and community vision for housing, potential to address Frisco's most pressing housing needs, and feasibility under given resource constraints. As part of the public and stakeholder engagement processes, local housing experts, property owners, employers, real estate professionals, residents, and other community members were asked to complete several prioritization exercises to help identify priority goals, strategies, and implementation programs. These exercises included a dot map survey, balancing conflicting strategies, and an online survey (see Appendix F for details). In addition, initial feedback received during the Stakeholder Listening Sessions and Housing Plan Working Group discussions was used heavily to shape the Action Plan based on the community's vision for the town's housing future.

Generally, the public expressed a strong desire to increase opportunities for affordable workforce housing across a variety of income levels, including programs to assist those in the "missing middle" who cannot otherwise access supportive housing programs. Another priority that emerged during the plan development process was to create more steppingstones from lower-income workforce housing programs to market-rate housing opportunities. As such, the Town of Frisco will work to identify financial and administrative resources to support the implementation of these and other high priority programs, as depicted in the Housing Strategy Roadmap (Figure 8-1).

## Quantified Objectives

Many of the implementation programs in the Action Plan include specific, measurable objectives, including targets for housing production and preservation, affordability levels, and progress toward achieving Frisco's housing vision and goals. These quantified objectives represent the Town of Frisco's best efforts in implementation over the next decade. For lower- and moderate-income categories, assumptions are based primarily on past housing program performance and projected funding availability. There are no specific objectives for market rate units since there is little need in Frisco to support or incentivize higher income housing development based on current construction trends.

New unit construction objectives, including through implementation of the candidate sites inventory, provide a surplus in meeting the town's catch up and keep up workforce housing needs identified in Section 1.3; however, objectives across multiple programs often represent the same goal or work in unison to achieve the overall desired outcome. Further, new construction is supplemented by the preservation, rehabilitation, and conversion of Frisco's existing housing stock, which alleviates some pressure from the creation of new units using programs such as Housing Helps (Buydowns) and by incentivizing the year-round use of vacant and underutilized homes. It is also important to note that the due dates for the quantified objectives in the Action Plan are based on the planning horizon of 2034 and will be adjusted as progress is made, housing needs change, and updates to this Strategic Housing Plan occur.



Table 8-2 summarizes the primary quantified objectives by target income group and by new unit construction vs. preservation and rehabilitation of existing housing stock. Detailed implementation program information sheets are provided on the following pages.

*Table 8-2: Summary of Primary Quantified Objectives for 2034*

| Income Group (% AMI)             | New Construction | Preservation / Rehabilitation | Total      |
|----------------------------------|------------------|-------------------------------|------------|
| Very Low / Low / Moderate (<80%) | 180              | 20                            | 200        |
| Middle (80-120%)                 | 83               | 15                            | 98         |
| Upper Middle (120-150%)          | 26               | 5                             | 31         |
| <b>Total</b>                     | <b>289</b>       | <b>40</b>                     | <b>329</b> |

Table Notes: New construction includes new ownership, rental, and accessory dwelling units and accounts for pipeline projects and reduced development pressure through Preservation/Rehabilitation but not for the surplus in the sites inventory.

# Housing Strategy Roadmap

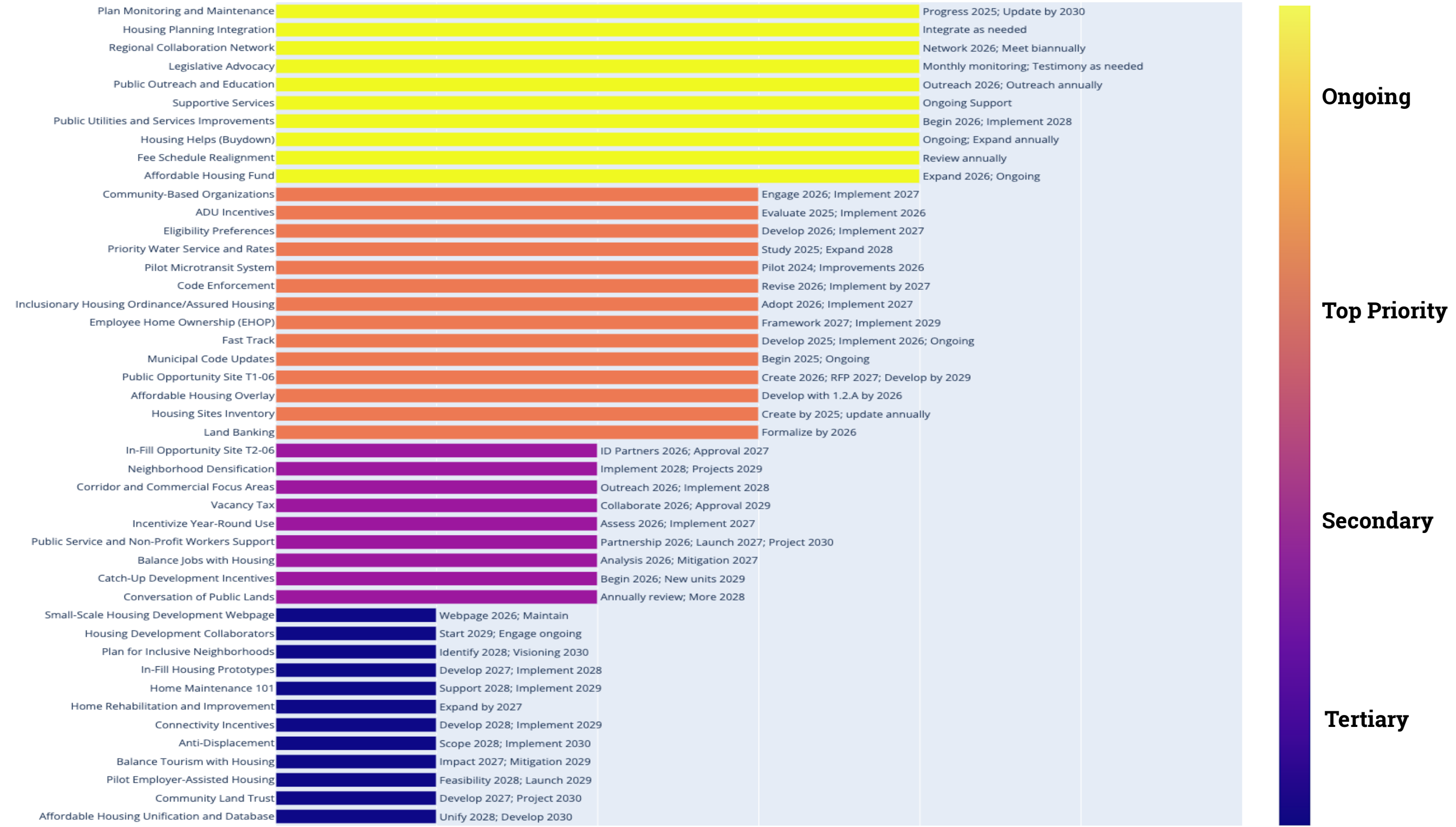


Figure 8-1: Housing Strategy Roadmap

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## IMPLEMENTATION PROGRAMS

### **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.*

|            |      |
|------------|------|
| 1.1.A..... | 8-14 |
| 1.1.B..... | 8-15 |
| 1.1.C..... | 8-16 |
| 1.1.D..... | 8-17 |
| 1.1.E..... | 8-18 |

*Strategy 1.2 -Remove Constraints and Streamline: Remove regulatory constraints on needed housing development and provide streamlined development procedures.*

|            |      |
|------------|------|
| 1.2.A..... | 8-19 |
| 1.2.B..... | 8-20 |
| 1.2.C..... | 8-21 |
| 1.2.D..... | 8-22 |
| 1.2.E..... | 8-23 |

*Strategy 1.3 -Support Long-Term Affordability: Support the long-term affordability and availability of housing provided through density bonuses and other incentive programs.*

|            |      |
|------------|------|
| 1.3.A..... | 8-24 |
| 1.3.B..... | 8-25 |
| 1.3.C..... | 8-26 |
| 1.3.D..... | 8-27 |

### **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.*

|            |      |
|------------|------|
| 2.1.A..... | 8-28 |
| 2.1.B..... | 8-29 |
| 2.1.C..... | 8-30 |
| 2.1.D..... | 8-31 |
| 2.1.E..... | 8-32 |

*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.*

|            |      |
|------------|------|
| 2.2.A..... | 8-33 |
| 2.2.B..... | 8-34 |

### **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 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.*

|            |      |
|------------|------|
| 3.1.A..... | 8-35 |
| 3.1.B..... | 8-36 |

*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.*

|            |      |
|------------|------|
| 3.2.A..... | 8-37 |
| 3.2.B..... | 8-38 |
| 3.2.C..... | 8-39 |
| 3.2.D..... | 8-40 |

### **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.*

|            |      |
|------------|------|
| 4.1.A..... | 8-41 |
| 4.1.B..... | 8-42 |

*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.*

|            |      |
|------------|------|
| 4.2.A..... | 8-43 |
| 4.2.B..... | 8-44 |

### **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.*

|            |      |
|------------|------|
| 5.1.A..... | 8-45 |
| 5.1.B..... | 8-46 |
| 5.1.C..... | 8-47 |
| 5.1.D..... | 8-48 |
| 5.1.E..... | 8-49 |

*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.*

|            |      |
|------------|------|
| 5.2.A..... | 8-50 |
| 5.2.B..... | 8-51 |
| 5.2.C..... | 8-52 |
| 5.2.D..... | 8-53 |
| 5.2.E..... | 8-54 |

*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.*

|            |      |
|------------|------|
| 5.3.A..... | 8-55 |
| 5.3.B..... | 8-56 |
| 5.3.C..... | 8-57 |
| 5.3.D..... | 8-58 |



**Program**

**1.1.A**

**Land Banking**

**Priority** **Top/Primary**

Securing land early is crucial for future development. Formalizing this program ensures that the town has control over key sites for affordable housing.



**Goal 1**

**Provide Diverse and Equitable Housing**

**Strategy 1.1**

**Supply Sufficient Land**

**Estimated Cost**

Costs will vary depending on land prices and number of acquisitions

**Responsible Agency**

Community Development; Summit Combined Housing Authority

**Target Population**

Local workforce, low- to moderate-income families, essential workers

**Timeline**

Formalize program and create prioritization criteria by 2026

**Outcome**

Net increase in land reserved for future housing

**Funding Source**

General Fund/Staff Time; Proposition 123 Affordable Housing Financing Fund; USDA Site Acquisition Loans; General Obligation Bonds, CHFA Land Acquisition Program; Grant Funding; Partnership Contributions

**Quantified Objective**

Reserve a enough land to accommodate at least 50 future affordable housing units

**Description**

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 accomodate needed affordable and workforce units, including properties identified in the Housing Sites Inventory as well as sites outside town limits where supported by regional partnerships. Develop additional criteria to help prioritize acquisitions and order of development for banked land.

**Implementation**

1. Identify Potential Partners
2. Identify Prioritization Criteria
3. Identify Funding Sources
4. Identify Sites
5. Purchase Priority Sites

**Program****1.1.B****Housing Sites Inventory****Priority** **Top/Primary**

Creating a comprehensive inventory is essential for planning and assessing future housing needs. This tool will guide future development and investment decisions.

**Goal 1**

**Provide Diverse and Equitable Housing**

**Strategy 1.1**

**Supply Sufficient Land**

|                       |   |                           |  |                          |   |
|-----------------------|---|---------------------------|--|--------------------------|---|
| <b>Estimated Cost</b> | Initial development: staff time, potential consultant fees for web development, and data collection; Ongoing maintenance: staff time, data collection | <b>Responsible Agency</b> | Community Development; Summit Combined Housing Authority | <b>Target Population</b> | Local developers, housing authorities, community planners; Low- to moderate-income households |
| <b>Timeline</b>       | Create inventory by 2025; update inventory at least annually  | <b>Outcome</b>            | Meeting the catch up and keep up need                    | <b>Funding Source</b>    | General Fund/Staff Time; Grant Funding; Local Planning Capacity Grant Program                 |

**Quantified Objective**

Maintain a sites inventory to accommodate the catch up need of 193 units by 2029 and keep up need of 186 units by 2034 (includes surplus)

**Description**

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.

**Implementation**

1. Develop Initial Inventory
2. Web-Based Tool Development
3. Review and Update
4. Incorporate Feedback
5. Promote and Educate
6. Integrate with Strategic Housing Plan

Program

# 1.1.C

## Affordable Housing Overlay

**Priority** **Top/Primary**

This will facilitate targeted development in key areas. However, it should be rolled out after initial site inventories and land banking have been established.



### Goal 1

Provide Diverse and Equitable Housing

### Strategy 1.1

Supply Sufficient Land

**Estimated Cost**

Staff time for program development, public outreach, ongoing administration, infrastructure incentives

**Responsible Agency**

Community Development

**Target Population**

Low- to moderate-income households, local workforce, essential workers

**Timeline**

Develop, implement, and revise as necessary with Program 1.2.A; initial implementation by 2026

**Outcome**

Increased production of affordable housing in targeted areas; Improved land use efficiency; Enhanced infrastructure

**Funding Source**

Proposition 123 Affordable Housing Financing Fund; Grant Funding; Local Planning Capacity Grant Program; Strong Communities Planning Grant Program; General Fund/Staff Time

### Quantified Objective

N/A

### Description

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, such as along the Summit Boulevard corridor and where densification is appropriate. 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.

### Implementation

1. Identify Potential Sites
2. Stakeholder Engagement
3. Draft Overlay Regulations
4. Adopt and Implement
5. Monitor and Adjust
6. Seek Partnerships and Funding

**Program****1.1.D****Conversation of Public Lands****Priority** **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.

**Goal 1**

**Provide Diverse and Equitable Housing**

**Strategy 1.1**

**Supply Sufficient Land**

**Estimated Cost**

Staff time for land assessment, outreach, coordination with public agencies, incentives, RFP preparation

**Responsible Agency**

Community Development; Summit Combined Housing Authority

**Target Population**

Low- to moderate-income households, essential workers, affordable housing developers

**Timeline**

Annually review publicly-owned lands and update the inventory; take follow-up actions on specific sites as appropriate opportunities arise; implement additional actions by 2028 if necessary

**Outcome**

Identification and conversion of underutilized public lands into viable housing development sites; Increased availability of land for affordable housing; Enhanced collaboration between public agencies and developers

**Funding Source**

Proposition 123 Affordable Housing Financing Fund; Grant Funding; Community Development Block Grants (CDBG); Local Planning Capacity Grant Program; General Fund/Staff Time

**Quantified Objective**

Maintain a sites inventory to accommodate the catch up need of 193 units by 2029 and keep up need of 186 units by 2034 (includes surplus)

**Description**

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. Also collaborate with SCHA to identify potential regional applications. As part of this effort, the following actions could be taken:

- 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

**Implementation**

1. Review Inventory
2. Outreach to Developers
3. Apply Affordable Housing Overlay
4. Issue RFPs
5. Incentivize Development
6. Monitor and Adjust



Program

# 1.1.E

## Public Opportunity Site T1-06

**Priority** Top/Primary

Developing public sites for affordable housing will address immediate housing shortages and serve as a model for future developments.



### Goal 1

Provide Diverse and Equitable Housing

### Strategy 1.1

Supply Sufficient Land

**Estimated Cost**

Costs will vary depending on the site; includes staff time, infrastructure improvements, incentives, consultant fees

**Responsible Agency**

Community Development; Town Departments

**Target Population**

Local workforce, low- to moderate-income households, essential workers

**Timeline**

Create plans for T1-06 by 2026; Issue RFP and begin recruitment by 2027; Develop by 2029; Complete cost analysis and reviews after project completion

**Outcome**

Successful development of key public sites into affordable housing; Increased availability of affordable units; Stronger partnerships with developers

**Funding Source**

Proposition 123 Affordable Housing Financing Fund; Grant Funding; Community Development Block Grants (CDBG); Local Planning Capacity Grant Program; General Fund/Staff Time

### Quantified Objective

Develop T1-06 by 2029, resulting in the creation of at least 4 affordable housing units

### Description

Develop detailed plans and incentives for inventory site T1-06 (and potentially other town-owned or county-owned sites that are well-positioned for housing development), focusing on proactive funding, developer recruitment, and strategic partnerships to facilitate the development of affordable and workforce housing. The plans should include cost analyses, infrastructure needs, and potential incentives such as shared parking arrangements, infrastructure cost-sharing, and grants. Conduct active outreach to developers and partners, including issuing Requests for Proposals (RFPs) to attract development proposals that align with the town's housing goals.

### Implementation

1. Site Identification
2. Plan Development
3. Identify Partnerships
4. Issue RFP
5. Incentivize and Refine Development Plan
6. Review and Approve Development Plan
7. Construct Housing
8. Report Outcomes

## Program

## 1.2.A

## Municipal Code Updates

Priority **Top/Primary**

Reducing regulatory barriers will facilitate diverse housing development. This needs to be in place early to support other initiatives.



## Goal 1

Provide Diverse and Equitable Housing

## Strategy 1.2

Remove Constraints and Streamline

|                       |                                       |                           |   |                          |   |
|-----------------------|---------------------------------------|---------------------------|---|--------------------------|---|
| <b>Estimated Cost</b> | Staff time, potential consultant fees | <b>Responsible Agency</b> | Community Development   | <b>Target Population</b> | Developers, low- to moderate-income households, local workforce   |
| <b>Timeline</b>       | Ongoing; Begin implementation by 2025 | <b>Outcome</b>            | Increased production of diverse housing types; Improved efficiency in development review. | <b>Funding Source</b>    | Proposition 123 Affordable Housing Financing Fund, Local Planning Capacity Grant Program; General Fund/Staff Time |

## Quantified Objective Description

N/A

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 1.1.C, 1.2.B, 1.2.E, 2.1.A, 2.1.B, 2.1.D, 2.2.B, 3.1.B, 5.1.A, 5.1.B, 5.1.C, and 5.1.D.

Also 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:

- Clarifying that household living is not restricted to a nuclear family unit (e.g., add the definition of household in the UDC as a social unit of individuals)
- 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 (Section 180-3.4.2.B.1.a) and the typical parking requirements

ments under Section 180-6.13

- Expanding the definition of affordable housing beyond the baseline required in the Proposition 123 statute
- Requiring new PUDs to retain, if not increase, the base zoning minimum density and to allow opportunities for future densification (e.g., cannot prohibit ADUs)
- 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 and mitigation that prioritize health and safety over aesthetics
- Incentivizing redevelopment to mixed use around the transit center in GW district
- Allowing higher densities in and around the town core
- Removing the reference to family size in the group living definition and refocusing on the health and safety requirements that necessitate it being a different use category
- Explicitly allowing the use of a single-household dwelling unit for special needs housing (e.g., small group home) in the same way as other similar residential uses based on impacts
- Allowing additional types of supportive, transitional, and emergency housing in the same manner as the land uses they most closely resemble functionally, including in non-residential zones (e.g., SRO units, long-term boarding and rooming houses, emergency shelters as an accessory use to community centers/places of worship)
- Encouraging universal design principles

## Implementation

1. Identify Constraints and Necessary Updates
2. Draft Code Amendments
3. Public Review and Adoption
4. Implement and Monitor

Program

# 1.2.B

## Fast Track

**Priority** **Top/Primary**

Streamlining approval processes will speed up the development of affordable housing, making it a high-impact initiative that needs early attention.



### Goal 1

Provide Diverse and Equitable Housing

### Strategy 1.2

Remove Constraints and Streamline

**Estimated Cost**

Staff time for developing procedures, conducting training, and coordinating reviews; Potential consultant fees for developing guidelines and checklists

**Responsible Agency**

Community Development; Town Departments; External Review Agencies

**Target Population**

Affordable housing developers, low- to moderate-income households, local workforce

**Timeline**

Develop guidelines and procedures by 2025; Begin implementation and training by July 2026; Ongoing monitoring and refinement

**Outcome**

Reduced permitting and review times for affordable housing projects; Increased production of affordable units; Improved collaboration and efficiency among town departments and external agencies

**Funding Source**

Proposition 123 Affordable Housing Financing Fund; Grant Funding; Local Planning Capacity Grant Program

### Quantified Objective

Reduce processing time to 90 days or less (in accordance with state requirements)

### Description

Coordinate across all town departments, with utility providers, and with other external review agencies to revise the existing accelerated affordable housing development review process and implement a Fast Track procedure compliant with Proposition 123 by 2027. Expedited review must be available to all housing development applications, including variances but not subdivisions, in which 50% or more of the total units are affordable, as defined in the statute. In addition, application of the Fast Track procedure should be considered for other housing projects in which less than 50% of units are affordable based on overall affordability, adequacy in addressing identified needs, and staff capacity.

### Implementation

1. Develop Guidelines and Procedures
2. Staff and Developer Training
3. Coordination Across Departments
4. Implement and Monitor
5. Refine and Expand

## Program

## 1.2.C

## Affordable Housing Fund

Priority **Ongoing**

Expanding the fund will provide the financial backbone for various housing initiatives, ensuring that there is capital available to support development.



## Goal 1

Provide Diverse  
and Equitable  
Housing

## Strategy 1.2

Remove Constraints and Streamline

Estimated  
Cost

Staff time, fund management  
costs

Responsible  
Agency

Community Development;  
Summit Combined Housing  
Authority

Target  
Population

Low- to moderate-income  
households, essential workers

## Timeline

Ongoing; Start expanding  
fund by 2026

## Outcome

Increased funding for af-  
fordable housing activities;  
Enhanced ability to meet  
housing needs.

Funding  
Source

In-lieu Fees; Proposition 123  
Affordable Housing Financ-  
ing Fund; General Fund/Staff  
Time

## Quantified Objective

N/A

## Description

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:

- 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 affordable housing
- Conversion of market-rate housing units to affordable

## Implementation

1. Expand Funding Sources
2. Manage and Allocate Funds
3. Monitor and Report Outcomes



Program

# 1.2.D

## Fee Schedule Realignment

Priority **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.



### Goal 1

Provide Diverse and Equitable Housing

### Strategy 1.2

Remove Constraints and Streamline

**Estimated Cost** Staff time

**Responsible Agency** Community Development; Finance Department

**Target Population** Developers, low- to moderate-income households

**Timeline** Review and adjust fees annually

**Outcome** More affordable housing projects moving forward; Balanced development fees.

**Funding Source** General Fund/Staff Time

### Quantified Objective

N/A

### Description

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.

### Implementation

1. Review and Make Fee Adjustments
2. Monitor Impact and Adjust

**Program****1.2.E****Catch-Up Development Incentives****Priority** **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.

**Goal 1**

**Provide Diverse  
and Equitable  
Housing**

**Strategy 1.2**

**Remove Constraints and Streamline**

**Estimated  
Cost**

Staff time, potential consultant fees

**Responsible  
Agency**

Community Development;  
Summit Combined Housing  
Authority

**Target  
Population**

Affordable housing providers,  
low- to moderate-income  
households

**Timeline**

Ongoing; Begin providing  
incentives by 2026; Facilitate  
the development of new units  
by 2029

**Outcome**

Increased production of  
affordable units; Enhanced  
support for affordable housing  
providers.

**Funding  
Source**

Proposition 123 Affordable  
Housing Financing Fund; Tax  
Credits

**Quantified Objective**

Facilitate the development of 89 new rental  
and 51 new ownership units

**Description**

In coordination with SCHAs, 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.

**Implementation**

1. Identify Incentive Opportunities
2. Promote Incentives to Developers
3. Monitor and Adjust Incentives

Program

# 1.3.A

## Affordable Housing Unification and Database

Priority **Tertiary**

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.



### Goal 1

Provide Diverse and Equitable Housing

### Strategy 1.3

Support Long-Term Affordability

**Estimated Cost**

Primarily staff time for coordination, database development, and ongoing maintenance; Potential consultant fees for technical support

**Responsible Agency**

Community Development; Summit Combined Housing Authority

**Target Population**

Affordable housing residents, property owners, housing developers, and public agencies managing affordable housing programs

**Timeline**

Unify language for new agreements and start supporting the unification of existing by 2028; Develop comprehensive tracking database by 2030, with annual updates thereafter

**Outcome**

Improved efficiency and consistency in managing affordable housing restrictions; Better tracking and monitoring of affordable units to prevent loss of affordability; Enhanced market mobility and flexibility for residents in affordable housing.

**Funding Source**

General Fund/Staff Time; Proposition 123 Affordable Housing Financing Fund; Grant Funding; Local Planning Capacity Grant Program

### Quantified Objective

Support the unification of 50% of existing restrictions/ agreements

### Description

Collaborate with SCHAs, 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 (including encouraging but not requiring the updates of existing restrictions/agreements), 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.

### Implementation

1. Collaborate with SCHAs and Summit County
2. Develop Unified Language
3. Database Development
4. Establish Monitoring Procedures
5. Implement and Monitor
6. Review and Adjust

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:

- 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 of manager desires, facilitate communication with agencies interested in purchasing and/or managing additional affordable units

**Program****1.3.B****Employee Home Ownership (EHOP)****Priority** **Top/Primary**

Supporting home ownership for local employees will improve workforce retention and mobility. This program will have a direct impact on the local economy.

**Goal 1**

**Provide Diverse and Equitable Housing**

**Strategy 1.3**

**Support Long-Term Affordability**

|                       |  |                           |   |                          |   |
|-----------------------|--|---------------------------|---|--------------------------|---|
| <b>Estimated Cost</b> | Staff time for program development, outreach, and coordination; Additional costs for financial contributions or incentives from the town, employers, or partners | <b>Responsible Agency</b> | Community Development; Summit Combined Housing Authority; Partner Organizations (e.g., Employers, Banks)  | <b>Target Population</b> | Local employees currently in restricted affordable units; Other local employees who have been working in the area for at least one year, with no income limitations |
| <b>Timeline</b>       | Develop the EHOP framework by 2027; Begin program implementation by 2029; Review and adjust the program annually thereafter                                      | <b>Outcome</b>            | Increased homeownership among local employees; Improved mobility from affordable to market-rate housing; Stronger employee retention and attraction for local businesses. | <b>Funding Source</b>    | Proposition 123 Affordable Housing Financing Fund; Partnership Contributions; Grant Funding; Community Development Block Grants (CDBG); General Fund/Staff Time     |

**Quantified Objective**

Assist at least 50 local employees in purchasing homes

**Description**

To enable mobility from affordable to market-rate units, work with SCHAs, other housing assistance agencies, community-based organizations, employers, and financial institutions to create an 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:

**Implementation**

1. Develop Program Framework
2. Outreach and Engagement
3. Implement and Monitor
4. Review and Adjust
5. Expand and Scale

- 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)
- Recirculate public funds used back into the program



Program

# 1.3.C

## Housing Helps (Buydown)

**Priority** 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.



### Goal 1

Provide Diverse and Equitable Housing

### Strategy 1.3

Support Long-Term Affordability

**Estimated Cost**

Varies depending on market conditions and number of units acquired or deed-restricted; Additional costs include staff time for program management and monitoring

**Responsible Agency**

Community Development; Summit Combined Housing Authority

**Target Population**

Local employees, low- to moderate-income households, essential workers

**Timeline**

Ongoing; Review program and seek additional funding and expansion opportunities annually

**Outcome**

Increased availability of affordable housing units for local employees and low- to moderate-income households; Enhanced long-term affordability and stability in the local housing market; Improved diversity in housing types and price ranges.

**Funding Source**

Proposition 123 Affordable Housing Financing Fund; General Fund/Staff Time; Partnership Contributions; Grant Funding; Community Development Block Grants (CDBG)

### Quantified Objective

Acquire or deed restrict an average of 5 market-rate homes per year (at least 40 by 2034)

### Description

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, including regionally, and improve the its efficiency. 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.

### Implementation

1. Continue Program Operations
2. Seek Additional Funding
3. Monitor and Adjust as Needed
4. Promote the Program

## Program

## 1.3.D

## Community Land Trust

Priority **Tertiary**

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.



## Goal 1

Provide Diverse and Equitable Housing

## Strategy 1.3

Support Long-Term Affordability

|                       |   |                           |  |                          |  |
|-----------------------|---|---------------------------|--|--------------------------|--|
| <b>Estimated Cost</b> | Significant funding required for establishment and management, including land acquisition, legal fees, and ongoing management costs; Federal grants and other sources may support these efforts | <b>Responsible Agency</b> | Community Development; Summit Combined Housing Authority   | <b>Target Population</b> | Local workers, large families, vulnerable populations, special needs populations, and lower-income households  |
| <b>Timeline</b>       | Develop program by 2027; begin implementation of at least 1 project by 2030   | <b>Outcome</b>            | Additional affordable ownership units; Increased housing stability for local, permanent residents; Enhanced opportunities for homeownership among lower-income households. | <b>Funding Source</b>    | Grant Funding; General Fund/Staff Time; Donations/Fundraising; Partnership Contributions; USDA Rural Development Site Acquisition Loans; RCAC Site Acquisition Loans |

## Quantified Objective

Create at least 1 affordable ownership project

## Description

Collaborate with SCHA, community-based organizations, affordable housing developers, and other partner agencies 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 sites inventory and land banking) 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 separately in a public-private trust; and target households and types of units to serve them. The program should be designed to:

## Implementation

1. Develop CLT Framework
2. Identify and Secure Sites
3. Engage with Lenders and Partners
4. Implement and Monitor
5. Review and Adjust

- 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 in the surrounding neighborhood to prevent displacement

Program

## 2.1.A

### Inclusionary Housing Ordinance/Assured Housing

**Priority** **Top/Primary**

Ensuring that new developments contribute to affordable housing is critical. This ordinance will have a long-term impact on housing availability.



## Goal 2

Balance Growth and Protect Against Displacement

## Strategy 2.1

Balance Growth and Housing

**Estimated Cost**

Costs include staff time for drafting the ordinance and administration; Potential legal review fees

**Responsible Agency**

Community Development; Town Council

**Target Population**

Low- and moderate-income households, local workforce, developers

**Timeline**

Adopt by 2026; Implement by 2027; Review annually thereafter

**Outcome**

Increased supply of affordable housing units; Enhanced long-term housing affordability and stability; A flexible, legally sound ordinance that balances development with affordable housing needs.

**Funding Source**

General Fund/Staff Time; Affordable Housing Fund; Grant Funding

### Quantified Objective

Ensure that 10% of new residential units are affordable

### Description

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:

- 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 accommodate 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

### Implementation

1. Draft Ordinance
2. Consultant Engagement for Fee-in-Lieu Study
3. Public Review and Adoption
4. Implement and Monitor
5. Review and Adjust

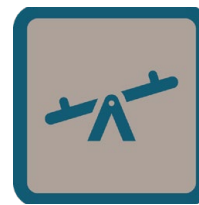
## Program

## 2.1.B

## Balance Jobs with Housing

Priority **Secondary**

Ensuring that job growth is balanced with housing availability is crucial for long-term sustainability but can be rolled out as developments increase.



## Goal 2

Balance  
Growth and  
Protect Against  
Displacement

## Strategy 2.1

Balance Growth and Housing

Estimated  
Cost

Costs include staff time for reviewing impact analyses, administration of mitigation measures, and potential consultant fees for the fee-in-lieu structure

Responsible  
Agency

Community Development;  
Town Council

Target  
Population

Lower-wage employees, local  
workforce, developers

## Timeline

Begin requiring impact analyses by 2026; Require mitigation measures starting in 2027

## Outcome

Balanced growth in jobs and housing; Increased availability of affordable housing for lower-wage employees; Sustainable community growth.

Funding  
Source

Affordable Housing Fund;  
General Fund/Staff Time;  
Developer Contributions

## Quantified Objective

Ensure 100% of non-residential developments with over 30 employees contribute to balancing jobs with housing

## Description

Require analysis of how non-residential development proposals 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:

- 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 accommodate 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

## Implementation

1. Develop Impact Analysis Requirements
2. Create Fee-in-Lieu Structure
3. Public Review and Adoption
4. Implement and Monitor
5. Review and Adjust



Program

## 2.1.C

### Pilot Employer-Assisted Housing

**Priority** 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.



## Goal 2

Balance Growth and Protect Against Displacement

## Strategy 2.1

Balance Growth and Housing

**Estimated Cost**

Costs include staff time for feasibility studies, program design, and administration; Additional costs may include matching funds, loan forgiveness, and employer contributions

**Responsible Agency**

Community Development; Summit Chamber; Summit Combined Housing Authority; Local Employers

**Target Population**

Public employees, local workforce, employers

**Timeline**

Conduct a feasibility study and design the pilot program by 2028; Launch the EAH pilot program in 2029; Evaluate and adjust the program annually thereafter

**Outcome**

Improved employee retention and recruitment in key sectors; Enhanced housing stability for public employees and potential expansion to private sector employees; Strengthened partnerships between the public and private sectors to address local housing challenges

**Funding Source**

Partnership Contributions; General Fund/ Staff Time; State/Federal Funds; Grant Funding

### Quantified Objective

Assist at least 25 public employees with housing-related costs

### Description

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:

- 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.

### Implementation

1. Feasibility Study
2. Design Pilot Program
3. Partner with Employers
4. Implement and Monitor
5. Review and Adjust

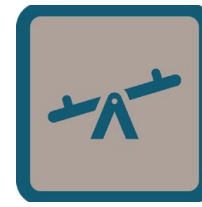
## Program

## 2.1.D

## Balance Tourism with Housing

Priority **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.



## Goal 2

Balance  
Growth and  
Protect Against  
Displacement

## Strategy 2.1

Balance Growth and Housing

|                       |   |                           |  |                          |   |
|-----------------------|---|---------------------------|--|--------------------------|---|
| <b>Estimated Cost</b> | Costs include staff time for reviewing impact analyses, administration of mitigation measures, and potential consultant fees for the development of the fee-in-lieu structure | <b>Responsible Agency</b> | Community Development; Town Council  | <b>Target Population</b> | Local workforce, residents, developers, tourists                          |
| <b>Timeline</b>       | Begin requiring impact analyses by 2027; Implement mitigation measures starting in 2029   | <b>Outcome</b>            | Balanced growth in tourism and housing; Increased availability of affordable housing to meet the needs generated by tourism-related projects; Sustainable community growth | <b>Funding Source</b>    | Affordable Housing Fund; General Fund/Staff Time; Developer Contributions |

## Quantified Objective

Ensure 100% of tourism-attracting developments generating demand for 30 or more new housing units contribute to mitigating their impact on local housing

## Description

Through a fee nexus study tied to population and job growth, 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. Revenue generated should be used to increase workforce and other housing based on study results. Key components of the program include:

- 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.

## Implementation

1. Develop Impact Analysis Requirements
2. Create Fee-in-Lieu Structure
3. Public Review and Adoption
4. Implement and Monitor
5. Review and Adjust

Program

## 2.1.E

### Public Service and Non-Profit Workers Support

**Priority** **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.



## Goal 2

Balance Growth and Protect Against Displacement

### Strategy 2.1

Balance Growth and Housing

**Estimated Cost**

Costs include staff time for partnership development, site assessment, and program administration; Additional costs may include subsidies, grants, and financial contributions to housing projects

**Responsible Agency**

Community Development; Public Service Agencies; Non-Profit Organizations

**Target Population**

Public service workers (e.g., firefighters, police officers, teachers) and non-profit organization employees

**Timeline**

Begin partnership development and site identification by 2026; Launch the first initiative by 2027; Evaluate and expand the program annually thereafter based on outcomes and identified needs; Support the development of at least 1 project by 2030

**Outcome**

Increased availability of affordable housing for public service and non-profit workers; Enhanced retention and recruitment of essential workers; Stronger partnerships between public, private, and non-profit sectors

**Funding Source**

Partnership Contributions; State/Federal Funds; Grant Funding; General Fund/Staff Time

### Quantified Objective

Support the development of at least 1 new affordable housing project for public service and non-profit workers, providing housing for at least 20 families

### Description

Recognizing the focused role of local government and its responsibilities in providing public services, expand housing support for public service and non-profit workers to ensure 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:

- 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 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.

### Implementation

1. Develop Partnerships
2. Identify and Redevelop Sites
3. Create Housing Assistance Programs
4. Launch and Monitor Projects
5. Review and Expand

**Program****2.2.A****Anti-Displacement****Priority** **Tertiary**

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.

**Goal 2**

**Balance  
Growth and  
Protect Against  
Displacement**

**Strategy 2.2**

**Prioritize Keeping Residents Housed**

**Estimated  
Cost**

Costs include staff time for community engagement, legal review, and administration; Potential costs for tenant protection measures such as relocation benefits

**Responsible  
Agency**

Community Development;  
Local Organizations; Legal  
Counsel

**Target  
Population**

Lower-income and special  
needs tenants, vulnerable  
populations at risk of dis-  
placement

**Timeline**

Begin initial discussions  
and scope definition by 2028;  
Develop and implement  
anti-displacement strategies  
by 2030

**Outcome**

Increased housing stability  
for vulnerable populations;  
Reduced displacement rates;  
Stronger community cohesion  
and support networks

**Funding  
Source**

General Fund/Staff Time;  
Grant Funding; Partnership  
Contributions

**Quantified Objective**

Develop and implement at least 1 anti-displacement strategy, benefiting at least 20 tenants at risk of displacement

**Description**

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:

- 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.

**Implementation**

1. Engage Community Partners
2. Explore and Define Measures
3. Legal Review and Policy Development
4. Implement and Monitor
5. Review and Adjust



Program

## 2.2.B

### Code Enforcement

**Priority** **Top/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.



## Goal 2

Balance  
Growth and  
Protect Against  
Displacement

### Strategy 2.2

**Prioritize Keeping Residents Housed**

**Estimated Cost** Costs include staff time for policy revision, training, and administration; Potential costs for temporary housing and resident support services

**Responsible Agency** Community Development; Code Enforcement; Local Service Providers

**Target Population** Residents at risk of displacement due to code enforcement actions, particularly lower-income households

**Timeline** Revise code enforcement policies by 2026; Implement updated policies and support services by 2027

**Outcome** Improved living conditions and housing stability for residents; Reduced displacement due to code enforcement actions; Stronger community support systems

**Funding Source** General Fund/Staff Time; Grant Funding; Partnership Contributions

### Quantified Objective

Assist at least 20 households in remaining in the community while addressing code violations

### Description

Update code enforcement policies to prioritize place-based solutions that reduce displacement risk, improve living conditions, and enable residents to remain in their home whenever possible. 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 and structure rehabilitation.

### Implementation

1. Revise Policies
2. Train Officers and Staff
3. Establish Support Protocols
4. Collaborate with Service Providers
5. Implement and Monitor

## Program

## 3.1.A

## Pilot Microtransit System

Priority **Top/Primary**

Improving transportation access, especially for affordable housing residents, is crucial for ensuring the success of new developments and connecting residents to jobs and services.



## Goal 3

Prioritize  
Improvements  
for Housing  
Infrastructure

## Strategy 3.1

Promote Transit-Oriented  
Development

|                       |   |                           |   |                          |  |
|-----------------------|---|---------------------------|---|--------------------------|--|
| <b>Estimated Cost</b> | Costs include staff time for collaboration and planning, infrastructure improvements, and potential funding contributions to the microtransit program               | <b>Responsible Agency</b> | Community Development; Summit County; Summit Stage; Colorado Department of Transportation (CDOT)  | <b>Target Population</b> | Residents in areas not currently served by public transit, commuters, affordable housing residents |
| <b>Timeline</b>       | Participate in the Summit County microtransit pilot program starting in 2024; Develop and implement additional transportation improvements and partnerships by 2026 | <b>Outcome</b>            | Enhanced transportation access for residents in underserved areas; Increased use of public transit, reducing traffic congestion and environmental impact; Improved connectivity for residents living in affordable housing developments | <b>Funding Source</b>    | Grant Funding; General Fund/Staff Time; Partnership Contributions                                  |

## Quantified Objective

Improve transportation access for at least 50 residents

## Description

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.

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.

## Implementation

1. Collaborate with Summit County and Summit Stage
2. Develop Partnerships
3. Create Decision-Making Tool
4. Expand Multi-Modal Infrastructure
5. Monitor and Evaluate

Program

# 3.1.B

## Connectivity Incentives

Priority **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.



## Goal 3

Prioritize Improvements for Housing Infrastructure

## Strategy 3.1

Promote Transit-Oriented Development

**Estimated Cost**

Costs include staff time for developing and implementing the review criteria, as well as potential financial impacts from offering development incentives

**Responsible Agency**

Community Development; Planning Commission; Local Transportation Agencies

**Target Population**

Residents, developers, multi-modal transportation users, local businesses

**Timeline**

Develop and implement connectivity review criteria and incentives by 2028; Begin applying these criteria to new developments starting in 2029

**Outcome**

Improved multi-modal transportation options and accessibility for residents; Enhanced safety and convenience for pedestrians, cyclists, and public transit users; Reduced reliance on single-occupancy vehicles

**Funding Source**

General Fund/Staff Time; Developer Contributions

## Quantified Objective

Implement in at least 5 projects

## Description

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:

- 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

## Implementation

1. Develop Review Criteria and Standards
2. Create and Implement Incentives
3. Review and Approve Developments
4. Monitor and Evaluate
5. Promote and Educate

## Program

## 3.2.A

## Public Utilities and Services Improvements

Priority **Ongoing**

Infrastructure improvements need to be prioritized in areas targeted for housing development, but they are part of a longer, ongoing effort.



## Goal 3

Prioritize  
Improvements  
for Housing  
Infrastructure

## Strategy 3.2

Prioritize Infrastructure and Services

Estimated  
Cost

Costs include staff time for planning and collaboration, as well as capital expenditures for infrastructure improvements

Responsible  
Agency

Public Works; Frisco Sanitation District; Water Providers; Community Development

Target  
Population

Current and future residents, particularly those in affordable housing developments

## Timeline

Begin collaboration and initial assessment by 2026; Develop master plan by 2027; Implement priority improvements starting in 2028

## Outcome

Improved infrastructure and utility services that can support housing growth, Enhanced capacity to accommodate new affordable housing developments; Minimized financial impact on existing residents

Funding  
Source

Grant Funding; General Fund/ Staff Time; Partnership Contributions

## Quantified Objective

Complete at least 3 priority infrastructure projects

## Description

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 evaluate, 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.

## Implementation

1. Collaborate with Utility Providers
2. Develop Utilities Master Plan
3. Identify and Secure Funding
4. Implement Infrastructure Improvements
5. Monitor and Adjust



Program

## 3.2.B

### Priority Water Service and Rates

**Priority** **Top/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.



### Goal 3

Prioritize Improvements for Housing Infrastructure

### Strategy 3.2

Prioritize Infrastructure and Services

**Estimated Cost**

Costs include staff time for policy development, program administration, and the financial impact of rebates and rate reductions

**Responsible Agency**

Water Providers; Community Development; Public Works

**Target Population**

Lower-income households, affordable housing residents, developers of affordable housing

**Timeline**

Assess opportunities during 2025 rate study; Develop and adopt policies by 2026; Expand rebate program by 2028; Implement graduated rate program by 2029

**Outcome**

Improved access to water services for affordable housing projects and lower-income households; Reduced water bills and increased water efficiency among lower-income households; Enhanced support for affordable housing goals

**Funding Source**

General Fund/Staff Time; Water Utility Revenues; Grant Funding; State/Federal Funds

### Quantified Objective

Prioritize water service for 100% of new affordable housing projects and provide rebates to at least 50 lower-income households

### Description

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.

### Implementation

1. Develop Priority Service Policies
2. Expand Rebate Program
3. Design Graduated Rate Schedule
4. Implement and Monitor Programs
5. Review and Adjust

**Program****3.2.C****Eligibility Preferences****Priority** **Top/Primary**

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 affordable housing programs are accessible to those with the strongest ties to the community, enhancing workforce retention and reducing displacement.

**Estimated Cost**

Costs primarily involve staff time for the development and administration of the eligibility preferences

**Responsible Agency**

Community Development; Summit Combined Housing Authority

**Goal 3**

Prioritize Improvements for Housing Infrastructure

**Strategy 3.2**

Prioritize Infrastructure and Services

**Target Population**

Residents, local workers, and individuals recently displaced from Frisco

**Timeline**

Develop eligibility preferences by 2026; Implement by 2027

**Outcome**

Increased access to affordable housing for residents, workers, and displaced individuals with strong ties to Frisco; Enhanced workforce retention and reduced displacement; Compliance with fair housing laws

**Funding Source**

General Fund/Staff Time; State/Federal Funds

**Quantified Objective**

Establish and implement eligibility preferences for 3 or more affordable housing programs, benefiting a least 50 households

**Description**

Consistent with state and federal fair housing laws, work with SCHAs and other agencies that oversee affordable housing programs to establish eligibility preferences that prioritize people who live in, work in, or were recently displaced from Frisco, to the extent appropriate.

**Implementation**

1. Collaborate with SCHAs
2. Develop Eligibility Criteria
3. Ensure Compliance
4. Implement Preferences
5. Review and Adjust

Program

## 3.2.D

### Supportive Services

**Priority** **Ongoing**

Continuously supporting vulnerable populations ensures that the town's housing strategy is inclusive and addresses the needs of all residents.



## Goal 3

Prioritize Improvements for Housing Infrastructure

## Strategy 3.2

Prioritize Infrastructure and Services

**Estimated Cost**

Costs include continued financial support for partner organizations and administrative costs for coordinating and monitoring these efforts

**Responsible Agency**

Community Development; Local Non-Profits (e.g., FIRC, Summit Combined Housing Authority, Summit Foundation)

**Target Population**

Populations with demonstrated special needs, lower-income households, families experiencing food insecurity, and those lacking access to affordable childcare

**Timeline**

Ongoing support with periodic assessments; Annual evaluation of funding needs and adjustments as required

**Outcome**

Improved access to essential services for special needs populations and those affected by high housing costs; Enhanced community resilience and support networks; Greater stability and well-being for vulnerable residents

**Funding Source**

General Fund/Staff Time; Grant Funding; Donations/Fundraising

### Quantified Objective

Assist at least 3 partner organizations in maintaining or increasing funding, ensuring that at least 100 households receive supportive services annually

### Description

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, SCHL, and the Summit Foundation.

### Implementation

1. Strengthen Partnerships
2. Advocate for Additional Resources
3. Promote Community Awareness

**Program****4.1.A****Home Rehabilitation and Improvement****Priority** Tertiary

While important for maintaining existing housing stock, this program can be implemented after more urgent needs are addressed.

**Goal 4**

Preserve and Utilize Existing Housing

**Strategy 4.1**

Preserve Existing Housing

**Estimated Cost**

Costs include the administration of the loan program, outreach efforts, and the funding of individual loans for home repairs and improvements

**Responsible Agency**

Community Development; Summit Combined Housing Authority; Partner Agencies

**Target Population**

Income-eligible homeowners and landlords with existing affordable housing units

**Timeline**

Expand program by 2027

**Outcome**

Preservation of existing affordable housing units; Improved living conditions and energy efficiency in the homes of income-eligible residents; Enhanced accessibility and safety for residents with special needs

**Funding Source**

State/Federal Funds; Affordable Housing Fund; General Fund/Staff Time

**Quantified Objective**

N/A

**Description**

In collaboration with SCHAs 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 (and potentially grants) 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.

