



IMPLEMENTATION

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The Town of Frederick Comprehensive Plan presents a road map for growth and development within the Town and serves as a guide for Town staff, officials, residents, and local stakeholders. This Implementation Chapter assists to translate the Comprehensive Plan's policy and land use recommendations into direct action. This chapter outlines specific steps to assist the Town in setting the stage for achieving the Plan's long-term vision, includes an action matrix with more specific strategies and recommendations to achieve the Plan's objectives, and identifies a variety of potential funding sources to support such efforts.

1. ADOPT THE PLAN & USE THE PLAN DAILY

The Comprehensive Plan is the official policy guide for improvement and development, and reflects a significant amount of public investment, both in time and money. The Plan should be used on a day-to-day basis by Town staff, officials, boards, and commissions to: shape policies and regulations, work with partner agencies and service providers, review and evaluate development proposals, prioritize public expenditures, and encourage private sector investment. New facilities, infrastructure, and programming should align with the Plan's priorities. Town officials should refer to the Plan for direction in evaluating regulatory recommendations and actions that impact development.

2. FOSTER INTERAGENCY COOPERATION & COMMUNICATION

The Town of Frederick will require close coordination and cooperation from local and regional partners in order to fully implement the Comprehensive Plan's recommendations. As the entity charged with adopting and maintaining the Comprehensive Plan, the Town should spearhead its implementation; however, there are several factors (fiscal constraints, jurisdiction, etc.) that limit the Town's ability to meet all the objectives included in the Plan. A variety of other governments and agencies provide services or have jurisdiction over facilities throughout the Frederick planning area, including the St. Vrain Valley School District, and High Plains Library District, Colorado Department of Transportation, Weld County, and others. The Town of Frederick must foster collaborative relationships with local partners to maximize the success of implementation. This could be in the form of regular communication, shared capital investments, coordinated policies and joint-grant applications, or pooled resources.

3. MAINTAIN OPEN COMMUNICATION & TRANSPARENCY

The Comprehensive Plan serves as a reflection of the collective goals and vision of the Frederick community. As such, consistent dialogue with residents and businesses is necessary for successful implementation. The Town plays a critical role to ensure that the Plan's major recommendations and overall vision are conveyed to the community. To both educate and keep the community about the Plan, the Town should:

- Make copies of the Plan available online for free, provide hard copies at Town Hall for purchase, and have a copy on file at the Carbon Valley Regional Library for reference;
- Provide assistance to the public in explaining the Plan and its relationship to private and public development projects and other proposals, as appropriate;
- Continue to keep the public informed of all planning developments and policy changes through its interactive, online GIS system or other outreach efforts; and
- Actively seek public feedback in the development of the Capital Improvement Plan and review of the Comprehensive Plan.

4. UPDATE DEVELOPMENT REGULATIONS

The Town's development regulations in the Land Use Code provide the legal framework for the Plan's recommendations. As such, development regulations, such as zoning and the Community Design Principles and Development Standards, should align and support the Comprehensive Plan's vision, goals, and objectives. Relevant amendments to the Land Use Code may include, but are not limited to the following:

- Permit higher density bonuses and reduction in minimum lot sizes in exchange for a greater amount of preserved agriculture and/or open space land;
- Create a new TND zoning district;
- Require the use of fencing and landscaping, such as berms, dense trees, and other treatments, to provide physical and visual separation between incompatible uses and improve areas of poor appearance;
- Require non-motorized connections to adjacent neighborhoods;
- Require subdivisions to include internal trails that link cul-de-sacs and neighborhood streets;
- Include provisions for Transfer of Development Rights as a means of open space and agricultural land preservation; and
- Require new residential subdivisions to include "Frederick, CO" within the subdivision gateways.

5. UPDATE THE PLAN REGULARLY

The Town of Frederick Comprehensive Plan is a dynamic, living document. The Plan reflects the existing goals, objectives, and strategies of the community; however, it also recognizes that the situation “on the ground” may evolve due to implementation of recommendations within the plan, unforeseen events or shifts in the market and/or demographics, or changing community attitudes. As such, the Town should regularly undertake a systematic review of the Plan every 3 to 5 years, and revise and update the Plan accordingly. The review should coincide with the preparation of the Town’s budget and Capital Improvements Program. This facilitates resource alignment by coordinating proposed changes with commitments for the upcoming fiscal year. Routine examination of the Plan will help ensure that the Plan remains relevant to community needs and aspirations.

