



UPDATED TOWN OF FRISCO STRATEGIC PLAN

July 2023



INTRODUCTION

In the first half of 2023, the Frisco Town Council met in two public sessions to update the strategic plan to be presented for adoption during a Town Council meeting during the summer of 2023. With the election of two new Council members in 2022 and the appointment of a new Town Manager in 2022, Council believed it was an appropriate time to discuss the previous strategic plan and assess the progress that had been made in reaching the plans goals. Then individual goals and desires for the Town and Town government were discussed to start to build consensus around what the Council would project to the organization and the community about their future strategy.

The purpose of this document is to provide clear, concise, and future-focused direction regarding what the Town of Frisco organization is, who it serves, what it does, and why it does what it does. This updated strategic plan from the Town Council, adopted by resolution at a regular scheduled Council meeting, will provide the schematic for all who serve in Town government in order to direct the actions of Frisco government for the next few years.

This document will be used for the following purposes:

- To articulate Frisco Town government's commitment to the community
- To clearly state the future vision and the mission of the organization
- To describe how the Council would like the Town to look and act in the future
- To develop an annual work plan for the Town Government to achieve the future vision
- To guide how financial and time resources are allocated in order to achieve the goals in the plan

The Plan

The Strategic Plan is organized in the following manner in order to allow all accessing this plan to step through in a logical manner. The major sections are as follows:

- *Public Service Commitment to the Town of Frisco:* A statement of how Frisco government will conduct itself in doing the public's business
- *Vision:* A statement of the Town's desired future state
- *Mission:* What Frisco Town government does
- *Values:* The guiding principles by which Frisco Town government operates
- *Strategic Objectives:* The major areas of concentration that will lead Town government to meeting the Council's vision
- *2023 Accomplishments of Goals:* A review of what has happened or is still to happen in 2023. This demonstrates how the organization has used the strategic plan.
- *2024 and Beyond Goal Expectations:* Initial, but not a complete, list of project and program goals that will help the Town move towards accomplishing the strategic objectives and meeting the future vision

PUBLIC SERVICE COMMITMENT TO TOWN OF FRISCO

Provide leadership, civility, efficiency, transparency, accountability, and fiscal responsibility to assure a thriving future for the Town of Frisco.



VISION

A close-knit, welcoming, and forward-looking community that values its unique sense of place, seeks balance with its environment, keeps pace with its infrastructure needs, enhances its healthy lifestyle, and acknowledges its history.



MISSION

To maintain and enhance our welcoming mountain town with the involvement of our community members in a way that respects our unique character, that sustains our natural environment, that is economically resilient, and that improves our quality of life.

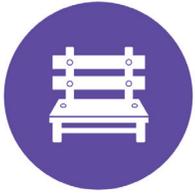


VALUES

- *Civil*
- *Inclusive*
- *Sustainable*
- *Innovative*
- *Collaborative*
- *Safe*
- *Professional*



STRATEGIC OBJECTIVES



We provide progress-driven Quality Core Services:

The Town commits to providing timely and innovative core services with efficiency, excellent customer service, and professionalism:

Pillars:

- Environmental stewardship and reducing the effects of climate change
- Maintaining and enhancing infrastructure
- Balancing the budget
- Maintaining appropriate mandated and planned fund balances
- Providing essential public safety services
- Supporting and improving recreation and historical assets
- Wisely using and recapitalizing Town government assets
- Properly documenting and archiving Town business
- Conducting elections according to laws and ordinances
- Attracting and retaining high-performing personnel
- Deliberately interacting with the community and communicating Town business



We support a Thriving Economy:

The Town of Frisco strives to create a thriving economy for our community by encouraging a variety of businesses which provide needed goods and services:

Pillars:

- Preserving and improving infrastructure that supports our business community
 - Making plans for and investing in Main Street infrastructure
 - Making plans for and investing in Summit Boulevard infrastructure
 - Improving technology and connectivity
 - Increasing workforce housing to appropriate levels
 - Supporting increased access to childcare
 - Continuing to support regional transit and mobility improvements
 - Continuing to improve our recreation assets
- Supporting business development and diversification
- Having a regulatory system that protects health, safety, and welfare, while promoting customer service
- Funding and organizing programs and events that support Town values

STRATEGIC OBJECTIVES



We enhance Community Inclusivity:

The Town of Frisco is committed to making decisions and policies which welcome and support all, so they can pursue their full potential in our unique mountain town.

Pillars:

- Offering a variety of housing types to support year-round residents
- Considering equity, inclusivity, sustainability, and accessibility in all that we do
- Actively supporting the acquisition and retention of a diverse workforce
- Working with local groups that share our values to achieve our collective goals
- Taking on programs and initiatives that encourage, develop, and support diversity in the community
- Deliberately interacting with the community and communicating Town business



We provide vibrant Culture, Arts, and Recreation Opportunities:

The Town of Frisco recognizes experiences in recreational, artistic, historical, and cultural assets, as foundational to the Town's vibrancy and the quality of life for residents and visitors.