**Implementation**

1. Collaborate with SCHAs and Partners
2. Secure and Allocate Funding
3. Outreach and Support
4. Loan Administration
5. Monitor and Evaluate



Program

## 4.1.B

### Home Maintenance 101

**Priority** 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.



## Goal 4

Preserve and Utilize Existing Housing

### Strategy 4.1

Preserve Existing Housing

|                       |   |                           |  |                          |   |
|-----------------------|---|---------------------------|--|--------------------------|---|
| <b>Estimated Cost</b> | Costs include the development of educational materials, coordination of training sessions, and ongoing support for program participants | <b>Responsible Agency</b> | Summit Combined Housing Authority; Community-Based Organizations   | <b>Target Population</b> | Homeowners and renters, particularly those in affordable housing or lower-income households |
| <b>Timeline</b>       | Support development by 2028, with ongoing support annually thereafter; Implement by 2029  | <b>Outcome</b>            | Increased knowledge and skills among homeowners and renters for maintaining their homes; Reduced need for costly repairs due to preventative maintenance; Enhanced health, safety, and resource efficiency in participating households | <b>Funding Source</b>    | General Fund/Staff Time; Grant Funding; Donations/Fundraising                               |

#### Quantified Objective

N/A

#### Description

Encourage and support SCHA to collaborate with community-based organizations in the region 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, 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.

#### Implementation

1. Encourage and Support SCHA
2. Develop Educational Materials
3. Organize Training Sessions
4. Distribute Resources
5. Monitor and Evaluate

## Program

## 4.2.A

## Incentivize Year-Round Use

Priority **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.



## Goal 4

Preserve and Utilize Existing Housing

## Strategy 4.2

Increase Utilization of Existing Development

## Estimated Cost

Costs include cash incentives for property owners, administrative expenses for program management, and marketing/advertising efforts to promote the program

## Responsible Agency

Community Development; Summit Combined Housing Authority; Local Real Estate Agencies

## Target Population

Property owners with vacant homes or short-term rentals; local workers and residents in need of long-term housing

## Timeline

Assess current program and decide whether to restructure or discontinue by 2026; If restructured, implement by 2027

## Outcome

Increased availability of year-round housing for local workers and residents; More effective utilization of existing housing stock; Reduced pressure on the local housing market due to increased long-term rental options

## Funding Source

Affordable Housing Fund; Grant Funding; Partnership Contributions

## Quantified Objective

Convert at least 20 vacant or underutilized homes to longer-term use

## Description

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. This could potentially include working with property owners of short-term rentals to rent units to new workers moving to the area until they find more permanent homes. Also 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 local workers who are struggling to find year-round housing.

## Implementation

1. Evaluate and Restructure the Program
2. Develop Incentive Structures
3. Partner with Housing Works Initiative
4. Expand and Advertise the Program
5. Monitor and Adjust

Program

## 4.2.B

### Vacancy Tax

**Priority** **Secondary**

This initiative will generate revenue for housing programs but requires enabling legislation and voter approval, making it a longer-term goal.



## Goal 4

Preserve and Utilize Existing Housing

## Strategy 4.2

Increase Utilization of Existing Development

**Estimated Cost**

Costs include staff time for research, collaboration, and advocacy efforts, as well as public outreach and education campaigns

**Responsible Agency**

Town Council; Community Development; Colorado Association of Ski Towns (CAST)

**Target Population**

Local workers, residents, and those in need of affordable housing

**Timeline**

Collaborate and advocate for legislation by 2026; If passed, develop local proposal and seek voter approval as needed by 2028; Implement by 2029

**Outcome**

Reduced number of underutilized or vacant properties in Frisco; Increased availability of housing for local residents and workers; New funding stream to support year-round workforce and affordable housing initiatives

**Funding Source**

General Fund/Staff Time; Vacancy Tax Revenue

### Quantified Objective

Support the creation or preservation of at least 30 year-round workforce or affordable housing units

### Description

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.

### Implementation

1. Collaborate with CAST
2. Explore Tax Options
3. Public Outreach and Education
4. Legislative Advocacy
5. Develop Local Proposal
6. Implement and Monitor

## Program

## 5.1.A

## ADU Incentives

Priority **Top/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.

**Estimated Cost** Costs include administrative expenses for program development, outreach, and the potential reduction in fee revenue due to waivers or reductions

**Responsible Agency** Community Development; Local Financial Institutions; Summit County Planning Department

**Timeline** Evaluate and decide whether to opt in for ADU-supportive certification by 2025; Implement code changes and incentives by 2026

**Outcome** Increased availability of long-term affordable housing through the development of ADUs; Greater flexibility and support for property owners interested in creating ADUs; Enhanced housing options for local workers, seniors, and other target populations



## Goal 5

Maintain Community While Supporting Regional Needs

## Strategy 5.1

Facilitate Infill Housing

**Target Population** Property owners interested in developing ADUs; Local workers, seniors, persons with disabilities, and other small or lower-income households

**Funding Source** State ADU Grant Programs; General Fund/Staff Time; Partnership Contributions

## Quantified Objective

Support construction of at least 30 new ADUs, with at least 25% serving target households

## Description

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:

- 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 under certain circumstances (e.g., one is restricted to serving a target household, 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
- Adding flexibility to development standards that consider site-specific constraints, such as reduced setback requirements, administrative adjustment options, and no parking requirement where appropriate
- Continuing administrative approval and priority building permit processing
- Allowing detached ADUs to utilize the principal units existing utility taps so long as they remain on the same deed
- Providing 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)

## Implementation

1. Evaluate ADU-Supportive Certification
2. Develop and Implement Incentives
3. Outreach and Education
4. Monitor and Adjust



Program

## 5.1.B

### Corridor and Commercial Focus Areas

**Priority** **Secondary**

While important for increasing housing density in key areas, this program relies on the success of earlier initiatives, such as the Affordable Housing Overlay. Focusing on the redevelopment of commercial and corridor areas will enhance housing options in the long term. 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.

**Estimated Cost** Costs include administrative expenses, outreach efforts, and potential funding for infrastructure improvements

**Responsible Agency** Community Development; Local Planning Authorities



## Goal 5

Maintain Community While Supporting Regional Needs

## Strategy 5.1

### Facilitate Infill Housing

**Target Population** Developers, property owners, local workers, and residents in need of affordable housing

**Timeline** Begin outreach by 2026; Implement Affordable Housing Overlay and design standards in focus areas by 2028

**Outcome** Increased housing density and availability in commercial and corridor areas; Improved use of underutilized sites through adaptive reuse and mixed-use development; Enhanced transportation infrastructure to support housing development

**Funding Source** Tax Increment Financing (TIF); General Fund/Staff Time; Grant Funding

### Quantified Objective

Increase the number of housing units focus areas by at least 15%

### Description

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.

### Implementation

1. Outreach to Developers and Property Owners
2. Implement Affordable Housing Overlay
3. Develop and Apply Design Standards
4. Prioritize Transportation and Infrastructure Improvements

**Program****5.1.C****In-Fill Housing Prototypes****Priority** **Tertiary**

Developing and implementing prototypes will support infill housing development, which is important but less urgent than foundational land and funding programs.

**Goal 5**

**Maintain  
Community  
While Supporting  
Regional Needs**

**Strategy 5.1**

**Facilitate Infill Housing**

**Estimated  
Cost**

Costs include collaboration efforts, development of prototypes, and outreach to developers and property owners

**Responsible  
Agency**

Community Development;  
Local Developers; Architectural Firms

**Target  
Population**

Developers, property owners, local residents, and those in need of various housing types

**Timeline**

Develop prototypes by 2027;  
Begin implementation and use in projects by 2028

**Outcome**

Reduced pre-development costs and expedited project approvals; Increased availability of diverse housing types in existing neighborhoods; Enhanced collaboration between the town and private developers

**Funding  
Source**

General Fund/Staff Time;  
Partnership Contributions;  
Grant Funding

**Quantified Objective**

Implement at least 3 in-fill projects using prototypes

**Description**

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. Similar the Summit County ADU stock plans program piloted in the Nellies Neighborhood development, prototypes should be adaptable for use on a range of sites and could potentially cover a variety of housing types, including ADUs, detached single-family units, duplexes, triplexes, and bungalow courts.

**Implementation**

1. Collaborate with Developers and Stakeholders
2. Develop Housing Prototypes
3. Outreach and Education to Property Owners
4. Implement and Monitor

Program

# 5.1.D

## Neighborhood Density

Priority **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. This initiative will build on foundational strategies, such as the Affordable Housing Overlay, to ensure its approach is well-supported and strategically aligned with broader goals to create more inclusive and diverse housing options in established neighborhoods.

**Estimated Cost** Costs include administrative expenses, outreach efforts, and potential costs for infrastructure adjustments

**Responsible Agency** Community Development; Public Works; Local Planning Authorities



**Goal 5**  
Maintain Community While Supporting Regional Needs

### Strategy 5.1

#### Facilitate Infill Housing

**Target Population** Property owners, developers, local residents, and those in need of affordable and diverse housing options

**Timeline** Implement by 2028; Begin projects by 2029

**Outcome** Increased housing density in existing neighborhoods; More efficient use of public lands and infrastructure; Enhanced availability of diverse housing types for residents

**Funding Source** General Fund/Staff Time; Partnership Contributions; Grant Funding

### Quantified Objective

Convert at least 10 single-family homes to multi-unit housing types and increase overall neighborhood density by 15% in targeted areas

### Description

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 (including provisions to incentivize or require mixed-income housing). 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.

### Implementation

1. Modify Density Requirements
2. Identify and Utilize Public Lands
3. Support Conversion of Existing Structures
4. Outreach and Education to Property Owners

**Program****5.1.E****In-Fill Opportunity Site T2-06****Priority** **Secondary**

Developing underutilized in-fill sites is crucial for addressing housing shortages without expanding town boundaries. By prioritizing this and similar sites, the town can strategically increase the supply of affordable housing. This program will benefit from the groundwork laid by earlier strategies, such as municipal code updates, making it a key component in the mid-term.

**Estimated Cost**

Costs include financial incentives, administrative expenses, and potential costs for additional support services or infrastructure adjustments

**Responsible Agency**

Community Development;  
Local Planning Authorities;  
Partner Organizations

**Goal 5**

**Maintain  
Community  
While Supporting  
Regional Needs**

**Strategy 5.1**

**Facilitate Infill Housing**

**Target Population**

Property owners, developers, local residents, and those in need of affordable housing options

**Timeline**

Approach property owner and identify project partners by 2026; Implement incentives and begin project approvals by 2027

**Outcome**

Increased availability of affordable housing units on in-fill opportunity sites; More efficient use of underutilized properties; Enhanced coordination between the town and private developers

**Funding Source**

General Fund/Staff Time; Partnership Contributions; Grant Funding

**Quantified Objective**

Develop at least 44 affordable housing units

**Description**

To facilitate appropriate housing development for T2-06 (and potentially other similar sites in the inventory), incentivize the construction of new affordable or workforce units. Coordinate with Denver Water to resolve access issues and with other partners to approach the Frisco Sanitation District with benefits and other offerings such as:

- Issue a Request for Proposal, if desired by the property owner
- 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)

**Implementation**

1. Identify In-Fill Opportunity Sites
2. Coordinate with Property Owners and Partners
3. Implement Development Incentives
4. Monitor and Support Project Approvals



Program

## 5.2.A

### Community-Based Organizations

**Priority** Top/Primary

Collaborating with community-based organizations is essential for addressing the needs of more vulnerable households, including lower-income workers and their families and non-English speakers. By leveraging the expertise and reach of these organizations, 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 capacity to provide targeted assistance, making it a key part of the mid-term focus on inclusive housing strategies.



## Goal 5

Maintain  
Community  
While Supporting  
Regional Needs

## Strategy 5.2

Engage Residents and Developers in  
Solutions

|                       |  |                           |  |                          |   |
|-----------------------|--|---------------------------|--|--------------------------|---|
| <b>Estimated Cost</b> | Costs include collaboration efforts, outreach, and resources provided to support lower-income workers and their families | <b>Responsible Agency</b> | Community Development; Local Community-Based Organizations (e.g., Mountain Dreamers)   | <b>Target Population</b> | Lower-income workers and their families, including but not limited to Hispanic households |
| <b>Timeline</b>       | Engage with community-based organizations by 2026; Implement targeted support initiatives by 2027                        | <b>Outcome</b>            | Improved support and resources for a diverse range of lower-income households; Enhanced collaboration with community-based organizations; Increased stability and well-being for lower-income workers and their families | <b>Funding Source</b>    | General Fund/Staff Time; Partnership Contributions; Grant Funding                         |

### Quantified Objective

N/A

### Description

Collaborate with community-based organizations like Mountain Dreamers to better serve lower-income workers and their families.

### Implementation

1. Engage with Community-Based Organizations
2. Broaden Program Scope
3. Develop and Implement Initiatives
4. Monitor and Adjust

## Program

## 5.2.B

## Plan for Inclusive Neighborhoods

Priority **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. 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 projects.

**Estimated Cost**

Costs primarily involve facilitation, outreach, and planning activities, which may include expenses for third-party facilitators and public engagement materials

**Responsible Agency**

Communications; Community Development



## Goal 5

Maintain Community While Supporting Regional Needs

## Strategy 5.2

Engage Residents and Developers in Solutions

**Target Population**

Local residents, neighborhood associations, and historically underserved groups

**Timeline**

Identify target areas and partner organizations by 2028; engage partners and conduct area-specific visioning processes by 2030, and conduct annual engagement as needed thereafter

**Outcome**

Increased community understanding and acceptance of diverse housing options, leading to smoother integration of affordable housing within neighborhoods

**Funding Source**

General Fund/Staff Time; Grant Funding

## Quantified Objective

Conduct at least 3 area-specific visioning processes

## Description

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.

## Implementation

1. Identify Target Areas and Partners
2. Conduct Area-Specific Visioning
3. Develop and Implement Housing Goals
4. Monitor and Adjust

Program

## 5.2.C

### Housing Development Collaborators

**Priority** 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.

|                       |  |                           |  |                          |  |
|-----------------------|--|---------------------------|--|--------------------------|--|
| <b>Estimated Cost</b> | Costs primarily involve coordination, meeting facilitation, and engagement activities    | <b>Responsible Agency</b> | Community Development  | <b>Target Population</b> | Developers, real estate professionals, finance professionals, and design professionals |
| <b>Timeline</b>       | Form focus group by 2029; engage with the group at least once per housing planning cycle | <b>Outcome</b>            | More involved housing developers, increased process efficiency, and better alignment of town policies with development realities | <b>Funding Source</b>    | General Fund/Staff Time  |



## Goal 5

Maintain Community While Supporting Regional Needs

### Strategy 5.2

Engage Residents and Developers in Solutions

#### Quantified Objective

Establish a collaborative group with at least 10 active participants

#### Description

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.

#### Implementation

1. Identify Local and Regional Developers
2. Form Collaborative Group
3. Review and Provide Feedback
4. Engage During Housing Plan Updates

## Program

## 5.2.D

## Small-Scale Housing Development Webpage and Technical Support

Priority **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.

**Estimated Cost**

Costs primarily involve webpage development, maintenance, and ongoing updates

**Responsible Agency**

Communications; Community Development

**Target Population**

Housing developers, real estate agents, and other professionals involved in housing development

**Timeline**

Develop webpage content and publish by 2026; Maintain and update annually thereafter

**Outcome**

More educated housing developers, increased process transparency, and streamlined processing for developers

**Funding Source**

General Fund/Staff Time

**Quantified Objective**

N/A

**Description**

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 small-scale project developers and should include such information as:

- 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

**Implementation**

1. Develop Webpage Content
2. Publish and Maintain Webpage
3. Provide Ongoing Technical Support
4. Update Webpage

**Goal 5**

Maintain Community While Supporting Regional Needs

**Strategy 5.2**

Engage Residents and Developers in Solutions



Program

## 5.2.E

### Public Outreach and Education

Priority **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.

**Estimated Cost**

Costs primarily involve materials, outreach events, and ongoing engagement efforts

**Responsible Agency**

Communications; Community Development

**Target Population**

Local residents, historically underserved groups, and those with special needs

**Timeline**

Develop outreach campaign by 2026; Conduct targeted outreach at least twice per year thereafter

**Outcome**

Increased public awareness of housing resources, improved access to housing programs, and enhanced engagement with historically underserved groups

**Funding Source**

General Fund/Staff Time; Partnership Contributions

**Quantified Objective**

Increase participation in housing programs by 20%

**Description**

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.

**Implementation**

1. Develop Outreach Campaign
2. Conduct Targeted Outreach
3. Monitor and Adjust



## Goal 5

Maintain Community While Supporting Regional Needs

## Strategy 5.2

Engage Residents and Developers in Solutions

**Program****5.3.A****Legislative Advocacy****Priority** **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 and proactively shape housing policies that benefit local residents.

**Goal 5**

**Maintain  
Community  
While Supporting  
Regional Needs**

**Strategy 5.3**

**Collaborate and Advocate for Housing**

**Estimated  
Cost**

Costs primarily involve staff time and participation in advocacy efforts

**Responsible  
Agency**

Town Council; Legal Counsel; Community Development

**Target  
Population**

Local residents, especially those in need of affordable housing options

**Timeline**

Monitor and report the progress of key housing legislation on a monthly basis during each session; Provide testimony and comment on high priority legislation as appropriate

**Outcome**

More supportive state housing laws, increased funding opportunities, and enhanced housing solutions for rural mountain communities

**Funding  
Source**

General Fund/Staff Time

**Quantified Objective**

N/A

**Description**

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.

**Implementation**

1. Monitor Key Legislation
2. Report Progress
3. Provide Testimony and Comment on High Priority Legislation
4. Proactively Engage Lawmakers

Program

## 5.3.B

### Regional Collaboration Network

**Priority** Ongoing

Establishing and regularly strengthening relationships with local and regional partners is essential for effectively addressing housing challenges that span across communities. By creating a regional collaboration network early on, 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.

**Estimated Cost**

Costs primarily involve staff time for coordination and meetings

**Responsible Agency**

Community Development

**Target Population**

Local and regional residents, especially those in need of affordable housing

**Timeline**

Develop network by 2026; Meet with SCHA and other partner agencies at least twice per year thereafter

**Outcome**

Increased regional collaboration on housing solutions, leading to more effective and coordinated efforts to address housing needs across the region

**Funding Source**

General Fund/Staff Time

**Quantified Objective**

Establish a regional collaboration network with at least 5 active partner agencies

**Description**

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.

**Implementation**

1. Identify and Engage Key Partner Agencies
2. Conduct Regular Meetings with SCHA and Partners
3. Develop and Formalize Regional Network
4. Leverage Network for Grants and Development Projects



## Goal 5

Maintain Community While Supporting Regional Needs

## Strategy 5.3

Collaborate and Advocate for Housing

**Program****5.3.C****Housing Planning Integration****Priority** 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 resulting in a stronger, more coordinated approach that ensures housing needs are prioritized alongside other community essentials.

**Estimated Cost** Costs primarily involve staff time for planning, coordination, and integration efforts

**Responsible Agency** Town Council; Planning Commission; Community Development

**Target Population** Local residents and the broader community, benefiting from enhanced housing planning

**Timeline** Ongoing; Integrate as planning mechanisms are created or updated

**Outcome** Increased local and regional planning focus on housing solutions, resulting in better-aligned policies and more effective housing strategies

**Funding Source** General Fund/Staff Time

**Quantified Objective**

N/A

**Description**

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.

**Implementation**

1. Identify Opportunities Integration
2. Work with Planning Commissions and Councils to Embed
3. Monitor and Ensure Ongoing Integration

**Goal 5**

**Maintain Community While Supporting Regional Needs**

**Strategy 5.3**

**Collaborate and Advocate for Housing**



Program

## 5.3.D

### Plan Monitoring and Maintenance

**Priority** Ongoing

Monitoring the progress of programs and making adjustments ensures that the Action Plan stays on track to meet identified goals. Regular reviews of the plan against changing community conditions and housing needs is essential in making sure updates address present challenges and leverages opportunities to create its desired future. In addition, housing needs assessments and housing action planning are required under new state law on a six-year cycle.

**Estimated Cost**

Annual costs primarily involve staff time for assessing progress and adjusting the plan. HNA and plan updates will need additional funding sources, likely from state grants.

**Responsible Agency**

Community Development; Housing Plan Working Group; Town Council; Planning Commission

**Target Population**

Local residents and the broader community, benefiting from enhanced housing planning

**Timeline**

Ongoing; Conduct assessments and present progress reports annually starting November 2025; Initiate HNA update by 2028; Update Strategic Housing Plan by 2030 (or on a six-year cycle as required)

**Outcome**

Increased local and regional planning focus on housing solutions, resulting in better-aligned policies and more effective housing strategies

**Funding Source**

General Fund/Staff Time; Grant Funding



## Goal 5

Maintain Community While Supporting Regional Needs

## Strategy 5.3

Collaborate and Advocate for Housing

### Quantified Objective

N/A

### Description

Monitor progress of the Action Plan goals, strategies, and programs, including associated quantified objectives, and present an annual progress report to Town Council as well as to the Planning Commission as appropriate. Regularly review the plan and make updates as necessary to adjust to changing housing market conditions and community needs, as identified in new HNAs and in accordance with SB 24-174. Maintain a minimum membership on the Housing Plan Working Group (or other housing advisory committee) to assist in these efforts.

### Implementation

1. Review and Assess Progress
2. Engage with HPWG
3. Develop Progress Report
4. Present Report to Town Council
4. Track Adjustments for Plan Update
5. Secure Funding for and Conduct HNA Update
6. Secure Funding for and Conduct Plan Update

# APPENDIX A. GAP ANALYSIS BACKGROUND DATA

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## Pipeline Data

|       |                     |            |             |             | 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 |   | Balance |     |
|       |                     |            |             |             | 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      |    |         |   |         |    |         |   |      |   | 0       |     |
| PL-07 | 80 West Main        | 4          | 32          | 36          |                           |    |       |    |        |    | 4       |    |         |   | 32      |    |         |   |      |   | 0       |     |
| PL-02 | 602 Galena          | 54         | 0           | 54          |                           |    |       |    |        |    | 54      |    |         |   |         |    |         |   |      |   | 0       |     |
| PL-01 | 101 W Main          | 52         | 0           | 52          | 32                        |    | 20    |    |        |    |         |    |         |   |         |    |         |   |      |   | 0       |     |
| PL-06 | Basecamp            | 8          | 22          | 30          |                           |    |       |    |        |    | 8       |    |         |   | 22      |    |         |   |      |   | 0       |     |
| PL-05 | Centura Studios     | 0          | 37          | 37          |                           |    |       |    | 37     |    |         |    |         |   | 0       |    |         |   |      |   | 0       |     |
|       |                     |            |             | 231         |                           |    |       |    |        |    |         |    |         |   |         |    |         |   |      |   |         |     |
|       |                     |            |             | owner       |                           | 0  |       | 0  |        | 0  |         | 12 |         | 0 |         | 54 |         | 0 |      | 0 |         | 66  |
|       |                     |            |             | rental      |                           | 32 |       | 31 |        | 37 |         | 65 |         | 0 |         | 0  |         | 0 |      | 0 |         | 165 |
|       |                     |            |             | TOTAL       |                           |    |       |    |        |    |         |    |         |   |         |    |         |   |      |   | 231     |     |

# Gap Analysis Data

Table A-2: Ownership Gap

| 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      | 116             |  |
| Work Force Housing Development Gap<br>(below market rate units) |   |                                   |                        | 83           | 12       | 71      | 71              |  |

Table A-3: Rental Gap

| 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     | 136             |  |
| Work Force Housing Development Gap<br>(below market units) |   |                         |                         | 184          | 100      | 84      | 84              |  |



Table A-4: Keep Up Ownership Gap Detail

| Ownership - Keep 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      |  | 80              |
| Work Force Housing Development Gap (below market rate units) |   |                                   |                        | 79                               | 0  | 79      |  | 80              |

Table A-5: Keep Up Rental Development Gap Detail

| Rental - Keep 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      |  | 94              |
| Work Force Housing Development Gap (below market rate units) |   |                         |                         | 93                               | 0  | 93      |  | 94              |

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APPENDIX B. POTENTIAL HOUSING SITES INVENTORY

Table B-1: Potential Housing Development Sites

| 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 SITES INFO SHEETS

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## **Pipeline Development and Potential Partnership Candidate Sites**

The “Pipeline Development and Potential Partnership Candidate Sites” appendix provides a comprehensive overview of future housing development opportunities in Frisco. This section includes detailed zoning information, development assumptions, and unit capacity calculations for each potential site. It also features site mapping to visually represent the location and characteristics of these sites, highlighting opportunities for partnerships that can help address housing needs through strategic collaborations and development efforts.

## Site ID

**PL-01**

**Address/Project** 101w Main

**Category** Pipeline

### Zoning

**Zoning** 0 **Alt. Zoning Used?** 0

**Default Density** 0 **Density w/ Bonus** 0

### Lot Size

**Lot Coverage** 0%

**Gross Acreage** 0.00 **Buildable Acreage** 0.00

### Development Assumptions

**Dwelling Type** MFR **Rent/Own** Rental

**Total Units** 52

### Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 32   | 20     | 0       | 0        | 0        | 0     |

**Anticipated Year of Completion** 2026 - Catch Up

**Included in Plan?** No, Pipeline

### Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

PL-02

Address/Project Galena Street

Category Pipeline

## Zoning

Zoning 0 Alt. Zoning Used? 0

Default Density 0 Density w/ Bonus 0

## Lot Size

Lot Coverage 0%

Gross Acreage 0.00 Buildable Acreage 0.00

## Development Assumptions

Dwelling Type MFR Rent/Own Rental

Total Units 54

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 54       | 0        | 0     |

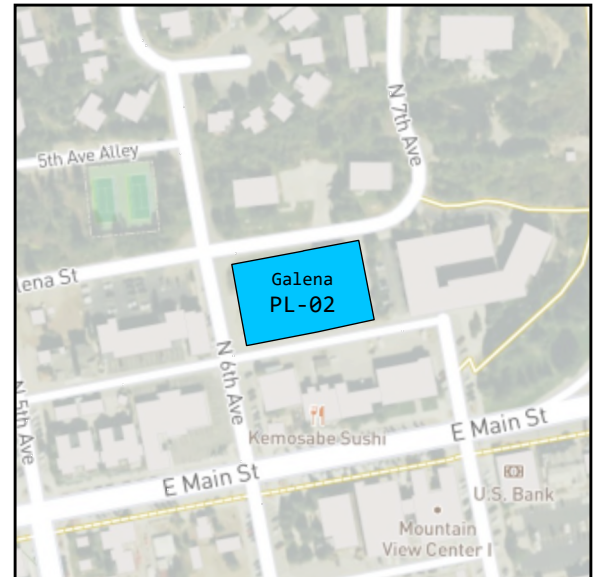
Anticipated Year of Completion 2027 - Catch Up

Included in Plan? No, Pipeline

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**PL-04 Phase 1A**

**Address/Project** Lake Hill

**Category** Pipeline

## Zoning

**Zoning** 0 **Alt. Zoning Used?** 0

**Default Density** 0 **Density w/ Bonus** 0

## Lot Size

**Lot Coverage** 0%

**Gross Acreage** 0.00 **Buildable Acreage** 0.00

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Rental

**Total Units** 58

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 27       | 31       | 0     |

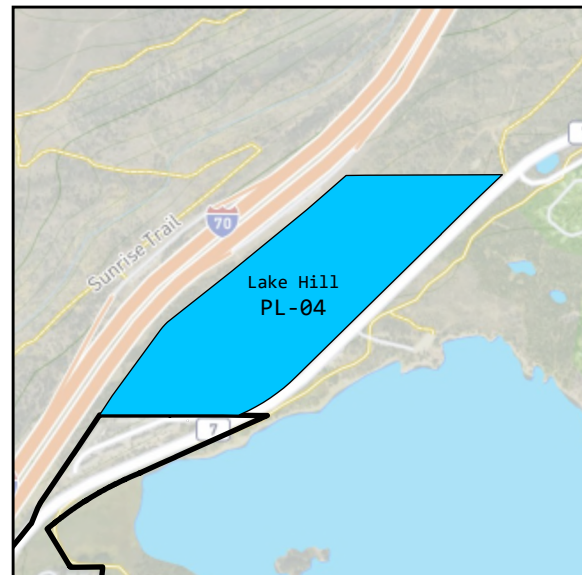
**Anticipated Year of Completion** 2031 - Keepup

**Included in Plan?** No, Pipeline

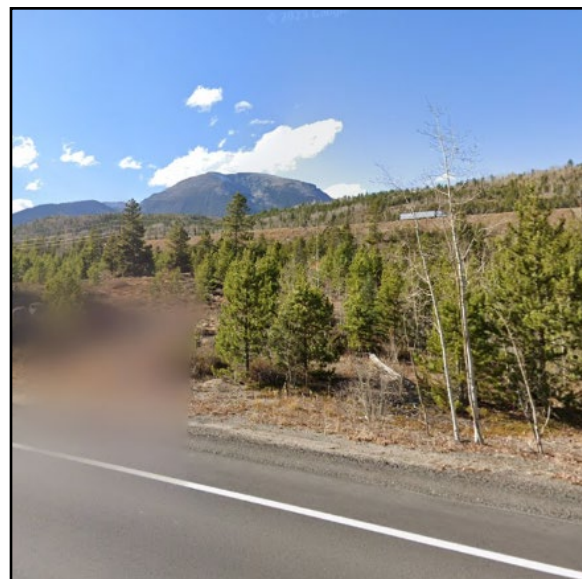
## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**PL-04 Phase 1B**
**Address/Project** Lake Hill

**Category** Pipeline

## Zoning

**Zoning** 0 **Alt. Zoning Used?** 0

**Default Density** 0 **Density w/ Bonus** 0

## Lot Size

**Lot Coverage** 0%

**Gross Acreage** 0.00 **Buildable Acreage** 0.00

## Development Assumptions

**Dwelling Type** MFR **Rent/Own** Owner

**Total Units** 135

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 135     | 0        | 0        | 0     |

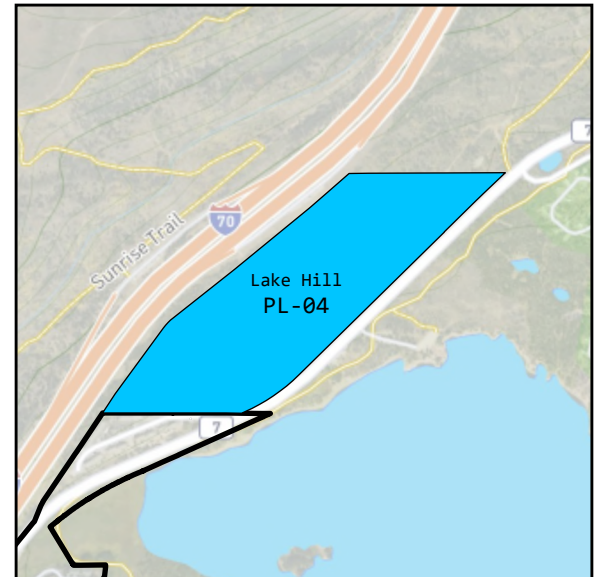
**Anticipated Year of Completion** 2031 - Keepup

**Included in Plan?** No, Pipeline

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**PL-04 Phase 2A**

**Address/Project** Lake Hill

**Category** Pipeline

## Zoning

**Zoning** 0 **Alt. Zoning Used?** 0

**Default Density** 0 **Density w/ Bonus** 0

## Lot Size

**Lot Coverage** 0%

**Gross Acreage** 0.00 **Buildable Acreage** 0.00

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 64

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 32       | 32       | 0     |

**Anticipated Year of Completion** 2032 - Keepup

**Included in Plan?** No, Pipeline

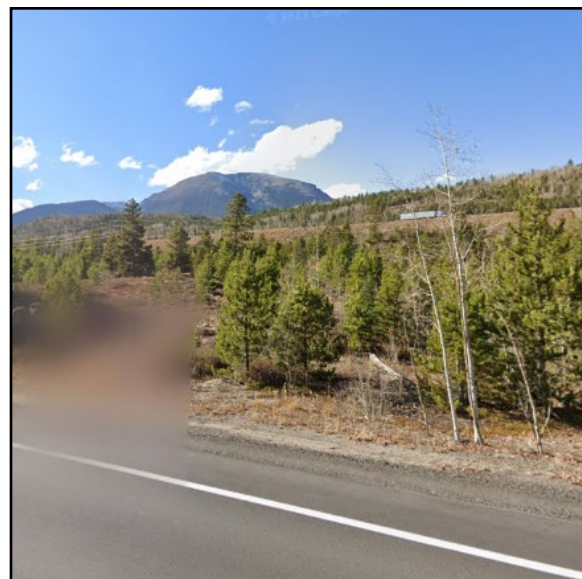
## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**PL-04 Phase 2B**
**Address/Project** Lake Hill

**Category** Pipeline

## Zoning

**Zoning** 0 **Alt. Zoning Used?** 0

**Default Density** 0 **Density w/ Bonus** 0

## Lot Size

**Lot Coverage** 0%

**Gross Acreage** 0.00 **Buildable Acreage** 0.00

## Development Assumptions

**Dwelling Type** MFR **Rent/Own** Owner

**Total Units** 50

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 50      | 0        | 0        | 0     |

**Anticipated Year of Completion** 2032 - Keepup

**Included in Plan?** No, Pipeline

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**PL-04 Phase 3**

**Address/Project** Lake Hill

**Category** Pipeline

## Zoning

**Zoning** 0 **Alt. Zoning Used?** 0

**Default Density** 0 **Density w/ Bonus** 0

## Lot Size

**Lot Coverage** 0%

**Gross Acreage** 0.00 **Buildable Acreage** 0.00

## Development Assumptions

**Dwelling Type** MFR **Rent/Own** Rental

**Total Units** 115

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 60      | 30       | 25       | 0     |

**Anticipated Year of Completion** 2033 - Keepup

**Included in Plan?** No, Pipeline

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

# PL-04 Phase 4

**Address/Project** Lake Hill

**Category** Pipeline

## Zoning

**Zoning** 0 **Alt. Zoning Used?** 0

**Default Density** 0 **Density w/ Bonus** 0

## Lot Size

**Lot Coverage** 0%

**Gross Acreage** 0.00 **Buildable Acreage** 0.00

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 14

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 0        | 14       | 0     |

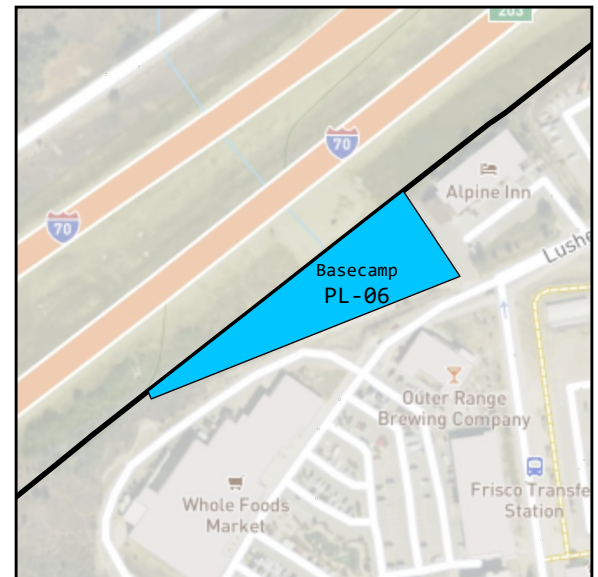
**Anticipated Year of Completion** 2034 - Keepup

**Included in Plan?** No, Pipeline

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





Site ID

PL-03

Address/Project CDOT

Category Pipeline

Zoning

Zoning 0 Alt. Zoning Used? 0

Default Density 0 Density w/ Bonus 0

Lot Size

Lot Coverage 0%

Gross Acreage 0.00 Buildable Acreage 0.00

Development Assumptions

Dwelling Type MFR Rent/Own Rental

Total Units 22

Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 11     | 0       | 11       | 0        | 0     |

Anticipated Year of Completion 2025 - Catch Up

Included in Plan? No, Pipeline

Capital Investment

Capital investment data in progress. Information here TBD

Map Location



Streetview



## Site ID

PL-05

Address/Project Centura

Category Pipeline

## Zoning

Zoning 0 Alt. Zoning Used? 0

Default Density 0 Density w/ Bonus 0

## Lot Size

Lot Coverage 0%

Gross Acreage 0.00 Buildable Acreage 0.00

## Development Assumptions

Dwelling Type MFR Rent/Own Rental

Total Units 37

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 37      | 0        | 0        | 0     |

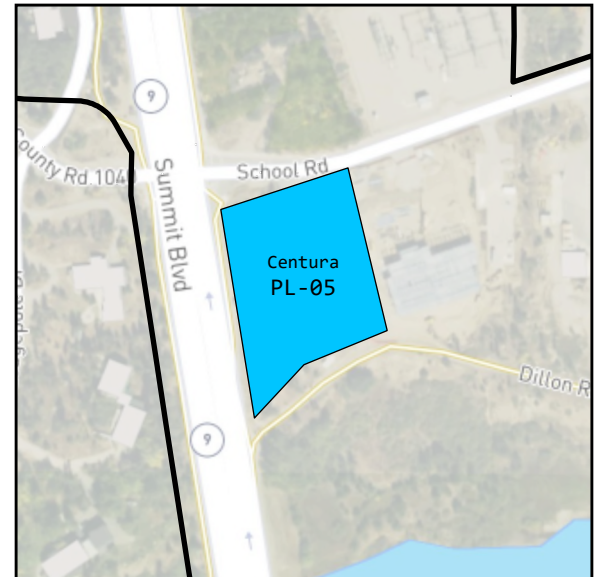
Anticipated Year of Completion 2028 - Catch Up

Included in Plan? No, Pipeline

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**PL-06**

**Address/Project** Basecamp

**Category** Pipeline

### Zoning

**Zoning** 0 **Alt. Zoning Used?** 0

**Default Density** 0 **Density w/ Bonus** 0

### Lot Size

**Lot Coverage** 0%

**Gross Acreage** 0.00 **Buildable Acreage** 0.00

### Development Assumptions

**Dwelling Type** MFR **Rent/Own** Owner

**Total Units** 30

### Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 8       | 0        | 0        | 22    |

**Anticipated Year of Completion** 2025 - Catch Up

**Included in Plan?** No, Pipeline

### Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

PL-07

Address/Project 80 West Main

Category Pipeline

## Zoning

Zoning 0 Alt. Zoning Used? 0

Default Density 0 Density w/ Bonus 0

## Lot Size

Lot Coverage 0%

Gross Acreage 0.00 Buildable Acreage 0.00

## Development Assumptions

Dwelling Type MFR Rent/Own Owner

Total Units 36

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 4        | 0        | 32    |

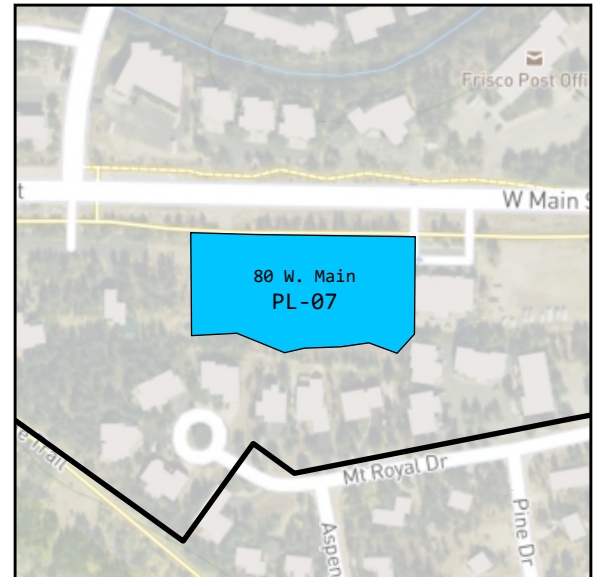
Anticipated Year of Completion 2025 - Catch Up

Included in Plan? No, Pipeline

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T1-01**

**Address/Project** Windflower Ln x Hawn Dr

**Category** Tier 1

### Zoning

**Zoning** RM **Alt. Zoning Used?** N

**Default Density** 12 **Density w/ Bonus** 12

### Lot Size

**Lot Coverage** 55%

**Gross Acreage** 0.36 **Buildable Acreage** 0.20

### Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 2

### Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 2      | 0       | 0        | 0        | 0     |

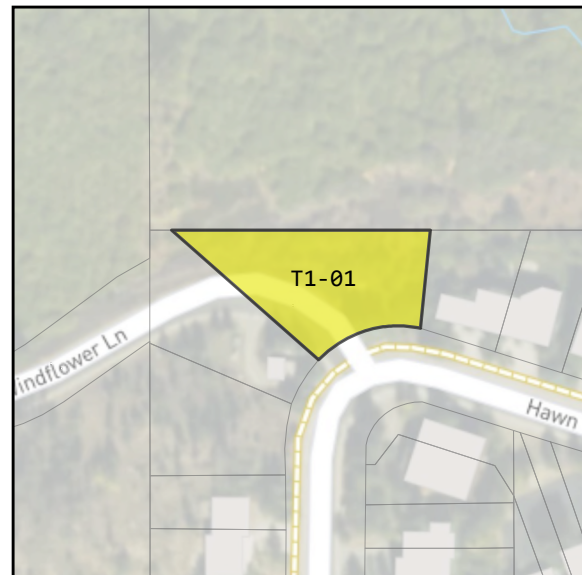
**Anticipated Year of Completion** 2025 - Catch Up

**Included in Plan?** YES

### Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T1-02****Address/Project** Windflower Ln x Hawn Dr**Category** Tier 1

## Zoning

**Zoning** RM **Alt. Zoning Used?** N**Default Density** 12 **Density w/ Bonus** 12

## Lot Size

**Lot Coverage** 55%**Gross Acreage** 0.24 **Buildable Acreage** 0.13

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 1**Units by AMI**

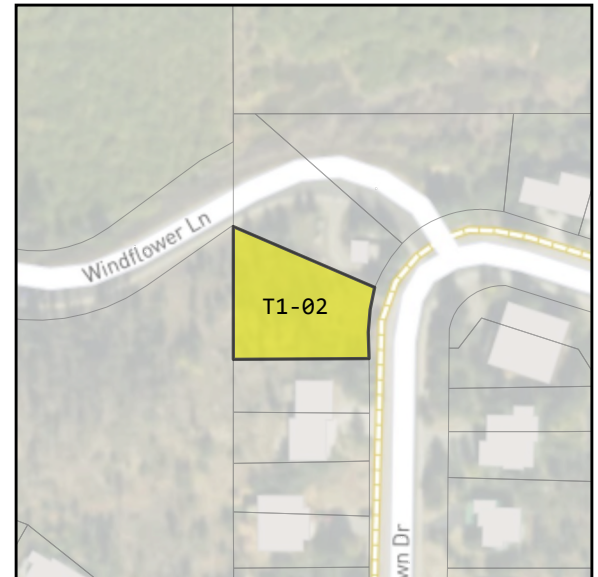
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 1      | 0       | 0        | 0        | 0     |

**Anticipated Year of Completion** 2025 - Catch Up**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T1-03**

**Address/Project** 110 S 3rd AVE

**Category** Tier 1

## Zoning

**Zoning** CC **Alt. Zoning Used?** N

**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 70%

**Gross Acreage** 0.25 **Buildable Acreage** 0.18

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 9

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 3       | 6        | 0        | 0     |

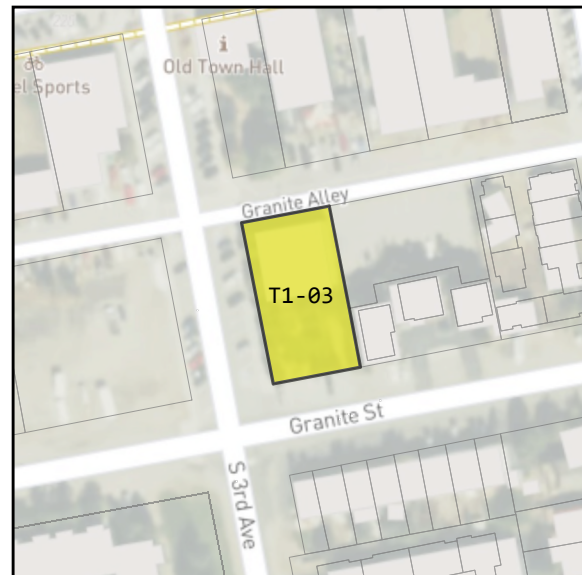
**Anticipated Year of Completion** 2028 - Catch Up

**Included in Plan?** NO

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T1-04****Address/Project** 275 Granite ST**Category** Tier 1

## Zoning

**Zoning** CC **Alt. Zoning Used?** N**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 70%**Gross Acreage** 0.48 **Buildable Acreage** 0.34

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 18

## Units by AMI

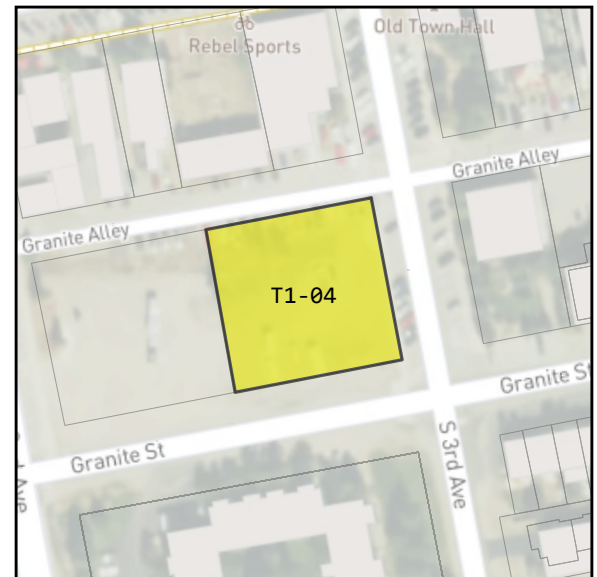
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 5    | 4      | 0       | 4        | 4        | 1     |

**Anticipated Year of Completion** 2026 - Catch Up**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T1-05**

**Address/Project** 32 Marina RD

**Category** Tier 1

## Zoning

**Zoning** MU **Alt. Zoning Used?** N

**Default Density** 14 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 72%

**Gross Acreage** 1.36 **Buildable Acreage** 0.98

## Development Assumptions

**Dwelling Type** MFR **Rent/Own** Rental

**Total Units** 54

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 28   | 10     | 8       | 8        | 0        | 0     |

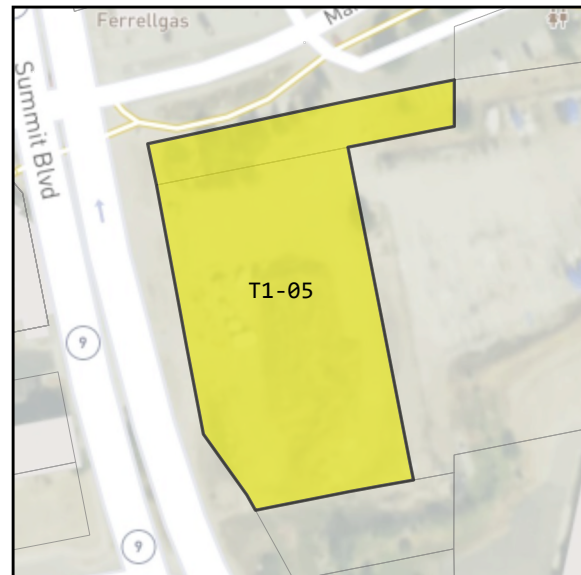
**Anticipated Year of Completion** 2026 - Catch Up