6. IDENTIFY & PURSUE FUNDING OPPORTUNITIES

Many of the policies and strategies recommended in the Comprehensive Plan can be implemented through regulatory amendments, administrative policies, or partnerships, and can be executed immediately with minimal or no financial cost. Others, however, may require special financing or expertise. In these cases, the Town should pursue external partnerships and funding sources. A list of potential funding and incentives is listed at the end of this chapter. Town staff should regularly monitor these sources to account for legislative or statutory changes that may influence the applicability or availability of funding, as well as proactively seek new, available funding sources.

Potential Funding & Incentive Resources

ECONOMIC DEVELOPMENT

COLORADO MAIN STREET LOANS

This is a microloan program oriented toward rural counties. Funds between \$10,000 and \$35,000 can be used for building/land purchase, business acquisition, debt refinancing, or working capital. The party seeking loan must be one of the following: individual, small business, LLC, partnership or non-profit. The Colorado Main Streets Loans program is administered by the United States Department of Agriculture

PLANNING PROGRAM AND LOCAL TECHNICAL ASSISTANCE PROGRAM

The Local Technical Assistance program strengthens the capacity of local or State organizations, institutions of higher education, and other eligible recipients to undertake and promote effective economic development programs through projects such as feasibility analyses and impact studies. The Program is administered by Department of Commerce - Economic Development Administration and offers up to \$100,000 with a cost share/match requirement.

TAX INCREMENTAL FINANCING/ URBAN RENEWAL AREAS

Urban Renewal Areas (URA) provide the opportunity to fund certain kinds of improvements within a specific geographic area as property tax revenue increases. The increase in tax revenue, or increment, over the base year of the tax increment financing (TIF) can be leveraged for infrastructure improvements, property acquisition, improvements to existing development, and related allocations. Establishment of TIF or URA is controlled by the Frederick Urban Renewal Authority. The Town currently has seven URAs.

NEW MARKETS TAX CREDIT (NMTC)

Administered by the Department of the Treasury, NMTC are designed to increase the flow of capital to businesses and low-income communities by providing a modest tax incentive to private investors, businesses, and communities across the country.

BIOTECHNOLOGY SALES & USE TAX REFUND

Qualified taxpayers may seek a refund every year for all Colorado sales and use taxes they paid on purchases of tangible personal property used directly in research and development of biotechnology. This includes property such as microscopes, chemical reagents and software.

ENTERPRISE ZONE TAX CREDITS

The Enterprise Zone Tax Credit provides tax incentives to encourage businesses to locate and expand in designated economically distressed areas of the state. This includes communities with a high unemployment rate, low per capita income, or a low population growth rate. Areas with high unemployment rates (25% above state average), low per capita income (25% below state average), and/or slower population growth (less than 25% of state average in rural areas) may be approved for Enterprise Zone (EZ) designation by the State of Colorado Economic Development Commission. Only taxpayers engaged in business that is legal under both state and federal law are eligible to claim EZ income tax credits.

ADVANCED INDUSTRY INVESTMENT TAX CREDIT

This tax credit administered through the Colorado Office of Economic Development helps Colorado advanced industry companies receive more capital from Colorado investors. Colorado's seven advanced industries are Advanced Manufacturing, Aerospace, Bioscience, Electronics, Energy/Natural Resources/Cleantech, Infrastructure Engineering, and Technology & Information. The investor, the investee, and the investment all must meet certain criteria (more detailed information available on the Colorado Office of Economic Development website).

MANUFACTURING SALES AND USE TAX EXEMPTION

This tax exemption is offered through Colorado Department of Revenue. It provides an exemption from state sales and use tax on purchases of manufacturing machinery, machine tools, and parts. Industrial businesses within the Town of Frederick may be eligible for this exemption.

JOB CREATION & TRAINING

JOB GROWTH INCENTIVE TAX CREDIT

This state funding source through the Colorado Office of Economic Development is intended to provide a state income tax credit to businesses undertaking job creation projects that would not occur in Colorado without this program. Businesses need to create at least 20 new jobs in Colorado, with an average yearly wage of at least 100% of the county average wage rate based on where the business is located. A business located in an Enhanced Rural Enterprise Zone has to create at least five new jobs in Colorado, with an average yearly wage of at least 100% of the county average wage. All new jobs must be maintained for at least one year after the positions are hired to qualify.

STRATEGIC FUND INCENTIVE

Offered through the Colorado Office of Economic Development, this incentive supports and encourages new business development, business expansions and relocations that have generated new jobs throughout the state. Local businesses must create new jobs in Colorado that are maintained for at least one year (see fact sheet on the Strategic Fund Incentive website for full requirements).

