PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
September 22, 2020

PUBLIC NOTICE IS HEREBY GIVEN that the City Council of Park City, Utah will hold its regular City Council meeting at the Marsac Municipal Building, City Council Chambers, 445 Marsac Avenue, Park City, Utah 84060 for the purposes and at the times as described below on Tuesday, September 22, 2020.

NOTICE OF ELECTRONIC MEETING & HOW TO COMMENT VIRTUALLY:

This meeting will be an electronic meeting without an anchor location as permitted by Utah Code Open and Public Meetings Act section 52-4-207(4) as amended June 18, 2020, and Park City Resolution 05-2020, adopted March 19, 2020. The written determination of a substantial health and safety risk, required by Utah Code section 52-4-207(4) is attached as Exhibit A. Council members will connect electronically. Public comments will be accepted virtually as described below.

To comment virtually, use eComment or raise your hand on Zoom. eComments submitted before the meeting date will be attached to the packet as appendices. eComments submitted on Council meeting days will be read aloud. For more information on participating virtually and to listen live, please go to www.parkcity.org.

Exhibit A: Determination of Substantial Health and Safety Risk
On September 1, 2020, the Mayor determined that conducting a meeting with an anchor location presents a substantial risk to the health and safety of those who may be present at the anchor location. Utah Code section 52-4-207(4) requires this determination and the facts upon which it is based, which include:
• Summit County has extended its Emergency Declaration and Public Health Emergency Declaration through January 8, 2021.
• Statewide COVID cases and hospitalizations are increasing.
This determination is valid for 30 days, and is set to expire on October 1, 2020.

WORK SESSION - 4:00 p.m.

4:00 p.m. - Vibrancy Code Discussion Regarding FY 2020 - Third and Fourth Quarters
Vibrancy Code Staff Report

4:45 p.m. - Wasatch Transit Study Results Presentation - Shawn Seager, Mountainland Association of Governments
Wasatch Transit Study Results
Wasatch Transit Infographic

5:15 p.m. - Park City Vision 2020 Update
(A) Public Input
Park City Vision 2020 Staff Report

Exhibit A: Strategic Pillars

REGULAR MEETING - 6:00 p.m.

I. ROLL CALL

II. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council Questions and Comments

Staff Communications Reports

1. 2020-2021 Winter Transit Service Recommendations
   2020-2021 Winter Transit Service Staff Report
   Exhibit A: Winter Transit Service Recommendation

2. Neighborhood Traffic Management Program- Iron Mountain Trailhead Update
   NTMP Iron Canyon Trailhead Staff Report

3. Art Fencing Call for Artist for Arts and Culture District Engagement
   Call for Artwork - Arts and Culture District Staff Report

4. Business Licensing Program Overview
   Business Licensing Program Staff Report

III. PUBLIC INPUT (ANY MATTER OF CITY BUSINESS NOT SCHEDULED ON THE AGENDA)

IV. CONSENT AGENDA

1. Request to Authorize the City Manager to Execute the Construction Agreement in a Form Approved by the City Attorney's Office with Makers Line, LLC, for the Construction of the Sixth Street Stairs in an Amount Not to Exceed $262,204.00
   6th Street Stairs Contract Staff Report
   Exhibit A: Makers Line Bid Form

2. Request to Provide Rent Abatement for Tenants of City-Owned Properties through December 1, 2020 in the Amount of $22,081
   Rent Abatement at City Facilities Staff Report

V. NEW BUSINESS

1. Consideration to Approve Resolution 20-2020, a Resolution Recognizing November 13, 2020 as Park City Kindness Day
   (A) Public Hearing (B) Action
   Kindness Day Staff Report
   Exhibit A: Kindness Resolution

2. Consideration to Approve Resolution 21-2020, a Resolution to Return to Normal Utility Billing Processes

(A) Public Input (B) Action
Public Utilities Billing Staff Report
Exhibit A: Return to Normal Billing Resolution