**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T1-06****Address/Project** 406 S 8th AVE**Category** Tier 1

## Zoning

**Zoning** RL **Alt. Zoning Used?** N**Default Density** 8 **Density w/ Bonus** 8

## Lot Size

**Lot Coverage** 55%**Gross Acreage** 0.53 **Buildable Acreage** 0.29

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 4**Units by AMI**

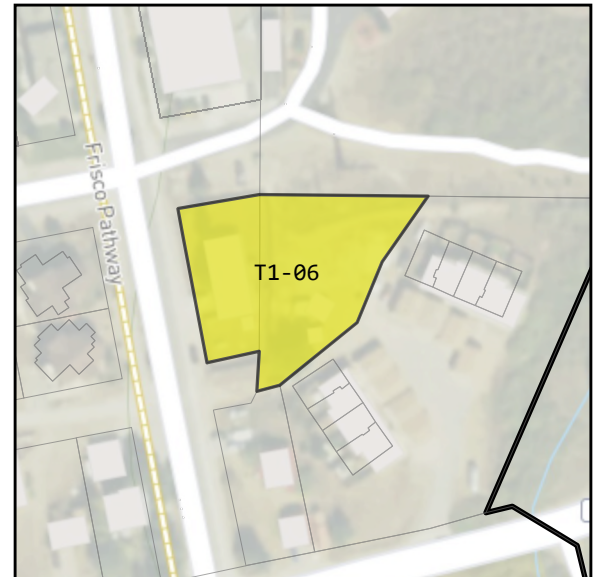
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 2    | 2      | 0       | 0        | 0        | 0     |

**Anticipated Year of Completion** 2027 - Catch Up**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T2-01**

**Address/Project** 1200 Dillon Dam RD (CR 7)

**Category** Tier 2

### Zoning

**Zoning** GW **Alt. Zoning Used?** N

**Default Density** 16 **Density w/ Bonus** 55

### Lot Size

**Lot Coverage** 72%

**Gross Acreage** 1.69 **Buildable Acreage** 1.21

### Development Assumptions

**Dwelling Type** MFR **Rent/Own** Rental

**Total Units** 66

### Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 30   | 10     | 10      | 16       | 0        | 0     |

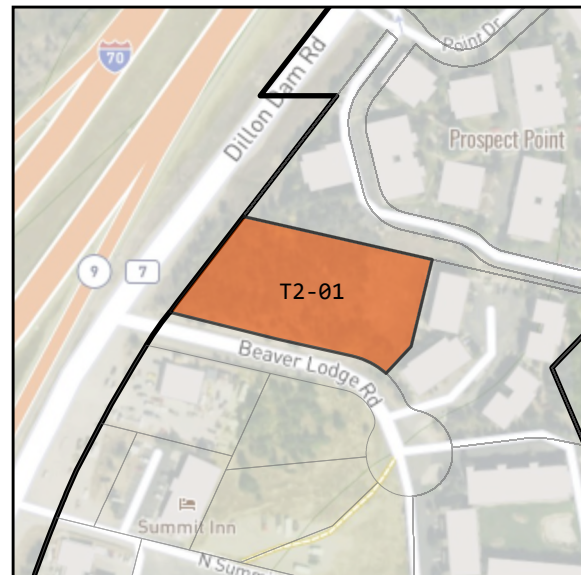
**Anticipated Year of Completion** 2028 - Catch Up

**Included in Plan?** YES

### Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T2-02****Address/Project** 80 Beaver Lodge RD BLDG C**Category** Tier 2

## Zoning

**Zoning** GW **Alt. Zoning Used?** N**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 72%**Gross Acreage** 0.67 **Buildable Acreage** 0.48

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 26

## Units by AMI

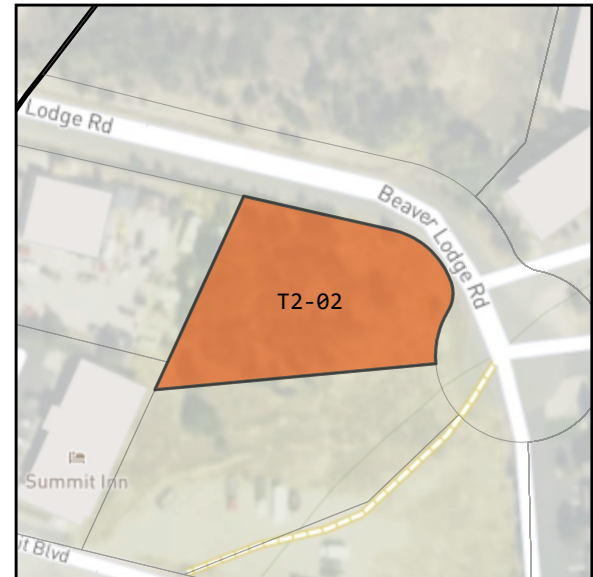
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 7    | 4      | 0       | 5        | 7        | 3     |

**Anticipated Year of Completion** 2027 - Catch Up**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T2-03**

**Address/Project** 86 Beaver Lodge RD BLDG B

**Category** Tier 2

## Zoning

**Zoning** GW **Alt. Zoning Used?** N

**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 72%

**Gross Acreage** 0.84 **Buildable Acreage** 0.61

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 33

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 5    | 7      | 0       | 5        | 9        | 7     |

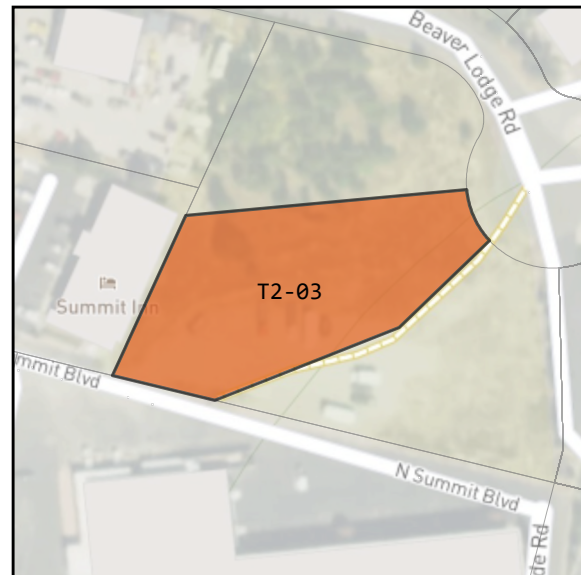
**Anticipated Year of Completion** 2029 - Catch Up

**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T2-04****Address/Project** 92 Beaver Lodge RD BLDG A**Category** Tier 2

## Zoning

**Zoning** GW **Alt. Zoning Used?** N**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 72%**Gross Acreage** 0.72 **Buildable Acreage** 0.52

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 28**Units by AMI**

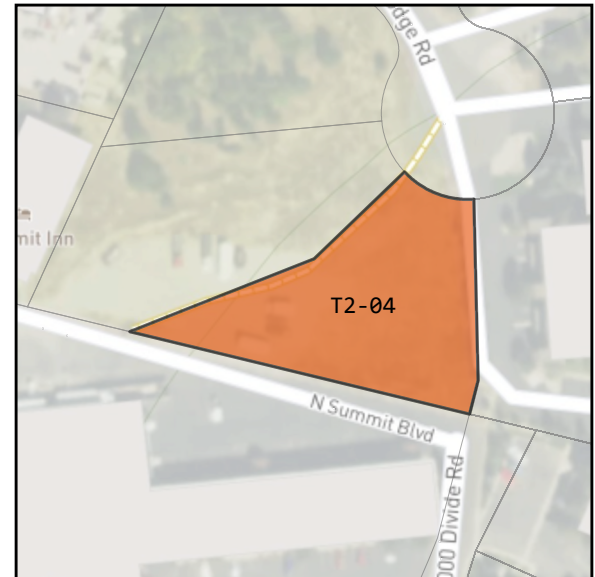
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 7    | 10     | 0       | 8        | 0        | 3     |

**Anticipated Year of Completion** 2030 - Keepup**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T2-05**

**Address/Project** 54 Hawn DR

**Category** Tier 2

### Zoning

**Zoning** RM **Alt. Zoning Used?** N

**Default Density** 12 **Density w/ Bonus** 12

### Lot Size

**Lot Coverage** 55%

**Gross Acreage** 0.25 **Buildable Acreage** 0.13

### Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 1

### Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 1        | 0        | 0     |

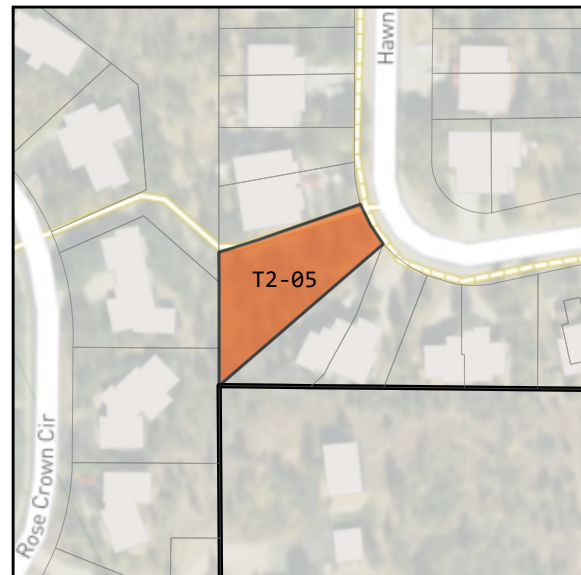
**Anticipated Year of Completion** 2030 - Keepup

**Included in Plan?** NO

### Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T2-06****Address/Project** 200 School RD**Category** Tier 2

## Zoning

**Zoning** RH **Alt. Zoning Used?** Y**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 60%**Gross Acreage** 1.34 **Buildable Acreage** 0.80

## Development Assumptions

**Dwelling Type** MFR **Rent/Own** Rental**Total Units** 44**Units by AMI**

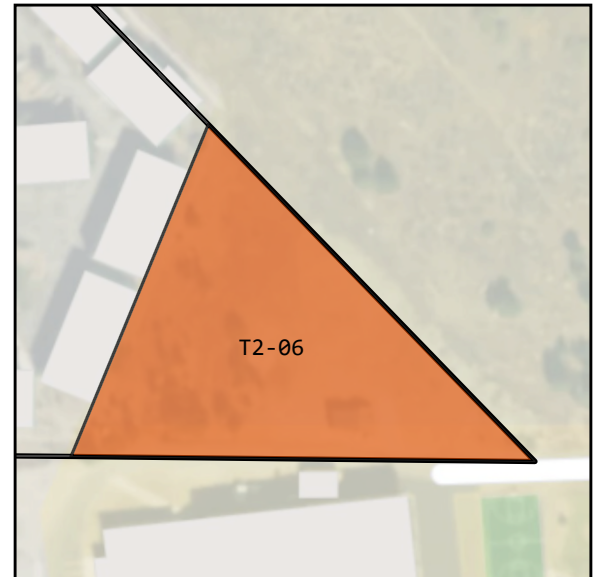
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 22   | 12     | 5       | 5        | 0        | 0     |

**Anticipated Year of Completion** 2030 - Keepup**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T2-07**

**Address/Project** 116 N 5th AVE

**Category** Tier 2

## Zoning

**Zoning** CC **Alt. Zoning Used?** N

**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 70%

**Gross Acreage** 0.16 **Buildable Acreage** 0.11

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 6

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 0        | 6        | 0     |

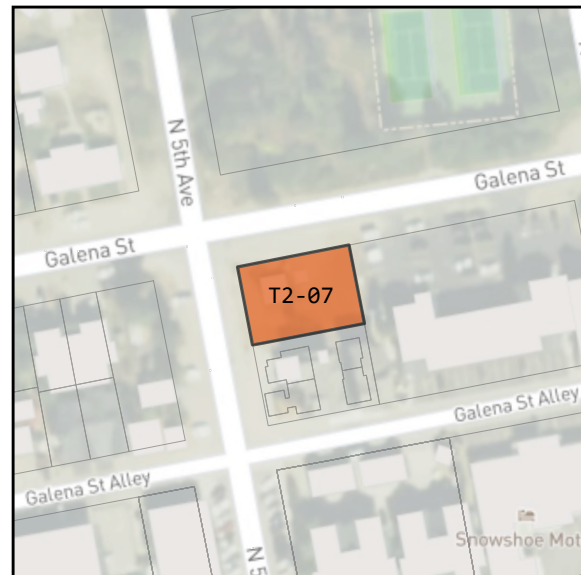
**Anticipated Year of Completion** 2031 - Keepup

**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T2-08****Address/Project** 207 Granite ST**Category** Tier 2

## Zoning

**Zoning** CC **Alt. Zoning Used?** N**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 70%**Gross Acreage** 0.50 **Buildable Acreage** 0.35

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 19**Units by AMI**

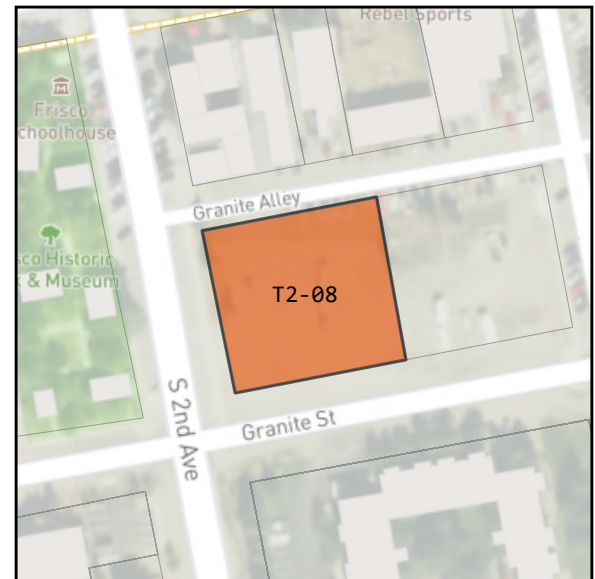
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 6    | 2      | 0       | 4        | 7        | 0     |

**Anticipated Year of Completion** 2032 - Keepup**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T2-09**

**Address/Project** 613 Frisco ST

**Category** Tier 2

## Zoning

**Zoning** RL **Alt. Zoning Used?** N

**Default Density** 8 **Density w/ Bonus** 8

## Lot Size

**Lot Coverage** 55%

**Gross Acreage** 0.49 **Buildable Acreage** 0.27

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 4

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 2        | 2        | 0     |

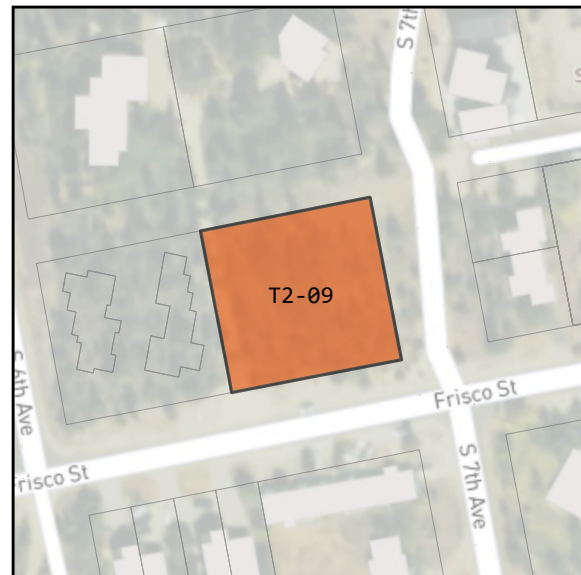
**Anticipated Year of Completion** 2033 - Keepup

**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T2-10****Address/Project** 25 Watertower WAY**Category** Tier 2

## Zoning

**Zoning** MU **Alt. Zoning Used?** N**Default Density** 14 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 72%**Gross Acreage** 1.01 **Buildable Acreage** 0.73

## Development Assumptions

**Dwelling Type** MFR **Rent/Own** Rental**Total Units** 40

## Units by AMI

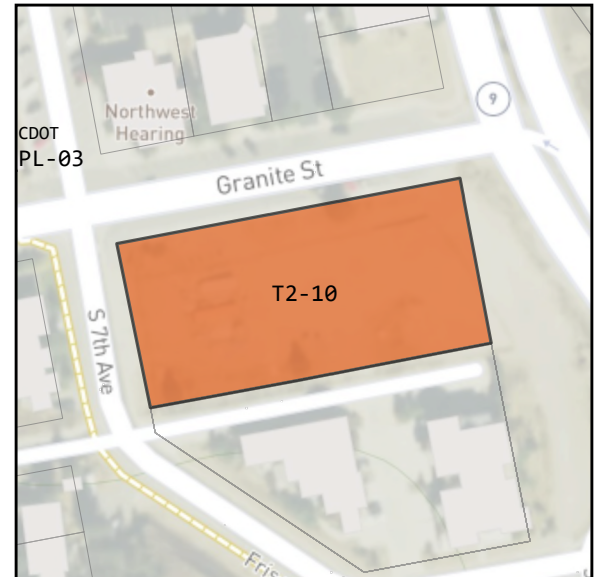
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 16   | 12     | 8       | 4        | 0        | 0     |

**Anticipated Year of Completion** 2031 - Keepup**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T2-11**

**Address/Project** Frisco St x S 3rd Ave.

**Category** Tier 2

### Zoning

**Zoning** RL **Alt. Zoning Used?** N

**Default Density** 8 **Density w/ Bonus** 8

### Lot Size

**Lot Coverage** 55%

**Gross Acreage** 0.24 **Buildable Acreage** 0.13

### Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 1

### Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 1        | 0        | 0     |

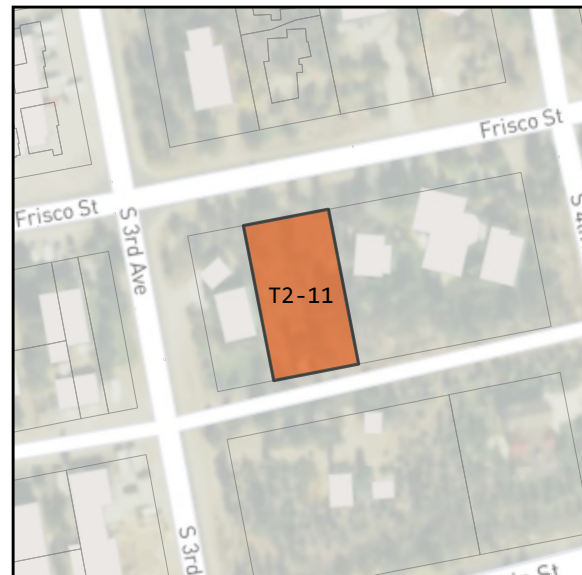
**Anticipated Year of Completion** 2031 - Keepup

**Included in Plan?** NO

### Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T2-12****Address/Project** 912 Hunters CIR**Category** Tier 2

## Zoning

**Zoning** RM **Alt. Zoning Used?** N**Default Density** 12 **Density w/ Bonus** 12

## Lot Size

**Lot Coverage** 55%**Gross Acreage** 0.62 **Buildable Acreage** 0.34

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 4

## Units by AMI

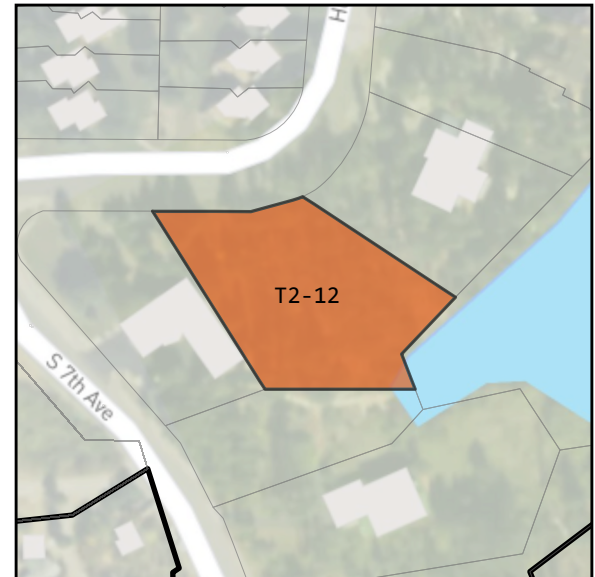
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 2        | 2        | 0     |

**Anticipated Year of Completion** 2031 - Keepup**Included in Plan?** NO

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T2-13**

**Address/Project** S 7th Ave.

**Category** Tier 2

### Zoning

**Zoning** RM **Alt. Zoning Used?** N

**Default Density** 12 **Density w/ Bonus** 12

### Lot Size

**Lot Coverage** 55%

**Gross Acreage** 0.31 **Buildable Acreage** 0.17

### Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 2

### Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 1        | 1        | 0     |

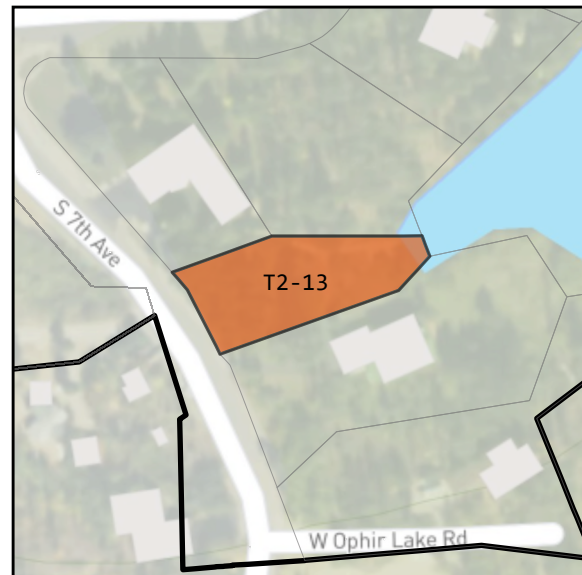
**Anticipated Year of Completion** 2033 - Keepup

**Included in Plan?** NO

### Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T3-01****Address/Project** 44 Highwood TER**Category** Tier 3

## Zoning

**Zoning** RL **Alt. Zoning Used?** N**Default Density** 8 **Density w/ Bonus** 8

## Lot Size

**Lot Coverage** 55%**Gross Acreage** 0.46 **Buildable Acreage** 0.25

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 2**Units by AMI**

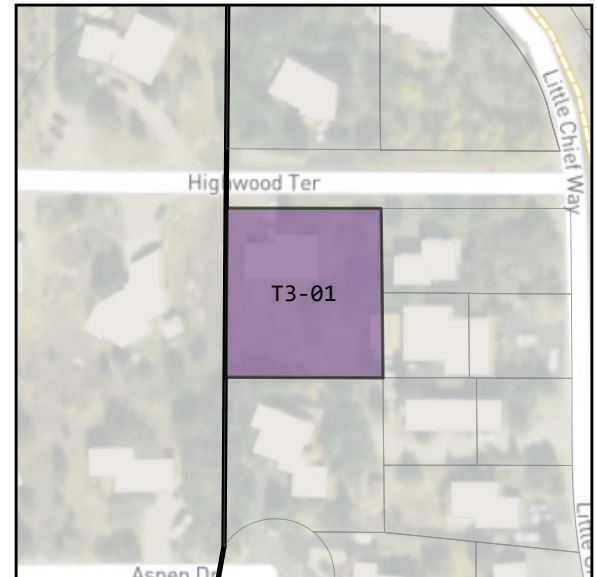
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 2        | 0        | 0     |

**Anticipated Year of Completion** 2030 - Keepup**Included in Plan?** NO

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T3-02**

**Address/Project** 121 N Summit BLVD

**Category** Tier 3

## Zoning

**Zoning** MU **Alt. Zoning Used?** N

**Default Density** 14 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 72%

**Gross Acreage** 0.94 **Buildable Acreage** 0.68

## Development Assumptions

**Dwelling Type** MFR **Rent/Own** Rental

**Total Units** 37

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 10   | 13     | 10      | 4        | 0        | 0     |

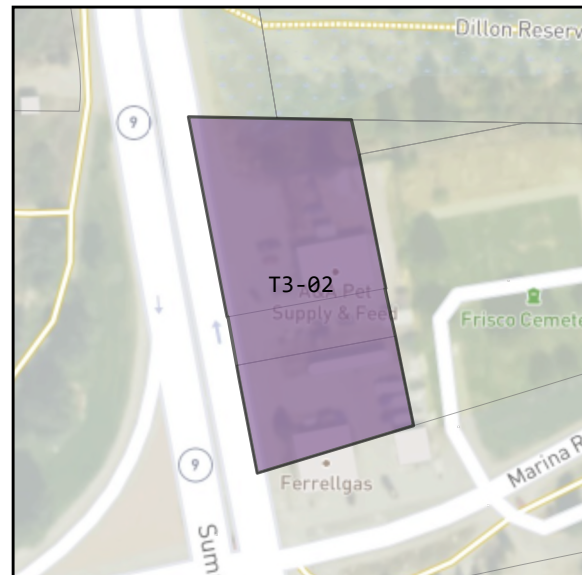
**Anticipated Year of Completion** 2031 - Keepup

**Included in Plan?** NO

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T3-03****Address/Project** 201 Galena ST**Category** Tier 3

## Zoning

**Zoning** RH **Alt. Zoning Used?** N**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 60%**Gross Acreage** 0.33 **Buildable Acreage** 0.20

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 10**Units by AMI**

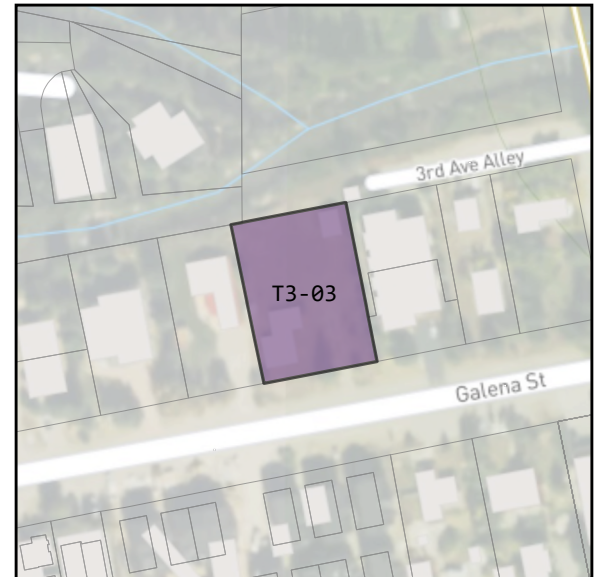
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 2       | 0        | 0        | 8     |

**Anticipated Year of Completion** 2028 - Catch Up**Included in Plan?** NO

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T3-04**

**Address/Project** 406 E Main ST

**Category** Tier 3

## Zoning

**Zoning** CC **Alt. Zoning Used?** N

**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 70%

**Gross Acreage** 0.18 **Buildable Acreage** 0.13

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 7

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 2       | 0        | 0        | 5     |

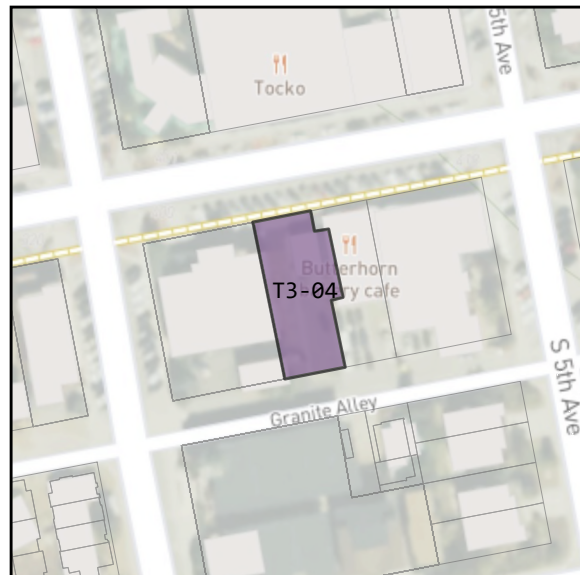
**Anticipated Year of Completion** 2030 - Keepup

**Included in Plan?** NO

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T3-05****Address/Project** 214 E Main ST**Category** Tier 3

## Zoning

**Zoning** CC **Alt. Zoning Used?** N**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 70%**Gross Acreage** 0.26 **Buildable Acreage** 0.18

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 9**Units by AMI**

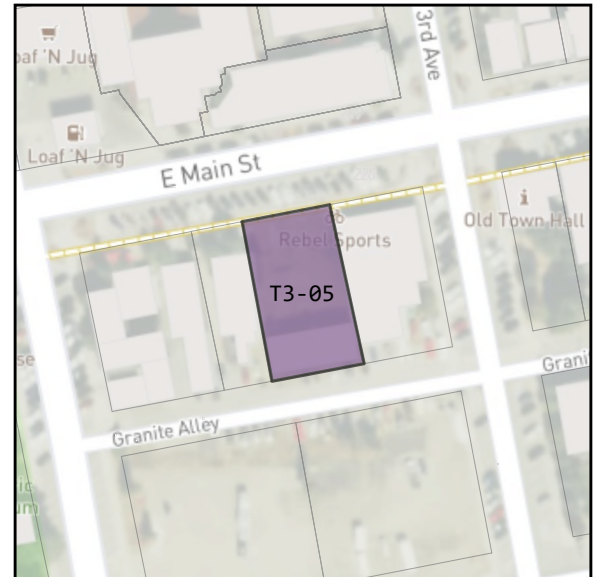
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 2    | 3      | 0       | 3        | 0        | 1     |

**Anticipated Year of Completion** 2030 - Keepup**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T3-06**

**Address/Project** REDACTED

**Category** Tier 3

### Zoning

**Zoning** RH **Alt. Zoning Used?** N

**Default Density** 16 **Density w/ Bonus** 55

### Lot Size

**Lot Coverage** 60%

**Gross Acreage** 0.32 **Buildable Acreage** 0.19

### Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 10

### Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 2    | 2      | 0       | 4        | 2        | 0     |

**Anticipated Year of Completion** 2033 - Keepup

**Included in Plan?** YES

### Capital Investment

Capital investment data in progress. Information here TBD

## Map Location

REDACTED

## Streetview

REDACTED

## Site ID

**T3-07****Address/Project** 210 Teller ST**Category** Tier 3

## Zoning

**Zoning** RH **Alt. Zoning Used?** N**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 60%**Gross Acreage** 0.32 **Buildable Acreage** 0.19

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 10

## Units by AMI

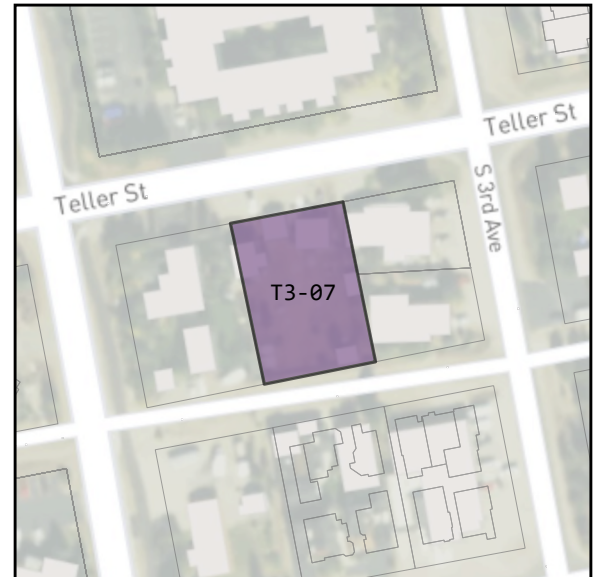
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 2    | 2      | 0       | 4        | 2        | 0     |

**Anticipated Year of Completion** 2034 - Keepup**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T3-08**

**Address/Project** 414 S 3rd AVE

**Category** Tier 3

## Zoning

**Zoning** RL **Alt. Zoning Used?** N

**Default Density** 8 **Density w/ Bonus** 8

## Lot Size

**Lot Coverage** 55%

**Gross Acreage** 0.64 **Buildable Acreage** 0.35

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 4

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 0        | 4        | 0     |

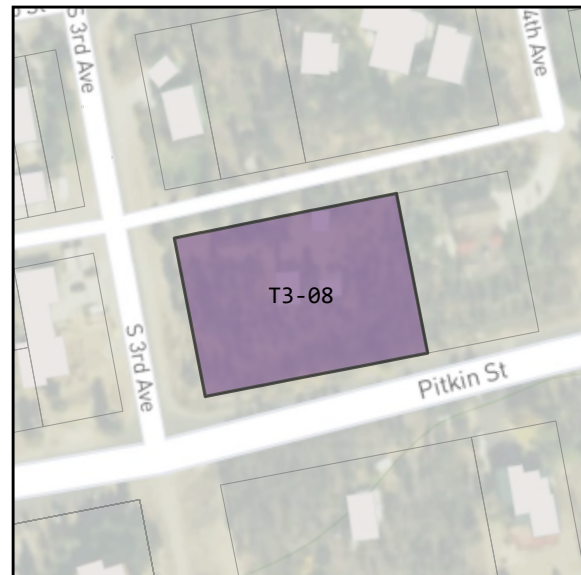
**Anticipated Year of Completion** 2033 - Keepup

**Included in Plan?** NO

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T3-09****Address/Project** 520 Frisco ST**Category** Tier 3

## Zoning

**Zoning** RL **Alt. Zoning Used?** N**Default Density** 8 **Density w/ Bonus** 8

## Lot Size

**Lot Coverage** 55%**Gross Acreage** 0.31 **Buildable Acreage** 0.17

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 1

## Units by AMI

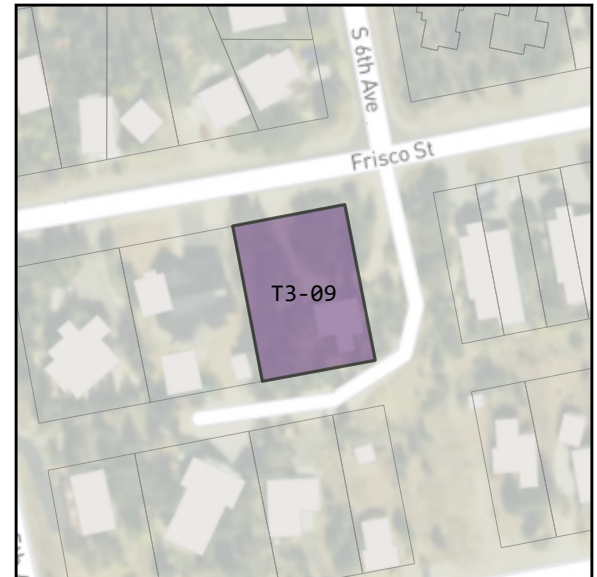
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 1        | 0        | 0     |

**Anticipated Year of Completion** 2031 - Keepup**Included in Plan?** NO

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T3-10**

**Address/Project** 717 Pitkin ST

**Category** Tier 3

## Zoning

**Zoning** RL **Alt. Zoning Used?** N

**Default Density** 8 **Density w/ Bonus** 8

## Lot Size

**Lot Coverage** 55%

**Gross Acreage** 0.42 **Buildable Acreage** 0.23

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 1

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 1        | 0        | 0     |

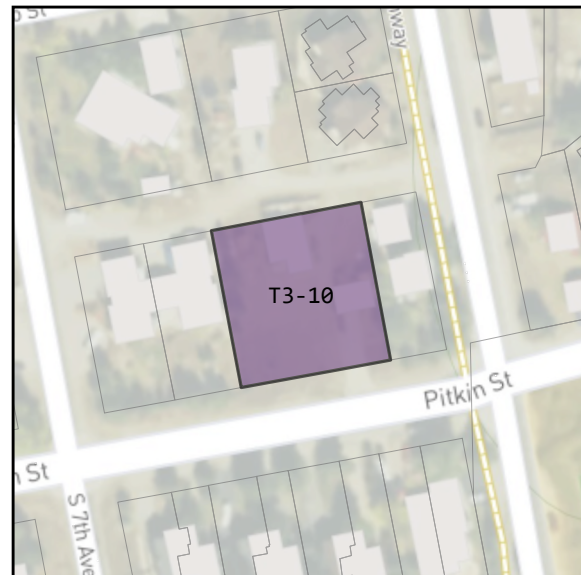
**Anticipated Year of Completion** 2031 - Keepup

**Included in Plan?** NO

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T3-11****Address/Project** 302 Pitkin ST**Category** Tier 3

## Zoning

**Zoning** RL **Alt. Zoning Used?** N**Default Density** 8 **Density w/ Bonus** 8

## Lot Size

**Lot Coverage** 55%**Gross Acreage** 0.72 **Buildable Acreage** 0.39

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner**Total Units** 3**Units by AMI**

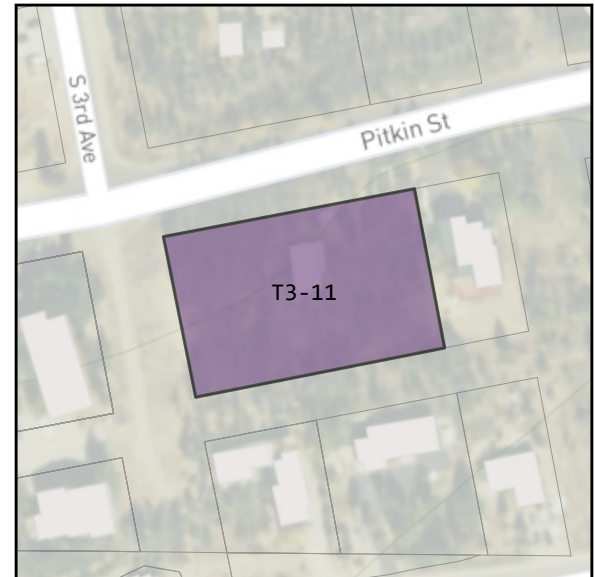
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 0       | 2        | 1        | 0     |

**Anticipated Year of Completion** 2031 - Keepup**Included in Plan?** NO

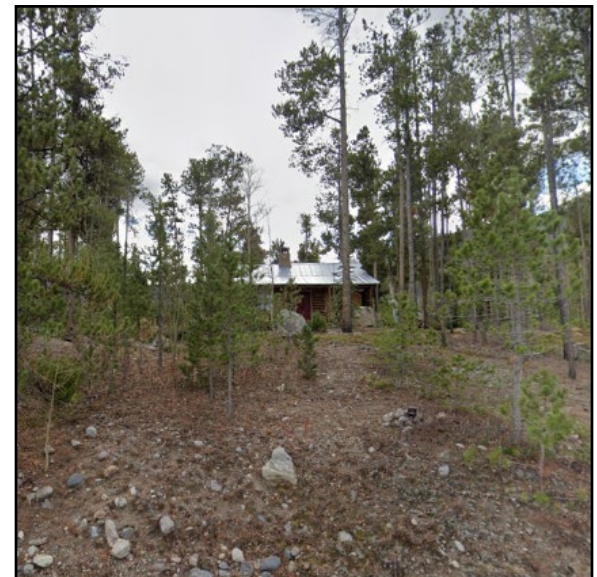
## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T4-01a**

**Address/Project** 842 N. Summit Blvd.

**Category** Tier 4

### Zoning

**Zoning** CC **Alt. Zoning Used?** Y

**Default Density** 16 **Density w/ Bonus** 55

### Lot Size

**Lot Coverage** 70%

**Gross Acreage** 4.87 **Buildable Acreage** 3.41

### Development Assumptions

**Dwelling Type** MFR **Rent/Own** Owner

**Total Units** 85

### Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 15      | 0        | 70       | 0     |

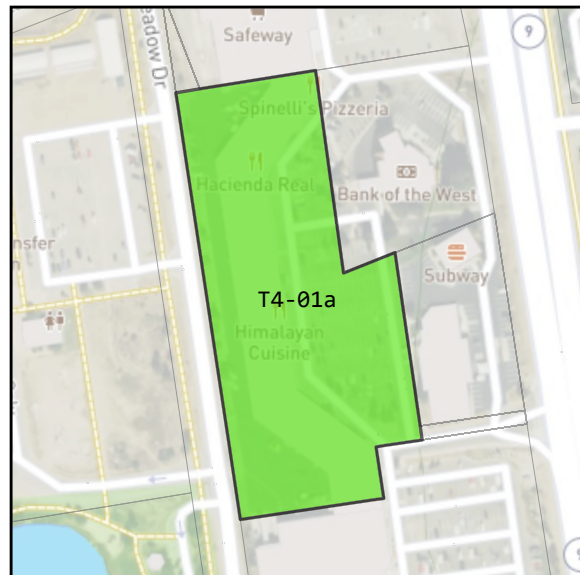
**Anticipated Year of Completion** 2030 - Keepup

**Included in Plan?** NO

### Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T4-01b****Address/Project** 842 N. Summit Blvd.**Category** Tier 4

## Zoning

**Zoning** CC **Alt. Zoning Used?** Y**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 70%**Gross Acreage** 2.03 **Buildable Acreage** 1.42

## Development Assumptions

**Dwelling Type** MFR **Rent/Own** Owner**Total Units** 35**Units by AMI**

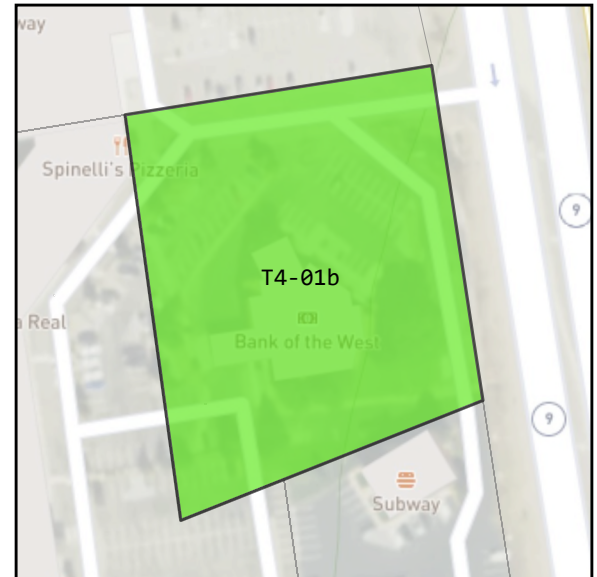
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 10      | 0        | 25       | 0     |

**Anticipated Year of Completion** 2030 - Keepup**Included in Plan?** NO

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T4-01c**

**Address/Project** 842 N. Summit Blvd.

**Category** Tier 4

## Zoning

**Zoning** CC **Alt. Zoning Used?** Y

**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 70%

**Gross Acreage** 1.46 **Buildable Acreage** 1.03

## Development Assumptions

**Dwelling Type** SFR **Rent/Own** Owner

**Total Units** 25

## Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 0    | 0      | 5       | 0        | 20       | 0     |

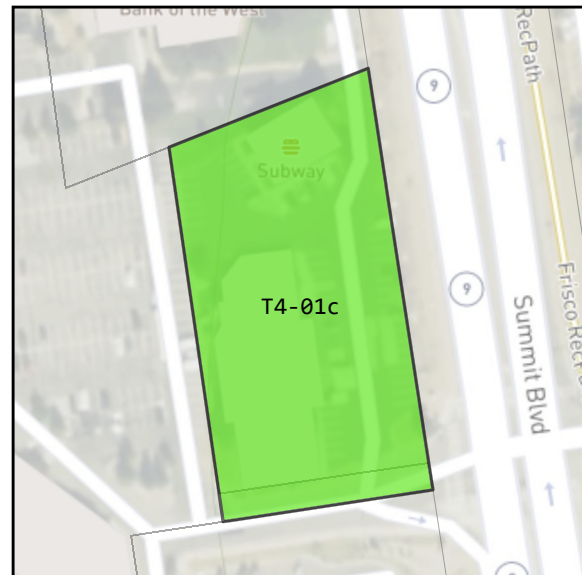
**Anticipated Year of Completion** 2030 - Keepup

**Included in Plan?** NO

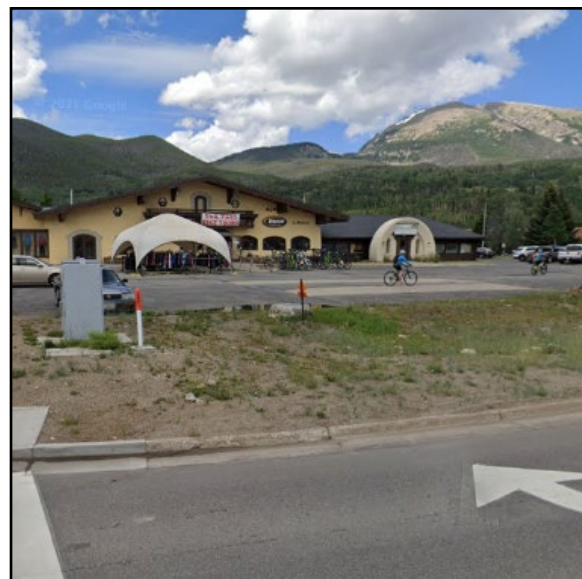
## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T4-02****Address/Project** 1121 Dillon Dam RD (CR 7) UNIT A**Category** Tier 4

## Zoning

**Zoning** GW **Alt. Zoning Used?** N**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 72%**Gross Acreage** 2.94 **Buildable Acreage** 2.12

## Development Assumptions

**Dwelling Type** MFR **Rent/Own** Rental**Total Units** 52

## Units by AMI

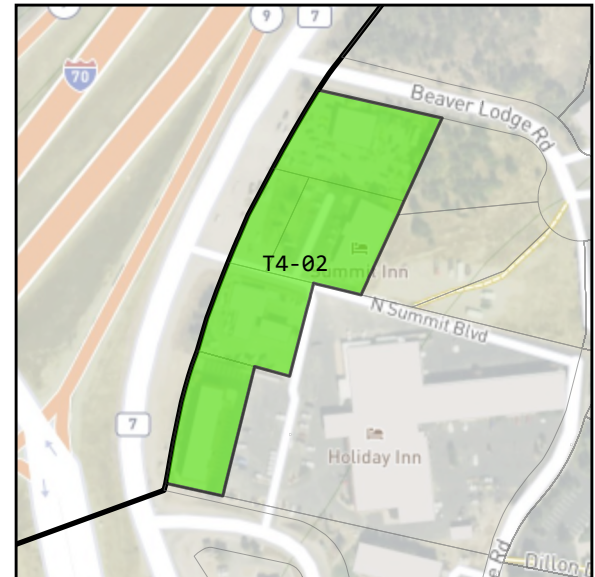
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 10   | 22     | 10      | 10       | 0        | 0     |

**Anticipated Year of Completion** 2033 - Keepup**Included in Plan?** NO

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview





## Site ID

**T4-03**

**Address/Project** 805 N Summit BLVD

**Category** Tier 4

### Zoning

**Zoning** CC **Alt. Zoning Used?** Y

**Default Density** 16 **Density w/ Bonus** 55

### Lot Size

**Lot Coverage** 70%

**Gross Acreage** 2.33 **Buildable Acreage** 1.63

### Development Assumptions

**Dwelling Type** MFR **Rent/Own** Rental

**Total Units** 40

### Units by AMI

| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 10   | 10     | 10      | 10       | 0        | 0     |

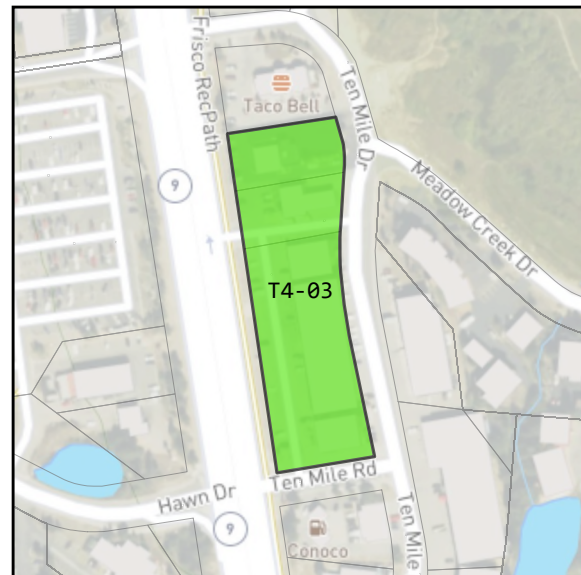
**Anticipated Year of Completion** 2034 - Keepup

**Included in Plan?** NO

### Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



## Site ID

**T4-04****Address/Project** 1010 Meadow Dr**Category** Tier 4

## Zoning

**Zoning** CC **Alt. Zoning Used?** Y**Default Density** 16 **Density w/ Bonus** 55

## Lot Size

**Lot Coverage** 70%**Gross Acreage** 1.10 **Buildable Acreage** 0.77

## Development Assumptions

**Dwelling Type** MFR **Rent/Own** Rental**Total Units** 20

## Units by AMI

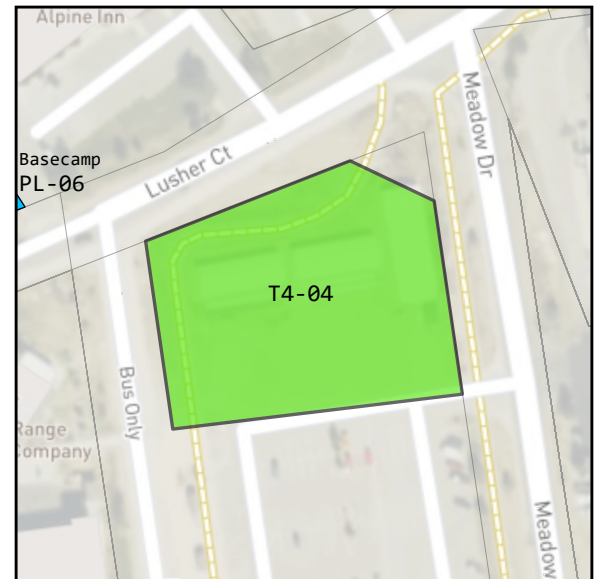
| <60% | 60-80% | 80-100% | 100-120% | 120-150% | >150% |
|------|--------|---------|----------|----------|-------|
| 10   | 5      | 5       | 0        | 0        | 0     |

**Anticipated Year of Completion** 2032 - Keepup**Included in Plan?** YES

## Capital Investment

Capital investment data in progress. Information here TBD

## Map Location



## Streetview



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## **Site-Based Underwriting Analysis for Select Potential Partnership Sites**

The “Site-Based Underwriting Analysis for Select Potential Partnership Sites” section provides detailed financial assessments for key development locations. It includes underwriting proforma details, offering a thorough evaluation of projected costs, revenues, and financial viability for each selected site. This analysis helps determine the feasibility of potential housing projects and guides decision-making for partnerships by providing clear insights into the economic sustainability of proposed developments.