WORK OPPORTUNITY TAX CREDIT (WOTC)

This tax credit encourages employers to hire nine targeted groups of job seekers: Welfare/TANF recipients, Veterans receiving Food Stamps, Disabled Veterans, Ex-Offenders, Designated Community Residents, Vocational Rehabilitation, Food Stamp recipients between the ages of 18 and 39, Supplemental Security Income recipients, Long Term TANF Recipients. The tax credit is administered by the Colorado Office of Economic Development, and eligible employers can receive up to \$2,400 per new employee.

ON-THE JOB TRAINING (OJT)

This program provides the opportunity to offset labor costs through the hiring of individuals enrolled in an Employment Services subsidized program. Administered by Weld County Employment Services/Larimer County Workforce Center, the program subsidizes 50% of wages for individual employees.

COLORADO FIRST GRANTS

The Colorado Office of Economic Development offers grants of up to \$1,200 per full-time employee for employee training to companies that are newly locating in Colorado.

EXISTING INDUSTRY CUSTOMIZED TRAINING PROGRAMS

This grant through the Colorado Office of Economic Development provides up to \$1,000 per full time employee for employee training to companies that are expanding within Colorado.

STRATEGIC FUND INCENTIVE

This incentive is intended to support and encourage new business development, business expansions and relocations that have generated new jobs throughout the state. A business may receive funding if it proposes to create new jobs in Colorado that are maintained for at least one year. See the Colorado Office of Economic Development website for additional requirements.

TRANSPORTATION

There are various federal and state funded programs for which the Town of Frederick may apply. Most of the programs require a local match depending on the type of program. Below are a few of the programs available:

- Transportation Alternatives Program (TAP)
- Off-System Bridge Program (BRO)
- Highway Safety Improvement Program (HSIP)
- The Congestion Mitigation and Air Quality Improvement Program (CMAQ)
- Surface Transportation Program - Metropolitan (STP - Metro)
- National Highway Performance Program (NHPP)
- Congressional Appropriation Earmarked Federal Funding with Local Match (Demonstration)
- Safe Routes to Schools Program - Non-infrastructure projects only

It should be noted that the STP program is only available in the Colorado Springs, Denver and Fort Collins metropolitan areas.

TIP / STIP AND LONG-RANGE PLANS

This section deals with the planning and fund programming process that is required for a transportation project to receive funding. Each CDOT Region has a planning staff person assigned to assist with these processes.

LONG-RANGE PLAN

CDOT and each of the five Metropolitan Areas over 50,000 population are required to develop and adopt a Long-Range Plan. The purpose of the Long-Range Plan is to outline transportation goals and improvements for the next 20 to 30 years. This plan must identify potential projects and funding requirements for Statewide Transportation Improvement Program (STIP) development. The plan must be financially constrained—that is, it must show how the projects can be completed with funding that is reasonably expected to be available. To be considered for funding a project must be consistent with the fiscally constrained long range plan. Once it is deemed consistent with the long range plan, a project can compete for funding in the TIP/STIP process described in the next section.

TIP/STIP FEDERAL GUIDELINES

All projects receiving Federal funds must be identified in the STIP for the funding to be released for the project. The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) requires each state to develop a STIP containing at least four years of projects. The STIP is developed every other year in cooperation with the Metropolitan Planning Organizations (MPOs), local officials, and tribal governments with responsibility for transportation. As noted above, the STIP must be consistent with the fiscally constrained long range plan.

The STIP development process is how local agency projects are identified for Federal funding. A STIP, by law, must be financially constrained. Therefore, all funding sources must be identified for each project.

In developing the STIP, the Governor is required by SAFETEA-LU to provide citizens, affected public agencies, representatives of transportation agency employees, freight shippers, private providers of transportation, providers of freight transportation services, representatives of users of public transit, and other interested parties with a reasonable opportunity to comment on the proposed STIP. Copies of the STIP are mailed to public agencies, transportation agencies, private providers of transportation, and other interested parties. A public meeting on the STIP is conducted biennially with the Transportation Commission, typically at its April meeting. Comments are considered before the Transportation Commission approves the STIP. Once the Transportation Commission approves the STIP, it is forwarded to FHWA and FTA for final approval.

Presidential Executive Order 13898 “Federal Actions to Address Environmental Justice in Minority Populations and Low Income Populations” and FHWA Order 6640.23 address Environmental Justice at the state and federal level. They require CDOT and the Local Agencies it oversees to do enhanced public outreach and impact analysis during the planning process to fulfill

that reasonable opportunity for all affected citizens, including minority and low-income populations, to comment.