3. Discuss FY2021 Budget Re-Adoption
(A) Public Input
FY21 Budget Re-Adoption Staff Report
Exhibit A: Presentation (Sales Tax Analysis)

VI. ADJOURNMENT

A majority of City Council members may meet socially after the meeting. If so, the location will be announced by the Mayor. City business will not be conducted. Pursuant to the Americans with Disabilities Act, individuals needing special accommodations during the meeting should notify the City Recorder at 435-615-5007 at least 24 hours prior to the meeting. Wireless internet service is available in the Marsac Building on Wednesdays and Thursdays from 4:00 p.m. to 9:00 p.m. Posted: See: www.parkcity.org

***Parking validations will be provided for Council meeting attendees that park in the China Bridge parking structure.**

Agenda Item No:

Council Agenda Item Report

Meeting Date: September 22, 2020
Submitted by: Beth Bynan
Submitting Department: Finance & Accounting
Item Type: Work Session
Agenda Section:

Subject:
4:00 p.m. - Vibrancy Code Discussion Regarding FY 2020 - Third and Fourth Quarters

Suggested Action:

Attachments:
Vibrancy Code Staff Report

City Council Staff Report

Subject:	**Vibrancy Ordinance 4-2-15: Discussion of 3rd & 4th Quarter Application for 2020**
Author:	**Beth Bynan, Business License Specialist** **Jonathan Weidenhamer, Economic Development Manager**
Department:	**Finance, Economic Development**
Date:	**September 22, 2020**
Type of Item:	**Work Session**

Summary

Vibrancy Ordinance inspections were temporarily suspended during Quarter 2 (April-June) of 2020 due to the negative effects of COVID-19 on local businesses.
As stated in the staff communications report on August 4, 2020 staff is returning to City Council to seek guidance regarding the administration of the provisions and enforcement of the ordinance for the 3rd and 4th quarters of 2020.

Background

In late 2017, Council adopted the Vibrancy Ordinance /Municipal Code 4-2-15, a step towards a larger goal of maintaining a thriving, vibrant Main Street. Staff has administered the program by conducting quarterly vibrancy inspections with members from multiple departments (Building, Special Events, Economic Development, Planning) to monitor the status of commercial storefronts within the Historic Recreation Commercial (HRC) and Historic Commercial Business (HCB)[1] districts to ensure that businesses: 1) have an active business license; and 2) are open and operating for at least 60 days per quarter. Businesses which do not meet both provisions are notified with a "Notice of Dark Storefront" letter from the Finance Department informing them that the location may not be eligible for a Single Event Temporary Liquor License.

Since its adoption in 2017, the Vibrancy Ordinance has helped reduce the vacancy rate on Main Street from 6% to approximately 3%. Additionally, some locations which have been chronically vacant year round except for during Sundance Film Festival dates have become "vibrant" and now have leases with full-time businesses which occupy and exhibit vibrant storefronts year-round.

Stakeholder Analysis & Considerations

HPCA/Business Owners*- Directly impacted*[2]

- Are understanding of the temporary suspension of enforcement in Q2 due to many businesses temporarily shut down or which had sporadic hours during the initial COVID response;
- Continue to support the goals of the vibrancy ordinance, and don't want additional allowances or exceptions for those chronically vacant to be eligible for temporary liquor permits;

[1] Map of HRC and HCB districts provided under the listed Exhibits on p. 3 of this report.
[2] Written statements from HPCA Executive Director provided under the listed Exhibits on pg. 4 of this report.

- Continue to support opportunities for owners of Vibrant Storefronts to benefit by subletting their spaces.