## FRISCO MARINA

UNDERWRITING (RENTAL)

9/27/2024

| Type               | Count     | Sqft       | Rent         | AMI        | Rent SFT       | Revenues         | Rentable SF   |
|--------------------|-----------|------------|--------------|------------|----------------|------------------|---------------|
| Studio             | 28        | 450        | 1,279        | 60%        | \$ 2.84        | 429,811          | 12,600        |
| 1B/1Ba             | 10        | 600        | 1,828        | 80%        | \$ 3.05        | 219,360          | 6,000         |
| 2B/1Ba             | 8         | 750        | 2,742        | 100%       | \$ 3.66        | 263,232          | 6,000         |
| 3B/1Ba             | 8         | 900        | 3,800        | 120%       | \$ 4.22        | 364,838          | 7,200         |
| <b>GRAND TOTAL</b> | <b>54</b> | <b>589</b> | <b>1,971</b> | <b>79%</b> | <b>\$ 3.35</b> | <b>1,277,242</b> | <b>31,800</b> |

### Pro Forma P&L

|                                |                   |                 |             |
|--------------------------------|-------------------|-----------------|-------------|
| Gross Revenue                  | 1,277,242         | 23,653          | 40          |
| Operations Expenses            | (432,000)         | 8,000           | (14)        |
| Property Tax Benefit           | 108,000           | 2,000           | 3           |
| <b>NOI</b>                     | <b>953,242</b>    | <b>17,653</b>   | <b>30</b>   |
| <b>Less: Debt Service</b>      | <b>(630,000)</b>  | <b>(11,667)</b> | <b>(20)</b> |
| <b>Less: Mezzanine Service</b> | <b>(125,000)</b>  | <b>(2,315)</b>  | <b>(4)</b>  |
| <b>Net Cash Flow</b>           | <b>198,242</b>    | <b>3,671</b>    | <b>6</b>    |
| <b>Cap Rate</b>                | <b>4.50%</b>      |                 |             |
| <b>Value</b>                   | <b>21,183,000</b> | <b>392,278</b>  | <b>666</b>  |

| %   | Use of Funds (Construction) | \$                | Cost / Unit    | Cost / Sqft |
|-----|-----------------------------|-------------------|----------------|-------------|
|     | Value of Land Donated       | 1,350,000         | 25,000         | 42          |
|     | Insurance                   | 270,000           | 5,000          | 8           |
|     | Permit / Tap Fees           | 810,000           | 15,000         | 25          |
|     | Other Soft Costs            | 540,000           | 10,000         | 17          |
| 3%  | Architecture / Engineering  | 540,000           | 10,000         | 17          |
|     | Construction                | 16,200,000        | 300,000        | 509         |
| 10% | Contingency                 | 1,809,000         | 33,500         | 57          |
| 5%  | Dev Fee                     | 900,000           | 16,667         | 28          |
|     | Financing                   | 1,395,000         | 25,833         | 44          |
|     | <b>Total Uses of Funds</b>  | <b>23,814,000</b> | <b>441,000</b> | <b>749</b>  |

| LTC % | Sources of Funds (Construction) | \$                |                |            |
|-------|---------------------------------|-------------------|----------------|------------|
| 65%   | Construction-to-Perm Loan       | 12,600,000        | 233,333        | 396        |
| 10%   | CHFA Mezzanine Loan             | 2,500,000         | 46,296         | 79         |
| 0%    | Other Debt Funding              | -                 | -              | -          |
| 3%    | Public Investment (Fee Waiver)  | 810,000           | 15,000         | 25         |
| 6%    | Public Investment (Land)        | 1,350,000         | 25,000         | 42         |
| 23%   | Prop 123 Equity                 | 5,400,000         | 100,000        | 170        |
| 0%    | Deferred Dev Fee (GP Equity)    | -                 | -              | -          |
| 5%    | Gap / Equity Needed to Close    | 1,154,000         | 21,370         | 36         |
| 112%  | <b>Total Sources of Funds</b>   | <b>23,814,000</b> | <b>441,000</b> | <b>749</b> |

|                      |            |     |
|----------------------|------------|-----|
| Gap                  | -          |     |
| Total Debt           | 15,100,000 | 63% |
| Total Equity         | 6,554,000  | 28% |
| Total Public Funding | 2,160,000  | 9%  |

RENTAL T1-05

## FRISCO MARINA

### UNDERWRITING (RENTAL)

| Underwriting         | Construction | Permanent        |
|----------------------|--------------|------------------|
| NOI                  | 953,242      | 953,242          |
| Cost                 | 23,814,000   | 23,814,000       |
| Return on Cost       | 4.00%        | 4.00%            |
| Cap Rate             | 4.50%        | 4.50%            |
| Value                | 21,180,000   | 21,180,000       |
| Loan                 | 12,600,000   | 12,600,000       |
| LTC                  | 70%          | 53%              |
| LTV                  | 59%          | 60%              |
| I/R                  | 7.00%        | 5.00%            |
| Term                 | 30           | 35               |
| Payment              | (1,005,937)  | (763,088)        |
| <i>Payment (I/O)</i> |              | <i>(630,000)</i> |
| DCR                  | 0.95         | 1.25             |
| DY                   | 7.6%         | 7.6%             |
| Mezzanine / Second   | 2,500,000    | 2,500,000        |
| Combined Debt        | 15,100,000   | 15,100,000       |
| LTC                  | 10%          | 10%              |
| Combined LTC         | 80%          | 80%              |
| LTV                  |              | 12%              |
| Combined LTV         |              | 71%              |
| I/R                  | 5.00%        | 5.00%            |
| Term                 | 35           | 35               |
| Payment (I/O)        | (125,000)    | (125,000)        |
| Combined Payment     | (1,130,937)  | (888,088)        |
| Combined DCR         | 0.84         | 1.07             |
| Combined Debt Yield  |              | 6.3%             |

|       | Financing Cost          | Construction     |
|-------|-------------------------|------------------|
| 7.0%  | Interest Reserve        | 882,000          |
| 1.0%  | Lender Points           | 126,000          |
| 1.00% | Closing / Title / Legal | 126,000          |
| 6.0%  | Mezz Loan Reserve       | 150,000          |
| 1.0%  | Mezz Loan Points        | 25,000           |
|       | Mezz Loan Legal         | 32,000           |
| 1.0%  | DOH Points              | 54,000           |
| 9.2%  | <b>TOTAL FINANCING</b>  | <b>1,395,000</b> |

#### Notes

Development could be conducted with a Private Partner as no state grant funds are required  
 Capital stack involves a traditional bank construction-to-perm loan, CHFA MIAP debt, and Prop 123 Equity  
 No Mezzanine Debt assumed although various programs would be available  
 Sales Prices based on AMI calculation on next page  
 This project could also be executed using a Workforce Housing Bond (Government or Conduit)

## FRISCO PROPERTY T2-01

### UNDERWRITING (RENTAL)

| Type               | Count     | Sqft       | Rent         | AMI        | Rent SFT       | Revenues         | Rentable SF   |
|--------------------|-----------|------------|--------------|------------|----------------|------------------|---------------|
| Studio             | 30        | 450        | 1,279        | 60%        | \$ 2.84        | 460,512          | 13,500        |
| 1B/1Ba             | 10        | 600        | 1,828        | 80%        | \$ 3.05        | 219,360          | 6,000         |
| 2B/1Ba             | 10        | 750        | 2,742        | 100%       | \$ 3.66        | 329,040          | 7,500         |
| 3B/1Ba             | 16        | 900        | 3,800        | 120%       | \$ 4.22        | 729,677          | 14,400        |
| <b>GRAND TOTAL</b> | <b>66</b> | <b>627</b> | <b>2,195</b> | <b>84%</b> | <b>\$ 3.50</b> | <b>1,738,589</b> | <b>41,400</b> |

| Pro Forma P&L                     | \$                | Cost / Unit     | Cost / Sqft |
|-----------------------------------|-------------------|-----------------|-------------|
| Gross Revenue                     | 1,738,589         | 26,342          | 42          |
| Operations Expenses               | (528,000)         | 8,000           | (13)        |
| Property Tax Benefit              | 132,000           | 2,000           | 3           |
| <b>Net Operating Income (NOI)</b> | <b>1,342,589</b>  | <b>20,342</b>   | <b>32</b>   |
| <b>Less: Debt Service</b>         | <b>(887,500)</b>  | <b>(13,447)</b> | <b>(21)</b> |
| <b>Less: Mezzanine Service</b>    | <b>(150,000)</b>  | <b>(2,273)</b>  | <b>(4)</b>  |
| <b>Net Cash Flow</b>              | <b>305,089</b>    | <b>4,623</b>    | <b>7</b>    |
| <b>Cap Rate</b>                   | <b>4.50%</b>      |                 |             |
| <b>Value</b>                      | <b>29,835,000</b> | <b>452,045</b>  | <b>721</b>  |

| %   | Use of Funds (Construction) | \$                | Cost / Unit    | Cost / Sqft |
|-----|-----------------------------|-------------------|----------------|-------------|
|     | Value of Land Donated       | 1,650,000         | 25,000         | 40          |
|     | Insurance                   | 330,000           | 5,000          | 8           |
|     | Permit / Tap Fees           | 990,000           | 15,000         | 24          |
|     | Other Soft Costs            | 660,000           | 10,000         | 16          |
| 3%  | Architecture / Engineering  | 660,000           | 10,000         | 16          |
|     | Construction                | 19,800,000        | 300,000        | 478         |
| 10% | Contingency                 | 2,211,000         | 33,500         | 53          |
| 5%  | Dev Fee                     | 1,100,000         | 16,667         | 27          |
|     | Financing                   | 1,905,500         | 28,871         | 46          |
|     | <b>Total Uses of Funds</b>  | <b>29,307,000</b> | <b>444,045</b> | <b>708</b>  |

| LTC % | Sources of Funds (Construction) | \$                | Cost / Unit    | Cost / Sqft |
|-------|---------------------------------|-------------------|----------------|-------------|
| 65%   | Construction-to-Perm Loan       | 17,750,000        | 268,939        | 429         |
| 10%   | CHFA Mezzanine Loan             | 3,000,000         | 45,455         | 72          |
| 0%    | Other Debt Funding              | -                 | -              | -           |
| 3%    | Public Investment (Fee Waiver)  | 990,000           | 15,000         | 24          |
| 0%    | Public Investment (Land)        | -                 | -              | -           |
| 23%   | Prop 123 Equity                 | 6,600,000         | 100,000        | 159         |
| 0%    | Deferred Dev Fee (GP Equity)    | -                 | -              | -           |
| 3%    | Gap / Equity Needed to Close    | 967,000           | 14,652         | 23          |
| 104%  | <b>Total Sources of Funds</b>   | <b>29,307,000</b> | <b>444,045</b> | <b>708</b>  |

|                      |            |     |
|----------------------|------------|-----|
| Gap                  | -          |     |
| Total Debt           | 20,750,000 | 71% |
| Total Equity         | 7,567,000  | 26% |
| Total Public Funding | 990,000    | 3%  |

## RENTAL T2-01

## FRISCO PROPERTY T2-01

### UNDERWRITING (RENTAL)

| Underwriting         | Construction | Permanent        |
|----------------------|--------------|------------------|
| NOI                  | 1,342,589    | 1,342,589        |
| Cost                 | 29,307,000   | 29,307,000       |
| Return on Cost       | 4.58%        | 4.58%            |
| Cap Rate             | 4.50%        | 4.50%            |
| Value                | 29,840,000   | 29,840,000       |
| Loan                 | 17,750,000   | 17,750,000       |
| LTC                  | 70%          | 61%              |
| LTV                  | 59%          | 60%              |
| I/R                  | 7.00%        | 5.00%            |
| Term                 | 30           | 35               |
| Payment              | (1,417,094)  | (1,074,985)      |
| <i>Payment (I/O)</i> |              | <i>(887,500)</i> |
| DCR                  | 0.95         | 1.25             |
| DY                   | 7.6%         | 7.6%             |
| Mezzanine / Second   | 3,000,000    | 3,000,000        |
| Combined Debt        | 20,750,000   | 20,750,000       |
| LTC                  | 10%          | 10%              |
| Combined LTC         | 80%          | 80%              |
| LTV                  |              | 10%              |
| Combined LTV         |              | 70%              |
| I/R                  | 5.00%        | 5.00%            |
| Term                 | 35           | 35               |
| Payment (I/O)        | (150,000)    | (150,000)        |
| Combined Payment     | (1,567,094)  | (1,224,985)      |
| Combined DCR         | 0.86         | 1.10             |
| Combined Debt Yield  |              | 6.5%             |

|       | Financing Cost          | Construction     |
|-------|-------------------------|------------------|
| 7.0%  | Interest Reserve        | 1,242,500        |
| 1.0%  | Lender Points           | 177,500          |
| 1.00% | Closing / Title / Legal | 177,500          |
| 6.0%  | Mezz Loan Reserve       | 180,000          |
| 1.0%  | Mezz Loan Points        | 30,000           |
|       | Mezz Loan Legal         | 32,000           |
| 1.0%  | DOH Points              | 66,000           |
| 9.2%  | <b>TOTAL FINANCING</b>  | <b>1,905,500</b> |

#### Notes

Development could be conducted with a Private Partner as no state grant funds are required  
 Capital stack involves a traditional bank construction-to-perm loan, CHFA MIAP debt, and Prop 123 Equity  
 No Mezzanine Debt assumed although various programs would be available  
 Sales Prices based on AMI calculation on next page  
 This project could also be executed using a Workforce Housing Bond (Government or Conduit)

## RENTAL T2-01



## FRISCO PROPERTY T4-04

UNDERWRITING (RENTAL)

9/27/2024

| Type               | Count     | Sqft       | Rent         | AMI        | Rent SFT       | Revenues       | Rentable SF   |
|--------------------|-----------|------------|--------------|------------|----------------|----------------|---------------|
| Studio             | 10        | 450        | 1,279        | 60%        | \$ 2.84        | 153,504        | 4,500         |
| 1B/1Ba             | 5         | 600        | 1,828        | 80%        | \$ 3.05        | 109,680        | 3,000         |
| 2B/1Ba             | 5         | 750        | 2,742        | 100%       | \$ 3.66        | 164,520        | 3,750         |
| <b>GRAND TOTAL</b> | <b>20</b> | <b>563</b> | <b>1,782</b> | <b>75%</b> | <b>\$ 3.17</b> | <b>427,704</b> | <b>11,250</b> |

### Pro Forma P&L

|                                |                  |                 |             |
|--------------------------------|------------------|-----------------|-------------|
| Gross Revenue                  | 427,704          | 21,385          | 38          |
| Operations Expenses            | (160,000)        | 8,000           | (14)        |
| Property Tax Benefit           | 40,000           | 2,000           | 4           |
| <b>NOI</b>                     | <b>307,704</b>   | <b>15,385</b>   | <b>27</b>   |
| <b>Less: Debt Service</b>      | <b>(203,500)</b> | <b>(10,175)</b> | <b>(18)</b> |
| <b>Less: Mezzanine Service</b> | <b>(32,500)</b>  | <b>(1,625)</b>  | <b>(3)</b>  |
| <b>Net Cash Flow</b>           | <b>71,704</b>    | <b>3,585</b>    | <b>6</b>    |
| <b>Cap Rate</b>                | <b>4.50%</b>     |                 |             |
| <b>Value</b>                   | <b>6,838,000</b> | <b>341,900</b>  | <b>608</b>  |

| %   | Use of Funds (Construction) | \$               | Cost / Unit    | Cost / Sqft |
|-----|-----------------------------|------------------|----------------|-------------|
|     | Value of Land Donated       | 500,000          | 25,000         | 44          |
|     | Insurance                   | 100,000          | 5,000          | 9           |
|     | Permit / Tap Fees           | 300,000          | 15,000         | 27          |
|     | Other Soft Costs            | 200,000          | 10,000         | 18          |
| 3%  | Architecture / Engineering  | 200,000          | 10,000         | 18          |
|     | Construction                | 6,000,000        | 300,000        | 533         |
| 10% | Contingency                 | 670,000          | 33,500         | 60          |
| 5%  | Dev Fee                     | 330,000          | 16,500         | 29          |
|     | Financing                   | 463,800          | 23,190         | 41          |
|     | <b>Total Uses of Funds</b>  | <b>8,764,000</b> | <b>438,200</b> | <b>779</b>  |

| LTC % | Sources of Funds (Construction) | \$               |                |            |
|-------|---------------------------------|------------------|----------------|------------|
| 65%   | Construction-to-Perm Loan       | 4,070,000        | 203,500        | 362        |
| 7%    | CHFA Mezzanine Loan             | 650,000          | 32,500         | 58         |
| 0%    | Other Debt Funding              | -                | -              | -          |
| 3%    | Public Investment (Fee Waiver)  | 300,000          | 15,000         | 27         |
| 0%    | Public Investment (Land)        | -                | -              | -          |
| 23%   | Prop 123 Equity                 | 2,000,000        | 100,000        | 178        |
| 0%    | Deferred Dev Fee (GP Equity)    | -                | -              | -          |
| 20%   | Gap / Equity Needed to Close    | 1,744,000        | 87,200         | 155        |
| 119%  | <b>Total Sources of Funds</b>   | <b>8,764,000</b> | <b>438,200</b> | <b>779</b> |

|                      |           |     |
|----------------------|-----------|-----|
| Gap                  | -         |     |
| Total Debt           | 4,720,000 | 54% |
| Total Equity         | 3,744,000 | 43% |
| Total Public Funding | 300,000   | 3%  |

## RENTAL T4-04

## FRISCO PROPERTY T4-04

### UNDERWRITING (RENTAL)

|       | Underwriting            | Construction        | Permanent |
|-------|-------------------------|---------------------|-----------|
|       | NOI                     | 307,704             | 307,704   |
|       | Cost                    | 8,764,000           | 8,764,000 |
|       | Return on Cost          | 3.51%               | 3.51%     |
|       | Cap Rate                | 4.50%               | 4.50%     |
|       | Value                   | 6,840,000           | 6,840,000 |
|       | Loan                    | 4,070,000           | 4,070,000 |
|       | LTC                     | 70%                 | 46%       |
|       | LTV                     | 60%                 | 60%       |
|       | I/R                     | 7.00%               | 5.00%     |
|       | Term                    | 30                  | 35        |
|       | Payment                 | (324,934)           | (246,489) |
|       | Payment (I/O)           |                     | (203,500) |
|       | DCR                     | 0.95                | 1.25      |
|       | DY                      | 7.6%                | 7.6%      |
|       | Mezzanine / Second      | 650,000             | 650,000   |
|       | Combined Debt           | 4,720,000           | 4,720,000 |
|       | LTC                     | 7%                  | 7%        |
|       | Combined LTC            | 77%                 | 77%       |
|       | LTV                     |                     | 10%       |
|       | Combined LTV            |                     | 69%       |
|       | I/R                     | 5.00%               | 5.00%     |
|       | Term                    | 35                  | 35        |
|       | Payment (I/O)           | (32,500)            | (32,500)  |
|       | Combined Payment        | (357,434)           | (278,989) |
|       | Combined DCR            | 0.86                | 1.10      |
|       | Combined Debt Yield     |                     | 6.5%      |
|       | <b>Financing Cost</b>   | <b>Construction</b> |           |
| 7.0%  | Interest Reserve        | 284,900             |           |
| 1.0%  | Lender Points           | 40,700              |           |
| 1.00% | Closing / Title / Legal | 40,700              |           |
| 6.0%  | Mezz Loan Reserve       | 39,000              |           |
| 1.0%  | Mezz Loan Points        | 6,500               |           |
|       | Mezz Loan Legal         | 32,000              |           |
| 1.0%  | DOH Points              | 20,000              |           |
| 9.8%  | <b>TOTAL FINANCING</b>  | <b>463,800</b>      |           |

#### Notes

Development could be conducted with a Private Partner as no state grant funds are required

Capital stack involves a traditional bank construction-to-perm loan, CHFA MIAP debt, and Prop 123 Equity

No Mezzanine Debt assumed although various programs would be available

Sales Prices based on AMI calculation on next page

This project could also be executed using a Workforce Housing Bond (Government or Conduit)

## RENTAL T4-04

## Property T1-04

FOR SALE UNDERWRITING

|     | Unit Mix    | Count | Sale Price | AMI  | Sqft/Unit | Total Revenue | Sell SF   | Price PSF | Grant Elig.? | DPA Elig? |
|-----|-------------|-------|------------|------|-----------|---------------|-----------|-----------|--------------|-----------|
| 28% | 1 BR / 1 BA | 5     | \$ 184,000 | 60%  | 600       | \$ 920,000    | \$ 3,000  | \$ 307    | Yes          | Yes       |
| 22% | 1 BR / 1 BA | 4     | \$ 272,500 | 80%  | 600       | \$ 1,090,000  | \$ 2,400  | \$ 454    | Yes          | Yes       |
| 22% | 2 BR / 1 BA | 4     | \$ 602,000 | 120% | 900       | \$ 2,408,000  | \$ 3,600  | \$ 669    | No           | Yes       |
| 22% | 2 BR / 1 BA | 4     | \$ 727,500 | 140% | 900       | \$ 2,910,000  | \$ 3,600  | \$ 808    | No           | No        |
| 6%  | 3 BR / 2 BA | 1     | \$ 996,000 | 160% | 1,250     | \$ 996,000    | \$ 1,250  | \$ 797    | No           | No        |
|     |             | 18    | \$ 462,444 | 101% | 769       | \$ 8,324,000  | \$ 13,850 | \$ 601    |              |           |

|    | Proforma P&L       | \$ Stabilized    | Per / Unit     | Per / Sqft |
|----|--------------------|------------------|----------------|------------|
|    | Sale of Units      | 8,324,000        | 462,000        | 601        |
| 3% | Commissions        | (250,000)        | (14,000)       | (18)       |
|    | <b>Net Revenue</b> | <b>8,074,000</b> | <b>449,000</b> | <b>583</b> |
|    | Development Cost   | (8,261,000)      | (459,000)      | (596)      |
|    | Grant Income       | 1,920,000        | 107,000        | 139        |
|    | <b>Profit</b>      | <b>1,733,000</b> | <b>96,000</b>  | <b>125</b> |
|    | Profit % of Sales  | 21%              |                |            |

|     | Use of Funds (Project Costs) | Proforma Cost    | Cost / Unit    | Cost / Sqft |
|-----|------------------------------|------------------|----------------|-------------|
|     | Contributed Land Value       | 830,000          | 46,000         | 60          |
|     | Builders Risk Insurance      | 360,000          | 20,000         | 26          |
|     | Tap / Impact Fees            | 270,000          | 15,000         | 19          |
|     | Permits / Soft Cost          | 180,000          | 10,000         | 13          |
| 5%  | Architectural / Engineering  | 225,000          | 13,000         | 16          |
|     | Offsite Work                 | 450,000          | 25,000         | 32          |
|     | Construction                 | 4,501,250        | 250,000        | 325         |
| 10% | Contingency                  | 518,000          | 33,000         | 37          |
| 10% | Dev Fee                      | 502,000          | 17,500         | 36          |
|     | Financing                    | 425,000          | 33,000         | 31          |
|     | <b>Total Uses of Funds</b>   | <b>8,261,000</b> | <b>458,944</b> | <b>596</b>  |

| LTC % | Sources of Funds              | \$               | Cost / Unit    | Cost / Sqft |
|-------|-------------------------------|------------------|----------------|-------------|
| 61%   | CHFA Construction Loan        | 5,000,000        | 278,000        | 361         |
| 0%    | Mezzanine Loan                | -                | -              | -           |
| 9%    | DOLA Grants                   | 765,000          | -              | 55          |
| 4%    | Down Payment Assistance*      | 325,000          | 18,000         | 23          |
| 6%    | Deferred Dev Fee              | 502,000          | 28,000         | 36          |
| 10%   | Land Equity                   | 830,000          | 46,000         | 60          |
| 10%   | Gap (Equity / Local Grants)   | 846,000          | 47,000         | 61          |
| 100%  | <b>Total Sources of Funds</b> | <b>8,261,000</b> | <b>459,000</b> | <b>597</b>  |

|              |           |     |
|--------------|-----------|-----|
| Gap          | -         |     |
| Total Debt   | 5,000,000 | 61% |
| Total Equity | 2,178,000 | 26% |
| Total Public | 1,090,000 | 13% |

SALE T1-04

## Property T1-04

FOR SALE UNDERWRITING

| Underwriting             | Construction |
|--------------------------|--------------|
| Value                    | 8,324,000    |
| Cost                     | 8,261,000    |
| Value Excess / (Deficit) | 100.76%      |
| Loan                     | 5,000,000    |
| LTC                      | 60.53%       |
| LTV                      | 60.07%       |
| I/R                      | 4.00%        |
| Interst Reserve          | 300,000      |

|    | Financing Cost          | Construction   |
|----|-------------------------|----------------|
|    | Interest Reserve        | 300,000        |
| 1% | Lender Points           | 50,000         |
| 2% | Legal / Closing / Other | 75,000         |
| 7% | <b>TOTAL FINANCING</b>  | <b>425,000</b> |

### Notes

Development will depend on a Public or Non Profit Developer due to negative Profit without grants

DOLA Grants are assumed to be \$85K per door for 100% or lower AMI units

Down Payment Assistance Grants (CHFA or several sources) are assumed to be \$25K per door for 120% or lower AMI units

DPA Grants do not come directly to the developer, instead providing support for \$25K of sales price, shown as a Source to not confuse the Sales Price

Construction Loan is a special CHFA construction program, if Bank loans are used rates will be 7-8%

No Mezzanine Debt assumed although various programs would be available

Sales Prices based on AMI calculation on next page

SALE T1-04



## Property T2-03

FOR SALE UNDERWRITING

|     | Unit Mix           | Count     | Sale Price        | AMI         | Sqft/Unit  | Total Revenue        | Sell SF          | Price PSF     | Grant Elig.? | DPA Elig? |
|-----|--------------------|-----------|-------------------|-------------|------------|----------------------|------------------|---------------|--------------|-----------|
| 15% | 1 BR / 1 BA        | 5         | \$ 184,000        | 60%         | 600        | \$ 920,000           | \$ 3,000         | \$ 307        | Yes          | Yes       |
| 21% | 1 BR / 1 BA        | 7         | \$ 272,500        | 80%         | 600        | \$ 1,907,500         | \$ 4,200         | \$ 454        | Yes          | Yes       |
| 15% | 2 BR / 1 BA        | 5         | \$ 602,000        | 120%        | 900        | \$ 3,010,000         | \$ 4,500         | \$ 669        | No           | Yes       |
| 27% | 2 BR / 1 BA        | 9         | \$ 727,500        | 140%        | 900        | \$ 6,547,500         | \$ 8,100         | \$ 808        | No           | No        |
| 21% | 3 BR / 2 BA        | 7         | \$ 996,000        | 160%        | 1,250      | \$ 6,972,000         | \$ 8,750         | \$ 797        | No           | No        |
|     | <b>GRAND TOTAL</b> | <b>33</b> | <b>\$ 586,576</b> | <b>116%</b> | <b>865</b> | <b>\$ 19,357,000</b> | <b>\$ 28,550</b> | <b>\$ 678</b> |              |           |

|    | Proforma P&L             | \$ Stabilized     | Per / Unit     | Per / Sqft |
|----|--------------------------|-------------------|----------------|------------|
|    | Sale of Units            | 19,357,000        | 587,000        | 678        |
| 3% | Commissions              | (581,000)         | (18,000)       | (20)       |
|    | <b>Net Revenue</b>       | <b>18,776,000</b> | <b>569,000</b> | <b>658</b> |
|    | Development Cost         | (17,694,000)      | (536,000)      | (620)      |
|    | Grant Income             | 3,385,000         | 103,000        | 119        |
|    | <b>Profit</b>            | <b>4,467,000</b>  | <b>135,000</b> | <b>156</b> |
|    | <i>Profit % of Sales</i> | <i>24%</i>        |                |            |

|     | Use of Funds (Project Costs) | Proforma Cost     | Cost / Unit    | Cost / Sqft |
|-----|------------------------------|-------------------|----------------|-------------|
|     | Contributed Land Value       | 1,940,000         | 59,000         | 68          |
|     | Builders Risk Insurance      | 660,000           | 20,000         | 23          |
|     | Tap / Impact Fees            | 495,000           | 15,000         | 17          |
|     | Permits / Soft Cost          | 330,000           | 10,000         | 12          |
| 5%  | Architectural / Engineering  | 464,000           | 14,000         | 16          |
|     | Offsite Work                 | 825,000           | 25,000         | 29          |
|     | Construction                 | 9,278,750         | 281,000        | 325         |
| 10% | Contingency                  | 1,057,000         | 33,000         | 37          |
| 10% | Dev Fee                      | 1,034,000         | 17,500         | 36          |
|     | Financing                    | 1,610,000         | 33,000         | 56          |
|     | <b>Total Uses of Funds</b>   | <b>17,694,000</b> | <b>536,182</b> | <b>620</b>  |

| LTC % | Sources of Funds              | \$                | Cost / Unit    | Cost / Sqft |
|-------|-------------------------------|-------------------|----------------|-------------|
| 70%   | Bank Construction Loan        | 12,385,800        | 375,000        | 434         |
| 0%    | Mezzanine Loan                | -                 | -              | -           |
| 6%    | DOLA Grants                   | 1,020,000         | -              | 36          |
| 2%    | Down Payment Assistance*      | 425,000           | 13,000         | 15          |
| 6%    | Deferred Dev Fee              | 1,034,000         | 31,000         | 36          |
| 11%   | Land Equity                   | 1,940,000         | 59,000         | 68          |
| 5%    | Gap (Equity / Local Grants)   | 896,000           | 27,000         | 31          |
| 100%  | <b>Total Sources of Funds</b> | <b>17,694,000</b> | <b>536,000</b> | <b>620</b>  |

|  |              |            |     |  |
|--|--------------|------------|-----|--|
|  | Gap          | -          |     |  |
|  | Total Debt   | 12,385,800 | 70% |  |
|  | Total Equity | 3,870,000  | 22% |  |
|  | Total Public | 1,445,000  | 8%  |  |

SALE T2-03

## Property T2-03

FOR SALE UNDERWRITING

| Underwriting             | Construction |
|--------------------------|--------------|
| Value                    | 19,357,000   |
| Cost                     | 17,694,000   |
| Value Excess / (Deficit) | 109.40%      |

|                  |            |
|------------------|------------|
| Loan             | 12,385,800 |
| LTC              | 70.00%     |
| LTV              | 63.99%     |
| I/R              | 7.00%      |
| Interest Reserve | 1,300,509  |

| Financing Cost          | Construction     |
|-------------------------|------------------|
| Interest Reserve        | 1,300,509        |
| Lender Points           | 123,858          |
| Legal / Closing / Other | 185,787          |
| <b>TOTAL FINANCING</b>  | <b>1,610,154</b> |

1%

2%

12%

### Notes

Development could be conducted with a Private Partner due to higher profit but grant would need to flow to a public/ nonprofit entity

DOLA Grants are assumed to be \$85K per door for 100% or lower AMI units

Down Payment Assistance Grants (CHFA or several sources) are assumed to be \$25K per door for 120% or lower AMI units

DPA Grants do not come directly to the developer, instead providing support for \$25K of sales price, shown as a Source to not confuse the Sales Price

Construction Loan is considered to be a bank loan if a Private Developer is used, however could be done in 2 phases w/ CHFA loan

No Mezzanine Debt assumed although various programs would be available

Sales Prices based on AMI calculation on next page

## SALE T2-03

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## APPENDIX D. IMPLAN METHODS

Input-Output (I-O) modeling is based on the foundational concept that all industries, households, and governments in an economy are connected through buy-sell relationships; therefore, a given economic activity supports a ripple of additional economic activity throughout the economy. IMPLAN is an I-O modeling system that uses annual, regional data to map these buy-sell relationships so users can predict how specific economic changes would impact a given regional economy or estimate the effect of past or existing economic activity.

Output is the value of products and services produced by an industry in a calendar year. Total output is broken down into the following four categories (see Section D.5 for definitions):

- Intermediate expenditures
- Labor income
- Taxes on Production and Imports (TOPI), less subsidies
- Other Property Income (OPI)

The allocation of output into these categories is determined by a Leontief Production Function (LPF). IMPLAN derives a unique LPF for each industry in each region and for each year. Graphically, the LPF is shown in Figure D-1.

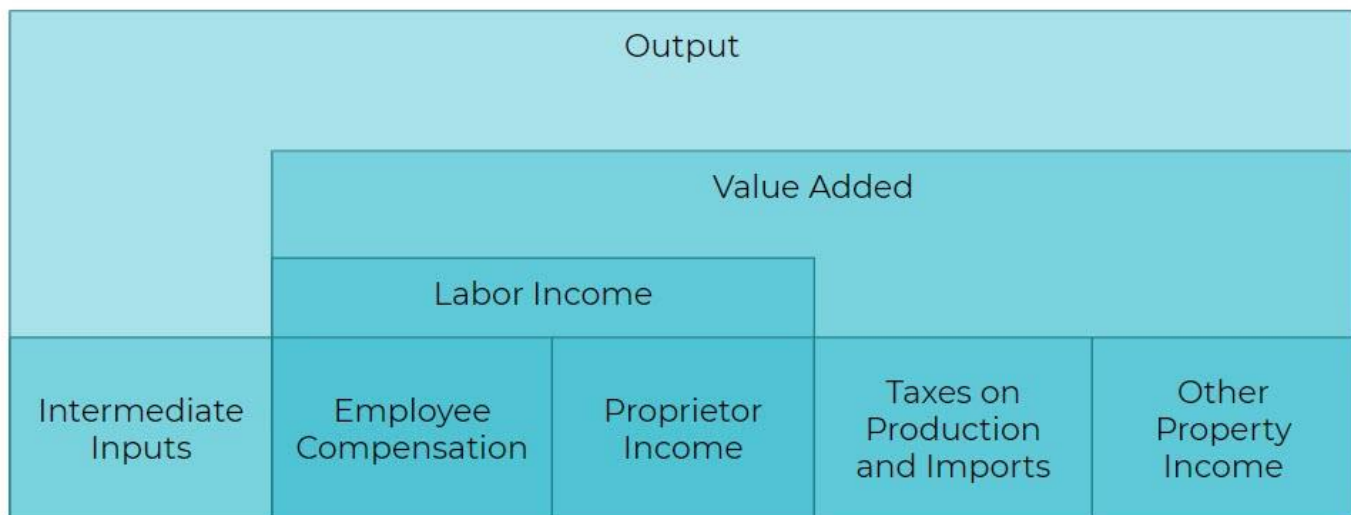


Figure D-1: Diagram of a Leontief Production Function

Source: IMPLAN.



IMPLAN incorporates all available economic data for each county in the country. Employment and labor income data are sourced from the Bureau of Labor Statistics (BLS) Census of Employment and Wages, Census Bureau's County Business Patterns Reports, and Bureau of Economic Analysis (BEA) Regional Economic Accounts information, which also provides information on annual gross domestic product. Data regarding industry inputs, byproducts, margins, and industry spending patterns are also sourced from the BEA's Input-Output Benchmark Table and other sources.

For estimating economic output, IMPLAN sources information from several federal surveys, such as the Census' Annual Survey of Manufacturers and the BEA's Output Series. Other sources include the National Agricultural Statistical Service, National Bureau of Economic Research, Internal Revenue Service, and Energy Information Administration.

IMPLAN was originally conceived in 1972 as part of the Rural Development Act of 1972. After initial development by the U.S. Forest Service, IMPLAN was further developed by the University of Minnesota during the 1980s. In the 1990s, IMPLAN was privatized, and the Minnesota IMPLAN Group began taking commercial orders. IMPLAN is now widely used for modeling economic impacts across many business sectors.

This analysis uses the latest version of IMPLAN, which currently incorporates 546 industry sectors as defined by the BEA and the latest datasets from 2022.

For a particular producing industry, multipliers estimate three components of total change within the local area (see Figure D-2):

- Direct effects represent the initial change in the industry in question. For example, building a new transmission line will directly expand the size of that industry within the region it is located.
- Indirect effects are changes in inter-industry transactions as supplying industries respond to increased demands from the directly affected industries. Supply chain purchases are indirect economic impacts.
- Induced effects reflect local spending changes resulting from income changes in the directly and indirectly affected industry sectors. Spending of both direct and indirect labor income generates induced economic impacts.

The economic impacts derived in this analysis are presented in 2024 dollars.

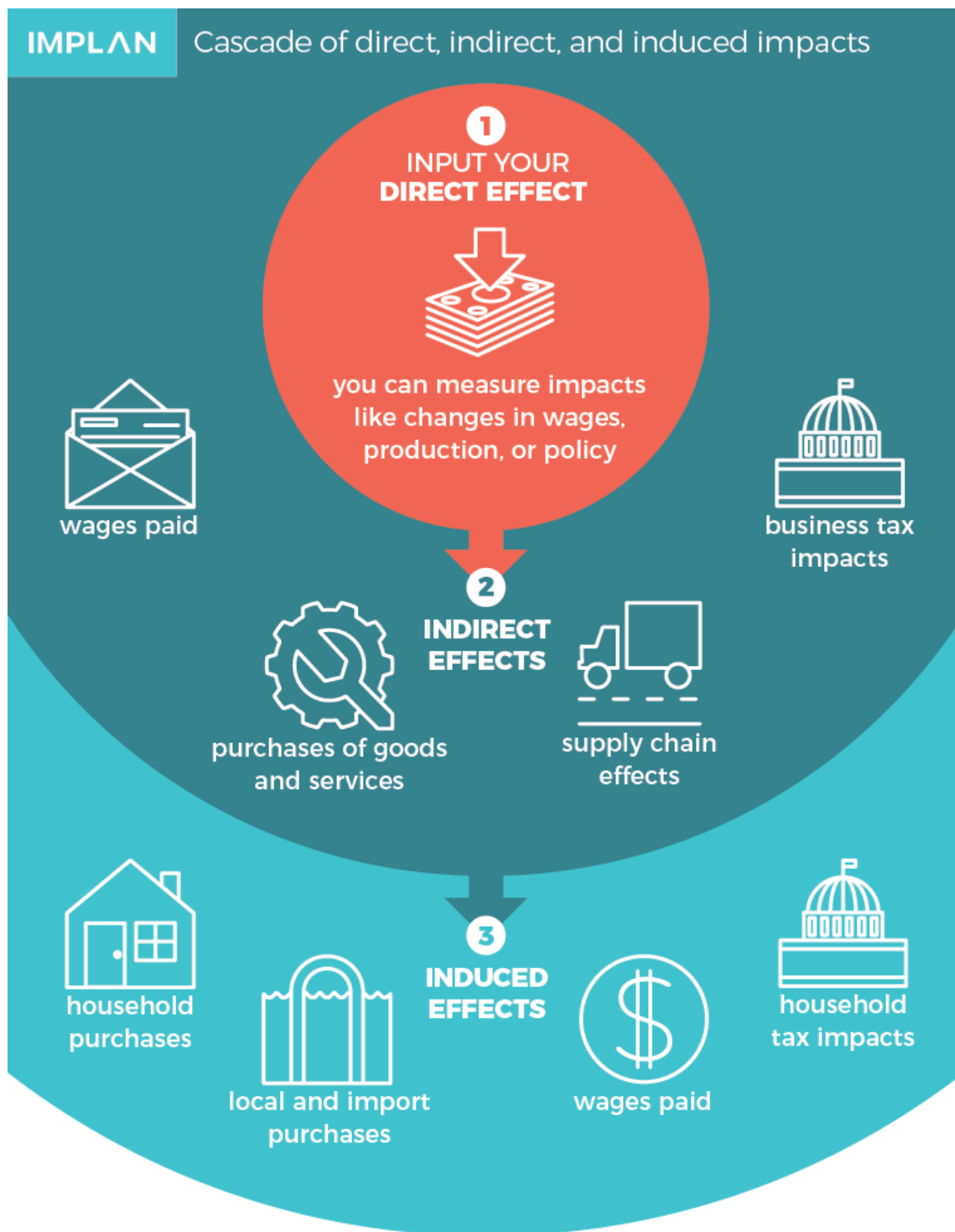


Figure D-2: Diagram of Economic Multiplier Impacts

Source: IMPLAN

## D.1. ESTIMATING TAX REVENUE IMPACTS

Taxes are levied at different levels of government. IMPLAN estimates tax impacts at the following levels: Federal, State + Local, State, County, Sub-County General, and Sub-County Special Districts. IMPLAN's tax impact estimates are based on collected and reported taxes in the region for the given data year. Sub-County General includes city and township governments. Sub-County Special Districts include fire and public school districts.

TOPI, less subsidies, include sales and excise taxes, customs duties, property taxes, motor vehicle licenses, severance taxes, other taxes, and special assessments. TOPI tax impacts are split into subcategories based on each region's contribution of the collected tax. TOPI are tax revenues, but not inclusive of all tax revenues, paid by an industry (refer to Section D.5 for definitions). For example, social insurance taxes are a part of employee compensation, and profits taxes are part of OPI. In the case of TOPI direct impacts, property taxes on construction impacts are not property taxes on a built structure itself but rather on the construction companies' properties.

In IMPLAN, taxes are specific to the industry and geographic region. However, the breakout by tax category (e.g., sales tax, property tax) is not industry specific because of raw data limitations. Thus, the distribution for a given geographic region is an all-industry average. Also, in IMPLAN there is no way to know the breakout of the components of each subset of tax (e.g., sales tax) into additional detail, as the raw data does not have this level of detail. However, the ratios for TOPI:Output and OPI:Output are industry specific. I-O models by default treat TOPI as a leakage, meaning that any TOPI generated as part of an analysis will not generate any additional effects. OPI generally refers to profits and returns to capital and will be negative if the industry is operating at a deficit.

## D.2. ESTIMATING EMPLOYMENT

Employment data in IMPLAN follows the same definition used by the BEA in the Regional Economic Accounts and BLS in the Census of Employment and Wages data, which is full-time/part-time annual average. Thus, one job lasting 12 months = two jobs lasting 6 months each = three jobs lasting 4 months each. A job can be either full-time or part-time. Similarly, a job that lasts one quarter of the year would be 1/4 (0.25) job. Note that a person can hold more than one job, so the job count is not necessarily the same as the count of employed persons.

IMPLAN jobs include workers that are not accounted for by a number of other data sources. This often means that IMPLAN jobs are larger than many other sources report.

## D.3. ESTIMATING ENVIRONMENTAL IMPACTS

IMPLAN's environmental impact estimates rely on industry-specific coefficients representing physical emissions or resource use per dollar of industry output, with the physical unit depending on the particular pollutant or resource under consideration. IMPLAN's environmental coefficients are sourced from the U.S. Environmental Protection Agency's (EPA's) U.S. Environmentally-Extended Input-Output (USEEIO) model data (version 1.1).

Figure D-3 depicts the flow of goods and services between production and consumption along with the use of natural resources.

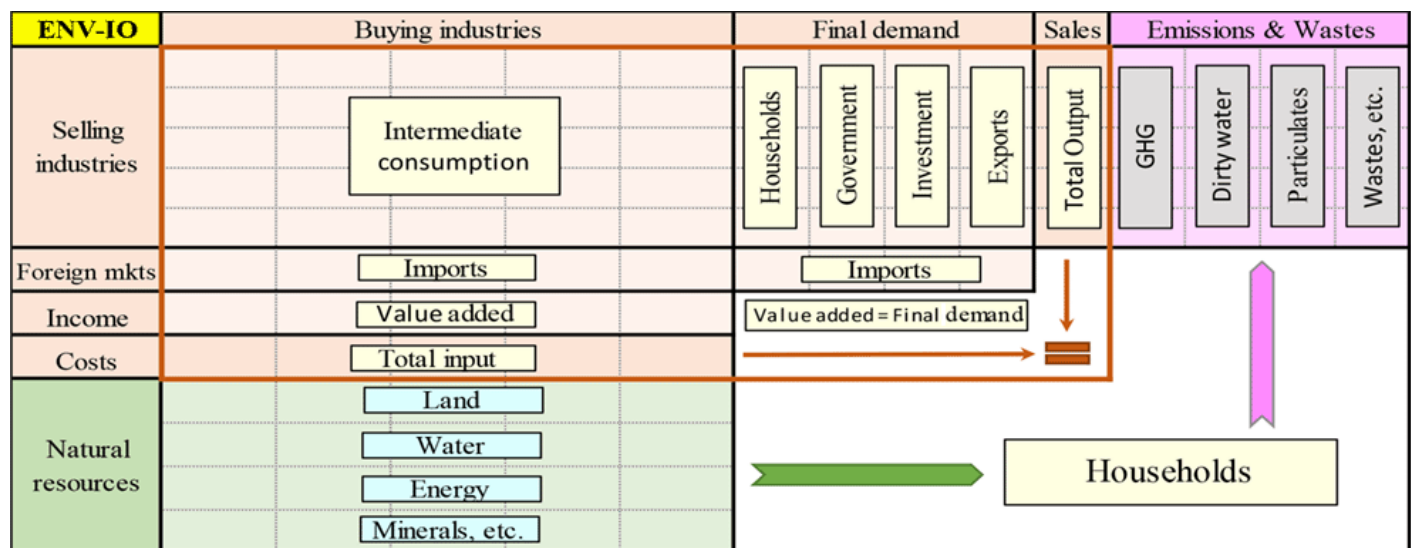


Figure D-3: Schematic Diagram of an Environmentally-Extended Input-Output Model

Source: IMPLAN.