STIP DEVELOPMENT PROCESS

Every other year, the STIP is updated through a continuing, comprehensive and cooperative process involving the Federal Highway Administration (FHWA), Federal Transit Administration (FTA), MPOs, Transportation Planning Regions (TPRs), and City and County Governments. The STIP development process varies depending on whether projects are located in MPOs or TPRs.

As noted above, SAFETEA-LU only requires four years of projects in the STIP, however, the Colorado Transportation Commission has passed a resolution that requires a full six years of projects. The Transportation Commission has also passed a resolution requiring all transportation projects that will receive State or Federal funding to be included in the STIP regardless of the sponsoring agency. This resolution also requires all projects in which CDOT will be involved to be included in the STIP, regardless of how they are funded.

TIP DEVELOPMENT IN MPO AREAS

For each metropolitan area exceeding 50,000 in population, SAFETEA-LU requires a Transportation Improvement Program (TIP). A TIP identifies all projects that will receive federal or state funds in the MPO area. The TIP preparation is the responsibility of the MPOs, with the coordination and concurrence of the CDOT Engineering Regions, and Division of Transportation Development. In Colorado, these MPOs are the Denver Regional Council of Governments (DRCOG), the Pikes Peak Area Council of Governments (PPACG), the North Front Range Transportation & Air Quality Planning Council (NFRT&AQPC), the Pueblo Area Council of Governments (PACOG) and the Grand Junction/Mesa County MPO. The Town of Frederick is a member of DRCOG.

The MPOs are responsible for the development and approval processes of financially constrained TIPs. This is successfully performed through a series of MPO Committees and policy adoptions. The appropriate MPO should be contacted to ascertain the procedures for establishing a project in a TIP. MPOs “select” or “approve” projects and pools using STP-Metro, CMAQ, and Enhancement funds. CDOT selects projects and pools using BRO and Federal Hazard Elimination (SHE/SHO) funds.

Once a TIP has been approved by the MPO, it is forwarded to the Governor for final approval. TIPs and the STIP are developed concurrently. An approved TIP is incorporated into the STIP verbatim. 100 percent locally funded projects may require CDOT involvement depending on the influence of the project (i.e. the project impacts CDOT facilities). In Air Quality Non-attainment/maintenance areas, projects that are determined to be “regionally significant” must be included in the TIP.

DRCOG, PPACG and NFRT&AQPC are considered Air Quality Non-Attainment/Maintenance Areas by the Federal government. In these areas, the regionally significant projects in the TIP must be modeled to demonstrate that project implementation will not degrade air quality below the Environmental Protection Agency health standards as set forth in the Clean Air Act Amendment of 1990. This process is referred to as conformity.

PARKS, TRAILS & OPEN SPACE

LAND AND WATER CONSERVATION FUND

This fund provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities (as well as funding for shared federal land acquisition and conservation strategies). Funds are provided through the U.S. Forest Service, U.S. Fish and Wildlife Service, National Park Service, and Bureau of Land Management.

NON-MOTORIZED TRAIL GRANTS

The mission of CPW’s Trails Program is to promote understanding and stewardship of Colorado’s outdoors by providing opportunities for the public use and support of Colorado’s diverse system of trails. The grant program is a partnership among Colorado Parks and Wildlife, Great Outdoors Colorado (GOCO), the Colorado Lottery, the federal Recreational Trails Program (RTP), and the Land and Water Conservation Fund (LWCF).

ENVIRONMENT & SUSTAINABILITY

COLORADO BROWNFIELDS REVOLVING LOAN FUND (CBRLF)

This fund is intended to facilitate the reuse and/or redevelopment of contaminated sites by making low cost funding available for financing environmental cleanups. It is administered by the US EPA and Colorado Department of Public Health and Environment.

NATURAL RESOURCES MATCHING GRANTS PROGRAM

This program provides matching state funds towards the costs of on-the-ground conservation projects and educational conservation activities. Grant funds range between \$1,000 and \$25,000. Administered through the Colorado Department of Agriculture, the matching grant is a competitive program. A committee of government and private conservation experts score the applications based on the following criteria: focused approach with measurable outcomes, conservation impact, feasibility, district involvement, and partner involvement.

SOURCE WATER ASSESSMENT & PROTECTION PILOT PLANNING PROJECT

The Colorado Department of Public Health and Environment provides funds for source water protection entities that develop exemplary and comprehensive source water protection plans. Funding ranges between \$25,000 and \$50,000.