Pillars:

- Maintaining, sustaining, and protecting our historical assets for future generations
- Providing arts, culture, and recreation opportunities for year-round residents
- Providing and improving unique and accessible arts, culture, and recreational opportunities for all

We provide progress-driven Quality Core Services

2023 Project Goals

- Extraterritorial water provision process adopted
- Town Hall dumpster enclosure constructed
- Water storage tank lining/repair
- Public works solar installed
- Additional electric car charging stations/car share
- Adopt policy to ban sales of single use plastic water bottles
- Well 7 PFAS treatment alternatives
- Town hall recapitalization master plan
- Public Works underground fuel tank replacement
- Public Works electric fueling design
- GAP project landscaping
- Implement new payroll and HR system
- Move to new retirement program provider
- Modernize and update the method of accessing the Town's municipal code

2024 and Beyond Project Goals

- Frisco-specific environmental and climate action planning effort (2024)
- Well 7 PFAS mitigation implementation (2024)
- Implement Pay As You Throw trash/recycling program (2023 - 2024)
- Continue exploring the development of last-mile transit solutions with our fellow local governments and the Summit Stage board (2024)
- Summit Boulevard sidewalk project (2024)
- Full asset management plan to assist with future budgeting (2025)
- Represent Town interests in the development of the I70, Exit 203 project with Summit County and CDOT (2023 - 2026)
- Complete a new Community Plan (2024 - 2025)
- Complete 100% Granite Street Complete Streets design and begin implementation (2023 - 2026)
- Properly conduct the 2024 municipal election
- Ongoing
 - Continue to expand, deepen, and improve community outreach efforts
 - 90% plus fill on full-time positions
 - Staff organization optimal for conditions
 - Budget balanced and targeted towards strategic objectives
 - Successful annual audit
 - Continue moves towards electrifying vehicle and equipment fleet



We support a Thriving Economy

2023 Project Goals

- Code amendments to allow for 100% workforce housing projects
- Granite Street Complete Streets design
- Negotiate development agreements with private workforce housing interests in downtown core
- Early action Complete Streets Plan improvements on Granite Street
- Finish Summit Boulevard improvements
- Old Town Hall recapitalization project designed
- Granite Park workforce housing project construction
- NEPA planning process with USFS for Frisco Backyard
- Fund childcare scholarships and programs
- Purchased and resold three Housing Helps units.

2024 and Beyond Project Goals

- Old Town Hall recapitalization construction (2024)
- Study what other services are needed to support existing and additional workforce housing development (2024)
- Continued improvement of downtown core area (2024)
- Summit Boulevard redevelopment zoning plan (2025)
- Other planning for workforce affordability issues like childcare, food security, and transportation (2024 – 2026)
- Represent Town interests in the development of the I70, Exit 203 project with Summit County and CDOT (2024 – 2026)
- Summit Boulevard sidewalk project after Exit 203 construction (2026)
- Ongoing
 - Infrastructure Improvements: Roads, bridges, facilities, fiber connectivity, sewer, and water
 - Continue events and programs that activate the Town and that fit the Town's values
 - Continuous improvement of business, short term rental, liquor, and marijuana licensing processes
 - Continue to enhance and enforce the use of the online development review and building inspection program to provide better transparency and efficiency
 - Sound development and building regulation program that emphasizes equity, efficiency, and customer service
 - Continue to monitor short term rental regulation and re-licensing process
 - Analyze and adjust parking regulation program to achieve the intended goals on Main Street and at the Marina



We enhance Community Inclusivity

2023 Project Goals

- Code amendments to encourage 100% workforce housing projects
- Adopt development agreements with private workforce housing interests in downtown core
- Granite Park workforce housing project construction
- Continue to thoughtfully consider and review extraterritorial water requests to support workforce housing
- Provide text messaging communication method to communicate governmental, recreational, and event information
- Design and implement both small and large public grant programs that support the Council's pursuit of its strategic objectives
- Represent diversity and welcome all in Town marketing materials
- Reach to specific and diverse groups to help inform and shape policy by inviting to the discussion before the decision is made

2024 and Beyond Project Goals

- Town Charter and Code reviewed to meet inclusivity goals (2024)
- Personnel policies and hiring practices reviewed to meet inclusivity goals (2024)
- Town Hall Master planning effort and plan implementation plan that supports equity and being inclusive for elected officials, public engagement, and employees (2023 – 2024)
- Pilot alternative methods of providing and encouraging community gathering around Main Street; this may include arts and culture programming (2024 and beyond)
- Audit all facilities to meet inclusivity goals (2025)
- Ongoing
 - Engage with community groups that represent our values of inclusivity
 - Stay up to date with market pay scales
 - Invite and work with community groups, in conjunction with our various programs and in various ways, to support efforts to make our community more inclusive or to honor those that make our community inclusive
 - Seek more opportunities or means to communicate in other languages
 - Develop our events with the idea of including all in our community
 - Continue to implement a variety of means to communicate with our community



We provide vibrant Arts, Cultural, and Recreational Opportunities

2023 Project Goals

- Boat ramp drainage improvements
- Construct small Triangle Park improvements
- Full design of future Triangle Park improvements
- Marina landscaping finished
- Adopt Arts and Culture Plan and appoint Arts and Culture Council members to recommend implementation efforts
- Slopeside Hall construction (2023 - 2024)
- Finish section of trail from Highway 9 underpass project in the Frisco Adventure Park
- Negotiate and enter into new lease agreement with the Island Grill, that includes capital improvements

2024 and Beyond Project Goals

- Update the Historic Park and Museum's 5-Year Strategic Plan (2024)
 - To include plan for 1st and Main site/building and site on Granite Street adjacent to the Historic Park with current Town workforce housing
 - Plan and budget for historic buildings currently in storage
- Lund House roof and deck improvements (2024)
- Marina new beach sand (2024)
- Arts and Culture Council plan implementation (2024 - 2026)
- Pioneer Park design (2024)
- Walter Byron Park improvements constructed (2024 - 2025)
- Triangle Park improvements constructed (2024)
- Old Town Hall Park reconstructed (2024)
- Pioneer Park improvements constructed (2025)
- Miners Creek recreation path bridge reconstruction (2026)
- Continue implementation of the following plans: (2024 - 2026)
 - 2018 Marina Master Plan
 - 2019 Neighborhood Parks Master Plan
 - 2019 Nordic Master Development Plan
 - 2020 PRA Comprehensive Vision and Implementation Plan
 - 2023 Frisco Trails and Pathways Master Plan