## D.4. MULTI-REGIONAL INPUT-OUTPUT MODELS

Multi-Regional Input-Output (MRIO) analysis models how an impact on any of the 546 BEA industries in a region affect the production of all 546 industries and household spending in any other region, including zip code to zip code. MRIO analyses use interregional commodity trade and commuting flows to quantify the demand changes across many regions stemming from a change in production and/or income in another region (see Figure D-4).



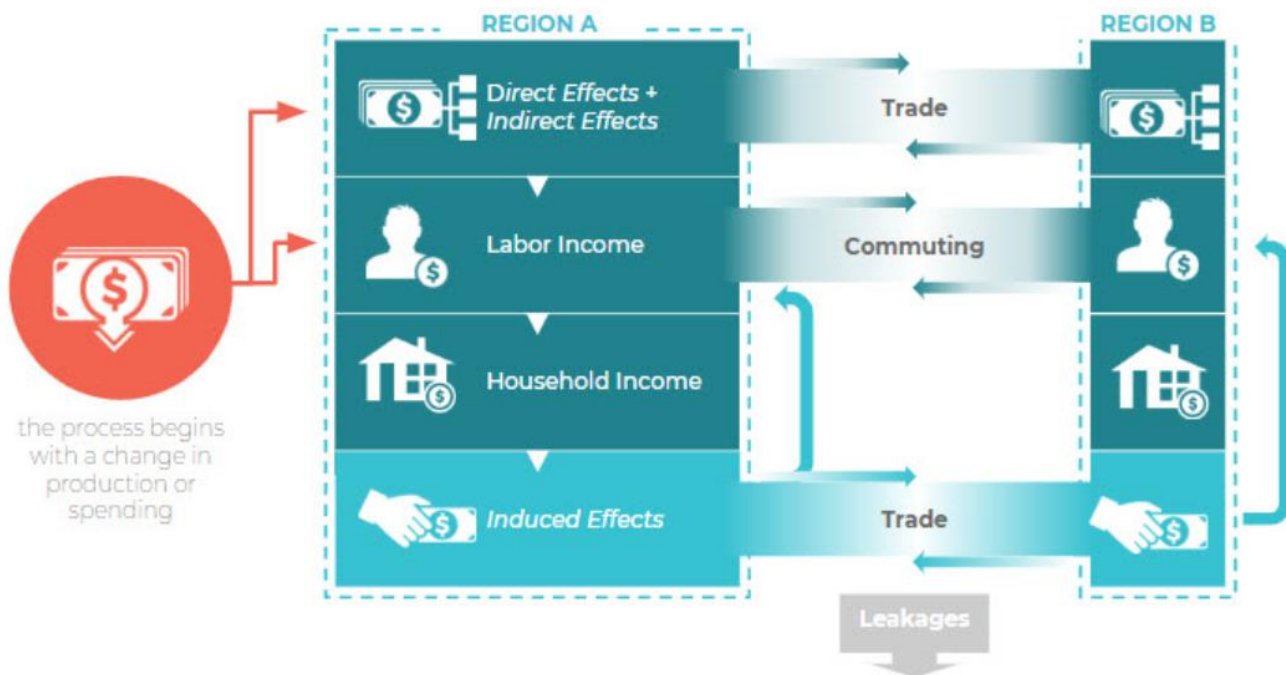


Figure D-4: Schematic Diagram of Multi-Region Input-Output Model

Source: IMPLAN.

## D.5. DEFINITIONS

**Dollar year:** The year represented by the values in an impact event being modeled. This is usually (but not always) the same as the year in which the event occurred or is expected to occur.

**Intermediate expenditures:** Repeating everyday materials required to make a final product. For example, an automobile manufacturer will purchase steel to make cars and a restaurant owner will purchase frozen hamburgers and cleaning supplies on a regular basis.

**Jobs and employment:** The job impact counts are supported in the case of construction and created in the case of operations within the region that would result from this project. Note that IMPLAN jobs are not equivalent to full-term employment. IMPLAN defines jobs as “an Industry-specific mix of full-time, part-time, and seasonal employment. An annual average that accounts for seasonality and follows the same definition used by the BLS and BEA.” For example, in IMPLAN, one job lasting 12 months = two jobs lasting 6 months each = three jobs lasting 4 months each. A job can be either full-time or part-time. Similarly, a job that lasts one quarter of the year would be a 0.25 job.

**Labor income:** The total value of all forms of employment income paid throughout a defined economy during a specified period of time. It reflects the combined cost of total payroll paid to employees (e.g., wages and salaries, benefits, payroll taxes) and payments received by self-employed individuals and/or unincorporated business owners (e.g., capital consumption allowance) across the defined economy.

**Other Property Income (OPI):** All money collected by an industry that isn't paid into the operations of the company. This would include profits, capital consumption allowance, payments for rent, royalties, and interest income. This is also known as Gross Operational Surplus.

**Output:** The value of production by industry in a calendar year. Total output is the sum of labor income, OPI, TOPI, and intermediate expenditures.

**Taxes on Production and Imports (TOPI):** This impact category includes sales tax, property tax, motor vehicle taxes, severance, excise, assessments, custom duties, and other taxes and fees, less government subsidies.

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## APPENDIX E. POTENTIAL CONSTRAINTS

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There are many governmental and nongovernmental factors that have the potential to constrain housing growth, maintenance, improvement, or affordability. This appendix evaluates these factors to help identify where it is appropriate and legally possible to remove such constraints on housing. Identified constraints 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.

### E.1. POTENTIAL GOVERNMENTAL CONSTRAINTS

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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 discusses these policies, requirements, and standards to assess whether any constrain housing that could serve the town's needs.

#### E.1.1. GROWTH MANAGEMENT

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

##### **Three Mile Plan**

The [Three Mile Plan](#) provides information and analysis for areas within a three-mile radius of current corporate limits, pursuant to state law Colorado Revised Statutes (CRS) 31-12-105(1)(e), which requires municipalities to have a plan in place for the area prior to any annexation that describes the potential location, character, and extent of public utilities, transportation systems, community amenities, and other infrastructure, facilities, and services provided by the municipality. The Three Mile Plan must also describe potential land uses for the area. However, the plan mainly functions to define an area of influence and does not necessarily indicate any intention of the town to pursue annexation.

Frisco's Three Mile Plan was last updated in 2018 and addresses the land use, service, and infrastructure improvement needs in the event of annexation of one of the 17 identified land areas within the three-mile boundary. According to [Chapter 6](#) of the town's Code of Ordinances, Annexation Procedures, there are specific characteristics of each land area that must be considered, including geologic, flood, and



wildfire hazards; mineral, wildlife, historical, and archeological resources; wetlands; short- and long-term costs and benefits; utility services; and traffic studies. The breakdown for each of the 17 areas within the plan also outlines other important considerations, such as existing land uses, the ability to meet the town's Street Design Criteria, community services capacities, and sufficient access to open space, parks, and recreation.

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](#). These policies direct Town Council to only approve annexation when it is recommended in the Three Mile Plan and consistent with the Comprehensive Plan; benefits the community; promotes preservation of open space; results in orderly growth; and the lands can be efficiently and adequately served without burdening existing capacities. The section also directs the denial of annexation requests if the extension of municipal services will unreasonably decrease the quality or availability of the service within the town or otherwise adversely affect the orderly growth and development of the town. Further, any annexation being considered for approval must either dedicate a portion of the land for public purposes or pay an in-lieu amount to support public purposes.

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).

## Comprehensive Plan

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. In summary, these factors are:

- **Land Constraints:** Frisco has very limited vacant land left for future development, but much of the land within town limits is zoned for higher densities than currently occupy it, meaning that infill development and redevelopment are expected to increase as demand increases.
- **Environmental Values and Constraints:** Frisco's natural environment and scenic quality are defining characteristics that are and should be protected; however, these characteristics mean that some areas are constrained by a number of natural hazards (e.g., steep slopes, flooding, and wildfire) that must be taken into account and mitigated.
- **Tourism Economy:** Frisco's role as the regional service hub for Summit County, as well as its proximity to the Denver metropolitan area and numerous summer and winter recreational areas, mean that there are significant tourism pressures throughout the year which are both economically beneficial and present complex challenges for local businesses and year-round residents, jeopardizing the town's overall character.

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.

Zoning regulations, subdivision regulations, and capital improvement programming are used to help implement the Three Mile and Comprehensive Plans and to manage growth. One way this occurs is by requiring new development to pay impact fees or otherwise assist in the construction of planned and needed transportation, water system, and additional public improvements. The Comprehensive Plan and other land use controls are discussed in greater detail in Section E.2.

## E.2. LAND USE CONTROLS

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Residential land use control mechanisms are primarily imposed by the Town of Frisco on housing development through the Comprehensive Plan and Town Code, specifically the Unified Development Code ([Chapter 180](#)). Such mechanisms include land use restrictions, property development standards, on- and off-site improvement requirements, density bonuses, and regulations for specific types of housing.

### E.2.1. COMPREHENSIVE PLAN

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As authorized and required by state law, the Town of Frisco's [Comprehensive Plan](#) serves as a guide for community growth and development. (CRS § 31-23-206, as amended) 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.

The Town of Frisco's current Comprehensive Plan, titled the Frisco Community Plan, was adopted in August 2019. As required by the Town Charter, the plan must be updated every five years; thus, an update process was initiated in 2024 alongside development of the Strategic Housing Plan to ensure consistency between the two.

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.

During the development of the 2019 Comprehensive Plan, the background data collected reflected a rapidly changing community facing significant housing challenges. Key observations from the

Community Profile (Appendix A) related to housing identified trends that have, in general, continued or worsened. These trends included an older but fast-growing population that was outpacing surrounding areas; a high demand for affordable housing despite a low unemployment rate due to many workers in multiple, seasonal, or low-wage jobs; a large number of workers living outside town limits; only a third of the existing housing stock being occupied year-round, with the rest being used seasonally or as vacation homes; a declining median households income in the same period as increasing housing prices resulting in a high percentage of cost-burdened residents; and increasing difficulty in new residents finding housing with the town quickly approaching full build-out.

In addition, public engagement during the 2019 plan's development reflected increasing community concern about these trends and a shared desire to maintain a vibrant and inclusive year-round community by supporting housing diversity and services, embracing local workers and their families, and incentivizing the utilization of existing homes.

As a result, the 2019 Frisco Community Plan has a focus on inclusivity and balancing the needs of residents with a tourism-based economy, including by strongly supporting housing in the vision statement, first guiding principle, and numerous goals and policies (Table E-1). The strategies in the plan further detail how these overarching goals might be implemented. Many of the goals and strategies have the potential to impact housing, demonstrating the complex relationships among the Comprehensive Plan's topics and six guiding principles.

Table E-1: Housing-Related Guidance in the Comprehensive Plan

| Component                      | Description  | Potential Impact on Housing             |
|--------------------------------|--|---|
| <b>Our Vision</b>              | <b>A close-knit, welcoming community that cherished our history, environment, healthy lifestyle, and unique sense of place.</b>  | <b><i>Supports</i></b>                  |
| <b>Guiding Principle No. 1</b> | <b>Inclusive Community:</b> Frisco cares about our neighbors, visitors, and the whole of our community. We are an inclusive community that welcomes people of all backgrounds and income levels. We support a balance of housing options to create opportunities for a diverse population to reside here. Our history is integral to our identity and it is also a guiding principle for our future. As the Town grows and changes, we need to be rooted in the values of our past. The Ten Mile Range mountain backdrop, historic structures, vibrant neighborhoods, and a lively Main Street characterize Frisco along with the friendly people and welcoming vibe. As Frisco grows, this character and identity should be preserved and enhanced throughout Town. | <b><i>Supports</i></b>                  |
| <b>Goal 1.1</b>                | Protect the character and livability of Frisco's residential neighborhoods.  | <b><i>Supports, but could limit</i></b> |
| <b>Policy 1.1A</b>             | Ensure new housing compliments adjacent properties and neighborhoods through appropriate mass, scale, and design.  | <b><i>Supports, but could limit</i></b> |

| Component             | Description   | Potential Impact on Housing             |
|-----------------------|---|---|
| <b>Policy 1.1C</b>    | Strive to create an appropriate balance of full-time residents, second homes, and short-term rentals to maintain a diverse and vibrant community.   | <b><i>Supports</i></b>                  |
| <b>Strategy 1.1-a</b> | Review zoning and design standards to address community character concerns (e.g., more restrictive lot coverage and/or setback limitations, evaluate density, limitations on bulk and massing).   | <b><i>Could limit</i></b>               |
| <b>Strategy 1.1-b</b> | Review zoning and short-term rental regulations on an annual basis to ensure neighborhood compatibility.  | <b><i>Supports</i></b>                  |
| <b>Policy 1.2C</b>    | Support the integration of workforce housing as part of future redevelopment efforts along Summit Boulevard through the potential intensification of land uses throughout the Summit Boulevard corridor and the greater Mixed Use Gateway District. | <b><i>Supports</i></b>                  |
| <b>Strategy 1.2-c</b> | Revise regulations in the Gateway and Commercial Oriented zone districts to allow for increased bulk and massing at an appropriate scale.   | <b><i>Could support</i></b>             |
| <b>Strategy 1.2-d</b> | Evaluate and consider updates to existing development incentives to support Community Plan goals.   | <b><i>Supports</i></b>                  |
| <b>Strategy 1.2-e</b> | Amend the Gateway- and Commercial-Oriented zone district development standards to allow for workforce housing, while maintaining high-visibility frontages for commercial uses.   | <b><i>Supports</i></b>                  |
| <b>Strategy 1.3-b</b> | Revise land use regulations to strengthen protection of historical structures, including required preservation as well as incentives.   | <b><i>Could limit</i></b>               |
| <b>Policy 1.4C</b>    | Ensure ground floor uses on Main Street create a balanced mix of uses that support a thriving commercial atmosphere. Housing may be located above the ground floor along Main Street, to help support the vitality of downtown.                     | <b><i>Supports, but could limit</i></b> |
| <b>Strategy 1.4-d</b> | Review allowable uses for the ground floor levels along Main Street to ensure an appropriate mix of uses within the town core.  | <b><i>Supports, but could limit</i></b> |
| <b>Goal 1.5</b>       | Promote a balanced community through support for diverse and equitable housing options.   | <b><i>Supports</i></b>                  |
| <b>Policy 1.5A</b>    | Develop a diverse portfolio of workforce housing programs to support a broad range of housing needs—type of unit, rental vs. ownership, and price points—at the community and neighborhood level.   | <b><i>Supports</i></b>                  |
| <b>Policy 1.5B</b>    | Stimulate the creation of workforce housing through town policies, incentives, and regulatory procedures.   | <b><i>Supports</i></b>                  |
| <b>Policy 1.5C</b>    | Collaborate with community partners and the private sector to expand the reach of Frisco's workforce housing efforts.   | <b><i>Supports</i></b>                  |
| <b>Strategy 1.5-a</b> | Adopt a strategic housing plan with benchmarks, unit quality goals, and metrics (e.g., strive to house 60% of the local workforce within the Town).   | <b><i>Supports</i></b>                  |



| Component                      | Description  | Potential Impact on Housing             |
|--------------------------------|--|---|
| <b>Strategy 1.5-b</b>          | Evaluate the efficacy of existing regulatory incentives (e.g., bonus density, Accessory Dwelling Units) and explore additional options to support the advancement of workforce housing goals.  | <b><i>Supports</i></b>                  |
| <b>Strategy 1.5-c</b>          | Pursue zoning modifications to integrate workforce housing into commercial areas.  | <b><i>Supports</i></b>                  |
| <b>Strategy 1.5-d</b>          | Consider the adoption of workforce housing requirements for new developments.  | <b><i>Supports</i></b>                  |
| <b>Strategy 1.5-e</b>          | Capitalize on retaining existing housing for locals through a buy-down program as an alternative to new construction.  | <b><i>Supports</i></b>                  |
| <b>Strategy 1.5-f</b>          | Develop programs to help local businesses maintain a reliable and sustainable workforce base through partnerships (between businesses, governments, nonprofits, etc.) tax benefits, deed restrictions, and the creation and retention of workforce housing options.  | <b><i>Supports</i></b>                  |
| <b>Guiding Principle No. 2</b> | <b>Thriving Economy:</b> The Frisco economy is built upon a unique balance of tourism and its role as a commercial-service hub for the region. Tourism, driven by recreational opportunities, and the small, mountain-town appeal of Main Street, creates jobs and revenue. Locals and visitors utilize the large retailers, grocery stores, and services located along Summit Boulevard, and support the small businesses on Main Street. While the Frisco economy has seen steady growth in the past decade, diversification of the economy is important. More year-round opportunities will provide stability through the seasons and economic downturns. The Town should focus on small, incremental changes that preserve the town character and a healthy small business community that attracts residents and visitors. | <b><i>Supports, but could limit</i></b> |
| <b>Policy 2.1B</b>             | Provide opportunities for a balanced mix of housing and services to support local businesses, employees, residents and visitors.   | <b><i>Supports, but could limit</i></b> |
| <b>Policy 2.3C</b>             | Expand workforce housing options to support small businesses, and local employees.   | <b><i>Supports</i></b>                  |
| <b>Guiding Principle No. 3</b> | <b>Quality Core Services:</b> Frisco is a place for people to live and work. Government and community-based services, such as adequate public infrastructure, public safety, child care, and health services, are integral to making Frisco a sustainable community for residents of all ages and incomes. These core services help businesses recruit workers, contribute to a tight-knit community, and ensure the year-round vitality of our economy.   | <b><i>Supports, but could limit</i></b> |
| <b>Guiding Principle No. 4</b> | <b>Mobility:</b> Frisco is a small, compact town where schools, parks and trailheads, restaurants, shops, and other businesses are located in close proximity. A well-connected, year-round, multi-modal transportation network that encourages active uses must continue to enable residents and visitors to reach destinations without the use of automobiles. Supporting multi-modal transportation options, creating off-road connections, and reducing gaps in the walking, biking and transit network will alleviate parking needs and congestion and promote active lifestyles.   | <b><i>Supports, but could limit</i></b> |

| Component                      | Description  | Potential Impact on Housing      |
|--------------------------------|--|----------------------------------|
| <b>Strategy 4.2-b</b>          | Revise development regulations to require private developments build sidewalk and multi-modal path connections in accordance with Town plans.  | <i>Supports, but could limit</i> |
| <b>Guiding Principle No. 5</b> | <b>Vibrant Recreation:</b> Frisco is an active, inviting place with a multitude of recreation opportunities making Frisco a fantastic place to live, visit, and play. Residents and visitors greatly enjoy the Town's accessible year-round trail system, dynamic waterfront and many parks. These assets and amenities should be preserved and enhanced to provide diverse recreation opportunities for a variety of experiences and abilities.   | <i>Supports, but could limit</i> |
| <b>Guiding Principle No. 6</b> | <b>Sustainable Environment:</b> Frisco's natural environment is the primary quality that attracts residents and visitors. It supports our economy and drives our recreational pursuits. Protecting the surrounding mountains, forests, waterways, and views are all deeply important to the community. These natural assets make Frisco beautiful, unique, and drive a thriving year-round economy. Pollution, wildfires, avalanches, and floods are threats to Town resources that should be recognized and minimized to the extent possible. The community should embrace measures for sustainability that reduce greenhouse gas emissions and conserve its water resources. | <i>Supports, but could limit</i> |
| <b>Strategy 6.1-c</b>          | Continue to update regulations to ensure access to new, sustainable building and development technologies.   | <i>Supports, but could limit</i> |
| <b>Strategy 6.2-c</b>          | Review development regulations to ensure high water quality standards both during and after construction.  | <i>Supports, but could limit</i> |

*Source: Frisco Community Plan (2019)*

## Future Land Use Plan

The Future Land Use Plan component of the Comprehensive Plan's growth framework is supported by, and is intended to work with, the guiding principles, goals, and policies to be used as a tool to guide future development within town limits. It establishes a shared vision about how and where growth will occur over the following 10 to 20 years, conveying the various types of places and land uses that are envisioned in different parts of the Town of Frisco. This tool helps town staff, elected and appointed officials, property owners, residents, and others plan for, anticipate, evaluate, and make consistent decisions regarding the location, intensity, type, and design of development in Frisco.

The Future Land Use Plan is comprised of the Future Land Use Map and accompanying land use categories that describe the envisioned types of land uses and defining characteristics in the area, which may or may not match existing development patterns. Another piece of the Comprehensive Plan's growth framework includes area-specific policies and design principles, which primarily address the enhancement and redevelopment of the town's gateways but also recognize opportunities for densification in older neighborhoods to support the expansion of housing options. To help implement this shared community vision of the future, the map and categories are used in conjunction

with the town's zoning, building, and other land use-related regulations to evaluate individual development applications. The Future Land Use Plan is also used to help guide future planning for, and investments in, public facilities and infrastructure.

The adopted land use categories of the Future Land Use Plan are identified in Table E-2 and the Future Land Use Map is available in the adopted [Comprehensive Plan](#).

Table E-2: Comprehensive Plan Future Land Use Categories

| Category                 | Description   | Potential Impact on Housing             |
|--------------------------|---|---|
| <b>Neighborhoods</b>     |   |   |
| <b>Single-Family</b>     | <p><u>Primary Uses:</u> Single-household detached dwellings</p> <p><u>Secondary Uses:</u> Accessory dwelling units</p> <p><u>Key Characteristics:</u></p> <ul style="list-style-type: none"> <li>Promotes single-household detached dwellings on individual lots which help preserve large areas of open space throughout the neighborhood.</li> <li>Minimizes development impacts on environmentally sensitive lands.</li> </ul>   | <b><i>Supports, but could limit</i></b> |
| <b>Mixed Residential</b> | <p><u>Primary Uses:</u> Single-household detached dwellings, cabin housing, townhomes, and duplexes</p> <p><u>Secondary Uses:</u> Accessory dwelling units, parks, greenways, and common open space areas</p> <p><u>Key Characteristics:</u></p> <ul style="list-style-type: none"> <li>Provides a mix of housing options and range of lot sizes.</li> <li>Encourages preservation of open space, scenic views, and other natural amenities through the design and general layout of the neighborhood.</li> </ul>   | <b><i>Supports, but could limit</i></b> |
| <b>Multifamily</b>       | <p><u>Primary Uses:</u> Multi-unit dwellings</p> <p><u>Secondary Uses:</u> Townhomes and duplexes, parks, greenways, and common open space areas</p> <p><u>Key Characteristics:</u></p> <ul style="list-style-type: none"> <li>Provides a mix of housing options and costs.</li> <li>Promotes higher density residential uses near commercial activities.</li> </ul>  | <b><i>Supports</i></b>                  |
| <b>Districts</b>         |   |   |
| <b>Local Mixed Use</b>   | <p><u>Primary Uses:</u> A mix of small retailers, restaurants, offices, and other neighborhood services</p> <p><u>Secondary Uses:</u> Multi-unit dwellings, townhomes and duplexes, civic and institutional uses, parks and other outdoor gathering spaces</p> <p><u>Key Characteristics:</u></p> <ul style="list-style-type: none"> <li>Integrates a broad mix of uses and serves as a transition between the Greater Downtown district and surrounding residential neighborhoods.</li> <li>Promotes a more human-scale development and pedestrian-friendly environment that encourages pedestrian and bicycle circulation.</li> </ul> | <b><i>Supports</i></b>                  |

| Category                                       | Description  | Potential Impact on Housing             |
|--|--|---|
| <b>Gateway Mixed Use</b>                       | <p><u>Primary Uses:</u> A mix of large format retail, restaurants, lodging, offices, recreation and entertainment, and other uses that attract visitors from around the region</p> <p><u>Secondary Uses:</u> Multi-unit dwellings, civic and institutional uses, parks and other public gathering spaces</p> <p><u>Key Characteristics:</u></p> <ul style="list-style-type: none"> <li>Promotes the development of regionally serving shopping areas that accommodate a broader mix of uses.</li> <li>Within close proximity to and have high visibility from Summit Boulevard and I-70.</li> <li>Provides connections to mass transit and other multimodal transportation systems.</li> </ul> | <b><i>Supports, but could limit</i></b> |
| <b>Greater Downtown</b>                        | <p><u>Primary Uses:</u> A mix of retail, restaurants, offices, and community and cultural facilities</p> <p><u>Secondary Uses:</u> Residential, civic and institutional uses, parks and other outdoor gathering spaces</p> <p><u>Key Characteristics:</u></p> <ul style="list-style-type: none"> <li>Promotes the development of Frisco's Main Street commercial district for retail, restaurant, service, housing and other contributing uses that support the vitality of downtown.</li> <li>Intends to enhance the visual character, scale and vitality of the central core of town.</li> <li>Serves as Frisco's primary public gathering area.</li> </ul>                                  | <b><i>Could limit</i></b>               |
| <b>Light Industrial and Service Commercial</b> | <p><u>Primary Uses:</u> Light industrial uses such as manufacturing and warehousing, storage, research facilities, and auto-related services</p> <p><u>Secondary Uses:</u> Other complementary industrial-related services and uses</p> <p><u>Key Characteristics:</u></p> <ul style="list-style-type: none"> <li>Promotes the development of professional trade, industrial, general services, storage, and contractor services in town.</li> <li>Allows for other associated uses that are complementary to contractor trades and light manufacturing.</li> </ul>  | <b><i>Could limit</i></b>               |
| <b>Other</b>                                   |  |   |
| <b>Parks and Open Space</b>                    | <p><u>Primary Uses:</u> Parks, open space, greenways, recreation, and conservation areas</p> <p><u>Key Characteristics:</u></p> <ul style="list-style-type: none"> <li>Encourages the preservation of natural lands for public or private use and allows for a variety of active and passive recreational activities.</li> <li>Includes developed public recreational amenities and facilities.</li> </ul>   | <b><i>Could limit</i></b>               |
| <b>Public Facilities</b>                       | <p><u>Primary Uses:</u> Schools, emergency services, and essential public facilities such as substations and wastewater facilities</p> <p><u>Key Characteristics:</u> Supports governmental or non-profit facilities, utility services, and other uses that serve a public function.</p>   | <b><i>Could limit</i></b>               |

Source: Frisco Community Plan (2019)



## E.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 comprises most of the land use control standards for housing and other development in the community. The UDC contains 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 (see Table E-4 and Table E-7). In addition to the underlying zoning designations, the UDC also contains two types of overlay districts that apply certain opportunities and additional development standards, or relief therefrom, for designated areas (Table E-5).

Table E-3 summarizes allowed principal and accessory residential uses in the Town of Frisco's 13 base zoning districts, including those permitted by-right (P) and permitted if approved as a conditional use (C). A blank cell indicates that the use is not permitted at all, and some uses are subject to additional standards. Out of the 13 districts, five do not generally allow residential uses, except for accessory dwelling units (ADUs) and transitional shelter facilities. The town has the following base zoning districts:

- **RS** Residential Single-Household
- **RN** Residential Traditional Neighborhood
- **RL** Residential Low Density
- **RM** Residential Medium Density
- **RH** Residential High Density
- **GW** Gateway
- **CO** Commercial Oriented
- **LI** Light Industrial
- **CC** Central Core
- **MU** Mixed-Use
- **OS** Open Space
- **PR** Parks and Recreation
- **PF** Public Facilities

Table E-3: Summary of Zoning Districts and Allowed Residential Uses

| Zoning District                                    | RS | RN | RL | RM | RH | GW | CO | LI | CC             | MU                | OS | PR | PF |
|--|----|----|----|----|----|----|----|----|----------------|-------------------|----|----|----|
| <b>Principal Residential Use</b>                   |    |    |    |    |    |    |    |    |                |                   |    |    |    |
| Single-Household Detached                          | P  | P  | P  | P  | P  |    |    |    | P <sup>1</sup> | P/C <sup>2+</sup> |    |    |    |
| Duplex and Two-Unit Townhome                       |    | P  | P  | P  | P  |    |    |    | P <sup>1</sup> | P/C <sup>2+</sup> |    |    |    |
| Townhome, Attached or Detached                     |    |    | P  | P  | P  |    |    |    | P <sup>1</sup> | P/C <sup>2+</sup> |    |    |    |
| Cabin Housing                                      |    | P  | P  | P  | P  |    |    |    | C <sup>1</sup> | C                 |    |    |    |
| Multi-Unit (3 or More Units in a Single Structure) |    |    |    | P  | P  | C  |    |    | P <sup>1</sup> | P/C <sup>2+</sup> |    |    |    |
| Group Care Facility                                |    |    |    |    | C  | C  |    |    |                | C                 |    |    |    |

| Zoning District                  | RS             | RN             | RL             | RM             | RH             | GW             | CO             | LI             | CC             | MU             | OS | PR | PF |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----|----|----|
| Senior Housing                   |                |                |                |                | C              | C              |                |                |                | C              |    |    |    |
| Transitional Shelter Facility    | C              | C              | C              | C              | C              | C              | C              | C              | C              | C              | C  | P  | P  |
| <b>Accessory Residential Use</b> |                |                |                |                |                |                |                |                |                |                |    |    |    |
| Accessory Dwelling Unit (ADU)    | C <sup>3</sup> | P <sup>3</sup> | P <sup>3</sup> | P <sup>3</sup> | P <sup>3</sup> | P <sup>3</sup> | P <sup>3</sup> | P <sup>3</sup> | P <sup>3</sup> | P <sup>3</sup> |    | C  | C  |
| Carriage House                   | P <sup>4</sup> | P <sup>4</sup> | P <sup>4</sup> | P <sup>4</sup> | P <sup>4</sup> | P <sup>4</sup> |                |                | P <sup>4</sup> | P <sup>4</sup> |    |    |    |

Table Notes: P = permitted by-right; C = permitted if approved as a conditional use; Blank cells = not allowed; <sup>1</sup>Prohibited on the ground floor if located between Main Street and Galena Alley or between Main Street and Granite Alley; <sup>2</sup>Conditional use if on the ground floor and fronting on Main Street; <sup>3</sup>One per principal dwelling or commercial unit; <sup>4</sup>One per principal dwelling unit and must be detached; +Conditional use if either residential or nonresidential uses make up less than 20% of the gross floor area on the property.

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

## Rezoning

Under [§ 180-2.4.1](#), the UDC provides a mechanism by which the boundaries of a zoning district or zoning classification of an area of land can be changed. This rezoning process also allows the creation of overlay districts, including planned unit developments (PUDs) pursuant to [§ 180-2.4.2](#), which offer the opportunity to create customized zoning (see Section E.2.2.1). Rezonings can be initiated by Town Council, the Planning Commission, or by individual property owners.

The rezoning process requires review by both the Planning Commission and Town Council after consideration at a minimum of three duly noticed public hearings. As a legislative action, rezoning is at the discretion of Town Council and should further the establishment and maintenance of sound, stable, and desirable development; thus, the applicant must establish that at least one of the following criteria is met for the request to be considered for approval:

- The land to be rezoned was initially zoned in error or the rezoning is of a technical or corrective nature in order to conform zone district boundaries with lot lines;
- Because of changed or changing conditions in a particular area or in the town generally, it is in the public interest and reasonably necessary in promotion of the public health, safety or welfare to rezone a property to encourage development or redevelopment;
- The rezoning is necessary to conform to the Comprehensive Plan; or
- The rezoning is necessary to provide land for a community-related use that was not anticipated at the time of adoption of the Comprehensive Plan, but which is generally consistent with the policies and goals of said plan, is in the public interest, and is reasonably necessary in promotion of the public health, safety, or welfare.

## E.2.2.1. Development Standards

Table E-4 summarizes the Town of Frisco's property development standards in the 13 zoning districts for both residential and nonresidential uses. Additional development standards and potential impacts on residential density imposed by overlay zoning districts, including from the 14 established planned unit developments (PUDs), are summarized in Table E-5.

Table E-4: Summary of Development Standards by Zoning District

| Zoning District | Min. to Max. Lot Size  | Min. Lot Frontage  | Max. Lot Coverage / FAR | Max. Height | Min. Yard Setbacks                               |   |   | Max. Density |
|-----------------|--|--------------------|-------------------------|-------------|--|---|---|--------------|
|                 |  |                    |                         |             | Front  | Side  | Rear  |              |
| <b>RS</b>       | Min. 10,500 SF   | 60 Ft              | 50% / -                 | 30 Ft       | 20 Ft  | 15 Ft   | 10 Ft   | 4 du/ac      |
| <b>RN</b>       | 3,000-7,000 SF <sup>1</sup><br>4,000-6,000 SF <sup>2</sup><br>Min. 8,000 SF <sup>3</sup> | 40 Ft              | 70% / 0.6 **            | 30 Ft       | 10 Ft  | 5-10 Ft <sup>+</sup>                            | 5-10 Ft <sup>^</sup>                            | See FAR      |
| <b>RL</b>       | Min. 10,500 SF <sup>5</sup>  | 50 Ft <sup>5</sup> | 50% / -                 | 30 Ft       | 20 Ft  | 15 Ft <sup>5</sup>                              | 10 Ft   | 8 du/ac      |
| <b>RM</b>       | Min. 10,500 SF <sup>5</sup>  | 60 Ft <sup>5</sup> | 50% / -                 | 35 Ft       | 20 Ft  | 10 Ft <sup>5</sup>                              | 10 Ft   | 12 du/ac     |
| <b>RH</b>       | Min. 10,500 SF <sup>5</sup>  | 60 Ft <sup>5</sup> | 55% / -                 | 35 Ft       | 20 Ft  | 10 Ft <sup>5</sup>                              | 10 Ft   | 16 du/ac     |
| <b>MU</b>       | -  | -                  | 60% ~ / -               | 35-45 Ft *  | 5-20 Ft <sup>++</sup>                            | 10 Ft   | 10 Ft   | 14 du/ac     |
| <b>GW</b>       | -  | -                  | 60% / -                 | 40-50 Ft *  | 20 Ft  | 10 Ft   | 10 Ft   | 16 du/ac     |
| <b>CO</b>       | -  | -                  | - / 1.0                 | 40-50 Ft *  | 15 Ft  | -   | 10 Ft   | See FAR      |
| <b>CC</b>       | Min. 3,500 SF  | -                  | 70% <sup>1,2,3,4</sup>  | 25-40 Ft *  | 10 Ft <sup>1,2,3,4</sup><br>3-5 Ft <sup>^^</sup> | 5 Ft <sup>1,2,3,4</sup><br>0-5 Ft <sup>^^</sup> | 5 Ft <sup>1,2,3,4</sup><br>0-5 Ft <sup>^^</sup> | 16 du/ac     |
| <b>OS</b>       | -  | -                  | -                       | -           | -  | -   | -   | -            |
| <b>PR</b>       | -  | -                  | -                       | 25 Ft       | 30 Ft  | 30 Ft   | 30 Ft   | -            |
| <b>PF</b>       | -  | -                  | -                       | 25 Ft       | 25 Ft  | 15 Ft   | 10 Ft   | -            |
| <b>LI</b>       | Min. 10,500 SF   | 50 Ft              | -                       | 35-45 Ft *  | 15 Ft  | -   | 10 Ft   | -            |

Table Notes: Density is dwelling units (du) per acre (ac); SF is square feet; Ft is feet; FAR is floor area ratio; <sup>1</sup>Applies to single-household detached; <sup>2</sup>Applies to duplexes or two-unit townhomes; <sup>3</sup>Applies to cabin housing; <sup>4</sup>Applies to accessory dwelling units; <sup>5</sup>For each duplex unit, the min. lot area is 5,250 SF, the min. lot frontage is 30 Ft, and the interior side setback along a party wall may be 0 Ft; <sup>+</sup>Total of both side yards must equal 10 Ft or more and 1 Ft is added per additional 300 SF of lot area over 4,000 SF to a max. of 20 Ft of total side yard; <sup>++</sup>Min. of 5 Ft allowed if located on Main Street; <sup>^</sup>10 Ft for principal buildings and 5 Ft for accessory buildings, including carriage houses; <sup>^^</sup>Depending on if located on Main Street or on Granite Street, Granite Alley, Galena Street, or Galena Alley; ~Open space must be provided equivalent to 10% or more of gross floor area; \*Depending on roof pitch; \*\*FAR calculation excludes non-habitable spaces, accessory dwelling units, carriage houses, garages up to 400 SF, and other accessory buildings.

In addition to the development standards described in Table E-4, the UDC contains supplementary requirements as well as exceptions to certain standards, depending on a variety of factors. The below list identifies several more nuanced provisions for site development that account for unique circumstances and constraints.

- **Building Stepbacks:** In the CC district, the third floor and higher portions of buildings must be “stepped back” at least ten feet beyond the street-facing façade of the second floor. ([§ 180-3.11.2](#))
- **Roof Eave Encroachments:** Depending on the zoning district and type of structure, roof eaves are allowed to encroach on required yard setbacks by one to five feet. ([§ 180-3.17](#))
- **Lot Coverage:** The total percentage of lot area that is used for structures and other improvements (e.g., driveways, parking areas, decks, patios) count toward the required maximum lot coverage, with the exception of accessory ground-mounted solar facilities, non-vehicular public pathways, up to three feet of width of non-vehicular private pathways, and dumpster enclosures with recycling containers. In the RL, RM, RH, GW, and MU districts, incentives used to increase the total lot coverage allowed cannot exceed an additional 12% of the lot area except when provided under the Density Bonus provision for up to an additional 20% of coverage. Depending on the zoning district, the required lot coverage associated with deed-restricted accessory dwelling units may be increased up to 65% of the total lot area and the required lot coverage for buildings less than the maximum allowable height may be increased based on the reduced height. Driveways up to a maximum width of 12 feet which serve rear-loaded garages or parking areas in the RL, RM, and RH districts, or which are associated with development that meets the Density Bonus provisions under [§ 180-5.5.1.C.4](#), do not count toward lot coverage. ([§ 180-3.17.1](#))
- **Lot Frontage:** The required lot width fronting on a dedicated street may be reduced to 30 feet when located on a cul-de-sac in the RS, RL, RN, RM, and RH districts. In the RN district, the required width may be reduced to 30 feet for single-household detached units and to 20 feet for individual duplex units when alley driveway access is provided. ([§ 180-3.17.2](#))
- **Building Height:** In the PR and PF districts, increased building height up to a maximum of 35 feet may be allowed if necessary to accommodate special recreational, public, or institutional needs, subject to Planning Commission approval. ([§ 180-3.17.7](#))
- **Ceiling Height:** In the CC and MU districts, the ceiling height within the ground floor of a building located along Main Street, between Main Street and Galena and Granite Alleys, between Galena Street and Alley (nonresidential only), and between Granite Street and Alley (nonresidential only) must be a minimum of ten feet. ([§ 180-3.17.8](#))
- **Open Space:** In the RN district, a minimum of 30% of the property must be reserved as open space, which may include areas that provide visual relief such as those used for preservation of the natural landscape, active recreation, or gardens. ([§ 180-3.17.9](#))
- **Joint Use Restriction:** No part of a yard or other open space required in association with new development can be jointly used to count toward a similar requirement. ([§ 180-6.3.1](#))
- **Projects Occupying Multiple Lots:** Where a project occupies multiple lots, the entire project area may be considered one lot for purposes of applying certain development standards, including density, lot coverage, floor area ratio (FAR), lot size and frontage, and setbacks. ([§ 180-6.3.2](#))
- **Improvements Agreements and Security:** For projects where all required improvements are not complete by the time a final plat or certificate of occupancy can be issued, developers have the option of entering into an improvements agreement accompanied by financial security that guarantee the completion of certain improvements, such as final grading, landscaping, or



parking lot paving and striping. The financial security provided must be 150% of the estimated cost of the required improvements. (§ 180-6.4)

## Overlay Zoning & Planned Unit Developments

Development standards for overlay zoning districts, including planned unit developments (PUDs), can impact housing affordability by further limiting where and how new housing can be constructed and at what densities, as noted in Table E-5. For new development located within an overlay district, the requirements of the underlying zoning district still apply; however, where requirements conflict, those of the overlay district control.

The total area within the Town of Frisco affected by overlay districts is approximately 206 acres, including over four acres under the Historic Overlay (HO) district and around 202 acres under the 14 different PUD overlay districts.

*Table E-5: Summary of Development Standards in Overlay Zoning and PUD Districts*

| Overlay District                                | Purpose   | Development Standards  | Impact on Housing  |
|---|---|--|--|
| <b>HO Historic</b>                              | Encourage the voluntary preservation of historic resources through incentives and allowances for alterations and rehabilitation of historic structures. | Applies restrictions on new construction and alterations, prohibits changes that would impair historic value, and provides opportunities for relief from certain underlying zoning requirements.   | Offers opportunities to increase or decrease density via, respectively, waiver of the deed restriction requirement in application of the Density Bonus provision or severance of remaining development rights. |
| <b>PUD Planned Unit Development</b>             | Provide opportunities for the creation of custom zoning requirements. Each PUD Overlay District is unique.  | Provides opportunities for relief from or increased flexibility in the application of certain underlying zoning requirements.  | Offers opportunities to increase or decrease density via, respectively, providing affordable or workforce housing or providing usable open space, depending on the community benefit being proposed.           |
| <b>PUD Overlay Districts (Year Established)</b> |   |  |  |
| <b>Frisco Park (1974)</b>                       | Provide a mixture of residential, commercial, and open space uses to supplement the town's economic and recreational bases.                             | Applies RH zoning district standards with some setback adjustments and mixed densities averaging 6.8 du/ac (14 du/ac max.) over a total of approx. 70 ac to achieve 437 du plus an office/commercial park and approx. 23 ac of dedicated open space. | Dictates alternative densities that are, on average, a decrease of the base RL and RH zoning districts (which allow 8 and 16 du/ac, respectively) for approx. 9 du/ac when dedicated open space is removed.    |

| Overlay District                   | Purpose  | Development Standards   | Impact on Housing   |
|------------------------------------|--|---|---|
| <b>Lakepoint (1981)</b>            | Create a mixed-use development that prioritizes preservation of view corridors, open space, pedestrian and bicycle access, landscaping, and architecture blended with the natural environment. | Applies specific land use and development standards for different "stages" on an approx. 33 ac site, including max. building and lot coverages, no setbacks, max. height and number of stories, min. open space, parking, and density. As amended in 1997, total du per residential stage (#) allowed are: 66 (5), 110 (6), 48 (7), and 48 (8). | Dictates alternative densities for each residential stage (#) of approx. 27 (5), 10 (6), 23 (7), and 23 (8) du/ac, with an average of 16 du/ac over the approx. 17.4 ac residential portion, which is about the same density as allowed by-right in the surrounding area. |
| <b>Mountainside (1982)</b>         | Develop a high quality neighborhood of townhomes and condominiums that blends with the natural landscape, protects views of the surrounding mountains, and preserves open spaces.              | Applies specific standards for different "stages," including architectural requirements, min. unit floor area, setbacks, max. height, and min. open space. Existing and new housing density and development is dictated by the PUD agreement.   | Existing and new housing development is dictated by the PUD agreement, and all lots are built out.  |
| <b>Rivercrest Townhomes (1982)</b> | Establish a multi-unit development that is carefully located to take advantage of Ten Mile Creek.  | Applies specific standards to different lots to achieve a total of 21 townhome units on an approx. 1.49 ac site, including exceptions and modifications to density, min. lot area, setbacks, max. structure footprint, parking, and max. building height.   | Decreases allowed density of the base RH zoning district from 16 to 15.5 du/ac, reducing the total number of du allowed from 23 to 21.  |
| <b>Northway (1991)</b>             | Develop a highly desirable residential area with protected scenic views and natural beauty.  | Applies RL zoning district standards with lot area and setback adjustments to achieve a max. of 7 du on the approx. 0.97 ac site, including 4 principal single-household detached units and 3 accessory attached or detached caretaker units.   | Decreases allowed density of the base RL zoning district from 8 to 4 du/ac; however, allows 3 accessory units in addition to the 4 principal units, resulting in the same overall density as RL.  |

| Overlay District                              | Purpose  | Development Standards   | Impact on Housing  |
|---|--|---|--|
| <b>River Pines (1991)</b>                     | Develop a low density, single family residential area, with some affordable housing, and one commercial lot to reduce conflicts between the adjacent existing residential uses and the potential high density residential use of the MU portion of the site. | Applies RL and MU zoning district standards on an approx. 5.68 ac and 4.5 ac, respectively, with approx. 7.96 ac for a max. of 34 single-household detached du and the remaining approx. 2.25 ac for commercial use. Applies requirements for architecture, garages, max. number of stories, and min. floor area, and applies adjustments to min. lot area and setbacks, among relaxation of other requirements. Also prohibits residential accessory buildings on all but one lot. | Significantly decreases allowed densities of the base RL and MU zoning districts from 8 and 14 du/ac, respectively, to 4 du/acre, reducing the total number of du allowed from 108 to 34. Also prohibits ADUs. |
| <b>Frisco Place (1991)</b>                    | Create a highly desirable single family residential area with protected natural beauty and scenic views.   | Applies RH zoning district standards with lot area and setback adjustments to achieve 9 du on approx. 0.9 ac (approx. 10 du/ac). Also applies architectural requirements, prohibition on resubdivision, and limit of one du per lot.  | Decreases allowed density of the base RH zoning district from 16 to 10 du/ac, reducing the total du allowed from 14 to 9. Also prohibits further development, including of ADUs.                               |
| <b>Mountain Pines (1992)</b>                  | Create a low-density, relatively affordable mix of single-family detached and duplex residences with preserved open spaces.  | Applies MU zoning district standards with adjustments to allow a max. of 33 du an approx. 6.5 ac site, including smaller lot sizes and reduced setbacks. Also applies architectural and landscaping standards, min. and max. floor area and lot coverage, and a prohibition on accessory buildings.   | Significantly decreases allowed density of the base MU zoning district from 14 to 5 du/ac, reducing the total du allowed from 91 to 33. Also prohibits ADUs.   |
| <b>Residences at Creekside Estates (1992)</b> | Develop a highly desirable single family residential subdivision with permanent protections for the natural beauty of the site and surrounding scenic views.   | Applies RH zoning district standards with adjustments to min. lot area, min. lot frontage, and setbacks, allowing a max. of 6 du on an approx. 1.47 ac site. Also applies architectural requirements via protective covenants, prohibition on resubdivision and limit of one single-household detached du per lot.  | Significantly decreases allowed density of the base RH zoning district from 16 to 4 du/ac, reducing the total du allowed from 23 to 6. Also prohibits further development, including of ADUs.                  |

| Overlay District                    | Purpose  | Development Standards  | Impact on Housing   |
|-------------------------------------|--|--|---|
| <b>Royal Mountain Ranch (1992)</b>  | Develop a residential area that utilizes design flexibility to preserve natural amenities and maximize usable open space alongside a compatible commercial site. | Applies MU zoning district standards within platted building envelopes (in lieu of setbacks) and with adjustments to density, min. floor area, max. height, and parking to achieve a max. of 13 single-household detached units on an approx. 5.5 ac residential portion of a 7.5-ac site. Also applies requirements for architecture and garages. | Significantly decreases allowed density of the base MU zoning district from 14 to 2.5 du/ac, reducing the total du allowed on the 5.5 ac residential portion from 77 to 13. With the 2-ac commercial portion included, the total number of du that would have been allowed by the base MU is 105. |
| <b>Crossroads at Frisco (1996)</b>  | Create a strong mixed-use and pedestrian-oriented development that takes advantage of the site's location and topography.  | Applies MU zoning district standards with adjustments to setback, maximum height, floor area, and other standards, but not to density.   | No significant impact compared to base MU zoning district.  |
| <b>The Reserve at Frisco (1996)</b> | Develop a residential area that utilizes design flexibility to preserve natural amenities with maximized open space and minimize site disturbance.               | Applies RS zoning district standards within platted building envelopes (in lieu of setbacks) and with adjustments to min. floor area, max. height, and parking to achieve a max. of 134 principal single-household detached units and up to 18 attached ADUs on an approx. 40.9 ac site.   | Decreases allowed density of the base RS zoning district from 4 to 3 du/ac, reducing the total du allowed from 163 to 134 du, and prohibits the creation of more than 18 accessory units; however, if counting the 18 ADUs, a total of 152 du is allowed.   |
| <b>The Creek at Frisco (1997)</b>   | Develop a residential area that utilizes design flexibility to preserve natural amenities with maximized open space and minimize site disturbance.               | Applies MU zoning district standards within platted building envelopes and with adjustments to density, max height, setbacks, and max. lot coverage to achieve 45 principal du plus up to 7 ADUs on an approx. 7.12 ac site. Also applies architectural requirements.  | Dictates alternative densities that significantly decrease that allowed density of the base MU zoning district from 14 to 6 du/ac, reducing the total principal du allowed from 99 to 45; however, if counting the 7 ADUs, a total of 52 du is allowed.   |
| <b>101 W Main Housing (2024)</b>    | Increase the supply of affordable workforce housing while blending into the surrounding development patterns.  | Applies MU zoning district standards with exceptions and modifications to achieve a min. of 45 new housing units in a mixed-use development on a 0.8-ac site (approx. 56 du/ac).   | Significantly increases allowed density of the base MU zoning district from 14 to 56 du/ac, increasing the total du allowed from 11 to 45 or more, with all units deed-restricted affordable up to 100% of AMI.   |



| Overlay District | Purpose | Development Standards | Impact on Housing |
|------------------|---------|-----------------------|-------------------|
|------------------|---------|-----------------------|-------------------|

Table Notes: Density is dwelling units (du) per acre (ac).