PROTECTION PLAN DEVELOPMENT & IMPLEMENTATION GRANTS

This grant program provides funds for source water protection entities to develop and implement protection plan up to \$5,000. It is administered by the Colorado Department of Public Health and Environment.

COLORADO HEALTHY RIVERS FUND GRANTS

Administered by the Colorado Department of Natural Resources, this fund provides both project and planning grants. Project grants are intended for projects that promote the improvement and/or protection of the condition of the watershed. Planning grants are for the planning of successful watershed restoration or protection projects. Eligible applicants include locally-based watershed protection groups who are committed to a collaborative approach to the restoration and protection of lands and natural resources within Colorado's watersheds.

COLORADO WATERSHED RESTORATION GRANTS

The Colorado Department of Natural Resources provides grants for watershed/stream restoration and flood mitigation projects throughout the state.

WILDLIFE RESTORATION PROGRAM

Provides grant funds to the states and insular areas fish and wildlife agencies for projects to restore, conserve, manage and enhance wild birds and mammals and their habitat

ARTS & CULTURE

COLORADO CREATIVE INDUSTRIES GRANTS

The Colorado Creative Industries Grants provide financial support to nonprofit cultural organizations and communities so that they can produce and present arts and cultural activities, bringing jobs to their communities and enhancing their quality of life. Applicants must meet three review criteria: artistic excellence and merit of proposed activities, community involvement and benefit from proposed activities, and implementation capacity. The Colorado Office of Economic Development administers the grant, which provides between \$4,000 and \$10,000.

OUR TOWN GRANTS

Our Town Grants offers support for projects in several areas: Arts Engagement, Cultural Planning, and Design Projects. These projects represent the distinct character and quality of their communities. These projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization. Matching grants range from \$25,000 to \$200,000.

PROJECTS THAT BUILD KNOWLEDGE ABOUT CREATIVE PLACEMAKING

These projects are available to arts and design service organizations, and industry or university organizations that provide technical assistance to those doing place-based work. Matching grants range from \$25,000 to \$100,000 and are provided through the National Endowment for the Arts.

7. Monitor & Prioritize Key Strategies through an Action Matrix

The Comprehensive Plan is a long-range document with numerous action items. Implementation items (e.g. new policies, infrastructure investments) should be prioritized and measurable. Town staff and officials should evaluate all of the Plan's recommendations and annually prioritize execution based on community needs, ease of implementation, and current and projected resources. An Action Matrix consists of:

- A description of the projects and activities to be undertaken;
- A general time frame for each strategy; and
- An indication of potential partners that may provide assistance for each activity; and

TIMELINE

A general timeline is assigned to each strategy, considering the cost of various types of improvements and their ability to set other actions in motion. Short-term time frames apply to actions that are administrative in nature and/or low-cost. Each strategy in the Implementation Matrix is indicated with one of the following:

- Short: low-cost, ease of implementation, directly addressing top priorities, or critical to the advancement of other strategies, and to be implemented within the next 1-5 years
- Medium: important actions that have some level of significant cost, and can be implemented within the next 5-10 years
- Long: actions that often require significant funding that must be planned for over time, or require other strategies to be completed prior to their implementation
- Ongoing: actions that have begun, or require continuous implementation and attention.

PARTNERS

The Town will require the assistance of local and regional governments, organizations, and community groups to fully implement the Comprehensive Plan. While the Town of Frederick is generally responsible for initiating and implementing many of the Plan's strategies and recommendations, there are many partnership opportunities that will be required to achieve the goals and objectives within the Plan. The Partners section of the Action Matrix identifies potential partner organizations; however, there may be instances where a deserving organization that is well-matched to one of the plan objectives or strategies has been excluded from a list of potential partners for a given topic. As with the rest of the Comprehensive Plan, the Action Matrix is a flexible document that should be regularly updated and revised to reflect the evolving needs and assets of the Frederick community.

IMPLEMENTATION ACTION COMMITTEE

To further the implementation of the Frederick Comprehensive Plan, the Town should form an Implementation Action Committee. The Action Committee would consist largely of volunteers who meet at specific times throughout the year to identify opportunities for implementation of the Comprehensive Plan. Working in an advisory role, the committee would be able to provide Town staff with prioritized actions that adhere to the Plan's goals and objectives. Committee members should meet annually throughout the life of the plan, allowing recommended actions to be tailored to Town finances, economic development, and implementation progress.

