

## Strategic Planning for the Town of Fraser

Prepared by DTJ Design – April 21, 2021

The following summarizes DTJ Design’s approach that will assist in setting a Vision for the Town in advance of further studies, including Comprehensive Planning.

### Introduction

Fraser is a unique town with numerous possibilities. Realizing opportunities for the future of the Town depends on a clear vision with well-defined goals and objectives. Our approach is to consider the vision as the compass that holds a community on course, whereas the goals, objectives and strategies for implementation serve as the road map that help achieve the vision.

Visioning for towns and counties typically takes place as part of the process to develop a comprehensive plan and supporting reports. However, before investing in a comprehensive plan, it is advisable to go through a process of strategic planning to determine the specific need and purpose of the plan and the components to address. The following describes Strategic Planning as a precursor to conducting a formal process which may include a Comprehensive Plan, Transportation Plan, Trails and Open Space Master Plan or updates to the Development Code and Land Use Map for the Town of Fraser.

### Comprehensive Plan Parameters

The most basic components of a comprehensive plan include 1) visioning through a process of public engagement, and 2) reviewing and updating the Future Land Use Map (FLUM). However, to be truly comprehensive, the minimum effort should also include studies on 3) economics, 4) transportation, and 5) parks and open space. Together, these five components make up the backbone of a solid plan that provides guidance about future decisions for a community.

Comprehensive plans are typically updated every 5 to 10 years. RFPs often refer to the existing Comprehensive Plan as a starting point. However, for plans older than 10 years, it is advisable to conduct a new or substantial update to the Comprehensive Plan. Preparing a RFP for such a complete overhaul can be daunting, not knowing what to include or exclude. Budget is a factor of course, but how the scope is worded in the RFP is also an important consideration.

### Strategic Planning

As a precursor to developing a Comprehensive Plan, it is our recommendation to consider a step prior to initiating even the basic components of public engagement and the FLUM update. This step is a three-phased Strategic Planning exercise, which is a high-level exploration of unique aspects of the community, physical and governance/political issues, opportunities and ideas for the future. Both the process and results of this exercise are invaluable in determining how to proceed with the process of preparing a comprehensive plan. At a most basic level, this exercise includes a SWOT analysis that addresses the strengths, weaknesses, opportunities, and threats associated with the community.

### Benefits of Strategic Planning

The benefits of Strategic Planning as a precursor to a Comprehensive Plan are as follows:

- Initiates discussion among the leadership of the community
- Inspires cross departmental discussion (helps Departments and Stakeholders to support overall goals of the Town)
- Provides clarity, purpose, and goals for the Comprehensive Plan process

- Assists in prioritizing next steps
- Helps to establish a budget for the Comprehensive Plan
- Provides insight into the key local and regional contributors
- Leads to an efficient and goal-focused Comprehensive Plan process

### Process for Strategic Planning

The three phases of Strategic Planning include the following:

#### Phase One: Preparation

Time duration: 2 weeks

This Phase involves the following:

- **Recommendations Summary Review**  
Based on Town staff preparing a summary and collation of all recommendations contained in all relevant Fraser, Winter Park and Grand County documents, DTJ Design will familiarize themselves with these recommendations.
- **Interviews**  
DTJ will conduct a total of six (6) one-on-one virtual interviews with key department directors, members of boards, councils and committees, the development community, prominent public figures in the community and other key stakeholders.
- **Preparation Summary**  
DTJ will prepare a summary of the interviews to be combined with the Town prepared summary of relevant documents and recommendations. Together, these summaries will serve as the basis for the next steps in the process.

#### Phase Two: Visioning

Time duration (prep and breakup, summary notes included): 3 days

Conduct Visioning during a period of one-and-a-half consecutive days. Every interviewee of Phase One to attend a series of work sessions to explore topics related to the Town of Fraser. These work sessions will be facilitated to allow for interactive engagement whereby every attendee has the opportunity to share thoughts and ideas.

During the first work session, the collated insights/results of the interviews will anonymously be presented by the consultant and shared with participants, reviewed, confirmed and categorized in relevant topics (i.e. identity/community, governance, economics, amenities, and development). Participants will then perform a SWOT analysis of these agreed upon insights/results.

Following sessions will explore items including:

- Formulating an overall vision statement based on values
- Determining goals, objectives and strategies for various topics
- Identifying and prioritizing action items, while placing emphasis on those that are bold and have a catalytic effect
- Next steps

The location for these work sessions is ideally where there is little distraction, e.g. away from the office, but close enough that overnight stay is not necessary.

Phase Three: Finalization

Time duration: 2 weeks

A Strategic Planning Summary will describe the findings and recommendations of the Strategic Planning effort. Anticipated summary items include:

- A vision statement for the Town of Fraser
- Goals and action items
- Proposed and prioritized future studies
- Previous recommendations prioritized
- A matrix that defines compatibility and overlap of recommendations and action items

The Strategic Planning Summary will be presented during a Board/Commission meeting.

**Anticipated Fee**

For this Strategic Planning effort, DTJ is targeting \$26,000.