

TOWN OF

winter
park



2026

STRATEGIC PLAN



Vision

Values

Goals

Objectives

ABOUT THIS PLAN

This Strategic Plan is the roadmap that connects Winter Park’s long-term aspirations to the work the organization does every day. It is built on a simple framework, with each layer becoming more specific and more actionable than the one above it:

THE STRATEGIC FRAMEWORK

VISION	VALUES	5-YEAR GOALS	12-MONTH OBJECTIVES
Where we are going	How we will get there	What we will achieve	What we will do right now

The sections that follow present each layer of the plan in turn: a guiding Vision for the community’s future, the Values that shape how the organization conducts itself, the 5-Year Goals that translate the vision into long-range priorities, and the Top 5 Objectives that the organization will focus on executing over the next 12 months.

A MOUNTAIN TOWN’S FRAMEWORK: SKIING

During the 2026 Spring Retreat, Council and staff used a skiing metaphor to describe how Winter Park approaches strategic planning — a frame for a mountain community charting its own successful run. The same four stages of skiing a run mirror the four layers of this plan:

READ THE TERRAIN	VISUALIZE	CHOOSE A LINE	DROP IN & EXECUTE
Assess population, growth, housing, economic, and community-perception data before committing to a path 	Picture the run before pushing off — our Vision for Winter Park’s future 	Commit to the 5-Year Goals that chart our route down the mountain 	Focus on the 12-Month Objectives — the turns we make right now to stay on line 

As retreat discussions underlined, going fast without vision and control is how a skier “gets over their skis” — small mistakes are magnified, decisions become reactive, and teams lose alignment. Discipline is what enables speed: it is the combination of a clear Vision and Values, deliberate Goals, and focused Objectives that allow Winter Park to grow quickly without losing control of the run.

VISION

“Visualize” — picturing the run before you push off.



WHAT IS A VISION?

Vision is a forward-looking statement describing the future Winter Park aspires to create. It articulates the long-term impact or change Winter Park is working toward, providing direction for its strategy and goals.

OUR VISION

Winter Park will be a safe, welcoming, thriving, year-round mountain community – a place where people choose to work and play – where regulars become neighbors and neighbors become friends – drawn by our preserved heritage, adventurous spirit, memorable experiences, and stunning alpine environment.



VALUES



WHAT ARE VALUES?

The core principles and beliefs that define Winter Park's character and guide team member behavior. They describe how the organization aspires to operate — not just what it aims to accomplish — and remain constant even as goals and strategies evolve over time.

OUR VALUES

Community

We strive to treat every person — staff, resident, visitor, and partner — with dignity, respect, and a genuine welcome. We strive to work across silos, show up for our neighbors, and take pride in building a town where everyone belongs.

Integrity

We strive to earn public trust through consistency, honesty, and doing the right thing without being asked. We hold ourselves to a high standard of excellence because our work belongs to everyone.

Stewardship

We are caretakers of a public trust — we strive to leave our community, natural environment, public assets and organization in better condition than we found them for all generations.

Public Service

We serve the public with transparency, humility and commitment to the community's overall well-being. Our commitment to the community doesn't defer to org charts — if it needs doing, we step up.

Collaboration

We work together as employees and with citizens and other government, non-profit and private sector organizations helping each other achieve community goals.

Positive Work Environment

We strive to maintain a supportive, collaborative and trusting workplace committed to the personal and professional growth of each team member. Working at Winter Park should be challenging, meaningful and fun (maybe not all at the same time)!

5-YEAR GOALS 2026 – 2031



“Choose a Line” — committing to the route down the mountain.

WHAT ARE 5-YEAR GOALS?

5-Year Goals are the long-range priorities that translate Winter Park’s Vision into focused areas of action. They describe the outcomes the organization intends to achieve over the next five years and provide the direction against which annual work plans, budgets, and objectives are set.

Grow with Intention

- 1 Manage development to strengthen and promote inclusive community character, protect the natural environment, and expand opportunity — ensuring growth serves Winter Park’s future while meeting today’s needs.

Build a Livable, Year-Round Community

- 2 Create the physical and social infrastructure that makes Winter Park feel like home: safe, welcoming, supportive, and accessible. Partner with developers and nonprofits to expand community housing, local amenities, public spaces, and shape a vibrant, distinctive downtown and resort where residents, second homeowners, and visitors alike want to spend time.

Developing an Economy That Shares Its Benefits

- 3 Encourage a diversified local economy so that the people who live and work here can fully enjoy the community they serve and visitors have experiences that keep them coming back.

Expand Transportation Connectivity

- 4 Invest in reliable, sustainable and innovative mobility that eases regional travel burden, protects the environment, strengthens community cohesion, and gets people out of their cars.

Lead Through Strong Governance and Planning

- 5 Make disciplined, strategic decisions that prioritize long-range thinking, fiscal health, and public trust — ensure Winter Park remains a well-run organization and resilient community.

Build Identity as a Community & Destination

- 6 Partner with the resort, Grand County, and municipal neighbors to align investments and improve services — while asserting a clear, independent identity rooted in the people who call Winter Park home.

TOP 5 OBJECTIVES MAY 2026 - MAY 2027



“Drop In & Execute” — making the turns that keep us on line, right now.

WHAT ARE 12-MONTH OBJECTIVES?

12-Month Objectives are the specific, near-term priorities the organization will focus on executing over the coming year. They represent the most immediate steps toward the 5-Year Goals — where the organization is “dropping in” to do the work now.

Build Organizational Capacity

Develop a scalable staffing and operating model supported by technology and partnerships. Build capacity in Human Resources, Long-Range community planning, project management and capital planning and finance. Anticipate public safety staffing needs and create staffing model as the community grows.

Build Long-Range Planning Capacity & Discipline

Define and invest in formal long-range planning capacity integrating land use, infrastructure, housing, finance, and organizational capacity. Prepare for a comprehensive plan update in 2027. Assign and prioritize parking management using the recommendations from the 2025 Downtown Parking Study.

Progress Aerial Transit System (ATS)

Finalize decision criteria, developer agreements, financial feasibility, governance (RTA/URA). Incorporate ATS in larger regional transportation planning (Transit and Parking) in alignment with long-term community planning and goals. Design ATS downtown landing portal.

Infrastructure & Capital Planning

Adopt an integrated long-range (10 year) capital plan and financing strategy with the 2027 budget that is aligned with and anticipates new projects and capital maintenance. Specific projects to be considered: New Police Station, New Town Hall, Fraser River Trail connection from resort to Fraser, and downtown ATS portal improvements.

Convene Regional Governance

Advance a partnership-based regional governance strategy with the County, neighboring municipalities, the resort, and non-profit partners.