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

## Residential Development Standards

Beyond the basic development standards applied for all types of land uses, residential development projects that require Site Plan Review (see Section E.4.1) 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 envelopes<sup>2</sup>, among other architectural treatments, which apply to the portions of residential buildings being constructed or altered. Table E-6 summarizes these standards.

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](#) (see Section E.2.2.4).

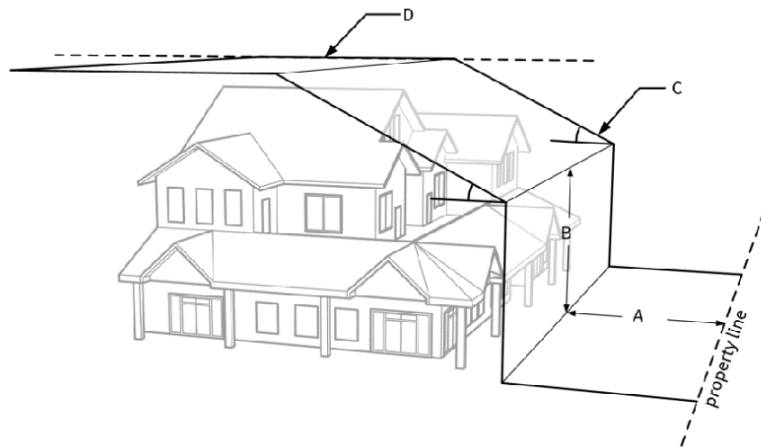


Figure E-1: Demonstration of How Bulk Plane is Measured (Figure 6-YY in [§ 180-6.23](#))

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

<sup>2</sup> 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.

Table E-6: Summary of Residential Development Standards

| Development Standard                      | Requirements   |
|---|--|
| <b>Façade</b>                             |  |
| <b>Articulation</b>                       | <p>All buildings must incorporate a min. of 4 listed techniques:</p> <ul style="list-style-type: none"> <li>▪ Deep eaves or overhangs, at least 24 inches in depth;</li> <li>▪ Balconies, porches, or patios;</li> <li>▪ Building elements that provide shelter from natural elements;</li> <li>▪ Offsets, insets, bays, or other similar architectural features to add a variety of depths to the wall plane;</li> <li>▪ A change in texture or material, provided all exterior wall textures and materials are consistent with the overall architectural style of the building;</li> <li>▪ Variation in roof planes or roof forms, including dormers or gables; or</li> <li>▪ Variation in window sizes and shapes.</li> </ul> |
| <b>Duplication Prohibited</b>             | Except for accessory structures on the same property, new buildings must not duplicate or be substantially similar to existing buildings located within a 300-Ft radius (e.g., articulation, roof pitch, materials, colors). For projects containing similar principal buildings, none can be identical and architectural relief from duplication must be provided (e.g., by varying exterior façade composition with different windows or siding).  |
| <b>Duplex Design</b>                      | Duplex units cannot use mirror image designs and must attempt to appear as one single-household structure.   |
| <b>Roofing</b>                            |  |
| <b>Pitch</b>                              | Pitched roofs, or flat roofs augmented with pitched roof elements, are required and a min. pitch of 6/12 is encouraged. Mansard roofs are prohibited.  |
| <b>Materials</b>                          | Metal, asphalt shingle, and fiberglass shingle roofing are allowed, but must provide substantial relief and shadow and must be compatible with the building in color and design.   |
| <b>Snow Design</b>                        | Roof lines must be designed not to deposit snow onto parking areas, sidewalks, trash storage areas, stairways, decks, balconies or entryways.  |
| <b>Materials</b>                          |  |
| <b>Primary</b>                            | Primary materials must be predominantly natural (e.g., wood, stone, brick) or must substantially imitate natural materials. Stucco or steel are acceptable only when used in combination with natural materials.   |
| <b>Specific</b>                           | Concrete block is prohibited as a primary material or extensive exterior finish, and when used as an accent, must be a split block or similar shape, texture, and color compatible with the primary materials. Metal materials, including roofing, must be surfaced with a low-gloss, matte, or other non-reflective finish. Mirrored and reflective glass are prohibited unless required for compliance with the voluntary green building program.  |
| <b>Variety</b>                            | The building must use a variety of qualities and types of materials that are balanced and proportional on all elevations. Materials that wrap around must continue around projecting outside corners and end at recessed inside corners.   |
| <b>Accessory Structures and Additions</b> | The materials used on accessory structures must be the same, similar, or complimentary to those used on the principal building. If an existing building does not meet the materials requirements, exterior renovations and additions that are 50% or less of the existing floor area may still be allowed to complement the existing.  |

| Development Standard                  | Requirements   |
|---------------------------------------|--|
| <b>Colors</b>                         |  |
| <b>Max. Chroma</b>                    | Primary building colors, including for roofing, cannot exceed a chroma of 4 on the Munsell Color chart. Pure white or black are prohibited as primary colors. Luminescent, fluorescent, are reflective colors are prohibited.  |
| <b>Accents</b>                        | Trim, railings, and similar features may sparingly use accent colors that exceed a chroma of 4, but not a chroma of 8, on the Munsell Color chart.   |
| <b>Garages</b>                        |  |
| <b>Location and Design</b>            | Garages cannot present as the primary design element and are encouraged to be located and oriented away from the street. Unless customized with windows or other features, street-facing garage doors must be recessed behind and cannot make up a majority of the façade.   |
| <b>Bulk Plane Envelope</b>            |  |
| <b>CC District <sup>1</sup></b>       | <p>≤ <b>28 Ft</b>: Begins 0 Ft inside the front and side property lines at 24 Ft above grade, then slopes inward toward the center of the lot at 45° and extends to its intersection with the max. allowed height of 28 Ft.</p> <p>&gt; <b>28 Ft</b>: Begins 0 Ft inside the front and side property lines at 20 Ft above grade, then slopes inward toward the center of the lot at 45° and extends to its intersection with the max. allowed height of 35-40 Ft, depending on roof pitch.</p>   |
| <b>MU District (Residential Only)</b> | <p>≤ <b>38 Ft</b>: Begins 20 Ft inside the front property line at 20 Ft above grade and begins 10 Ft inside the side property line at 25 Ft above grade, then slopes inward toward the center of the lot at 45° and extends to its intersection with the max. allowed height of 38 Ft.</p> <p>&gt; <b>38 Ft</b>: Begins 20 Ft inside the front property line at 20 Ft above grade and begins 10 Ft inside the side property line at 20 Ft above grade, then slopes inward toward the center of the lot at 45° and extends to its intersection with the max. allowed height of 45 Ft.</p> <p><b>When fronting on Summit Boulevard</b>: Begins 10 Ft inside the front and rear property lines at 24 Ft above grade, then slopes inward toward the center of the lot at 22.5° from the front and 45° from the rear and extends to its intersection with the max. allowed height of 35-45 Ft, depending on roof pitch.</p> |
| <b>RS and RL Districts</b>            | Begins 20 Ft inside the front property line at 20 Ft above grade, 15 Ft inside the side property line at 25 Ft above grade, and 10 Ft inside the rear property line at 25 Ft above grade, then slopes inward toward the center of the lot at 45° and extends to its intersections with the max. allowed height of 30 Ft.   |
| <b>RM and RH Districts</b>            | <p>≤ <b>28 Ft</b>: Begins 20 Ft inside the front property line at 20 Ft above grade, 10 Ft inside the side property line at 25 Ft above grade, and 10 Ft inside the rear property line at 25 Ft above grade, then slopes inward toward the center of the lot at 45° and extends to its intersections with the max. allowed height of 28 Ft.</p> <p>&gt; <b>28 Ft</b>: Begins 20 Ft inside the front property line at 20 Ft above grade, 10 Ft inside the side property line at 20 Ft above grade, and 10 Ft inside the rear property line at 25 Ft above grade, then slopes inward toward the center of the lot at 45° and extends to its intersections with the max. allowed height of 35 Ft.</p>   |
| <b>Marina <sup>1</sup></b>            | Begins 25 Ft inside the front and side property lines at 24 Ft above grade, then slopes inward toward the center of the lot at 22.5° and extends to its intersection with the max. allowed height of the underlying zoning district.   |

| Development Standard                 | Requirements   |
|--------------------------------------|--|
| <b>West Main Street</b> <sup>2</sup> | Begins 5 Ft inside the front and side property lines at 24 Ft above grade and begins 10 Ft inside the rear property line at 24 Ft above grade, then slopes inward toward the center of the lot at 22.5° from the front and sides 45° from the rear and extends to its intersection with the max. allowed height of the underlying zoning district. |

Table Notes: <sup>1</sup>Properties located east of Summit Boulevard within 100 Ft of Main Street; <sup>2</sup>Properties located west of Madison Avenue fronting on Main Street.

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

### E.2.2.2. Flexibility & Relief

The UDC provides flexibility and relief procedures under [§ 180-2.7](#), including appeals of official decisions, administrative adjustments to certain standards, and variances from requirements under exceptional or extraordinary circumstances. The main purposes of these procedures are to recognize unique and unusual situations arise from time to time, recognize that the strict application of requirements may interfere with the reasonable utilization of property, and to provide a mechanism to achieve the full extent of due process guaranteed by law.

In addition, the Town of Frisco allows the continuation of land uses and development that are legally existing but do not conform to the current zoning or standards. These uses, structures, and lots typically pre-date the current regulations or were annexed into the town limits and are known as “nonconforming.”

### Appeals

Any applicant, usually the property owner, who is aggrieved or adversely affected by a final decision of town staff, the Planning Commission, or Town Council, has the right to file an appeal to a higher body. Appeals from decisions of the Community Development Director, their designee, or other town administrative officials are considered by the Planning Commission and appeals from decisions of the Planning Commission are considered by Town Council. Appeals of decisions by the Town Council must be made to the courts in accordance with applicable state law. In addition, any two Council members may call-up a decision by the Community Development Director, Town Manager, or their designee or a decision by the Planning Commission for an appeal hearing before the Town Council.

Appeals to the Planning Commission or Town Council, and call-up appeals, require a duly noticed *de novo*<sup>3</sup> public hearing within 60 days from receipt of the request, which must be filed within ten calendar days of the decision. Following a public hearing, the Planning Commission or Town Council must make findings and may reverse or affirm, wholly or partly, or may modify or condition the order, requirement,

<sup>3</sup> *De novo* means “anew” or “from the beginning.”



decision, or determination appealed, so that the letter and spirit of the UDC is observed, public safety and welfare are secured and substantial justice done.

## Administrative Adjustments

The administrative adjustment procedure is intended to provide greater flexibility, when necessary, by allowing staff-level approval of minor modifications to or deviations from the dimensional or numeric standards of the UDC. Such adjustments are not waivers of the UDC standards and cannot be used to circumvent the variance procedure. To be eligible for this administrative process, the requested adjustment must not result in:

- An increase in the overall project density;
- A change in the permitted land uses or mix of uses;
- A deviation from use-specific standards;
- A change to a development standard already modified through a separate administrative adjustment or variance;
- A change to required building materials or aesthetic elements; or
- A deviation from requirements for public roadways, utilities, or other infrastructure or facilities.

All administrative modifications to or deviations from the UDC standards are limited to a specific percentage of adjustment, usually up to 10% of the minimum or maximum requirement. The allowed adjustments include those to development standards such as minimum lot area and yard setbacks; maximum lot coverage; landscaping; maximum height of buildings, lighting, fencing/walls, and signage; and several maximum dimensional standards for nonresidential projects.

Requests for administrative adjustments must be submitted with the corresponding Site Plan Review, Conditional Use Permit, or other application. If the primary application is subject to discretionary review by the Planning Commission or Town Council, then that decision-making body also decides the adjustment application. Otherwise, town staff evaluate, and may approve, the requested adjustment based on compliance with the criteria under [§ 180-2.7.2.D](#), including that the requested modification or deviation:

- Is consistent with the purpose statement set forth in this Chapter for the applicable zoning district(s);
- Meets all other applicable building and safety codes; and
- Is necessary to either: (a) compensate for some practical difficulty or some unusual aspect of the site of the proposed development not shared by landowners in general; or (b) accommodate an alternative or innovative design practice that achieves to the same or better degree the objective of the existing design standard to be modified. In determining if "practical difficulty" exists, consideration shall be given to any unique circumstances of the property.

## Variances

In accordance with [§ 180-2.7.3](#), variances may be granted by the Planning Commission when there are exceptional or extraordinary circumstances or conditions that are unique to a subject property or project site and, because of these circumstances or conditions, denial of an application for relief would result in an inability to reasonably utilize the property or site in conformance with the intent of the UDC (also referred to as an undue hardship). Such variances are generally limited to the strict application of provisions that are dimensional or numeric and cannot be used to authorize a change in the allowed land uses of the underlying zoning district. Variances are also not intended to alleviate inconveniences or financial burdens.

Before a variance application is accepted, the applicant must demonstrate that they have exercised reasonable due diligence in discovering, preventing, or attempting to remedy the circumstance or condition resulting in their request for relief. Unlike most other application types, variance requests cannot be submitted concurrently with other development applications. Variance requests are reviewed by the Planning Commission at a duly noticed public hearing, and the Commission may approve, conditionally approve, or deny a variance based on the criteria under [§ 180-2.7.3.D](#). For a variance to be approved, the following must be determined:

- The property has extraordinary or exceptional physical conditions that do not generally exist in nearby properties in the same zoning district;
- That the extraordinary or exceptional physical condition of the property will not allow reasonable use of the property in its current zone in the absence of relief;
- That the granting of the variance will not have an adverse impact on the surrounding properties, the neighborhood, or the community as a whole;
- The granting of a variance will not be detrimental to public health, safety and welfare or injurious to surrounding property values and neighborhood character;
- The granting of the variance shall not be substantially inconsistent with any plans adopted by the Town;
- The granting of the variance shall not materially weaken the general purpose of this Chapter or its regulations; and
- The variance, if granted, shall only be to the extent necessary to afford a reasonable use of the property.

## Nonconforming Uses, Structures & Lots

Nonconforming development is that which was legally established but does not currently conform to the regulations of the zoning district in which it is located. The UDC allows for the continuation of nonconforming uses, structures, and lots under [§ 180-8](#) while controlling, reducing, or eliminating conflicts that may arise from the presence of such development and affording for the gradual elimination of nonconformities. Consequently, any nonconforming use or structure that is abandoned for one year or more cannot be reestablished. Nonconforming development may be continued

indefinitely, subject to certain provisions, and is mainly limited in the ways it can be altered such that the property is brought closer into conformance with any change.

- **Nonconforming Uses:** Nonconforming uses may be continued but cannot be expanded or enlarged in any way. Such uses may be changed to a use that conforms to the current zoning or any other use that is less intensive in nature (e.g., results in fewer visitors or less noise being generated).
- **Nonconforming Buildings or Structures:** Nonconforming buildings or structures may be altered or expanded if the change 1) does not increase the nonconformity of said structure and 2) serves to alleviate hardship on the owner or occupant and promotes property values in the neighborhood. Such applications are processed the same as any other that would trigger a review process (e.g., Administrative, Minor, or Major Site Plan Review) (see Section E.4). If substantially damaged or destroyed, a nonconforming structure may be restored if construction begins within one year.
- **Nonconforming Lots:** New development on nonconforming lots is permitted and setback variances may be granted at the discretion of the Planning Commission when the strict application of current development standards would substantially interfere with the reasonable use of the property. Such variances can only be granted if the existing lot cannot be merged with adjacent properties to conform to the development standards.

### E.2.2.3. 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.

## Parking & Snow Storage

Providing sufficient parking is an essential part of good planning to prevent negative transportation network and infrastructure impacts, as well as impacts on surrounding properties. At the same time, however, excessive parking requirements can be a barrier to new residential development at a range of densities necessary to facilitate affordable housing.

In [§ 180-6.13](#), the UDC establishes vehicle and bicycle parking standards for specific land uses depending on the zoning district in which they are located. Where multiple land uses are involved, parking requirements are applied per use and the aggregate total number of spaces must be provided. Conditional uses may require additional parking, at the discretion of the Planning Commission. Parking requirements for residential uses are summarized in Table E-7.

In general, the adopted standards are sufficient but not excessive, as they are within the typical ranges imposed by similar communities. However, further reductions may be appropriate to encourage the development of additional housing rather than storage of vehicles.

Table E-7: On-Site Parking Requirements for Residential Uses

|   | Vehicle Parking <sup>1**</sup>   |  | Bicycle Parking <sup>2</sup>  |
|---|--|--|---|
| Use Category                              | CC District and MU District  |  | All Districts <sup>3</sup>  |
|   | Fronting West Main   | All Other Districts  |   |
| Principal Residential                     |  |  |   |
| Single-Household Detached <sup>4</sup>    | 1.0 per bedroom; max. 4.0 per unit; plus 1.0 visitor space per 5 units   | 1.0 per bedroom; min. 2.0 per unit; max. 4.0 per unit <sup>^</sup>   | None <sup>5</sup>   |
| Duplex and Two-Unit Townhome <sup>4</sup> | 1.0 per bedroom; max. 4.0 per unit; plus 1.0 visitor space per 5 units   | 1.0 per bedroom; min. 2.0 per unit; max. 4.0 per unit  | None <sup>5</sup>   |
| Townhome, Attached or Detached            | 1.0 per bedroom; max. 4.0 per unit; plus 1.0 visitor space per 5 units   | Same as two-unit townhome if 1-2 units; same as multi-unit if 3 or more units                              | None <sup>5</sup>   |
| Cabin Housing                             | Unless otherwise conditioned: 1.0 per bedroom; max. 2.0 per unit; plus visitor spaces pursuant to § 180-5.2.1C.5.d | 1.0 per bedroom; max. 2.0 per unit; plus visitor spaces pursuant to § 180-5.2.1C.5.d                       | None <sup>5</sup>   |
| Multi-Unit                                | 1.0 per studio unit or 1.0 per bedroom (non-studio); max. 4.0 per unit; plus 1.0 visitor space per 5 units         | 1.0 per studio unit or 1.0 per bedroom (non-studio); max. 4.0 per unit; plus 1.0 visitor space per 5 units | 1.0 per bedroom; 50% of total spaces must be enclosed except for units with garages |
| Deed-Restricted Affordable Unit           | 1.0 per studio unit or 1.0 per bedroom (non-studio); max. 4.0 per unit; plus 1.0 visitor space per 5 units         | 1.0 per studio unit or 1.0 per bedroom (non-studio); max. 2.0 per unit                                     | None <sup>5</sup>   |
| Group Care Facility                       | As conditionally approved  | As conditionally approved  | As conditionally approved   |



| Use Category                               | Vehicle Parking <sup>1+*</sup>               |  | Bicycle Parking <sup>2</sup> |
|--|--|--|------------------------------|
|  | CC District and MU District                  |  | All Districts <sup>3</sup>   |
|  | Fronting West Main                           | All Other Districts                          |                              |
| Senior Housing                             | Unless otherwise conditioned: 1.0 per 3 beds | Unless otherwise conditioned: 1.0 per 3 beds | As conditionally approved    |
| Transitional Shelter Facility              | As conditionally approved                    | As conditionally approved                    | As conditionally approved    |
| <b>Accessory Residential</b>               |  |  |                              |
| Accessory Dwelling Unit (ADU) <sup>6</sup> | 1.0 per unit                                 | 1.0 per unit                                 | None                         |
| Carriage House <sup>7</sup>                | 1.0 per unit                                 | 1.0 per unit                                 | None                         |

Table Notes: <sup>1</sup>A minimum of 25% of the total parking and driveway area must be reserved for snow storage; <sup>2</sup>Required for all mixed-use, non-residential, and multi-family residential (i.e., 3 or more attached or detached units) development; <sup>3</sup>Within a mixed-use development, a minimum of 5 bicycle parking spaces or 20% of the total number of required vehicle spaces, whichever is more; <sup>4</sup>Tandem parking allowed; <sup>5</sup>If development includes 3 or more attached or detached principal units, then 1 per bedroom is required and 50% of total spaces must be enclosed except for units with garages; <sup>6</sup>If located in the RN zoning district, space cannot be tandem; <sup>7</sup>Space cannot be tandem; +Within mixed-use developments located in the GW, CO, CC, MU, LI, and RH zoning districts, required parking may be reduced by up to 20% if approved by the Planning Commission pursuant to [§ 180-6.13.3.F](#); \*Parking spaces serving new 3+ dwelling unit buildings must include electric vehicle charging (or charging ready) spaces pursuant to [§ 65-9\(9\)](#). ^When located in the RN zoning district, each principal dwelling unit requires 2 spaces for up to 3 bedrooms and 1 additional space per bedroom thereafter.

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

Under the Density Bonus provision for affordable housing development under [§ 180-5.5](#) (see Section E.2.2.4), certain projects are eligible for some relief from the vehicle parking standards in Table E-7. If an affordable housing development includes a minimum of 20 units and is single-owner, in which all units will be offered for rent, there are four parking incentives that may be applied cumulatively, including the following:

- **Proximity to Transit.** For developments within one-quarter mile of an existing transit stop which provides local service, the parking requirement is reduced to 0.5 space per studio and one-bedroom unit, 1.0 space per two-bedroom unit, and 2.0 spaces per three-bedroom or larger unit.
- **On-Street Overnight Parking.** If located in the CC or MU zoning district, up to 20% of the required spaces may be accommodated on public street or alleyway frontages contiguous to the property, subject to construction of any needed improvements, approval of an acceptable maintenance agreement, and implementation of a resident parking permit system.
- **Off-Site Parking.** If located in the CC or MU zoning district, up to 50% of the required spaces may be accommodated off-site within 1,000 feet of the development, as measured via pedestrian pathways, subject to approval of a permanent parking agreement.

- **Car-Sharing Service.** Up to 20% of the required spaces may be accommodated as car-sharing spaces, which each count as four spaces, subject to approval of the program details and an agreement to ensure operation for the duration of the project.

In a climate such as Frisco's, reserving space for snow storage in and directly adjacent to parking lots is important to maintain adequate spaces and functionality during the winter months. Requirements for snow storage for all uncovered parking areas and driveways are described in [§ 180-6.13.7](#), including that snow storage must be provided on-site equal to 25% of the total parking and driveway area and cannot be combined with other uses except compatible landscaping and drainage facilities if approved by the Town Engineer.

## Access & Transportation Network

Transportation network infrastructure requirements can have a direct impact on housing construction costs, including on subdivision design, but can also be necessary to support new development without burdening existing development. The Town of Frisco's standards and specifications for streets are established in the town's Minimum Street Design and Access Criteria ([Chapter 155](#) of the Code of Ordinances). For large projects, such as major residential subdivisions, road right-of-way dedications to the town may be required in addition to street improvements. Site access requirements are established in [§ 180-6.11](#), which include compliance with Chapter 155.

All vehicular site access must be designed to safely and adequately accommodate anticipated traffic generated by the project as well as public services, especially emergency vehicles and response personnel. The traffic generated by new development cannot result in unacceptably low roadway levels of service (e.g., D, E, or F), and many projects require a traffic study to help determine if additional off-site improvements are necessary to ensure continued functionality of the surrounding transportation network. As detailed under [§ 180-6.12](#), such projects include those requiring a Conditional Use Permit, located adjacent to Main Street or Summit Boulevard, containing only one point of access, or anticipated to generate 400 or more average daily trips.

Non-vehicular access requirements are also established under [§ 180-6.11](#) to promote the year-round use of alternative modes of transportation through a town-wide network. All development plans for larger projects, such as multi-unit, must identify safe and convenient non-vehicular access through the site to recreational amenities and to the existing and planned transportation network, in accordance with the Trails Master Plan and Chapter 155. This non-vehicular access must be paved

## Utility Infrastructure

Installation of utility and fire protection infrastructure can impact housing construction costs, especially for larger development projects that require extending water and sewer lines, potentially including the construction of pumps or lift stations for adequate pressure and flow. However, utility

improvements can also be necessary to support new development without burdening existing development.

The town's Water and Public Works Departments oversee the construction and maintenance of water infrastructure and the water treatment plant. Sewer service within town limits is provided by the Frisco Sanitation District. Natural gas and electricity are provided by Xcel Energy, and the two main providers of phone, internet, and cable TV are Comcast and Century Link. Extensions of utility services are almost always made at the expense of the developer or landowner and are typically accommodated within town road right-of-way or easements dedicated for the construction and maintenance of utilities.

The standards for construction of utilities are different depending on the service provider. For expansion of the water system, the Water Department considers priorities in the Comprehensive Plan, projected growth, and the availability of water. An engineering feasibility study is also required, followed by review of design plans prepared by a Professional Engineer. All additions or changes to the water distribution system, as well as modifications to the use or water connection for individual properties, must be made in accordance with [Chapter 171](#), Water, of the Code of Ordinances and the town's [Water Construction Standards](#). After installation is complete, stamped as-built drawings must be submitted before the town will accept ownership and maintenance responsibility.

## Grading, Drainage & Landscaping

Site grading, erosion and sediment control, stormwater drainage, and landscaping requirements can add costs to housing development, but are necessary improvements to protect public health, safety, and welfare and to provide the type of environment that residents desire.

Frisco has many areas that are characterized by steep slopes and geologic conditions which, if disturbed, can cause damage to public and private property as well as degrade the aesthetic quality of the natural terrain. Mitigation of off-site visual impacts is required by using natural, undulating contours and additional measures such as alternative structure siting or use of landscaping materials to soften structure massing. For public safety, development is prohibited in avalanche, rockfall, debris flow, or landslide areas, and should avoid other geologic hazard areas and slopes of 1:1 or greater and, for any development in areas with slopes greater than 15%, certain standards must be met and site disturbance is restricted. Pursuant to [§ 180-6.5](#), development on slopes greater than 15% but less than 30% cannot result in site disturbance that exceeds 50% of the total area within said slope range, and development on slopes greater than 30% cannot result in site disturbance that exceeds 15% of the total area within said slope range. Significant alterations of the natural topography are mostly prohibited.

The town has design and construction standards for site drainage, including erosion and sediment control measures, under [§ 180-6.6](#). Development must be designed so that it does not result in an increase to the historic off-site surface water discharge rate, whether during or after construction and including during a 25-year, 24-hour storm event (i.e., 2.2 inches). The most environmentally sustainable practices must be used in the drainage system design, and measures to prevent soil from leaving the

site through surface erosion and dewatering must be taken. Further, protections for water quality from disturbance within 25 feet of waterbodies or wetlands is provided under [§ 180-6.7](#).

Development sites must revegetated with native plant species within six months of project completion, and landscaping that considers Frisco's semiarid climate and that helps protect and enhance the area's natural beauty is required under [§ 180-6.14](#). In addition to providing an aesthetically pleasing and more resilient environment for residents, landscaping also helps stabilize sites after grading, slows stormwater runoff, and prevents erosion. The amount of plant materials required vary by project type. For residential, this includes one tree per 875 square feet of lot coverage, one shrub per 1,500 square feet of lot coverage, and one street tree per 30 feet of lot frontage. Parking lots in mixed-use residential projects are also required to be landscaped at specific amounts of trees and shrubs based on the total number of parking spaces. All plantings must meet minimum size and species diversity requirements, and preservation of existing trees and vegetation is encouraged via credits toward these landscaping requirements.

## Other Dedications & Exactions

In addition to road right-of-way and easement dedications to the town, developers are occasionally also required to dedicate land or set aside funds for community facilities or amenities, which can add significant cost to a project and impact housing affordability. Such exactions are required for all new subdivisions pursuant to [§ 180-7.6.6](#), which requires a minimum of 10% of the gross land area, excluding rights-of-way and easements, to be allocated or conveyed for public purposes such as a park or school site. Dedications of land to the town must be free and clear of all liens and encumbrances and must be made at the time of final plat approval by warranty deed conveying it to the appropriate entity. However, at the option of the town, the subdivider may pay a fee in an amount equal to the fair market value of the land area or invest the same cash amount toward a specifically approved town project in lieu of land dedication.

### E.2.2.4. Zoning for a Variety of Housing Types

To address the full spectrum of the Frisco community's housing needs, zoning districts and development standards must support the development and preservation of a variety of housing types and not just single-family detached dwellings. As identified in Table E-3, the UDC provides an array of residential land use types by-right (P) and as a conditional use (C), covering the needs of many different economic segments of the population.

## 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, which are summarized in Table E-8 for the zoning districts in which they are available. 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, as well as adjustments to other development standards.

The incentive program is intended to encourage the voluntary preservation or development of new dwelling units, or preservation of existing units, for the local workforce and to enhance the quantity and quality of affordable housing in the Town of Frisco. Development incentives are provided in exchange for the deed restriction of units on the property, resulting in designation of as an Affordable Housing Development. Applications for this designation are submitted with the corresponding Site Plan Review and can either be reviewed and decided administratively or by the Planning Commission, depending on the development proposed (see Section E.4). Except as allowed under the Density Bonus provision, the criteria for designating properties as an Affordable Housing Development are:

- Each dwelling units must be restricted as permanently affordable to households earning, on average, a maximum of 120% of the area median income (AMI); and
- Except where allowances are permitted as described in the incentives, all zoning requirements and other development standards must be met.

To benefit from the Density Bonus incentives, certain eligibility requirements must be met and bonus units must be approved by the Planning Commission upon finding that, because of the development's design, height, mass, and scale, the additional units do not detract from community character. In the CC, GW, MU, and RH zoning districts, there is no limit on the increase in allowable maximum density so long as all other applicable development standards are met. In these districts, the Density Bonus is available if one of the following criteria is met:

- **Market-rate only projects:** At least 50% of the total number of bonus units must be deed-restricted for purchase to households earning 140% or less of AMI or for rent to households earning 120% or less of AMI, with an average AMI of 100% or less.
- **Deed-restricted affordable or workforce only projects:** Bonus units must be deed-restricted for purchase or rent to households earning, on average, up to 120% of AMI.
- **Per bonus unit:** At least two affordable units are provided off-site but inside or within one mile of town limits.
- **Low-Income Housing Tax Credits (LIHTC) projects:** At least 50% of the total number of bonus units are provided for rent pursuant to LIHTC program requirements and will be deed-restricted upon termination of the LIHTC restrictions.

Affordable units developed under application of the Density Bonus provisions must be at least 85% of the size of the corresponding market-rate bonus units provided on-site. If the affordable units are provided off-site, the combined floor area of such units must be equal to or greater than that of the associated on-site bonus unit or no less than 600 square feet.

Table E-8: Summary of Density Bonus Provisions

| Zoning District                                  | RL   | RM | RH                   | GW | CC   | MU  |
|--|--|----|----------------------|----|--|---|
| Incentive  |  |    |                      |    |  |   |
| Max. Density Increase                            | + 100%   |    | No limit on increase |    |  |   |
| Max. Lot Coverage Increase <sup>1</sup>          | + 20% in all districts   |    |                      |    |  |   |
| Setback Adjustments                              | Front: 10 Ft<br>Side: 5 Ft<br>Rear: 5 Ft   |    |                      |    | Front: 3-5 Ft <sup>2</sup><br>Side: 5 Ft<br>Rear: 5 Ft | Front: 3-10 Ft <sup>2</sup><br>Side: 5 Ft<br>Rear: 5 Ft |
| Max. Height Increase                             | + 10% in all districts   |    |                      |    |  |   |
| Parking Adjustments                              | 1 space per studio or 1-bedroom unit, 1.5 spaces per 2-bedroom unit, and 2 spaces per 3-bedroom or larger unit, plus 1 visitor space per 5 units (additional adjustments available for rental housing developments of 20 or more units)  |    |                      |    |  |   |
| Landscaping Adjustments                          | Required plant material quantities reduced by up to 20%, max. allowed mix of each plant species increased by up to 50%, and min. tree caliper reduced by up to 50% of required size  |    |                      |    |  |   |
| Bulk Plane Adjustments                           | Requirements increased to allow 500 CuFt per 10,000 SF of lot area, all envelopes measured at 45° angle, envelope measurement begins at the min. zoning setback if less than the typical requirement, and 10 Ft stepback does not apply on alley-facing façades for developments of 20 or more units |    |                      |    |  |   |
| Residential Development Standards Adjustments    | Number of required techniques used for façade articulation reduced to 2  |    |                      |    |  |   |
| Nonresidential Development Standards Adjustments | For developments of 20 or more units, building articulation not required on alley or non-right-of-way facing façades and number of required articulation techniques for all other façades reduced to 2   |    |                      |    |  |   |

Table Notes: SF is square feet; Ft is feet; CuFt is cubic feet; <sup>1</sup>Driveways up to 12 Ft in width do not count toward lot coverage; <sup>2</sup>Lesser front setback allowed on Main Street;

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

## Workforce Housing

In coordination with the Affordable Housing Development Incentive Program, the UDC encourages the development of workforce housing to support the Town of Frisco's tourism-based economy and help maintain its vibrant community character. Workforce housing is defined in the UDC as a dwelling unit that is deed-restricted in perpetuity to occupancy by individuals meeting certain local employment and residency standards. In general, the same dwelling units that are deed-restricted to serve specific income levels can also be restricted as workforce housing.

## Accessory Dwelling Units & Carriage Houses

Accessory dwelling units (ADUs) are small dwellings that include cooking, bathing, and sleeping facilities and are accessory to a principal dwelling or commercial unit on the same lot. They have a number of nicknames, such as granny flats and in-law units, and have the potential to meet a variety of housing needs because they provide affordable housing options for family members, friends, students, seniors, in-home health care providers, persons with disabilities, and others. (American

Planning Association, 2021)

In the Town of Frisco, ADUs are not exempt from density requirements or other development standards like lot coverage percentages, except that they do not count as a unit of density if deed-restricted for rent to a household earning up to 100% of the area median income (AMI) pursuant to [§ 180-5.5.1](#). ADUs cannot be separated from the property on which the associated principal unit sits (i.e., cannot be subdivided) and cannot be used for short-term rentals. These units are also limited to a maximum size of 900 square feet. Use-specific standards for ADUs are described under [§ 180-5.3.1](#).

Carriage houses are very similar to ADUs in that they are a separate detached dwelling unit that is incidental and subordinate in size and character to a principal dwelling. The UDC also requires that a carriage house count as a unit of density unless deed-restricted for rent to a household earning up to 80% of AMI. But, unlike ADUs, these units can be located on a separate property from the principal dwelling so long as it is contiguous to and under the same ownership as the primary property. Additionally, there are more specific design standards for carriage houses under [§ 180-5.3.2](#), including that these units must be detached from the principal dwelling; may be up to 1,000 square feet but no larger than 50% of the principal dwelling's size; dedicate 10% of the floor area as closet or storage space; not exceed 25 feet in height; not have tandem parking with the principal dwelling's parking; and have finished floor heights entirely above grade on all sides.

Although these two types of accessory residential uses are extremely similar, the UDC imposes different standards which could cause confusion and diminish the utility of both. In addition, **House Bill 24-1152** describes certain "ADU-supportive" provisions that communities might offer to become eligible for additional state funding. These provisions are primarily 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.

## Cabin Housing

The UDC allows for the grouping of small, single-household detached dwellings on the same parcel in all of the residential zoning districts except RS and in the CC and MU districts if approved as a conditional use (Table E-3). 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.

The use-specific development standards for cabin housing under [§ 180-5.2.1](#) are meant to ensure the compatibility of such developments with surrounding land uses and to encourage the preservation of Frisco's small mountain town character. These standards also encourage flexibility in design, energy

efficiency, and the creation of usable shared and private spaces for residents.

Cabin houses are limited in size to keep overall costs low and, when a development includes five or more, a portion of the total units must be deed-restricted as affordable. Architectural design standards require that the cabins' appearances reflect Frisco historic miner's cabin influenced past, with small scales, pitched roofs, and natural-looking siding; however, more modern or eclectic designs may be allowed at the discretion of the Planning Commission. Garages and other accessory structures are also limited in size and design to complement these characteristics. Further, the cabin housing standards require a minimum of 600 square feet of accessible and usable open space per unit, such as natural areas, walking paths, or gardens, with most of the open space being a shared focal point of the development and the remainder being reserved for residents' private enjoyment. A common building for use as a joint cooking facility, a recreation hall, guest rooms, or similar is also allowed.

## **Modular, Manufactured & Mobile Homes**

The UDC does not specifically prohibit modular or manufactured homes, which are single-household detached dwellings prefabricated off-site and then transported piece-by-piece to the property before being assembled and affixed to a permanent foundation; however, the design requirements of the Residential Design Standards (RDS) would functionally prohibit this type of housing. The efficiencies gained by constructing modular homes in a factory setting where tradespersons can work quickly and cost-effectively on different components would be lost to the customized upgrades required to meet the RDS.

Under [§ 180-5.2.5](#) of the UDC, mobile homes and mobile home parks are prohibited in the Town of Frisco. A mobile home is defined as a transportable dwelling unit attached, or at one time attached, to a chassis and designed for year-round living without the necessity of a permanent foundation. The same as modular or manufactured homes, mobile homes are efficiently and cost-effectively constructed in a factory setting, reducing overall costs. Mobile home parks are also not permitted, but there are existing parks located within town limits which predate the current regulations. These parks must meet certain density, area, spacing, and setback standards, in addition to basic health and safety requirements, similar to the development standards for mobile home parks in other Colorado communities.

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 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.

## **Emergency, Supportive & Transitional Housing**

Emergency housing typically provides minimal supportive services for persons experiencing homelessness for a limited length of time, regardless of their ability to pay. Supportive housing is



generally that which is occupied by a target population with no limit on the length of stay and which provides on- or off-site services that assist residents in retaining housing, improving their health status, or maximizing their ability to live and, when possible, work in the community. Transitional housing is intended to assist persons in moving out of emergency or supportive housing toward permanent housing and usually has a limit on length of stay to encourage recirculation of units to eligible program recipients. These types of housing support a housing environment that encompasses all levels of need. In the Town of Frisco, no emergency housing types are allowed, but the UDC provides two types of supportive and one type of transitional housing.

The two types of supportive housing are 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 transitional housing type, called a Transitional Shelter Facility, 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.

## **Occupancy Limits, Universal Design & Reasonable Accommodation**

Under [§ 180-9.2.1](#), the UDC defines “household living” as the residential occupancy of a dwelling unit as a household and, according to Merriam-Webster, the definition of household is a family, or social unit composed of individuals, living together in the same dwelling. “Group living” is also defined in the UDC, which is residential occupancy by a group of people who do not meet the definition of household living where the group may be larger than a family. Generally, residents in a group living structure have access to a common eating area and may receive care, training, or treatment, with caregivers residing either on- or off-site. For both types of general residential uses, tenancy is arranged on a month-to-month or longer basis, separating them from transient lodging uses.

By not directly limiting the number or relation of people occupying a single unit, these definitions are generally consistent with new state law prohibiting local governments from limiting residential occupancy based on familial relationships ([House Bill 24-1007](#)).

Frisco follows building code regulations as mandated by the Americans with Disabilities Act (ADA), which require new multi-family residential construction to provide units, parking, and common areas that are accessible to persons with disabilities. However, the adoption of universal design standards would increase the adaptability of new residential construction. Universal design is an inclusive design

approach that integrates basic accessibility features to make more structures accessible to persons with disabilities who are not necessarily residing there currently.

There are no specific regulations or procedures in the UDC or other chapters of the town's Code of Ordinances that address requests for reasonable accommodations in smaller residential development. A reasonable accommodation is intended to eliminate obstacles and provide equitable access to housing opportunities for persons with disabilities and may include such things as yard area modifications for ramps, handrails, or other accessibility improvements; widened driveways, parking areas, or walkways; building additions or interior modifications for accessibility; tree removal; reduced off-street parking; or development application fee waivers when warranted by financial circumstances directly resulting from a disability. Requests for reasonable accommodation should be reviewed administratively and be approved, with or without conditions, upon meeting certain objective criteria, such as:

- The property will be used by a disabled person;
  - The accommodation is necessary to make the property available to a disabled person;
  - The accommodation would not impose an undue financial or administrative burden on the town; and
- The requested accommodation would not require a fundamental alteration in the nature of a program or law, including land use and zoning.

#### E.2.2.5. Cumulative Impact of Unified Development Code

The cumulative impacts of land use controls and development standards in the UDC can unreasonably increase housing development costs and impede construction of new housing if not appropriately balanced among housing priorities, maintaining and enhancing community character, and protecting public health, safety, and welfare. While individual requirements in the UDC may not be constraints on their own, the cumulative impacts may be constraining development of new affordable housing to some extent.