OBJECTIVE/STRATEGY	ACTION	TIMELINE	PARTNERS
Growth & Development			
Limit sprawl through targeted growth and conservation design measures.	Amend the Land Use Code to permit higher density bonuses and reduction in minimum lot sizes in exchange for a greater amount of preserved agriculture and/or open space land.	Short	
	Identify and map areas for targeted growth incentives	Short	
Utilize the Land Use Plan to align zoning regulations	Perform a comprehensive review of the Town's zoning districts and zoning map to identify potential map amendments and district changes to ensure they align with the Land Use Plan.	Short	
	Designate unzoned parcels within Town boundaries to provide development predictability.	Short	
Residential Neighborhoods			
Foster the completion of existing approved residential projects.	Identify and use incentives (reduction of impact fees, tax abatement, and/or expedited permitting) to ensure any incomplete subdivisions are fully built-out	Medium	
Encourage development within the Primary Growth Area to leverage existing community facilities and infrastructure.	Consider the adoption of an Adequate Public Facilities Ordinance to ensure future growth occurs incrementally.	Medium	
Promote a mix of housing types to accommodate a range of incomes, ages, and families.	Review and revise development regulations to permit a mix of housing types in residential infill growth areas.	Short	
	Provide incentives for the creation of affordable and workforce housing development within the Town's Growth Boundary.	Medium	
	Revise the Zoning Map to concentrate multi-family and high-density housing development near Downtown and Regional Commercial areas.	Short	
Ensure residential developments demonstrate multi-modal connectivity.	Require trails, useful open spaces, and parks throughout new development areas through dedications and easements set aside as part of the development review process.	Short	
Preserve existing residential neighborhoods through active code enforcement and maintenance standards.	Perform code inspections and enforcement aimed at strengthening established neighborhoods by improving aesthetics and ensuring structural safety.	Ongoing	
	Amend the Land Use Code to support the expansion or rehabilitation of older residential homes with modern housing amenities.	Short	
	Reach out to existing neighborhood groups to promote communication as well as facilitate the creation of new neighborhood organizations.	Ongoing	
	Perform regular design reviews to ensure new or infill development is consistent with the community's vision for its various neighborhoods through existing design guidelines.	Ongoing	
	Require and incentivize conservation design and cluster development that preserves sensitive natural areas by allowing greater development density in other portions of the site.	Short	
Promote the use of conservation design to preserve Frederick's open space areas.	Work with local service providers and districts to ensure impact fees within these areas adequately reflect the effect of locating new development further from existing service areas.	Ongoing	
Support Traditional Neighborhood Design in Downtown, Miner's Village, and Miner's Park Town Center.	Review and amend the Land Use Code to create a new TND zoning district	Short	

OBJECTIVE/STRATEGY	ACTION	TIMELINE	PARTNERS
Commercial & Industrial Areas			
Maximize prominent intersections as commercial nodes and I-25 frontage for employment centers and light industrial users.	Identify and map targeted areas for appropriate incentives that may include: density bonuses, tax abatement, impact fees waivers or reductions, transfer of development rights, off-street parking requirement reductions, or others	Short	
	Review and amend the Zoning Map to permitted land uses align with the Commercial & Industrial Areas Plan.	Short	
Pursue strategic, targeted development opportunities on key sites, with an emphasis on the intersection of I-25 and SH 52, Downtown, and the northeast corner of SH 52 and Colorado Boulevard.	Establish a vision for the types of businesses the Town desires, amenities required to recruit such industries, and publicly post the list.	Short	
	Host monthly business meetings to provide transparency and work to address current challenges.	Ongoing	
	Dedicate staff to foster personal relationships between Town staff and local businesses and industries and serve as a conduit for business owners and representatives to voice concerns and access information and potential funding and incentives.	Ongoing	Local business community
	Develop and publicly post clear policies and procedures to starting and retain a business within Frederick.	Short	
	Establish a general policy on the use of URAs and TIF incentives that provides a framework for future decision-making.	Short	
	Meet regularly with local taxing bodies to maintain close working relationships and identify partnership opportunities	Ongoing	Carbon Valley Park and Recreation District, St. Vrain Valley School District, Frederick-Firestone Fire Protection District, High Plains Library District
Ensure the desired character of the community design is supported within the Community Design Principles and Development Standards.	Ensure new developments meet the requirements within the Community Design Principles and Development Standards.	Ongoing	
	Perform a comprehensive review of design standards within the Community Design Principles and Development Standards reflect the desired character of the community.	Short-Medium	
	Amend zoning regulations to require the use of fencing and landscaping, such as berms, dense trees, and other treatments, to provide physical and visual separation between incompatible uses and improve areas of poor appearance.	Long	
	Create a plan to install and/or change signage that is consistent with the Town's sign regulations, ensuring the size and scale of permitted signs are appropriate for specific commercial uses as well as roadway corridors given roadway speeds, traffic volumes, and desired use.	Short	
Develop coordinated streetscape improvements.	Develop and implement a plan for distinct and attractive streetscapes for commercial and industrial districts.	Medium	Property owners, Weld County, and CDOT
	Continue to implement the wayfinding and signage program, ensuring signs are attractive and current, and that they identify key destinations, districts, and community facilities.	Ongoing	
	Encourage cross access between adjacent commercial uses to reduce traffic on Town roads.	Ongoing	
	Limit the number of curb cuts to increase pedestrian safety and reduce points of conflict.	Ongoing	
	Identify locations for the use of gateways that identify industrial and commercial districts and communicate a sense of character.	Short	
Partner with local organizations such as the Carbon Valley Chamber of Commerce, Downtown Business Association, and others to promote and recruit Frederick businesses.	Develop a branding concept for distinct commercial nodes within the Town.	Short	Carbon Valley Chamber of Commerce, Downtown Business Association, and local business owners
	Create and implement a plan to market businesses and events in Frederick.	Short	Carbon Valley Chamber of Commerce and Downtown Business Association
	Identify and provide incentives for business recruitment and retention with a focus on retail development.	Short	

OBJECTIVE/STRATEGY	ACTION	TIMELINE	PARTNERS
Transportation & Mobility			
Ensure streets and trails are well-maintained for safety and functionality.	Continue to incorporate trail and street maintenance as items within the CIP.	Ongoing	
Explore the potential for an additional interchange at I-25.		Long	CDOT
Ensure impact fees adequately support transportation infrastructure funding needs.	Regularly perform cost-benefit analyses to understand the efficacy of existing impact fees and adjust them as appropriate.	Ongoing	
Monitor the need for public transit and provide service as needed.	Improve Weld County and Special Transit Service and improving the use of existing transit demand programs through DRCOG and NFRMPO.	Ongoing	Weld County, DRCOG, and NFRMPO
Ensure new neighborhoods are well-connected to older neighborhoods through both motorized and non-motorized transportation option.	Amend the subdivision ordinance to require non-motorized connections to adjacent neighborhoods	Short	
	Amend the Land Use Code to require subdivisions to include internal trails that link cul-de-sacs and neighborhood streets.	Short	
Adopt a Complete Streets policy.		Short	
Create regional trail connections that connect to the Colorado Front Range Trail system and St. Vrain Greenway.	Coordinate future development with Firestone, Longmont, and other entities to create this regional trail connection.	Ongoing	Firestone, Longmont, and others
Parks, Recreation & Open Space			
Continue to implement recommendations within the Parks, Open Space, and Trails Master Plan.	Continue to implement recommendations within the Parks, Open Space, and Trails Master Plan.	Ongoing	
	Expand recreational service and programming to areas west of I-25	Medium-Long	Carbon Valley Park and Recreation District
Regularly update the Parks, Open Space, and Trails Master Plan to ensure it reflects the existing and future needs of the Frederick community.	Update the Parks, Open Space, and Trails Master Plan to ensure it reflects the existing and future needs of the Frederick community, including adequate parkland, access, equipment, and programming.	Short	
Link all parks and open space facilities via the Town's trail system.	Identify and prioritize trail projects listed within the Parks, Open Space, and Trails Master Plan to be included in the CIP.	Short	
Ensure parkland reflects increases in local population to maintain the target level-of-service established in the Parks, Open Space, and Trails Master Plan.	Utilize uniform park signage with information about ownership, maintenance responsibility, and contact information	Short-Medium	
	Maintain funding and staffing levels to maintain park facilities at levels that are consistent with adopted standards.	Ongoing	
	Establish and maintain joint use agreements to increase access to services and reduce redundancy.	Ongoing	Carbon Valley Park and Recreation District, St. Vrain Valley School District
Establish and maintain open space areas between Frederick and neighboring communities to delineate the Town and provide natural relief.	Identify and prioritize targeted open space areas for conservation	Short-Medium	
	Amend the Land Use and Development Code to include provisions for TDR as a means of open space and agricultural land preservation.	Short-Medium	
	Create a plan that provides the best and highest use of reclaimed quarries.	Medium	Property owners, Colorado Department of Natural Resources