### Example Projects

To provide a reference point for evaluation of the Town of Frisco's development standards for new housing development, Table E-10 summarizes the applicable standards for three example housing development projects ranging from simple to complex. These 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.). The three example projects are:

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

2. **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 RL district (ID Nos. T3-08 and T3-11)
3. **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 GW zoning district using the Density Bonus provision (see Section E.2.2.4) (ID No. T2-03)

Table E-9: Example Project Development Standards

| Standard  | Project Specifications   | Standard Met / Not Met?                           | Comments   |
|---|--|---|--|
| <b>Example No. 1</b>  |  |   |  |
| <b>One 2,500 SF Single-Household and One 800 SF ADU on 0.2 ac in RL</b> |  |   |  |
| Uses Allowed in RL  | Single-household detached dwelling and ADU   | Met   | Single-household detached dwellings and ADUs allowed by-right; only 1 ADU per principal dwelling allowed                                     |
| 10,500 SF Min. Lot Area   | Existing lot is approx. 58 Ft wide by 150 Ft deep or 8,700 SF (0.2 ac)   | Met   | Nonconforming lots may be developed per <a href="#">§ 180-8.3</a>  |
| 50 Ft Min. Lot Frontage   | Existing lot frontage approx. 58 Ft  | Met   |  |
| 8 du/ac Max. Density  | 2 units of density (1 principal dwelling + 1 ADU)  | <b>Met (if ADU is deed-restricted or removed)</b> | Each du requires 5,445 SF (10,890 SF total for both); ADU may be exempt from max. density if deed-restricted per <a href="#">§ 180-5.5.1</a> |
| ADU Max. Size 900 SF  | ADU is 800 SF  | Met   | See ADU standards under <a href="#">§ 180-5.3.1</a>  |
| 50% Max. Lot Coverage   | Total structure footprints are approx. 3,000 SF and parking area is approx. 1,000 SF with rear-loaded 12 Ft driveway | Met   | Max lot coverage allowed is 4,350 SF, including all structures and parking areas but excluding rear-loaded driveways up to 12 Ft wide        |
| 30 Ft Max. Height   | Principal dwelling has a partial second story at approx. 28 Ft; ADU is single-story at 18 Ft                         | Met   |  |
| Setbacks  | Both structures fit within a buildable area of 28 Ft wide by 120 Ft deep (approx. 3,360 SF)                          | Met   | Min. setbacks are 20 Ft front, 15 Ft side, and 10 Ft rear  |
| Parking   | 4 spaces provided for 3 bedrooms in the principal dwelling plus 1 ADU, plus adequate snow storage                    | Met   | 1 space required per bedroom in the principal dwelling (min. 2/max. 4); 1 space required per ADU   |

| Standard  | Project Specifications   | Standard Met / Not Met? | Comments  |
|---|--|-------------------------|---|
| Landscaping   | 5 trees and 3 shrubs provided for 4,000 SF of lot coverage, plus 2 street trees for 58 Ft of lot frontage; no diversity requirement                      | Met                     | 1 tree per 875 SF and 1 shrub per 1,500 SF of lot coverage required, plus 1 street tree per 30 Ft of lot frontage; max. percentage of single tree species allowed is 45% when 10-19, 33% when 20-39, and 25% when 40+ |
| Façade  | Both structures incorporate deep eaves, a covered porch, and varying window sizes and shapes, but are not duplicative of surrounding development         | Met                     | See façade standards in Table E-7 and under <a href="#">§ 180-6.22.3.A</a>  |
| Roofing   | Both structures have asphalt shingle pitched roofs that appropriately shed snow  | Met                     | See roofing standards in Table E-6 and under <a href="#">§ 180-6.22.3.C</a>   |
| Materials   | Both structures use a combination of wood, stone, and metal siding   | Met                     | See material standards in Table E-6 and under <a href="#">§ 180-6.22.3.D</a>  |
| Colors  | Both structures use matte finishes and earth tone colors that do not exceed a chroma of 4 on the Munsell Color chart                                     | Met                     | See color standards in Table E-6 and under <a href="#">§ 180-6.22.3.E</a>   |
| Garages   | No garage proposed   | N/A                     | See garage standards in Table E-6 and under <a href="#">§ 180-6.22.3.F</a>  |
| Bulk Plane Envelope   | Both structures fit within the prescribed bulk plane envelope  | Met                     | See bulk plane envelope standards in Table E-6 and under <a href="#">§ 180-6.22.3.B</a>   |
| <b>Example No. 2</b><br><b>Fifteen 1,000 SF Cabin Houses with 350 SF Attached Garages on Two Parcels of 0.6 and 0.7 ac in RL</b><br><i>Note: For projects occupying multiple parcels, the entire project area may be considered one parcel for purposes of applying density, lot coverage, floor area ratio (FAR), lot size and frontage, and setbacks. (<a href="#">§ 180-6.3.2</a>)</i> |  |                         |   |
| Uses Allowed in RL  | Single-household detached dwellings (cabin houses) with attached garages   | Met                     | Single-household detached dwellings, incl. cabin housing, and accessory garages allowed by-right  |
| 10,500 SF Min. Lot Area   | Existing lot #1 is approx. 173 Ft wide by 150 Ft deep or 26,000 SF (0.6 ac); existing lot #2 is approx. 203 Ft wide by 150 Ft deep or 30,500 SF (0.7 ac) | Met                     |   |
| 50 Ft Min. Lot Frontage   | Existing lot frontages approx. 173 Ft and 203 Ft   | Met                     |   |
| 8 du/ac Max. Density  | 15 units of density (15 principal dwellings)   | Met                     | Max. density for cabin housing is 1.5 times that of the underlying zoning district, allowing 12 du/ac in RL ( <a href="#">§ 180-5.2.1</a> ); each du requires 3,630 SF (54,450 SF total for 15)                       |



| Standard                        | Project Specifications   | Standard Met / Not Met? | Comments  |
|---------------------------------|--|-------------------------|---|
| Floor Area                      | Each unit is 1,000 SF (500 SF first floor + 500 SF second floor) with an attached 350 SF garage  | Met                     | Units cannot exceed 1,200 SF and no more than 50% can exceed 1,000 SF, excluding basements and attached garages; second story floor area cannot exceed 70% of total ground floor area; see use-specific standards for cabin housing under <a href="#">§ 180-5.2.1</a> |
| Front Porch                     | Each unit has a covered front porch  | Met                     | All units must have a covered front porch; see use-specific standards for cabin housing under <a href="#">§ 180-5.2.1</a>   |
| Affordable Housing              | Of the 15 units, 4 are deed-restricted affordable  | Met                     | If more than 4 units, a portion must be deed-restricted affordable; see use-specific standards for cabin housing under <a href="#">§ 180-5.2.1</a>  |
| Cabin Design                    | Each unit appears as a small cabin with 12/12 pitched roof and natural-looking siding; attached garages use the same colors and materials with windows on all exterior walls |                         | Each unit must be designed to appear as a small cabin reflective of Frisco's historic architecture, unless otherwise approved by the Planning Commission see use-specific standards for cabin housing under <a href="#">§ 180-5.2.1</a>                               |
| Open Space                      | Total of 9,000 SF of open space provided, including 6,000 SF as usable common front lawn with walking paths adjacent to 200 SF of private fenced space in front of each unit | Met                     | Per unit, 400 SF of usable common open space and 200 SF of private open space required; see use-specific standards for cabin housing under <a href="#">§ 180-5.2.1</a>  |
| Accessory and Common Structures | No sheds or communal buildings proposed  | Met                     | 50 SF attached sheds and a common building for guest housing, cooking, recreation, etc. is allowed; see use-specific standards for cabin housing under <a href="#">§ 180-5.2.1</a>  |
| Encouraged Features             | Cabins have metal shed roofs and attached garages have metal shed roofs with solar panels  | Met                     | ADUs above garages and certain roof forms and features are encouraged; see use-specific standards for cabin housing under <a href="#">§ 180-5.2.1</a>   |

| Standard                            | Project Specifications  | Standard Met / Not Met?                                | Comments  |
|-------------------------------------|---|--|---|
| 50% Max. Lot Coverage               | 27,600 SF total lot coverage, including 850 SF unit footprints each with a 200 SF parking area with rear-loaded 10 Ft wide driveway; access is via shared 20 Ft wide private access lanes totaling 550 Ft in length across both lots; 850 SF provided for visitor parking; and private 3 Ft wide walking paths totaling 600 Ft in length across both lots | Met  | Max lot coverage allowed is 28,250 SF, including all structures and parking areas but excluding rear-loaded driveways up to 12 Ft wide, front porches, and 3 Ft of width of private non-vehicular pathways  |
| 20 Ft Max. Height                   | Cabins are 22 Ft max. with partial second stories and 12/12 roof pitches  | Met  | 22 Ft max. allowed if roof pitch is 12/12 or more; see use-specific standards for cabin housing under <a href="#">§ 180-5.2.1</a>   |
| Setbacks (and Structure Separation) | All 15 units fit within the buildable areas of 158 Ft wide by 135 Ft deep (approx. 21,330 SF) for lot #1 and 193 Ft wide by 135 Ft deep (approx. 26,050 SF) for lot #2 with required garage face locations relative to abutting rights-of-way and with required structure separation  | Met  | Min. setbacks are 10 Ft front/corner, 5 Ft side, and 5 Ft rear; cabin houses, including eaves and decks, must be a min. of 10 Ft apart; garage faces must be located at least 20 Ft from any right-of-way; see use-specific standards for cabin housing under <a href="#">§ 180-5.2.1</a> |
| Parking                             | 2 vehicle spaces and 1 bicycle space provided for each 2-bedroom unit, plus 4 visitor vehicle spaces (incl. 1 accessible space) and adequate snow storage in compatible landscaped areas; 15 outdoor bicycle spaces provided along private access lanes   | Met  | 1 vehicle space required per bedroom (max. of 2 per unit), plus visitor parking; see use-specific standards for cabin housing under <a href="#">§ 180-5.2.1</a> ; 1 bicycle parking space per bedroom is required, but 50% may be accommodated in private garages                         |
| Landscaping                         | 32 trees and 18 shrubs provided for 27,600 SF of lot coverage, plus 13 street trees for 376 Ft of lot frontage; 4 different tree species used at no more than 25% each  | Met  | 1 tree per 875 SF and 1 shrub per 1,500 SF of lot coverage required, plus 1 street tree per 30 Ft of lot frontage; max. percentage of single tree species allowed is 45% when 10-19, 33% when 20-39, and 25% when 40+   |
| Façade                              | All structures incorporate deep eaves, a covered porch, varying window sizes and shapes, and varying siding compositions; no unit is identical or duplicative of surrounding development  | <b>Met (if units are unique and appear cabin-like)</b> | See façade standards in Table E-6 and under <a href="#">§ 180-6.22.3.A</a>  |
| Roofing                             | All structures have pitched metal roofs that appropriately shed snow  | Met  | See roofing standards in Table E-6 and under <a href="#">§ 180-6.22.3.C</a>   |

| Standard  | Project Specifications   | Standard Met / Not Met?                        | Comments  |
|---|--|--|---|
| Materials   | All structures use a combination of wood, stone, and metal siding to varying degrees   | Met  | See material standards in Table E-6 and under <a href="#">§ 180-6.22.3.D</a>  |
| Colors  | All structures use matte finishes and earth tone colors that do not exceed a chroma of 4 on the Munsell Color chart, with varying use of primary colors  | Met  | See color standards in Table E-6 and under <a href="#">§ 180-6.22.3.E</a>   |
| Garages   | Attached garages are, in general, oriented away from abutting streets; those facing an abutting street are recessed and separated by 20 Ft min.  | Met  | See garage standards in Table E-6 and under <a href="#">§ 180-6.22.3.F</a> ; garage faces must be located at least 20 Ft from any right-of-way (per use-specific standards under <a href="#">§ 180-5.2.1</a> )  |
| Bulk Plane Envelope   | All structures fit within the prescribed bulk plane envelopes of each lot  | Met  | See bulk plane envelope standards in Table E-6 and under <a href="#">§ 180-6.22.3.B</a>   |
| <b>Example No. 3</b><br><b>Thirty-Three 800 to 1,200 SF Workforce Units in Three 20,000 SF Condo Buildings with Understructure Parking on 0.8 ac in GW</b><br><i>Note: Workforce housing projects qualify for increased density and other incentives if all bonus units are deed-restricted for purchase or rent to households earning, on average, up to 120% of area median income (AMI). (<a href="#">§ 180-5.5.1.E</a>)</i> |  |  |   |
| Uses Allowed in GW  | 33 attached condominium dwelling units   | Met  | Multi-unit dwellings allowed by conditional use permit  |
| No Min. Lot Area  | Existing lot is approx. 100 Ft wide by 365 Ft deep or 36,500 SF (0.8 ac), but configuration is oblong  | Met  |   |
| No Min. Lot Frontage  | Existing lot frontage approx. 60 Ft  | Met  |   |
| 16 du/ac Max. Density   | 33 units of density  | Met  | No limit on max. density if Density Bonus criteria met ( <a href="#">§ 180-5.5.1.B</a> )  |
| Density Bonus   | All 33 units deed-restricted affordable to local workforce with an AMI mix of 7 at >150%, 9 at 120-150%, 5 at 100-120%, 7 at 60-80%, and 5 at <60%   | Met  | See Density Bonus provisions in Table E-8 and under <a href="#">§ 180-5.5.1.C.4</a>   |
| 60% Max. Lot Coverage   | 29,100 SF total lot coverage, including 24,000 SF in building footprints, 3,000 SF uncovered visitor parking area, 24 Ft wide access drives totaling 150 Ft in length, and private 3 Ft wide walking paths totaling 400 Ft in length | <b>Met (if most parking is understructure)</b> | Max. lot coverage allowed is 80% or 29,200 SF, including all structures and parking areas but excluding driveways up to 12 Ft wide and 3 Ft of width of private non-vehicular pathways; see Density Bonus provisions in Table E-8 and under <a href="#">§ 180-5.5.1.C.4</a> |

| Standard             | Project Specifications  | Standard Met / Not Met? | Comments   |
|----------------------|---|-------------------------|--|
| 40-50 Ft Max. Height | Each building is 3 stories with 8,000 SF first story parking garage, 8,000 SF second story, and 4,000 SF third story at approx. 55 Ft   | Met                     | Max. height allowed is 44-55 Ft depending on roof pitch; see Density Bonus provisions in Table E-8 and under <a href="#">§ 180-5.5.1.C.4</a>   |
| Setbacks             | All structures fit within a buildable area of approx. 31,500 SF   | Met                     | Min. setbacks are 10 Ft front, 5 Ft side, and 5 Ft rear; see Density Bonus provisions in Table E-8 and under <a href="#">§ 180-5.5.1.C.4</a>   |
| Parking              | 11 vehicle spaces provided for 1-bedroom units and 33 vehicle spaces provided for 2-bedroom units (incl. 3 accessible spaces), plus 7 visitor vehicle spaces and adequate snow storage in compatible landscaped areas; 11 indoor and 8 outdoor bicycle spaces provided inside or adjacent to each condo building        | Met                     | 1 space per studio or 1-bedroom unit, 1.5 spaces per 2-bedroom unit, and 2 spaces per 3-bedroom or larger unit, plus 1 visitor space per 5 units; see Density Bonus provisions in Table E-8 and under <a href="#">§ 180-5.5.1.C.4</a> ; 1 bicycle parking space per bedroom required, with 50% of all spaces enclosed  |
| Landscaping          | 27 trees and 16 shrubs provided for 29,100 SF of lot coverage, plus 4 street trees for 120 Ft of lot frontage (incl. frontage on Summit Blvd); 2 different tree species used at no more than 50% each; no landscaping required for uncovered 7-space visitor parking, but understructure parking screened (see Garages) | Met                     | 1 tree per 875 SF and 1 shrub per 1,500 SF of lot coverage required, plus 1 street tree per 30 Ft of lot frontage; max. percentage of single tree species allowed is 45% when 10-19, 33% when 20-39, and 25% when 40+; parking lots with 20+ spaces require additional landscaping; required quantities reduced by 20% and single species allowance increased to 50% max.; see Density Bonus provisions in Table E-8 and under <a href="#">§ 180-5.5.1.C.4</a> |
| Façade               | All structures incorporate deep eaves, balconies, and varying siding compositions; no building is identical or duplicative of surrounding development   | Met                     | See façade standards in Table E-6 and under <a href="#">§ 180-6.22.3.A</a> ; see Density Bonus provisions in Table E-8 and under <a href="#">§ 180-5.5.1.C.4</a>   |
| Roofing              | All structures have asphalt shingle pitched roofs that appropriately shed snow  | Met                     | See roofing standards in Table E-6 and under <a href="#">§ 180-6.22.3.C</a>  |
| Materials            | All structures use a combination of faux wood and stone siding to varying degrees   | Met                     | See material standards in Table E-6 and under <a href="#">§ 180-6.22.3.D</a>   |
| Colors               | All structures use earth tone colors that do not exceed a chroma of 4 on the Munsell Color chart  | Met                     | See color standards in Table E-6 and under <a href="#">§ 180-6.22.3.E</a>  |



| Standard            | Project Specifications  | Standard Met / Not Met? | Comments  |
|---------------------|---|-------------------------|---|
| Garages             | Understructure parking is screened from Beaver Lodge Rd and Summit Blvd with 6 trees and 12 shrubs per building | N/A                     | See understructure parking facility provisions under <a href="#">§ 180-6.13.3.G</a>     |
| Bulk Plane Envelope | Located in GW zoning district   | N/A                     | See bulk plane envelope standards in Table E-6 and under <a href="#">§ 180-6.22.3.B</a> |

Table Notes: None.

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

## E.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 like requiring EV compatibility when constructing three or more new dwellings should be balanced against increases in housing costs. Locally adopted codes and amendments thereto include:

- **International Building Code** (2018 Edition) as amended under [§ 65-2](#)
- **International Residential Code** (2018 Edition, including Appendix Chapters F and K) as amended under [§ 65-3](#), including local climatic and geographic design criteria and sprinkler system requirements
- **International Fire Code** (2018 Edition, including Appendix Chapters B, C, D, E, F, G, H, I, J, K, N, and amended Appendix Chapter P) as amended under [§ 65-4](#)
- **National Fire Protection Association (NFPA) 70 National Electrical Code** (2023 Edition)
- **International Code Council Electrical Code Administrative Provisions** (2006 Edition) as amended under [§ 65-5](#)
- **International Mechanical Code** (2018 Edition) as amended under [§ 65-6](#)

- **International Plumbing Code** (2018 Edition) as amended under [§ 65-7](#)
- **International Fuel Gas Code** (2018 Edition) as amended under [§ 65-8](#)
- **International Energy Conservation Code** (2018 Edition) as amended under [§ 65-9](#), including adoption of the Summit Sustainable Building Code
- **International Existing Building Code** (2018 Edition) as amended under [§ 65-10](#)
- **International Swimming Pool and Spa Code** (2018 Edition) as amended under [§ 65-11](#)
- **Uniform Code for the Abatement of Dangerous Buildings** (1997 Edition) as amended under [§ 65-12](#)

### E.3.1. CODE ENFORCEMENT

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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.

In 2023, the Town of Frisco moved code enforcement out of the Police Department to a shared division between the Community Development and Public Works Departments. The new “Community Relations Division” is responsible for identifying and resolving violations of the Code of Ordinances, including the UDC and BCHS, and uses enforcement procedures that focus on developing and utilizing the Town’s relationships within community members with a primary objective of voluntary compliance driven by a collaborative process. When voluntary compliance is not achieved, citations are issued. The town also contracts with a third party for parking enforcement along Main Street and at the Marina during summer months.

Investigation of a potential code violation is initiated when a complaint from a community member is received and validated, when there are open permits for the property and inconsistencies are observed by other town staff, or when documented by a Community Relations Technician while on patrol. Proactive code enforcement patrols are conducted on a daily basis by foot and vehicle throughout town. Although there is not much data available since the division was created, the most common code enforcement violations over the past nine months have been for parking, noise, and trash.

## E.4. APPLICATION PROCESSING & PROCEDURES

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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.

### E.4.1. DEVELOPMENT REVIEW PROCEDURE

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Article II of the Town of Frisco's UDC 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, including residential uses in accordance with Table E-3. This section describes the typical review procedure steps that apply to various types of development review applications, and Table E-10 outlines which steps are required for specific types of applications as well as the final decision-making authority. ([§ 180-2.2](#) and [§ 180-2.3](#))

Most application types, including those processed administratively or that require discretionary review and approval, are subject to the following steps:

- Step 1. Pre-Application Conference:** For many application types, the applicant or their representative must attend a conference with town staff prior to submitting an application. The purpose of the pre-application conference is to informally discuss the overall concept of a particular development proposal before the applicant has invested in substantial financial commitments or detailed development plans. The conference is used to identify relevant code provisions, review procedures, fees, and timelines, as well as any major problems that may affect the proposal.
- Step 2. Application Submittal:** The development application must be submitted accompanied by all supporting documents and information required by the UDC; however, additional information may be required based on further review if deemed necessary. All fees must be paid at the time of submittal, including those necessary to cover the costs of legal, engineering, or other review consultation incurred by the town as set forth in the fee schedule (see Section E.5). If the development project includes more than one request, such as subdivision, condominiumization, planned unit development, or concurrent rezoning, required materials for all requests must be submitted at the same time as the development application.
- Step 3. Completeness Review (up to 5 days):** Within five business days of application submittal, town staff must review the materials and determine if the application is complete or incomplete. If determined incomplete, staff must notify the applicant of any deficiencies within this timeframe.
  - a. Applicant Response (up to 60 days):** After staff provides written notice to the applicant regarding any missing information in or necessary revisions to the application materials, the applicant is responsible for addressing deficiencies within 60 days or the application is considered withdrawn and re-application is required, including payment of applicable fees. Revisions to the application are limited to minor changes and additions that directly respond to specific requests or suggestions made by town staff based on the initial completeness review. All other application revisions are processed as a new application, including but not limited to payment of applicable fees.
- Step 4. Planning Commission Sketch Plan Review (at least 21 days, if required):** Some types of applications require informal review by the Planning Commission at a regularly scheduled meeting. These applications must be submitted at least 21 days prior to the meeting where

the sketch plan is reviewed and feedback given to the applicant. If sufficient information is not provided for review or if substantial changes to the proposed project are recommended, the Planning Commission may require additional sketch plan review at another regularly scheduled meeting.

- a. **Sketch Plan Expiration (up to 180 days):** Once the sketch plan is accepted (which does not constitute an approval or confer vested rights), the applicant must submit a complete application for a final proposed development plan within 180 days, starting back at Step 2, or the sketch plan acceptance expires.

**Step 5. Application Referral and Staff Review (at least 45 days):** After determined complete, the application is distributed to the appropriate town staff and external agencies for review. As applicable, staff may provide comments and recommendations to the applicant before making a final decision or making a recommendation to the appropriate review body. Table E-10 outlines the review and decision-making authority for different types of applications.

- a. **Staff Final Decision or Recommendation:** If an application is subject to a final decision by town staff, then staff makes a written determination that clearly describes their findings based on review of the applicable standards and states the reasons for denial, approval, or approval subject to certain conditions being met. If the type of application is subject to discretionary review by the Planning Commission and/or Town Council, then staff prepares and publishes a written report to the appropriate body that describes staff's position on whether or not the application complies with all applicable requirements and makes a recommendation for the body's consideration on the action to be taken (e.g., approval, approval with conditions, or denial).
- b. **Simultaneous Processing (optional):** When possible and appropriate, multiple related application requests may be processed concurrently in an effort to expedite the overall review process.

**Step 6. Planning Commission Public Hearing Notice and Review (if required):** If the type of application is subject to discretionary review by the Planning Commission at a public hearing, the applicant may request a hearing date at a regularly scheduled or special meeting that is at least 52 days after submittal of the application, allowing time for Steps 2 through 4 and legal noticing, as required. The public hearing is conducted according to the procedures established in the Planning Commission's bylaws.

- a. **Publication of Legal Notice (up to 14 days):** Notice of the scheduled public hearing must be made prior to it as required for the particular application type (see Table E-10), including mailing notice to all owners of property located within 300 feet of the subject property at least 14 days prior (M); posting notice on the subject property at least 14 days prior and posting notice in a place of public assembly at least seven days prior (P); and/or publishing notice in a newspaper of general circulation in the Town of Frisco at least four days prior (N).
- b. **Planning Commission Final Decision or Recommendation:** Depending on the type of application, the Planning Commission may act to approve, approve with conditions, or



deny the application, in which case Town Council is notified at their next regularly scheduled meeting of the Commission's final decision. If Town Council is the decision-making body, then the Commission's findings are forwarded to Council as a recommendation.

- Step 7. Town Council Public Hearing Notice and Review (if required):** If the type of application is subject to discretionary review by Town Council at a public hearing following review and recommendation by the Planning Commission, the hearing date is set for a regularly scheduled or special meeting following adequate time for preparation of an updated staff report and legal noticing, as required. The public hearing is conducted according to the procedures established in the Town Council's bylaws.
- a. Publication of Legal Notice (up to 14 days):** Notice of the scheduled public hearing must be made prior to it as required for the particular application type (see Table E-10), including mailing notice to all owners of property located within 300 feet of the subject property at least 14 days prior (M); posting notice on the subject property at least 14 days prior and posting notice in a place of public assembly at least seven days prior (P); and/or publishing notice in a newspaper of general circulation in the Town of Frisco at least four days prior (N).
  - b. Town Council Final Decision:** Depending on the type of application, the Planning Commission may act to approve, approve with conditions, or deny the application, in which case Town Council is notified at their next regularly scheduled meeting of the Commission's final decision. If Town Council is the decision-making body, then the Commission's findings are forwarded to Council as a recommendation.
- Step 8. Notice of Final Decision (up to 10 days):** Within ten days after a final decision, staff must provide the applicant and other applicable parties with written notification of the decision and make a copy of the decision available to the public.
- Step 9. Approved Final Plans Submittal (up to 60 days):** Within 60 days of an approval, the applicant must prepare and submit the final version of approved plans showing any conditions, restrictions, or other modifications agreed to or required as part of the final decision.
- a. Amendments to Approved Applications:** Any modification of an approved plan, permit, or condition of approval requires submittal and review of a new application, including but not limited to payment of applicable fees.
- Step 10. Appeal (optional):** If the applicant is aggrieved or adversely affected by a final decision of town staff, the Planning Commission, or Town Council, the decision may be appealed to a higher body. Final decisions by staff are appealed to the Planning Commission, and final decisions by the Planning Commission are appealed to Town Council. For final decisions made by Town Council, an applicant may appeal to the courts in accordance with applicable state law.
- Step 11. Expiration and Extensions of Approval:** Depending on the type of application, an approval generally expires if no action is taken within the specified time following the date on which the decision was made by the Planning Commission or Town Council. In some cases, the

Director of the Community Development Department may grant extensions of the approval expiration time period for up to one year, following receipt of a written request that describes reasonable cause for such an extension.

**Step 12. Building Permit Review (2 to 6 weeks):** Building construction documents can be processed and reviewed concurrently with other development plans under Steps 2 through 9; however, no building permit can be issued until the associated site plan and any other required administrative or discretionary approvals are secured. Typically, applicants wait until these other approvals are granted before submitting construction documents. Following permit application submittal, the first round of building permit review often takes two to six weeks, depending on the size of the project, and the need for revisions is common. For single-household residential projects, two to three weeks is the average review time, while larger multi-unit projects take more than four weeks. Applicants then revise the plans and resubmit on their own timeline. Subsequent reviews typically take less time than the initial review. When plans are acceptable, a building permit is issued for construction.

### **Step 13. Start of Construction**

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, such as a new single-household residence, can take as little as three months from pre-application meeting (Step 1) through start of construction (Step 13), while a more complex project that involves additional discretionary review, such as for a multi-unit development, may take more than nine months.

## **Approval Criteria & Discretionary Review**

For by-right housing development, identified with a “P” in Table E-3, **Site Plan Review** is required pursuant to [§ 180-2.5.2](#). There are three levels of review: Administrative for project like interior remodels, exterior finishes, and grading; Minor for construction of single- and two-household dwellings, decks, sheds, and small additions; and Major for multi-unit, mixed-use, and nonresidential development projects. Approval authority for Administrative and Minor Site Plan Reviews lies with town staff while Major Site Plan Reviews are reviewed and decided by the Planning Commission.

The Site Plan Review approval criteria focus on compliance with the purpose, intent, and development standards of the UDC. All types of site plans (Administrative, Minor, and Major), must meet three criteria to be approved:

- The site plan is consistent with the general purpose and intent of this Chapter as set forth in [§ 180-1.3](#);
- The site plan complies with the dimensional, design, development, and all other applicable standards of this Chapter; and

- The site plan is consistent with any previously approved plat, planned unit development, or any other controlling land use approval.

Certain land uses in the Town of Frisco, including residential, may be suitable only in specific locations in a zoning district or require special consideration in their design, operation, or layout to ensure compatibility with surrounding area and established uses. These conditional uses are subject to discretionary review and approval by the Planning Commission under the **Conditional Use Permit** process and are identified with a "C" in Table E-3.

To approve a Conditional Use Permit, the Planning Commission must find that each of the following criteria from [§ 180-2.5.1.D](#) are met:

- The conditional use is consistent with the purpose and intent of the zone district in which it is proposed to be located, furthers the applicable goals of the Frisco Community Plan, and is a desirable use that will contribute to the general welfare of the community; and
- The conditional use is compatible with the mix of development in the immediate vicinity of the parcel in terms of density, height, bulk, architecture, landscaping, and open space, as well as with any applicable adopted regulatory master plan or PUD; and
- The conditional use is consistent and compatible with the character of the immediate vicinity of the parcel proposed for development and surrounding land uses and enhances the mixture of complimentary uses and activities in the immediate vicinity of the parcel proposed for development; and
- The location, size, design and operating characteristics of the proposed conditional use minimizes adverse effects, including visual impacts, impacts on pedestrian and vehicular circulation, parking, refuse and recycling services/area, service delivery, noise, vibrations and odor on surrounding properties; and
- There are adequate public facilities and services to serve the conditional use including, but not limited to, roads, potable water, sewer, solid waste, parks, police, fire protection, emergency medical services, hospital and medical services, drainage systems and schools; and
- The Community Development Director may recommend and the Planning Commission may impose such conditions on a conditional use that are necessary to maintain the integrity of the Town's Zone Districts and to ensure the conditional use complies this Chapter; is compatible with surrounding land uses; and is served by adequate public facilities. This includes, but is not limited to, imposing conditions on size, bulk, location, open space, landscaping, buffering, lighting, signage, off-street parking and other similar design features, the construction of public facilities to serve the conditional use and limitations on the operating characteristics and hours of operation.

Considering how little vacant, developable land remains within the Town of Frisco's limits, major subdivisions that are subject to Planning Commission review and include Preliminary Plat and Final Plat processes are exceedingly rare; however, **Minor Subdivisions** are a common occurrence. Minor

Subdivisions are processed and mostly decided administratively by town staff, but can be referred to the Planning Commission and Town Council. These include resubdivisions, boundary adjustments, corrections to approved plats, condominiumization, townhome and duplex lot creation, and subdivisions that create up to three new lots. The criteria for approval of a Minor Subdivision depends on the specific type of request.

## 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.

## Example Projects

To provide a reference point for evaluation of the Town of Frisco’s procedures for reviewing new housing development, Table E-10 summarizes the review and approval processes for three example housing development projects ranging from procedurally simple to complex. These 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.). The three example projects are:

1. **Minor Site Plan Review** for one 2,500-square-foot single-household detached dwelling with one 800-square-foot accessory dwelling unit (ADU) located on a 0.2-acre parcel in the RL zoning district (ID No. T2-11)
2. **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 RL district (ID Nos. T3-08 and T3-11)
3. **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 GW zoning district using the Density Bonus provision (see Section E.2.2.4) (ID No. T2-03)



Table E-10: Example Project Procedures and Processing Times

| Procedure Steps  | Typical Processing Time | Approval Authority             |
|--|-------------------------|--------------------------------|
| <b>Example No. 1</b>   |                         |                                |
| <b>One 2,500 SF Single-Household and One 800 SF ADU on 0.2 ac in RL</b>  |                         |                                |
| <i>3 to 6 Months Total – No Public Meetings or Hearings</i>  |                         |                                |
| Minor Site Plan Review (Steps 1-3, 5 & 8)  | 2-3 months              | Community Development Director |
| Final Plans Submittal (Step 9)   | 0-2 months              | Community Development Director |
| Building Permit Review (Step 12)   | 2-3 weeks               | Building Official              |
| <b>Example No. 2</b>   |                         |                                |
| <b>Fifteen 1,000 SF Cabin Houses with 350 SF Attached Garages on Two Parcels of 0.6 and 0.7 ac in RL</b>                           |                         |                                |
| <i>4 to 9 Months Total – One Public Meeting &amp; One Public Hearing</i>   |                         |                                |
| Major Site Plan Review (Steps 1-6 & 8) <sup>M, N, P</sup>  | 3-5 months              | Planning Commission            |
| Final Plans Submittal (Step 9)   | 0-2 months              | Community Development Director |
| Building Permit Review (Step 12)   | 4-6 weeks               | Building Official              |
| <b>Example No. 3</b>   |                         |                                |
| <b>Thirty-Three 800 to 1,200 SF Workforce Units in Three 20,000 SF Condo Buildings with Understructure Parking on 0.8 ac in GW</b> |                         |                                |
| <i>4 to 9 Months Total – One Public Meeting &amp; One Public Hearing</i>   |                         |                                |
| Conditional Use Permit, Minor Subdivision & Major Site Plan Review (Steps 1-6 & 8) <sup>M, N, P</sup>                              | 3-5 months              | Planning Commission            |
| Final Plans Submittal (Step 9)   | 0-2 months              | Community Development Director |
| Building Permit Review (Step 12)   | 4-6 weeks               | Building Official              |

Table Notes: Typical processing times only include those timeframes controlled by the Town of Frisco and assume complete applications upon first submittal, no optional public meetings or hearings, and no appeal; <sup>M</sup>Mailed notice required; <sup>P</sup>Posted notice required; <sup>N</sup>Newspaper notice required.

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

## E.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 and adopted by Town Council based on the costs of performing administrative services, including activities such as reviewing development proposals, publishing and posting public notices, and performing site inspections.

Governmental entities, as well as quasi-governmental entities formed under Title 32 of the Colorado Revised Statutes, are exempt from the combined fees established under the UDC and Chapter 65 in connection with the same project, up to a total of \$1,000.

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. The minimum balance of the DRA must be maintained during the development review process and through final approval (e.g., issuance of a Certificate of Occupancy or recording of a plat). Within 120 days of final approval, or following written notice to withdraw the application, the balance of the DRA, less costs incurred by the town, is returned to the applicant. ([§ 180-2.3.2](#))

In addition to the development fees and exactions required by the Town of Frisco, several external agencies also charge development fees. These include Summit Fire and EMS (emergency medical services), Frisco Sanitation District, and Summit County to cover the costs of review and permit processing.

## Example Projects

Table E-11 provides a summary of effective fees (as of April 2024) for planning applications, building and fire reviews, and other costs and exactions that may be imposed on new development using three example housing development projects ranging from simple to complex. These 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.). The three example projects are:

1. **Minor Site Plan Review** for one 2,500-square-foot single-household detached dwelling with one 800-square-foot accessory dwelling unit (ADU) located on a 0.2-acre parcel in the RL zoning district (ID No. T2-11)
2. **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 RL district (ID Nos. T3-08 and T3-11)
3. **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 GW zoning district using the Density Bonus provision (see Section E.2.2.4) (ID No. T2-03)

Table E-11: Example Project Fees and Other Exactions

| Description  | Fee Calculation  | Total Fee | Notes  |
|--|--|-----------|--|
| <b>Example No. 1</b><br><b>One 2,500 SF Single-Household and One 800 SF ADU on 0.2 ac in RL</b><br><i>\$53,722 in Total Initial Development Fees</i> |  |           |  |
| Minor Site Plan Review   | \$600 flat fee   | \$600     | No DRA required.   |
| Business License   | \$100 flat fee   | \$100     | Applies if property owner is their own contractor, or contractor does not have current license.  |
| Building Permit & Plan Review  | (\$6,065 for principal unit + \$2,450 for ADU) + (\$8,515 permit fee total x 0.65)             | \$14,050  | Based on total value of construction calculated according to <a href="#">Table 65-13 A(1)</a> in the fee schedule. Assuming construction costs of \$450 / SF, total values are estimated to be \$1,125,000 for principal unit and \$360,000 for ADU. Plan review fee is 65% of permit fee. |
| Mechanical Permit & Plan Review  | (((\$86,625 for principal unit + \$27,720 for ADU) x 0.0075) + (\$858 permit fee total x 0.65) | \$1,416   | Based on total value of mechanical work multiplied by 0.0075. Assuming mechanical costs of \$34.65 / SF (7.7% of total construction cost). Plan review fee is 65% of permit fee.   |
| Plumbing Permit & Plan Review  | (((\$78,750 for principal unit + \$25,200 for ADU) x 0.0075) + (\$780 permit fee total x 0.65) | \$1,287   | Based on total value of plumbing work multiplied by 0.0075. Assuming plumbing costs of \$31.50 / SF (7% of total construction cost). Plan review fee is 65% of permit fee.   |
| Electrical Permit  | \$216 + (\$9.60 x 5) for principal unit + \$120 for ADU  | \$384     | Permit fee calculated at: \$120 if <1,000 SF; \$168 if 1,001 to 1,500 SF; \$216 if 1,501 to 2,000 SF; and \$216 + \$9.60 / 100 SF if >2,000 SF. Residential projects exempt from plan review fee.  |
| Excavation Permit  | \$200 flat fee + \$1,000 refundable bond   | \$1,200   | Bond amount is \$1,000 min. and calculated at: \$100 / SqYd in dirt or gravel; \$250 / SqYd in asphalt; \$350 / SqYd in concrete; and \$50 / LF of boring.   |
| Water Tap  | \$6,926.66 x 2   | \$13,853  | Principal unit and ADU on separate taps. \$6,926.66 flat fee* per 1 EQR.   |
| Sewer Tap  | \$10,000 for principal unit + \$7,000 for ADU  | \$17,000  | Principal unit and ADU on separate taps. Calculated at: \$7,000 for 1-bedroom unit; \$10,000 for 2- to 3-bedroom unit; and for 4-bedroom or larger units, \$10,000 + \$1,800 per bedroom beyond 3.   |
| Fire Construction Permit, Life Safety System Permit & Submittal Fee  | (((\$6,065 principal unit building permit fee + \$2,450 ADU building permit fee) x 0.006) +    | \$1,332   | NFPA 13D system in principal unit and ADU. Assuming 8 heads per 1,000 SF (20 heads for principal unit and 7 heads for ADU). Construction permit fee calculated at building   |

| Description  | Fee Calculation  | Total Fee | Notes  |
|--|--|-----------|--|
|  | $((\$300 + (\$3 \times 20) \text{ for principal unit}) + (\$300 + (\$3 \times 7) \text{ for ADU})) + (\$300 \times 2)$ |           | permit fee multiplied by 0.006. Life safety system permit calculated at \$300 + \$3 / head. Submittal fee calculated at \$300 + \$100 / hour over 2 hours. Estimated review time 1.5 hours per unit.   |
| Summit County Housing Authority Impact Fee   | \$1 x 2,500 SF for principal unit  | \$2,500   | \$1 per SF for principal unit. ADU is exempt at <1,499 SF. See Section E.5.1 for details.  |
| <b>Example No. 2</b><br><b>Fifteen 1,000 SF Cabin Houses with 350 SF Attached Garages on Two Parcels of 0.6 and 0.7 ac in RL</b><br><i>\$389,396 + Infrastructure Costs in Total Initial Development Fees (\$25,960+ per Unit)</i> |  |           |  |
| Major Site Plan Review   | \$3,000 flat fee + \$1,500 DRA   | \$4,500   | 15 units considered a large project; DRA required.   |
| Business License   | \$100 flat fee   | \$100     | Applies if property owner is their own contractor, or contractor does not have current license.  |
| Building Permit & Plan Review  | $(\$3,744 \text{ per unit} + (\$3,744 \text{ permit fee total} \times 0.65)) \times 15$                                | \$92,664  | Based on total value of construction calculated according to <a href="#">Table 65-13 A(1)</a> in the fee schedule. Assuming construction costs of \$450 / SF, total values are estimated to be \$607,500 per unit, including garage. Plan review fee is 65% of permit fee. |
| Mechanical Permit & Plan Review  | $((\$46,778 \text{ per unit} \times 0.0075) + (\$351 \text{ permit fee total} \times 0.65)) \times 15$                 | \$8,685   | Based on total value of mechanical work multiplied by 0.0075. Assuming mechanical costs of \$34.65 / SF (7.7% of total construction cost). Plan review fee is 65% of permit fee.   |
| Plumbing Permit & Plan Review  | $((\$42,525 \text{ per unit} \times 0.0075) + (\$319 \text{ permit fee total} \times 0.65)) \times 15$                 | \$7,895   | Based on total value of plumbing work multiplied by 0.0075. Assuming plumbing costs of \$31.50 / SF (7% of total construction cost). Plan review fee is 65% of permit fee.   |
| Electrical Permit  | \$168 per unit x 15  | \$2,520   | Permit fee calculated at: \$120 if <1,000 SF; \$168 if 1,001 to 1,500 SF; \$216 if 1,501 to 2,000 SF; and \$216 + \$9.60 / 100 SF if >2,000 SF. Residential projects exempt from plan review fee.  |
| Excavation Permit  | \$200 flat fee + \$1,000 refundable bond   | \$1,200   | Bond amount is \$1,000 min. and calculated at: \$100 / SqYd in dirt or gravel; \$250 / SqYd in asphalt; \$350 / SqYd in concrete; and \$50 / LF of boring.   |
| Water Tap  | \$6,926.66 x 15  | \$103,900 | Each unit on separate tap. \$6,926.66 flat fee* per 1 EQR.   |



| Description   | Fee Calculation  | Total Fee | Notes  |
|---|--|-----------|--|
| Sewer Tap   | \$10,000 per unit x 15   | \$150,000 | Each unit on separate tap. Calculated at: \$7,000 for 1-bedroom unit; \$10,000 for 2- to 3-bedroom unit; and for 4-bedroom or larger units, \$10,000 + \$1,800 per bedroom beyond 3.   |
| Fire Construction Permit, Life Safety System Permit & Submittal Fee | $((\$3,744 \text{ per unit building permit fee} \times 0.006) + (\$300 + (\$3 \times 11) \text{ per unit}) + \$300) \times 15$ | \$9,832   | NFPA 13D system in each unit. Assuming 8 heads per 1,000 SF (11 heads per unit). Construction permit fee calculated at building permit fee multiplied by 0.006. Life safety system permit calculated at \$300 + \$3 / head. Submittal fee calculated at \$300 + \$100 / hour over 2 hours. Estimated review time 1.5 hours per unit. |
| Summit County Housing Authority Impact Fee                          | N/A  | N/A       | All units exempt at <1,499 SF. See Section E.5.1 for details.  |
| Street Improvements   | Full cost  | Varies    | Estimated 376 Ft of curb, gutter, and sidewalk improvements.   |
| Fire Hydrant & Testing  | Full cost of 1 hydrant + \$100 test  | \$8,100   | Estimated cost per new hydrant \$8,000. Summit Fire & EMS hydrant testing fee \$100 / hydrant.   |

### Example No. 3

#### Thirty-Three 800 to 1,200 SF Workforce Units in Three 20,000 SF Condo Buildings with Understructure Parking on 0.8 ac in GW

*\$746,169 + Infrastructure Costs in Total Initial Development Fees (\$22,611+ per Unit)*

|  |  |           |  |
|--|--|-----------|--|
| Conditional Use Permit, Minor Subdivision & Major Site Plan Review | $(\$1,300 + \$1,250 + \$3,000 \text{ in flat fees}) + \$1,500 \text{ DRA}$                                   | \$7,050   | 33 units considered a large project; DRA required.   |
| Business License   | \$100 flat fee   | \$100     | Applies if property owner is their own contractor, or contractor does not have current license.  |
| Building Permit & Plan Review                                      | $(\$29,334 \text{ per building} + (\$29,334 \text{ permit fee total} \times 0.65)) \times 3$                 | \$145,203 | Based on total value of construction calculated according to <a href="#">Table 65-13 A(1)</a> in the fee schedule. Assuming construction costs of \$375 / SF, total values are estimated to be \$7,500,000 per condo building (\$300,000-\$450,000 per unit plus understory parking and common area) resulting in total construction cost of \$22,500,000. Plan review fee is 65% of permit fee. |
| Mechanical Permit & Plan Review                                    | $((\$577,600 \text{ per building} \times 0.0075) + (\$4,332 \text{ permit fee total} \times 0.65)) \times 3$ | \$21,443  | Based on total value of mechanical work multiplied by 0.0075. Assuming mechanical costs of \$28.88 / SF (7.7% of total construction cost). Plan review fee is 65% of permit fee.   |

| Description   | Fee Calculation  | Total Fee | Notes  |
|---|--|-----------|--|
| Plumbing Permit & Plan Review                                       | $((\$525,000 \text{ per building} \times 0.0075) + (\$3,938 \text{ permit fee total} \times 0.65)) \times 3$   | \$19,493  | Based on total value of plumbing work multiplied by 0.0075. Assuming plumbing costs of \$26.25 / SF (7% of total construction cost). Plan review fee is 65% of permit fee.   |
| Electrical Permit   | $(\$216 + (\$9.60 \times 180) \text{ per building}) \times 3$  | \$5,832   | Permit fee calculated at: \$120 if <1,000 SF; \$168 if 1,001 to 1,500 SF; \$216 if 1,501 to 2,000 SF; and \$216 + \$9.60 / 100 SF if >2,000 SF. Residential projects exempt from plan review fee.  |
| Excavation Permit   | \$200 flat fee + \$1,000 refundable bond   | \$1,200   | Bond amount is \$1,000 min. and calculated at: \$100 / SqYd in dirt or gravel; \$250 / SqYd in asphalt; \$350 / SqYd in concrete; and \$50 / LF of boring.   |
| Water Tap   | $\$6,926.66 \times 33$   | \$228,580 | Each building on separate tap. \$6,926.66 flat fee per 1 EQR.  |
| Sewer Tap   | $(\$7,000 \times 11) + (\$10,000 \times 22)$   | \$297,000 | Each building on separate tap. Calculated at: \$7,000 for 1-bedroom unit; \$10,000 for 2- to 3-bedroom unit; and for 4-bedroom or larger units, \$10,000 + \$1,800 per bedroom beyond 3. Includes 11 1-bedroom units and 22 2-bedroom units.   |
| Fire Construction Permit, Life Safety System Permit & Submittal Fee | $((\$29,334 \text{ building permit fee per building} \times 0.006) + (\$300 + (\$3 \times 160) \text{ per building}) + (\$300 + (\$100 \times 1 \text{ hr per building}))) \times 3$ | \$4,068   | NFPA 13/13R system in each building. Assuming 8 heads per 1,000 SF (160 heads per building). Construction permit fee calculated at building permit fee multiplied by 0.006. Life safety system permit calculated at \$300 + \$3 / head. Submittal fee calculated at \$300 + \$100 / hour over 2 hours. Estimated review time 3 hours per building. |
| Summit County Housing Authority Impact Fee                          | N/A  | N/A       | All units exempt at <1,499 SF. See Section E.5.1 for details.  |
| Street Improvements   | Full cost  | Varies    | Estimated 120 Ft of curb, gutter, and sidewalk improvements.   |
| Fire Hydrant & Testing  | Full cost of 2 hydrants + (\$100 test x 2)   | \$16,200  | Estimated cost per new hydrant \$8,000. Summit Fire & EMS hydrant testing fee \$100 / hydrant.   |

Table Notes: EQR = Capital Equivalent Residential Unit, which provides a point of comparison for different types and sizes of dwelling units to a single-household detached unit; SqYd = square yard; SF = square foot; \*Water tap fees will increase by 10% on October 1, 2024.

Source: [Town of Frisco Planning Applications and Associated Fees \(2024\)](#); [Town of Frisco Building Permit Fee Schedule \(2020\)](#); [Town of Frisco Resolution 07-19 \(2007\)](#); [Summit County Building Permit Fee Schedule \(2024\)](#); [Frisco Sanitation District Schedule of Fees and Charges \(2023\)](#); [Summit Fire & EMS Fee Schedule \(2021\)](#)

## E.5.1. AFFORDABLE HOUSING IMPACT FEE

In 2007, the Town of Frisco adopted Resolution 07-19 establishing the Summit Combined Housing Authority Impact fee to be used for affordable housing purposes, as authorized by voters on November 7, 2006. The resolution describes, clarifies, and provides details on how the impact fee is collected, administered, and assessed by the town, including which types of projects are exempt from the fee requirement. In general, the fee applies to all new construction of floor area for which a building permit is required and is calculated based on gross square footage as follows:

### **Single-Household Detached Units**

1,499 SF or less - Exempt  
1,500 to 2,499 SF - \$0.50 per SF  
2,500 to 3,499 SF - \$1.00 per SF  
3,500 to 4,999 SF - \$1.50 per SF  
5,000 SF or more - \$2.00 per SF

### **All Other Dwelling Units**

999 SF or less - Exempt  
1,000 to 1,499 SF - \$0.50 per SF  
1,500 to 2,499 SF - \$1.00 per SF  
2,500 SF or more - \$2.00 per SF

### **Commercial and Industrial - \$2.00 per SF**

The impact fee is applied based on the total resulting floor area, not incrementally, including for additions. For new additions to existing buildings, the fee only applies to the new square footage but is rated based on the resulting total. For example, a 1,200-square-foot addition to an existing 4,000-square-foot residence would fall under the \$2.00 per square foot and come out to \$2,400.

Any residential unit that is deed-restricted affordable, has a local workforce requirement, or is otherwise limited from open market sale or use, as defined in the UDC, may be wholly or partially exempt from the impact fee.

## E.6. POTENTIAL NON-GOVERNMENTAL CONSTRAINTS

Potential non-governmental constraints on the maintenance, improvement, or development of housing for various income levels are largely determined by market conditions over which local jurisdictions have little control. These include factors such as the availability of financing, the price of land, and the cost of construction.

In the Town of Frisco, the price of housing over the past several decades has generally risen at a faster rate than household income, with the price of a single-family detached home in Summit County rising by more than 86% since 2018 and a median value in Frisco of \$1.83 million. (Root Policy Research, 2023) Contributing factors include increased costs of land, construction labor and materials, financing, and fees associated with real estate sales commissions and profits. Another factor has been the increasing perception of housing as a commodity for speculation. Although these trends reversed in 2008 with the recession, housing values and rents have been rising once again since 2012 with significant increases in more recent years. The COVID-19 pandemic also impacted housing trends as significant numbers of

people left urban centers seeking larger living spaces with the ability to work remotely rather than physically commuting to an office.

## E.6.1. LAND & CONSTRUCTION COSTS

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Land and construction costs represent two of the most significant components of the overall cost of new housing, and both fluctuate with market conditions. Factors affecting land costs include overall availability in a given subregion; environmental site conditions and constraints; public service and infrastructure availability; aesthetic considerations such as views, terrain, and vegetation; proximity to services; and parcel size. Construction costs depend primarily on the costs of materials and labor, referred to as hard construction costs, which are influenced by market demand but also depend on the type and quality of housing unit being built. Cost of labor is based on a number of factors, including housing demand, the number of contractors in the area, and the unionization of workers. Rising land and construction costs in the Town of Frisco present a potential constraint on housing development and directly impact housing costs.

### Land Costs

In Frisco, vacant land for all types of housing is limited and the price of land remains high, but costs can vary depending on location, lot size and configuration, and zoning. While land costs are generally lower in greenfield areas on the community edges, these areas often require a greater amount of investment in backbone infrastructure and site improvements before construction can begin. Conversely, infill areas in developed portions of the community can take advantage of existing improvements and better access to services and amenities so costs are correspondingly higher. However, aging infrastructure in infill areas may require repairs or upgrades, the costs of which are typically borne by the developer.

### Construction Costs

The hard costs of construction typically comprise more than 60% of total development costs. The greatest determinant of hard costs is the type of building. Factors influencing construction costs include:

- **Construction Type:** Standard and production homes typically cost less per square foot, using conventional materials and straightforward designs, while custom and luxury homes involve higher costs due to unique designs, premium materials, and intricate architectural details.
- **Materials and Exterior Finishes:** Using standard materials like vinyl siding and asphalt shingles keeps costs lower, while premium high-end materials, such as natural stone, custom woodwork, and metal roofing can significantly increase costs.
- **Labor Costs:** Skilled labor in Colorado is relatively expensive as compared to other markets, and because labor is in short supply, demand continues to drive up labor costs in every category. (EV Studio, 2024)



Additional development cost considerations that are not included in the cost per square foot for construction include land and site development costs, and soft costs like permit fees, which are crucial parts of an overall project budget. The price of land varies significantly across the state, with prices in Frisco being relatively high due to low supply. Site development costs include expenses for land clearing, grading, landscaping, and utility connections, and can vary substantially due to contributing factors such as lot size, availability of water and sewer service, environmental constraints, and other conditions. Consultants for land surveying and geotechnical engineering or other environmental studies can run a few thousand to over \$10,000, depending on the site constraints present. In addition, building permits and other soft costs can add several thousand dollars to the overall cost. (*Id.*) Architecture design costs typically range from 2% to 5% of the estimated construction cost, and an additional 1% to 3% of the estimated construction costs might be necessary for structural engineering, depending on the complexity and scope of the project. (Mountain Living Real Estate, 2020)

Several factors have caused the increased cost of materials, including global trade patterns and federal policy decisions, such as tariffs, as well as state and local regulations, such as building codes. More recently, the COVID-19 pandemic influenced the cost and availability of construction materials, with supply chain disruptions resulting in project delays and increased costs due to a shortage of materials and equipment. Further, average hard costs in the mountainous regions of Colorado are significantly higher compared to the rest of the state even when controlling for project characteristics.