OBJECTIVE/STRATEGY	ACTION	TIMELINE	PARTNERS
Community Facilities & Infrastructure			
Foster the development of a civic campus as municipal facilities are expanded or relocated.	Monitor the need for additional space to accommodate public meetings and Town staff.	Ongoing	
	Monitor the need for parking demand and develop a Downtown parking management plan.	Ongoing/Short	
	Identify potential location for an updated Police Department and Municipal Court that is adjacent to Town Hall and creates civic campus.	Short	
	Conduct a study that analyzes the costs and benefits of a new municipal parking facility that can accommodate parking for the Police Department, Municipal Court, Town Hall, and nearby commercial businesses.	Medium	
Work with the Frederick-Firestone Fire Protection District as it prepares plans for a new fire station within the community.	Work closely with the FFFD as it prepares plans for the new station and coordinate with the department on a regular basis	Ongoing/Short	Frederick-Firestone Fire Protection District
Require new public facilities to meet or exceed established green building and sustainable construction practices.	Adopt a policy that requires municipal facilities to integrate sustainable building and construction principles.	Short	St. Vrain Valley School District
Communicate with the St. Vrain Valley School District with regard to new developments that may impact school enrollment.	Regularly communicate with the District with regard to new developments that may impact school enrollment	Ongoing	
Work with High Plains Library District officials to ensure residents have adequate access to library facilities and resources.	Regularly communicate with library officials to ensure residents have adequate access to library facilities and resources.	Ongoing	
Support the Northern Integrated Supply Project and Windy Gap to provide reliable water sources for the community.	Continue to utilize best management practice	Ongoing	
	Provide public education opportunities about water conservation.	Short	
Ensure adequate water and wastewater service as new development occurs.	Regularly Coordinate with Central Weld County Water District, Left Hand Water District, and St. Vrain Sanitation District	Ongoing	Central Weld County Water District, Left Hand Water District, and St. Vrain Sanitation District

OBJECTIVE/STRATEGY	ACTION	TIMELINE	PARTNERS
Urban Design, Beautification & Tourism			
Continue to implement its streetscape design guidelines as detailed in the Town's Design Specifications	Develop streetscape improvement plans for : SH 52, I-25 Frontage Road, Fifth Street	Short-Medium	CDOT
	Install gateway and wayfinding signs to establish the identity and boundaries of Frederick and highlight key destinations within the community.	Amend the subdivision ordinance to require new residential subdivisions to include "Frederick, CO" within the subdivision gateways	Short
	Work with homeowner associations to amend existing signage to include a reference to Frederick.	Short-Medium	Homeowner associations
	Install gateways signs at key intersections and corridors such as I-25 and SH 52 and other prominent intersections.	Short-Medium	CDOT
Ensure developments reflect the desired community design and quality.	Review and amend the Community Design Principles and Development Standards to ensure they produce the desired community design.	Short	
Maintain and promote local events and cultural destinations.	Maintain its existing annual events as well as consider hosting additional community events that provide opportunities	Ongoing	Carbon Valley Chamber of Commerce, Downtown Business Association, local schools, and other organizations
	Ensure that new neighborhoods are included as part of the Community BBQ Tour.	Ongoing	
	Develop an accessible inventory of all facilities, programs, and organizations (private, public, and non-profit) that contribute to the arts in Frederick.	Short	
	Continue to integrate public art throughout the community including roadway corridors, public parks, plazas, and other prominent locations that are easily viewable and/or accessible.	Ongoing	
	Identify opportunities for joint events and marketing opportunities to expand local knowledge of Frederick's history and how it positively impacts today's quality of life.	Short	Miners Museum, local schools, local religious institutions, Carbon Valley Chamber of Commerce, and Downtown Business Association
	Host an "Art Walk" to both promote local artists and draw visitors to local businesses.	Short-Medium	
	Ensure community events have adequate funding for annual maintenance and potential expansion.	Ongoing	
Foster the growth of Frederick's agritainment industry by supporting agricultural property owners and operators to navigate land use, liability, and promotional opportunities.	Review and amend the Land Use Code to ensure retail operations related to agritainment are permitted within the Agriculture District.	Short	
	Consider the use of transfer of development rights to preserve agricultural areas and decrease development pressure to agricultural land.	Short-Medium	
	Work with local farm owners and operators to navigate land use and liability issues and connect them to the Colorado Heritage and Agritourism Program.	Ongoing	
	Promote agritourism within and around Frederick.	Ongoing	Colorado Tourism Office, Carbon Valley Chamber of Commerce