Labor costs have also increased in recent years, as the labor pool has not kept pace with the increase in development demand. Since the recession, Colorado has seen a severe tightening in the construction labor market, especially for workers trained in specific trades. The lack of an available labor force drives up the cost of labor and leads to project delays as workers are either unavailable or lost to more profitable projects. Although wages for construction workers are generally higher in the mountainous areas of Colorado than elsewhere in the state, reflecting higher costs of living, wages have failed to keep pace with local increases. More than half of construction workers commute at least 20 minutes, and some more than one hour, to jobs within Summit County, and this may be contributing to challenges and delays in attracting employees reported by developers. (Root Policy Research, 2023)

According to [HomeGuide.com](https://www.homedepot.com), the average cost to build a home in the United States in 2024 is \$150 to \$400 per square foot, depending on location, design, and finishes. As of 2024, the average cost per square foot for new home construction in Colorado varies widely, ranging from \$150 to \$800, excluding the costs of land, site development, and soft costs such as permit fees. (EV Studio, 2024) Construction costs in Summit County, specifically, are around \$300 to \$600 per square foot for homes with more basic finishes, but can increase significantly with higher-end features. (Mountain Living Real Estate, 2020) Based on 2024 contractor quotes, hard construction costs in Frisco for a new 2,500-square-foot single-family detached home likely start around \$1,125,000 (\$450 per square foot) and costs for a 1,000-square-foot unit that is part of a multi-family development likely start around \$370,000 (\$370 per square foot).

Construction costs can be reduced in several ways. A reduction in amenities and the quality of building materials in new homes that still meet minimum acceptability for health, safety, and adequate performance, may result in lower sales prices. In addition, prefabricated, factory-built housing may provide lower-priced products by reducing labor and material costs with greater economies of scale. As the number of units built at one time and in one place increases, savings in construction costs over the entire development are generally realized.

## E.6.2. AVAILABILITY OF FINANCING

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The availability of financing plays a crucial role in influencing both the cost and supply of housing. Typically, two types of financing are involved in the housing market: funds required for initial site preparation and construction, and funds used by homeowners or investors to purchase housing units. Interest rates significantly affect the cost of building, purchasing, and improving homes. However, local governments have minimal control over these rates, as they are largely determined by national policies and broader economic conditions. Even small changes in interest rates can have a substantial impact on the income required to qualify for a loan, and they can also influence developers' decisions by affecting the cost of borrowing for new housing projects, potentially slowing down construction timelines or altering project viability. Additionally, the economic uncertainty caused by events like COVID-19 has led lenders to be more cautious, subjecting loan applicants to more thorough reviews, which may have long-term consequences on financing availability.

In recent years, financing for both construction and long-term mortgages has generally been available in Frisco at reasonable rates, subject to normal underwriting standards. However, rates can change significantly and suddenly, impacting the affordability of housing stock. If interest rates rise, not only does it make new construction more costly, since construction period loans are short-term and bear a higher interest rate than amortized mortgages, but it can also lower the sales price that buyers can afford to pay. When interest rates rise, the market typically compensates by decreasing housing prices. Similarly, when interest rates decrease, housing prices begin to rise. There is often a lag in the market, causing housing prices to remain high when interest rates rise until the market catches up, and lower-income households often find it most difficult to purchase a home during this lag period.

First-time homebuyers are the group most impacted by financing requirements. As of September 2024, the current mortgage interest rate for new home purchases is approximately 6.47% for a fixed-rate 30-year loan; however, rates increased significantly in 2022 and 2023 from the low of about 2.7% in early 2021, and the lending market continues to be volatile, slowing the real estate market in general. Lower initial rates are available with graduated payment mortgages, adjustable-rate mortgages, and buy-down mortgages, but the subprime crisis has affected the availability of dollars for home mortgages. Variable interest rate mortgages on affordable homes may increase to the point where the interest rate exceeds the cost-of-living adjustments, which is a constraint on affordability. Fluctuating interest rates can eliminate many potential homebuyers from the housing market or render a housing project infeasible that could have been successfully developed or marketed at lower interest rates.

Interest rates at the present time, especially considering the volatility of the lending market, can be considered a constraint to affordable housing; although, a more critical impediment to homeownership involves both the affordability of the housing stock and the ability of potential buyers to fulfill down-payment requirements. Conventional home loans typically require five to 20% of the sales price as a down payment, which is the largest constraint to first-time homebuyers. This indicates a need for flexible loan programs and a method to bridge the gap between the down payment and a potential homeowner's available funds. The availability of financing for developers under current economic conditions may also pose a constraint on development that is outside of the town's control.

Developers of affordable housing face challenges in securing financing. Due to the limited possible return from rents or sales prices of affordable units, many private lenders distrust the financial returns for these types of projects. Additionally, developers often lack the knowledge or experience in leveraging public-private partnerships and securing a mix of private and public revenue sources, which are critical for making affordable housing projects financially viable. Additional financing and subsidy for affordable projects are necessary and are generally available from local sources, such as Frisco's Affordable Housing Fund, as well as state and federal programs. By combining these resources, developers can bridge funding gaps, but the complexity of navigating these partnerships and securing diverse revenue streams adds another layer of difficulty.

In Colorado, state subsidies for housing are available through programs like the Colorado Housing and Finance Authority (CHFA), which offers low-income housing tax credits (LIHTC) and other financing options aimed at supporting affordable housing developments. Additionally, the Colorado Division of Housing provides grants and loans for the creation and preservation of affordable housing, often partnering with local governments and non-profit organizations to ensure projects are financially feasible. These state programs are vital in bridging the gap between development costs and the lower financial returns typical of affordable housing projects.

### E.6.3. UTILITY CAPACITIES

Growth and infrastructure management is a very dynamic process. Development rates vary over time depending on economic conditions, changes to the regulatory setting, and environmental conditions. The Town of Frisco uses a variety of plans and programs to manage infrastructure expansion with new development, including the Three Mile and Comprehensive Plans (see Section E.1.1), fee programs, and project-specific mitigation measures and conditions of approval. Frisco is a largely developed community where most vacant and underdeveloped sites are infill sites that can be served by existing utility infrastructure; however, the available capacity of drinking water may constrain housing development in the long-term.

Water service is provided by the Town of Frisco, and sanitary sewer service is provided by the Frisco Sanitation District. Sewer service is available to all areas within town limits at sufficient capacities to support existing housing needs and future needs to some extent; however, upgrades to the sewer

collection and/or treatment systems will likely be necessary to support the housing production and growth anticipated with implementation of the Strategic Housing Plan. Dry utilities, such as electricity and hardline telephone, are available to all areas in town and there is sufficient capacity to meet current housing needs as well as future needs. Service providers for these dry utilities are:

- **Electricity:** Xcel Energy
- **Natural Gas:** Xcel Energy
- **Phone/Internet/Cable:** Comcast and Century Link

## Potable Water Supply & Conservation

The Town of Frisco Water and Public Works Departments are responsible for the operation, maintenance, and improvement of the municipal drinking water system serving all residents and businesses within the town and some lands outside town limits. Potable water is produced from the Wayne Bristol Surface Water Treatment Plant at a rate of up to one million gallons per day with a water right on North Ten Mile Creek for 2.5 cubic feet per second. The treatment plant is the primary water supply for the Town of Frisco supplemented by three water wells. All four water sources were outfitted with a corrosion control treatment system in 2022, as required by state law. The town's main water lines are constructed out of ductile iron, and all service lines (from the main line to homes) are either copper or galvanized and not lead.

The Water Department performs constant monitoring and regular testing of all water sources and systems to provide customers with the cleanest, best-tasting water possible. Frisco's four water sources and distribution system have consistently registered below detectable lead levels; however, since some individual homes have tested in exceedance of the maximum allowable lead limits, the town offers free lead and copper testing for buildings constructed in 1987 or prior.

In 2018, the Town of Frisco voluntarily adopted a [Water Efficiency Plan](#) in partnership with other regional water providers. The plan serves to document the town's existing and planned actions to ensure system reliability and the efficient use of available water supplies. Since 1996, the Frisco has experienced an average decline of 1% year-over-year in annual water production volumes, and, in 2015, system-wide water use was 105 gallons per capita per day, including water sold for residential uses (53% of annual production), commercial uses (28%), and snowmaking (4%). The remaining 15% of water production goes to non-revenue water uses (e.g., park irrigation, firefighting, and system leaks). Outdoor water use represents 19% of annual demands on average, doubling system demands during the months of June through August. Small increases in water demands occur in November through March and are driven by the influx of transient residents and day visitors during ski season.

Past reductions in water use were achieved through implementation of various demand management activities, including installing advanced metering in 2017; performing system-wide leak detection and repairs every three years; adopting incentives for conservation and efficiency through an inclining block rate structure and tap fees tied to building size; improving indoor efficiency through plumbing



codes and fixture requirements; and public outreach and education. The 2018 Water Efficiency Plan was developed using a 2025 planning horizon and with an emphasis on successful implementation that supplement existing activities to achieve the following goals:

- Overcome growth in service population and stabilize demands, with essentially no change in production volumes through 2025.
- Achieve 524 ac-ft in water savings over the period of 2018 to 2025, compared to the business-as-usual forecast.
- Reduce peak demands during the summer associated with outdoor water use.

Frisco adopted [Ordinance 24-07](#) in 2024, amending Article V in [Chapter 171](#) of the Code of Ordinances concerning Water Conservation. The amendments simplify and standardize restrictions concerning the watering and irrigation of lawns and other areas of land to be consistent with other municipalities in Summit County. The established a four-phase water conservation and use restriction system applies to all properties, whether public or private, that are served by town water, except for select public parks and recreation areas. Phase 1 restrictions are voluntary, but Phases 2 through 4 apply mandatory restrictions based on the need to conserve water as determined by flow levels in North Ten Mile Creek and the average yield of the town's water wells.

Frisco's total water rights include 1,413 acre-feet per year. Although Frisco experienced increased rates population growth between 1970 and 2015, the growth rate has moderated in more recent years. Growth slowed between 2000 and 2022, and Frisco had a negative growth rate from 2020 to 2022 likely due to residents being displaced by housing challenges. According to the State Demography Office, Frisco's population in 2022 was 2,796. With projected growth as modeled in this Strategic Housing Plan with implementation of its programs to catch up and then keep up with housing needs through 2034, it is likely that Frisco will need to secure additional water rights by the end of the decade. With these additional water rights, there will likely be a need to increase water treatment capacity and continue with water conservation efforts to improve efficiency.

In conclusion, the Town of Frisco has adequate potable water supplies to serve the existing housing needs of the community, but water will most likely become a constraint on future housing needs if no action is taken to secure more rights and, consequently, increase treatment capacity. However, more aggressive water conservation efforts could lengthen the amount of time before additional rights are necessary.

## E.6.4. ENVIRONMENTAL CONSIDERATIONS

Environmental considerations, such as natural hazards and resources, can impact the cost of housing development by requiring site or structural mitigation measures or prohibiting development altogether in high-risk areas. Frisco's natural environment and scenic quality are defining characteristics that are and should be protected; however, these characteristics mean that some areas are constrained by a

number of natural hazards as well as sensitive natural resources. The town, as well as its surrounding growth and influence areas as identified in the Three Mile Plan, contain several areas of environmental concern where the density of housing development is necessarily constrained to what is safe to build. The main environmental considerations within the Town of Frisco limits are steep hillsides, geologic hazards, areas prone to flooding, wildfire risk in the wildland-urban interface (WUI), and impacts to water quality.

Locations with steeper slopes have a higher potential for geologic hazards and soil erosion. In addition, the steep slopes surrounding the community core include heavily wooded landscapes with areas susceptible to wildfire. Burn probabilities in and around Frisco range from very low to high, with the highest probabilities along the northern and western town boundaries; however, anticipated fire intensities are mostly moderate to high in all probability areas. (CSFS, n.d.) Although the wildfire risk within town limits is lower than the surrounding unincorporated Summit County areas, more than half of the land in Frisco is located within the WUI and the characteristic mountainous terrain along the community edge strongly influences both wildfire behavior as well as the fire suppression capabilities of emergency personnel. (CSFS, 2024)

The UDC and BCHS are the primary mechanisms that address requirements for development to avoid or mitigate impacts on existing hazards and resources. Provisions in these chapters of the Code of Ordinances that aid in reducing wildfire risk include the installation of fire protection features, such as hydrants with sufficient flow and pressure, emergency access, and suppression systems. Development on steeper slopes is regulated by the town's grading and drainage standards, including avoidance of geologic hazard areas, limiting the amount of site disturbance allowed, and required erosion control measures. Impacts to water quality are also regulated when development is located near a waterbody or wetland. See Sections E.2.2.3 and E.3 for more information.

[Chapter 97](#) of the town's Code of Ordinances, Flood Hazard Areas, regulates development located within a special flood hazard area (SFHA), as defined by the Federal Emergency Management Agency (FEMA). Frisco's SFHA is primarily located around Dillon Reservoir and along Ten Mile, Miners, and Meadow Creeks, with some areas having base flood elevations defined, some only subject to shallow flooding, and others located within the floodway where most development is prohibited or infeasible. The primary goals of Chapter 97 are to prevent loss of life and property, health and safety hazards, disruption of commerce and governmental services, extraordinary public expenditures for flood protection and relief, and impairment of the tax base. In the SFHA, structural flood protection and other mitigation measures apply, which can limit housing development, maintenance, and improvement opportunities and increase associated costs.

## E.6.5. COMMUNITY CONCERNS

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

projects has existed and will continue to exist in many communities across Colorado and the nation, including in Frisco. Public perception of what affordable housing is and who occupies it often play a role in this opposition, but specific project concerns can also relate to potential environmental impacts, quality of design, and the quality of long-term management of the project.

Discretionary review processes offer opportunities for community members to voice their concerns about, or support for, housing projects; however, this can create a hinderance to development of needed housing when applied to proposals that are otherwise allowed by-right. In addition to adding time to the review process, requiring that developers satisfy neighbors' wishes regarding project location, design, size, or other characteristics can significantly increase development costs, sometimes to the point of making a project infeasible.

## E.7. WORKS CITED

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## APPENDIX F. PUBLIC & STAKEHOLDER ENGAGEMENT

As part of the Strategic Housing Plan development process, the Town of Frisco made a diligent effort to achieve the participation of all segments of the community. These efforts went beyond the state requirements for issuing public notices and conducting standard public meetings prior to plan adoption and included active steps to inform, involve, and solicit input from local housing experts, members of the public, and other stakeholders.

Public and stakeholder engagement is a critical component to understanding existing and future housing needs in the Town of Frisco and, as such, is a required component of the Strategic Housing Plan. It is vital that early and continued engagement is facilitated through a diverse range of mediums to ensure residents, community members, neighboring jurisdictions, and other stakeholders have adequate opportunity to provide input. The primary goals for the plan with regard to various engagement activities were:

1. **Challenges and Constraints:** Understand the challenges and constraints in developing new or maintaining existing housing that is affordable, desirable, and addresses specific local needs for town residents and employers.
2. **Opportunities for Removing Barriers:** Understand what opportunities there may be to reduce or eliminate barriers to increasing available housing stock for town residents while supporting community history and values.
3. **Opportunities for Diversification:** Understand community interest in densification of the downtown area and redevelopment of commercial corridors to provide mixed-use environments and a range of housing choices.

Public and stakeholder engagement activities occurred throughout the project timeline between kick-off in February 2024 and final plan adoption in **October** 2024. The Town encouraged members of the community to participate in the preparation of the Strategic Housing Plan through a combination of general public notices and direct contacts with community members and organizations, inviting them to participate in stakeholder listening sessions, workshops, and to review and comment on document drafts. Table 8-1 provides a more specific timeline for engagement activities with milestones for other project components.



Table F-1: Timeline for Engagement Activities

| Project Component / Engagement Activity                                     | Date / Timeframe           |
|---|----------------------------|
| Project Kick-Off  | February 1                 |
| Develop Engagement Strategy   | February 1-16              |
| Housing Needs Assessment  | February to May            |
| Capacity and Finance Modeling   | February to June           |
| Project Webpage Live  | March 25                   |
| Stakeholder Listening Sessions  | April to June              |
| Housing Plan Working Group Meeting #1: Setting Goals                        | April 30                   |
| Project Announcement Newsletter and Social Media Post                       | May 14                     |
| Joint Town Council / Planning Commission Work Session #1: Project Overview  | May 14                     |
| Plan Drafting and Development   | June to September          |
| Housing Plan Working Group Meeting #2: Strategy Development                 | June 12                    |
| Housing Plan Working Group Meeting #3: Draft Plan Review                    | August 27                  |
| Joint Town Council / Planning Commission Work Session #2: Draft Plan Review | August 27                  |
| Public Draft Release Newsletters and Social Media Posts                     | September 23 and 30        |
| Public Review Draft Available   | September 30 to October 10 |
| Public Open House Event   | October 1                  |
| Final Plan Adoption   | October 22                 |

## F.1. ENGAGEMENT ACTIVITIES

### F.1.1. STAKEHOLDER LISTENING SESSIONS

To gather input from a wide range of stakeholders, the Town of Frisco conducted a series of informal Stakeholder Listening Sessions to gain first-hand perspectives on the housing environment in Frisco. These one-on-one conversations during the initial phase of the project provided valuable feedback from key stakeholders in the local and regional housing community, deepening understandings of such topics as housing affordability, potential constraints on development of new and maintenance of existing housing, existing housing programs and resources, and potential future housing strategies. The stakeholders who participated represented a range of viewpoints and expertise from residents and property owners as well as representatives of community groups, private and non-profit housing developers, public housing providers and program managers, local businesses and workers, landlords and property managers, and real estate professionals.

Between April and June of 2024, **the town conducted 20 one-hour listening sessions** which provided a starting point for drafting of the goals and strategies in the Strategic Housing Plan. Consistent themes heard during listening sessions about needs, challenges, resources, opportunities, community goals, and potential solutions included:

### **Housing Needs and Types**

- A full spectrum of housing is needed, not just for the extremes (e.g., low-income and high-end).
- Inclusionary zoning, densification, and mixed-use development should be considered.
- Adaptive re-use opportunities should be explored.
- More housing is required for workforce and middle-income earners to support a “full-service” community.
- Housing for public service workers is critical to keep the town operational and safe.

### **Development and Incentives**

- Provide incentives and win-win solutions for property owners and developers.
- Be proactive in reaching out to landowners, businesses, and developers for creative housing solutions.
- The private sector, not the government, should lead housing development.
- Small wins, such as smaller projects, can have a big impact.

### **Regional Perspective and Collaboration**

- Housing is a regional issue—Frisco must work with neighboring counties to find solutions.
- Improving collaboration between stakeholders is essential.
- Policies must be consistent across jurisdictions to create upward mobility opportunities for deed-restricted housing stock.

### **Preservation and Infrastructure**

- Preserve and maximize the utilization of existing housing stock for year-round residents.
- Infrastructure improvements (sewer, water, transportation) should be prioritized to support workforce housing.
- There is a long-term trend of scraping and redeveloping properties into high-end homes, which needs to be managed.

### **Community and Social Considerations**

- Maintain Frisco’s “neighborhood” feel, especially along historic Main Street.
- The community should be vibrant, inclusive of families, longtime residents, and newcomers alike.
- Prioritize existing residents and local workers in affordable housing lotteries.

## Economic Balance and Education

- Balance economic, recreational, and tourism growth with the need for employee housing.
- A tourism-based economy has both benefits and consequences.
- Better advertisement and education on available housing programs and resources are needed.

## Future Considerations

- Questions arise on when enough housing will be enough, given the anticipated projects.
- A variety of tools are needed to solve the housing problem, beyond just building more units.

## F.1.2. HOUSING PLAN WORKING GROUP

To inform the goals, strategies, and implementation programs of the Strategic Housing Plan, the Town of Frisco invited local experts and community members with knowledge and connections to housing and development within the town to form the Housing Plan Working Group (HPWG). The purpose of this working group was not merely to provide feedback on different project components; the HPWG's primary purpose was to meaningfully engage in the planning process by understanding the community's housing needs, challenges, and overarching goals and then informing the goals, strategies, and programs in the plan. The group will also play an ongoing role in sharing the Strategic Plan with the community, serving as a resource and supporting its implementation.

**Our work together will develop a Strategic Housing Plan that represents a balanced approach to community housing and fits with the unique needs of Frisco, including:**

- **Identifying and prioritizing specific community housing needs;**
- **Setting goals and objectives to target needs;**
- **Exploring various available tools to address identified housing needs;**
- **Prioritizing tools and developing strategies to implement those tools; and**
- **Assigning responsibilities and a timeline for implementation.**

Fourteen group members were identified and recruited by the town, which possessed a wide range of housing expertise and perspectives. Members are listed in Table F-2 and included representatives from the town, Summit County, the school district, local and regional housing organizations and non-profits, real estate and lending professionals, landlords and rental property managers, and local employers.

Table F-2: Housing Plan Working Group Members

| Name and Title   | Affiliation                                     |
|--|---|
| <b>Andrew Aerenson</b> , Mayor Pro Tem                 | Town Council                                    |
| <b>Andy Held</b> , Councilmember                       | Town Council                                    |
| <b>Lina Lesmes</b> , Chair / Housing Project Manager   | Town Planning Commission / Summit County        |
| <b>April Connelly</b> , Commissioner                   | Town Planning Commission                        |
| <b>Corrie Burr</b> , Executive Director                | Summit Combined Housing Authority               |
| <b>Kara Drake</b> , Chief Financial Officer            | Summit School District                          |
| <b>Kerstin Anderson</b> , Director of Communications   |   |
| <b>Javier Pineda</b> , Program Coordinator             | Mountain Dreamers                               |
| <b>Wendy Frazier</b> , Senior Manager of Programs      | Family and Intercultural Resource Center (FIRC) |
| <b>Mark Sabatini</b> , Principal                       | Galena Street Planning Group                    |
| <b>Eric Klein</b> , Frisco Branch Broker               | Slifer Smith and Frampton Real Estate           |
| <b>Anne Marie Ohly</b> , Broker/Owner                  | Omni Real Estate                                |
| <b>Katelyn Kirby</b> , Executive Business Support      | CommonSpirit Health Mountain Region             |
| <b>Brian Blankenmeister</b> , Assistant Vice President | Alpine Bank                                     |
| <b>Lorri Heuck</b> , Mortgage Loan Originator          |   |
| <b>Dan Fallon</b>                                      | Community Member / Former Town Council Member   |

The HPWG met three separate times during the project, and prior to each meeting, they were provided a “read-ahead” information packet with background information, project updates, key findings, and other content to support productive discussions.

### Meeting #1: Setting Goals

HPWG Meeting #1 was held on April 30, 2024, and provided the group with a progress report on the planning process; an overview of the town’s Comprehensive Plan, community vision, and guiding principles; key findings so far from the needs assessment and listening sessions; a summary of the housing planning process; core considerations of a successful plan; and discussion points for identifying the Strategic Housing Plan’s goals and objectives. A penny jar exercise, to gain high-level feedback on the group’s vision for housing in Frisco, was also conducted, which was later repeated with members of the public (see Section F.1.4). The group met for a little over four hours and provided valuable feedback that formed the foundation of the plan. Highlights from the group discussion regarding community needs and plan goals included:

### Community Housing Needs

- **Diverse Housing Types:** A full range of housing types is needed to serve a diverse and inclusive community.



- **Retention of Locals:** There is a strong desire to retain long-time residents, ordinary people, and the local workforce.
- **Affordable Housing Mobility:** There is almost no mobility within Frisco's affordable housing market, and high prices prevent market-rate homeowners from staying if they sell.

### **Policy Considerations**

- **Housing as Infrastructure:** Housing should be treated as critical infrastructure essential for a thriving community.
- **Affordability:** The perception of affordable housing must change, and the town needs to adopt creative solutions like increased density and inclusive zoning.
- **Balancing Interests:** The community will need to make tough decisions between competing priorities, such as housing versus tourism, economic growth, and outdoor recreation.

### **Strategic Priorities**

- **Mix of Housing Products:** Policies should focus on offering a balanced mix of rental and ownership options to support service industry workers, entry-level employees, professionals, and families.
- **Short-, Medium-, and Long-Term Strategies:** A variety of strategies should be considered, addressing both immediate and future housing needs.

### **Private Sector Role**

- **Incentivizing Development:** The private sector should be incentivized to lead housing development, rather than relying on the local government. Large employers should contribute to housing solutions for their workers.

### **Regional and Environmental Challenges**

- **Water as a Limiting Factor:** Managing limited water resources is a significant challenge that must be addressed in any housing strategy.
- **Regional Impact:** Frisco's housing decisions affect not only the town but also the surrounding Ten-Mile Basin, Summit County, and neighboring communities.

### **Meeting #2: Developing Strategies**

HPWG Meeting #2 was held over four hours on June 12, 2024, and covered the process of developing and prioritizing housing plan strategies by way of buildout modeling scenarios. Five planning scenarios were presented to the group based on four categories, or tiers, of candidate housing sites that reflected their readiness and suitability for development, plus a fifth tier that included the potential Lake Hill project. The scenarios were generally arranged cumulatively, starting with Scenario 1 which focused on developing Tier 1 properties (town-owned) with no other interventions, then adding Tier 2



*Figure F-1: Working Group Members Participating in the Mapping Exercise at Meeting #2*

properties (vacant private) and Tier 3 properties (underutilized private) under Scenario 2, adding select Tier 4 properties (private redevelopment) under Scenario 3, adding all Tier 4 under Scenario 4, and adding the potential Lake Hill development (Tier 5) under Scenario 5. Alongside the scenario planning exercise, the group was also asked to prioritize candidate housing sites using dot stickers on a map (Figure F-1). These interactive processes with the HPWG helped prioritize housing development strategies to ensure that the most viable and impactful projects are pursued first in the Strategic Housing Plan.

In addition, draft versions of the five Strategic Housing Plan goals that were developed based on HPWG discussion during Meeting #1, as well as from stakeholder listening sessions, were reviewed during Meeting #2 and revised based on group consensus.

### Meeting #3: Draft Plan Review

Meeting #3 of the HPWG was added at the request of the group to allow for review and discussion of the first, rough draft of the Strategic Housing Plan. The meeting was held on August 27, 2024, and lasted a little over two hours. The group was provided with a brief tour of the draft plan and instructions on how to comment using a collaborative online document review tool via the project website. Following Meeting #3, an online survey was developed to gain targeted group feedback on the plan goals, strategies, and implementation programs (see Section F.2.1). The group was given approximately four weeks to review and comment on the draft plan. All feedback received was reviewed and incorporated as appropriate into the draft ahead of its release to the public.

## F.1.3. JOINT TOWN COUNCIL / PLANNING COMMISSION WORK SESSIONS

During the planning process, two joint work sessions were held with the Town Council and Planning Commission to inform and get feedback on the Strategic Housing Plan. These work sessions were important to helping the Town of Frisco's elected and appointed officials understand the community's housing needs, challenges, and opportunities and to confirm the direction of the plan. The sessions also prepared the Town Council for their role in the final adoption of the plan.



The first joint work session was held on May 14, 2024, and provided an overview of the housing planning process, key findings from the needs assessment and stakeholder engagement, and background on developing strategies through buildout modeling. The second session was held on August 27, 2024, where the rough draft of the Strategic Housing Plan was introduced with information on how to review and comment via the collaborative online document tool (see Section F.2.2).

#### F.1.4. PUBLIC OPEN HOUSE EVENT

The Town of Frisco held a public open house event at Town Hall on October 1, 2024, to allow community members to engage with the project team in person about their housing concerns and ideas for solutions. The event was critical in helping members of the public understand Frisco's housing needs, the planning process, the housing resources currently available to them, and the goals and strategies of the Strategic Housing Plan. The open house event also provided an opportunity for valuable public input on the draft plan. Information was distributed, and feedback gathered, using several tools.



*Figure F-2: October 1, 2024, Public Open House at Town Hall*

## Project Information Cards

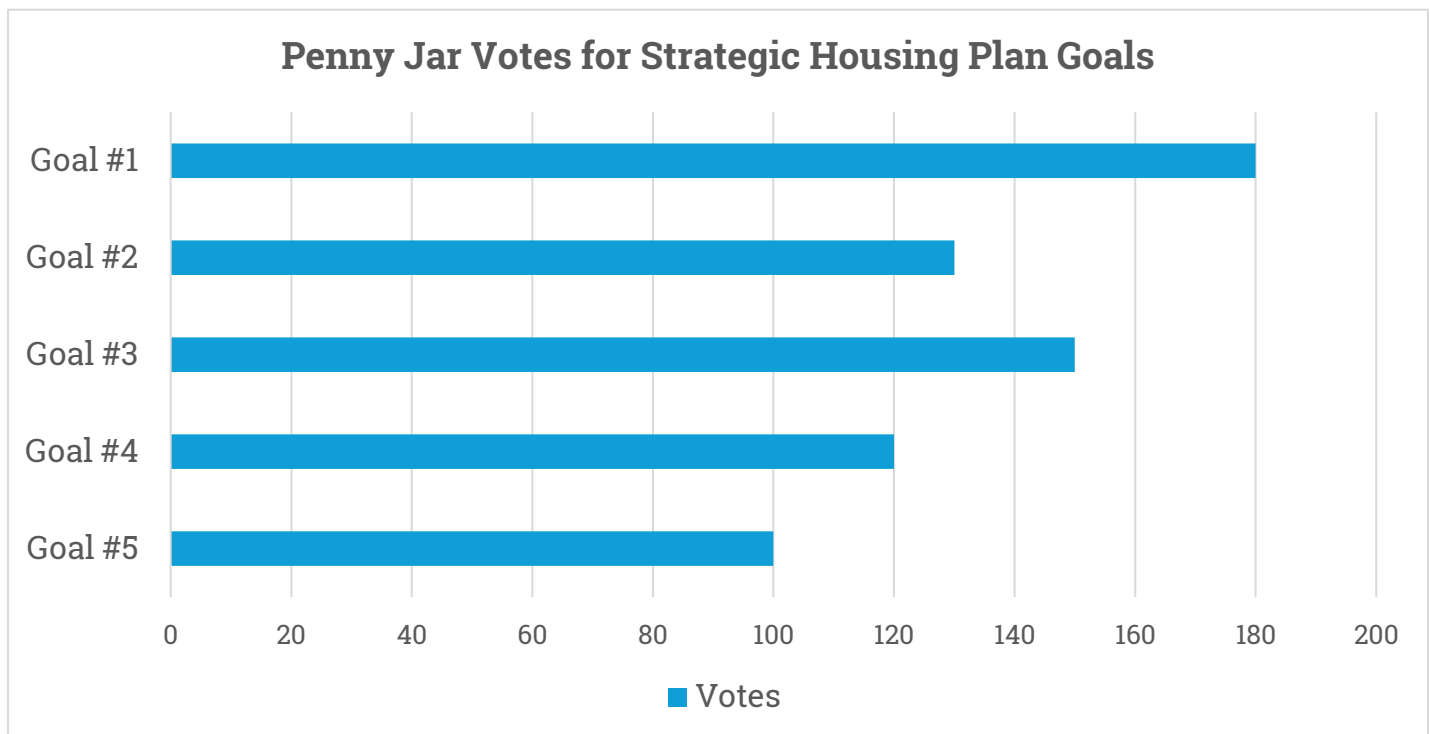
Hardcopy, quarter-page cards with a QR code were distributed at the event to direct members of the public to the project website to access the draft plan and get additional information about the project. Participants at the event were encouraged to take a handful of cards to give out to friends, family, neighbors, and other community members. In addition, the cards were distributed at four public meets related to the concurrent Comprehensive Plan update on September 26, 2024.

## Comment Cards

Blank half-page comment cards were distributed to collect written feedback from attendees. See Section F.3.1 to review the written comments received.

## Goal Verification Exercise

Penny jars were used to collect community feedback to help verify and strengthen the drafted plan goals. Attendees were provided with a bag of pennies to distribute however they wish among five jars labeled with the main plan goals. Participants could see preliminary results at the event, and the pennies were counted afterward to tally the final results as shown in Figure F-3.



*Figure F-3: Goal Verification Exercise Results*



## Balancing Act Exercise

A series of penny jars on scales were used to collect community feedback on conflicting priorities to help balance the drafted plan programs (Figure F-4). Attendees were provided with a bag of pennies to distribute how they wish between two jars labeled with competing interests on four sets of scales, including 1) strong development standards vs. increased housing opportunities; 2) increased density vs. using public land for, annexing more land for, or supporting extraterritorial development of housing; 3) accommodating more accessory dwelling units (ADUs) vs. more multi-family housing; and 4) strict parking requirements vs. increased housing opportunities. Participants could see preliminary results at the event by how the scales tipped, and the pennies were counted afterward to tally the final results as shown in Figure F-5.

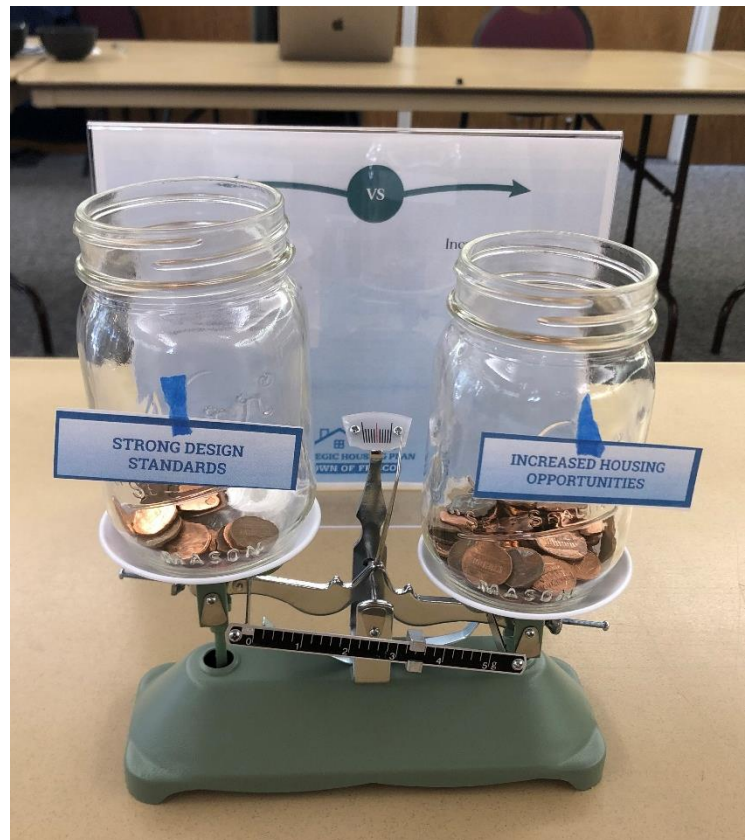


Figure F-4: Balancing Act Exercise

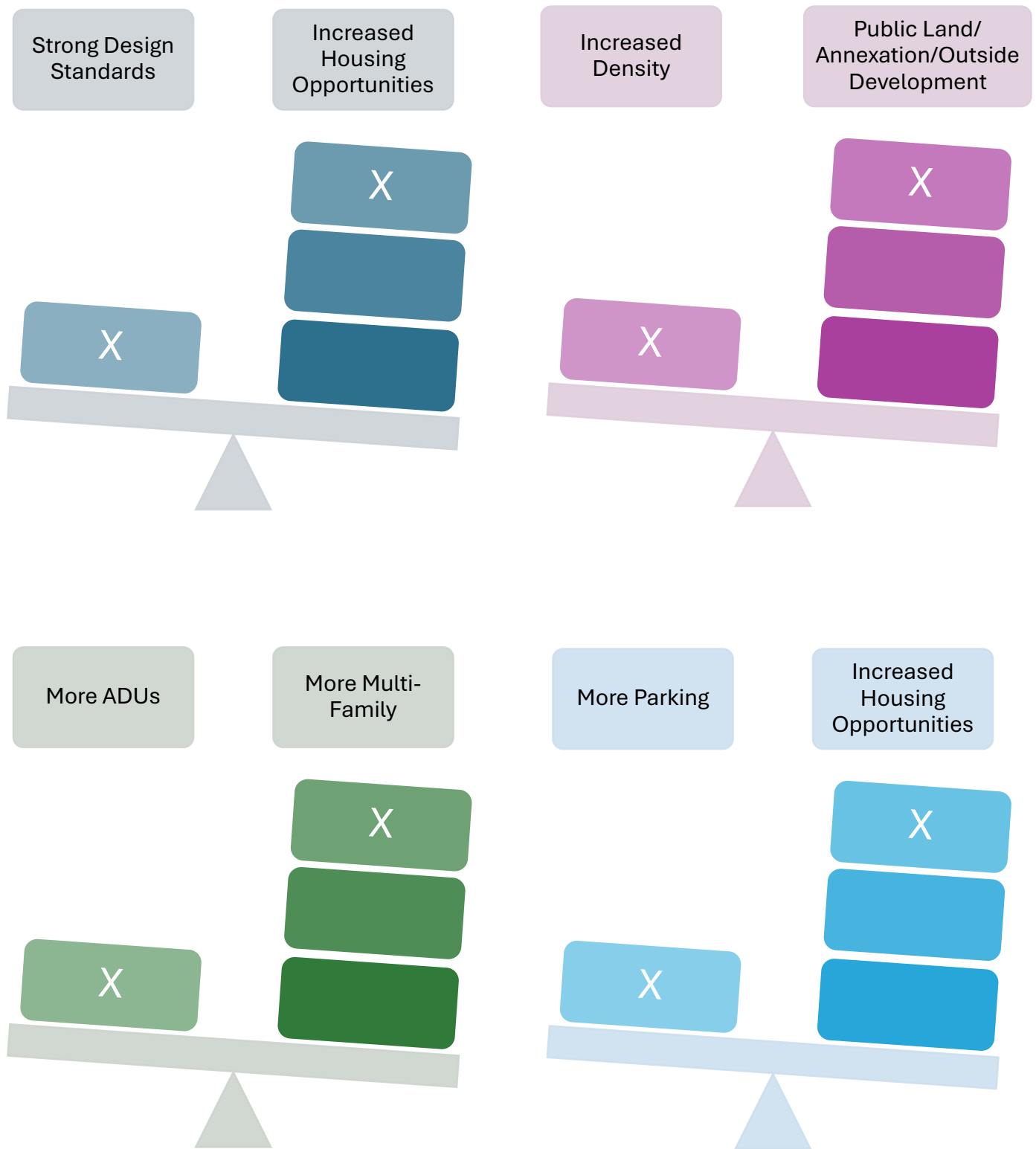


Figure F-5: Balancing Act Exercise Results



## Priority Dot Map Survey

A large map of the Town of Frisco was displayed with five different focus areas for candidate housing sites. Participants provided feedback on their housing focus area priorities by attaching dot stickers equating to rental and ownership units on top of the properties or areas they thought were most appropriate for future housing, as shown in Figure F-6.



Figure F-6: Priority Dot Map Survey Results



## F.1.6. NEWSLETTERS & SOCIAL MEDIA POSTS

The Town of Frisco sent newsletters and made posts on social media informing community members about the project at multiple stages. On May 14, 2024, a newsletter and postings on Facebook and other platforms were issued announcing that work had begun on the Strategic Housing Plan and providing an overview of the project. A second newsletter on September 23, 2024, accompanied by social media posts on September 23 and 30, 2024, notified the community of the public draft release and how to review and comment on the plan. Information regarding the public open house held on October 1, 2024, was also provided in the September newsletter and posts. See Figure F-8 for examples of the social media posts.



Figure F-8: Posts on Town Facebook Page for Project Announcement (top) and Public Draft Review and Open House Event (bottom)



## F.2. DRAFT PLAN REVIEW

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The draft Strategic Housing Plan was reviewed in two phases: internal and public. Prior to releasing the draft plan to the public, town staff, the Housing Plan Working Group, Planning Commission, and Town Council were provided a rough first draft and given opportunities to provide feedback. After incorporating these initial comments, an updated draft was circulated for public review.

### F.2.1. GOALS, STRATEGIES & PROGRAMS SURVEY

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To streamline internal review by the Housing Plan Working Group, Planning Commission, and Town Council, the project team developed an online survey that gauged people's priorities for the goals, strategies, and implementation programs in the draft plan. The survey was open for several weeks, and highlights from the results include:

- Group consensus on the five plan goals as drafted.
- Although all of the strategies in the plan were seen as important, the ones that were viewed as key in achieving the plan's goals were to support long-term affordability, balance growth and housing, and supply sufficient land.
- Strategies that were seen as lesser priorities included collaborating and advocating for housing, engaging residents and developers in solutions, and removing constraints and streamlining.
- The implementation programs where there was consensus on being the most important and/or feasible involved fee adjustments, development incentives, outreach and education, balancing growth with housing, employer-assisted housing, prioritization of public improvements, integrating housing with other planning mechanisms, and adding flexibility for prototypes and densification.
- The implementation programs where there was consensus on being the least important and/or feasible included fast track processing and adopting a vacancy tax.

### F.2.2. PUBLIC REVIEW

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The public draft of the Strategic Housing Plan was released on September 30, 2024, and open for a period of 10 days through October 10, 2024. The draft release was announced in the town newsletter and on social media on September 23 and September 30, 2024; the announcements also included information regarding the public open house event held on October 1, 2024 (see Section F.1.4). Public review of and commenting on the draft were primarily facilitated via the project website and in-person conversations and engagement exercises at the open house event.

## Online Commenting

The draft Strategic Housing Plan was hosted on the [project website](#)<sup>5</sup> and available for public review and comment for 10 days. The documents page, along with every page of the website, includes a translate button to change the rendered language of the web page.

Commentors were provided three options to give feedback. Option 1 was to use a collaborative PDF reviewing platform where the user could open the document, comment, and see all other comments in the draft plan. Option 2 was a Google-based comment form that collects the reviewer's feedback in text format and submits it directly to the project team, and Option 3 was a direct link to email the project team.

### F.2.3. ADDRESSING & INCORPORATING COMMENTS

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All feedback received from community members during the draft document review period was compiled into a single copy. A total of **XX** comments were received from **XX** individuals representing various interests. **[Section to be completed after public comment during adoption proceeding]**

Upon completion of the 10-day public review period, the project team considered public comments received and made necessary revisions to the draft Strategic Housing Plan prior to scheduling it for Town Council consideration and final adoption.

### F.2.4. TOWN COUNCIL REVIEW

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As part of the final plan review phase, the draft Strategic Housing Plan was submitted to Town Council for review at a regular meeting on **October 22**, 2024. At the meeting, the project team presented a summary of the draft plan, its updated strategies and programs, and the public comments received and resulting revisions to date. Town staff recommended that Council adopt the Strategic Housing Plan. Public comment was taken by Council during the meeting, which consisted of **[to be completed]**. After staff addressed questions and provided additional information about the draft, Council members discussed the plan **[TBD]**. **A motion was made to adopt the Strategic Housing Plan with XX revisions, followed by a unanimous vote in favor of adoption.**

Resolution **XX-2024** was adopted on **October 22**, 2024, by the Town of Frisco Town Council approving and adopting the Strategic Housing Plan.

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<sup>5</sup> <https://friscohousingplan.com>

## F.3. DOCUMENTATION

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This section contains additional documentation from stakeholder and public outreach. Note that some information has been redacted for privacy.

### F.3.1. COMMENT CARD SUBMISSIONS

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[to be added]

## F.3.2. WORKING GROUP MEETING SIGN-IN SHEETS

## TOWN OF FRISCO STRATEGIC HOUSING PLAN



Meeting: Frisco Housing Plan Working Group Meeting #1: Setting Goals

Location: Frisco Bay Landing Building, 277 Marina Road

Date & Time: April 30, 2024 @ 9am-1pm

| NAME                      | AGENCY                                   | EMAIL | PHONE |
|---------------------------|--|-------|-------|
| <i>MURRAY C. SHATTUCK</i> | <i>CHIEF OF POLICE</i>                   |       |       |
| <i>APRIL CONNOLLY</i>     | <i>PLANNING COMMISSION</i>               |       |       |
| <i>Corrie Burr</i>        | <i>Summit Combined Housing Authority</i> |       |       |
| <i>Dan Fallon</i>         | <i>Resident Frisco</i>                   |       |       |
| <i>ANDY HELD</i>          | <i>FRISCO TOWN COUNCIL</i>               |       |       |
| <i>KERSTIN ANDERSON</i>   | <i>SSD</i>                               |       |       |
| <i>Lorri Heuck</i>        | <i>Alpine Bank</i>                       |       |       |
| <i>JANET PINE</i>         | <i>MOUNTAIN DREAMS</i>                   |       |       |
| <i>Eric Klein</i>         | <i>SSF R.E.</i>                          |       |       |
|                           |  |       |       |
|                           |  |       |       |



TOWN OF FRISCO STRATEGIC HOUSING PLAN

Meeting: Frisco Housing Plan Working Group Meeting #2: Modeling for Strategy

Location: 1 Main St, Frisco, CO 80443

Date & Time: July 11, 2024 @ 9am-1pm

| NAME             | AGENCY                         | EMAIL | PHONE |
|------------------|--------------------------------|-------|-------|
| Andy Alerensa    | TDF                            |       |       |
| Dan Fallon       | N/A                            |       |       |
| Eric Klem        | SSF - Frisco                   |       |       |
| Corrie Burr      | SHA                            |       |       |
| JANIS P. NORTON  | MANAGER, DREAMS<br>GATEWAY ST. |       |       |
| MARK C. SHERMAN  |                                |       |       |
| LINA LESMES      | PC                             |       |       |
| Alexandra Okey   | Realtor                        |       |       |
| KORRI HEUER      | Banker                         |       |       |
| Kristin Anderson | SSD                            |       |       |

## TOWN OF FRISCO STRATEGIC HOUSING PLAN



Meeting: Housing Plan Working Group Meeting #3: Draft Plan Review

Location: 1 Main St, Frisco, CO 80443

Date &amp; Time: August 27, 2024 @ 9:30-11:30am

| NAME                    | AGENCY                | EMAIL | PHONE |
|-------------------------|-----------------------|-------|-------|
| Daniel Fallon           | resident<br>N/A       |       |       |
| MARC<br>SPENTON         | CANAL ST.<br>PLANNING |       |       |
| KORR<br>HEUCK           | Alpine<br>Bank        |       |       |
| Brian<br>Blankenmeister | Alpine<br>Bank        |       |       |
| Andrew<br>Aerens        | Town<br>Council       |       |       |
| Anne Marie<br>Ohly      | OMNI Real<br>Estate   |       |       |
| JAVIER PINEDA           | MOUNTAIN DREAMER      |       |       |
|                         |                       |       |       |
|                         |                       |       |       |
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|                         |                       |       |       |

### F.3.3. TOWN COUNCIL ADOPTION RESOLUTION XX-2024

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The following pages contain a copy of the executed Town of Frisco Town Council Resolution **XX-2024** adopted on **October 22**, 2024, approving and adopting the Town of Frisco Strategic Housing Plan.