Landlords

- Some interested in securing short-term commercial leases;
- Others don't want the hassle or potential damages from move in/out;
- May not want increased pressure to be vibrant for the remainder of 2020 considering COVID-19 numbers/fluctuations;
- Don't want barriers - Vibrancy issues could lead to barriers for tenants/landlords when trying to execute leases (if ineligible for temporary liquor licensing) regardless of whether or not the venue is an official sponsor or unaffiliated/ambush entity

Sundance Institute

Sundance will have a significantly reduced Festival scope in 2021. COVID risk levels set within the state of Utah, counties and municipalities have affected Festival ticket sales, capacity of theatres, support venues (Filmmakers Lodge, Music Café, Festival Co-op, etc.), and sponsor venues/activities. The City Service agreement with the Institute agrees to protect Sundance Institute's intellectual property rights. PCMC's Convention and Sales and Vibrancy ordinances, among others, create time, manner, and place restrictions which support that tenant. The Institute remains concerned that their reduced presence could create a void that will be filled by non-affiliated activity, which may confuse visitors or potentially damage their experience. The Institute:

- Was supportive of the temporary suspension of the vibrancy ordinance during Q2;
- Is supportive of resuming enforcement of the vibrancy ordinance; and
- Is always supportive of PCMC taking further steps to limit potential impacts of short term business turnover competing with their sponsors. One such option would be to pursue a more aggressive approach to either the vibrancy enforcement or convention and sales licensing on the whole.

With current State Codes, taking more aggressive action to limit or restrict non-affiliated business activity will be difficult. Further, staff continues to believe Council's current policy approach of protecting the Sundance Institute's intellectual property and facilitating opportunities for local business is well balanced.

Discussion points for City Council

- Consider objectives relating to vibrancy on Main Street and community preferences with back-drop of COVID-19 pandemic landscape.
- The vibrancy ordinance is working, why stop now?
    - Current code contains path of appeal if a business owner is deemed "dark", and;
    - All liquor licenses for events which take place during the dates of the Sundance Film Festival require City Council approval therefore temporary liquor permit applications are approved or denied on a case-by-case basis

- Partnership with Sundance Institute - prioritize Festival operations and long term agreement but balance practical business benefits of economic impacts as a whole.
- Local business owners interest in securing short-term commercial leases.
- Health and well-being of the community: do we want to allow the possibility of more events right now by loosening or suspending the provisions in the ordinance?

Summary

Staff recommends the City Council review the provisions of the existing ordinance and consider the perspectives listed in the stakeholder analysis above**.** Staff seeks direction for the administration of the Vibrancy Ordinance for the 3rd and 4th quarter of 2020, and whether or not enforcement of the ordinance should be suspended or if any amendments should be made to the current code.

Exhibits

1. Ordinance & 4-2-15
2. Map of HRC & HCB (lavender & purple sections)

3. Email statements from Alison Kuhlow, HPCA Executive Director (9/15/2020)

At today's meeting, the HPCA Board discussed the possible suspension of the Vibrancy Ordinance. The following points were emphasized in our discussion.

- Keeping storefronts vibrant, especially during the pandemic, is important.
- There are limited opportunities for businesses to sublease their space for the 2021 Sundance Film Festival, due to an anticipated significant drop in sponsor and media presence.
- There may be some businesses that decide to close for more than 60 consecutive days in Q4 to save expenses.
- Allow an exception due to COVID impacts, on a case-by-case, basis for those businesses that are closed for more than 60 days in Q4.

Alison Kuhlow
Historic Park City Alliance
Executive Director
435-640-2732

Agenda Item No:

Council Agenda Item Report

Meeting Date: September 22, 2020
Submitted by: Michelle Kellogg
Submitting Department: Executive
Item Type: Staff Report
Agenda Section:

Subject:
4:45 p.m. - Wasatch Transit Study Results Presentation - Shawn Seager, Mountainland Association of Governments

Suggested Action:

Attachments:
Wasatch Transit Study Results

Wasatch Transit Infographic

City Council Presentations

Summer 2020

Wasatch County Transit Study

HEBER CITY

MIDWAY CITY UTAH

MAG

UDOT

UTA

PARK CITY 1884

LSC TRANSPORTATION CONSULTANTS, INC.

FEHR PEERS

Purpose

Identify transportation needs in Wasatch County and develop a long-term strategy for enhancing passenger transportation services to meet current and future needs

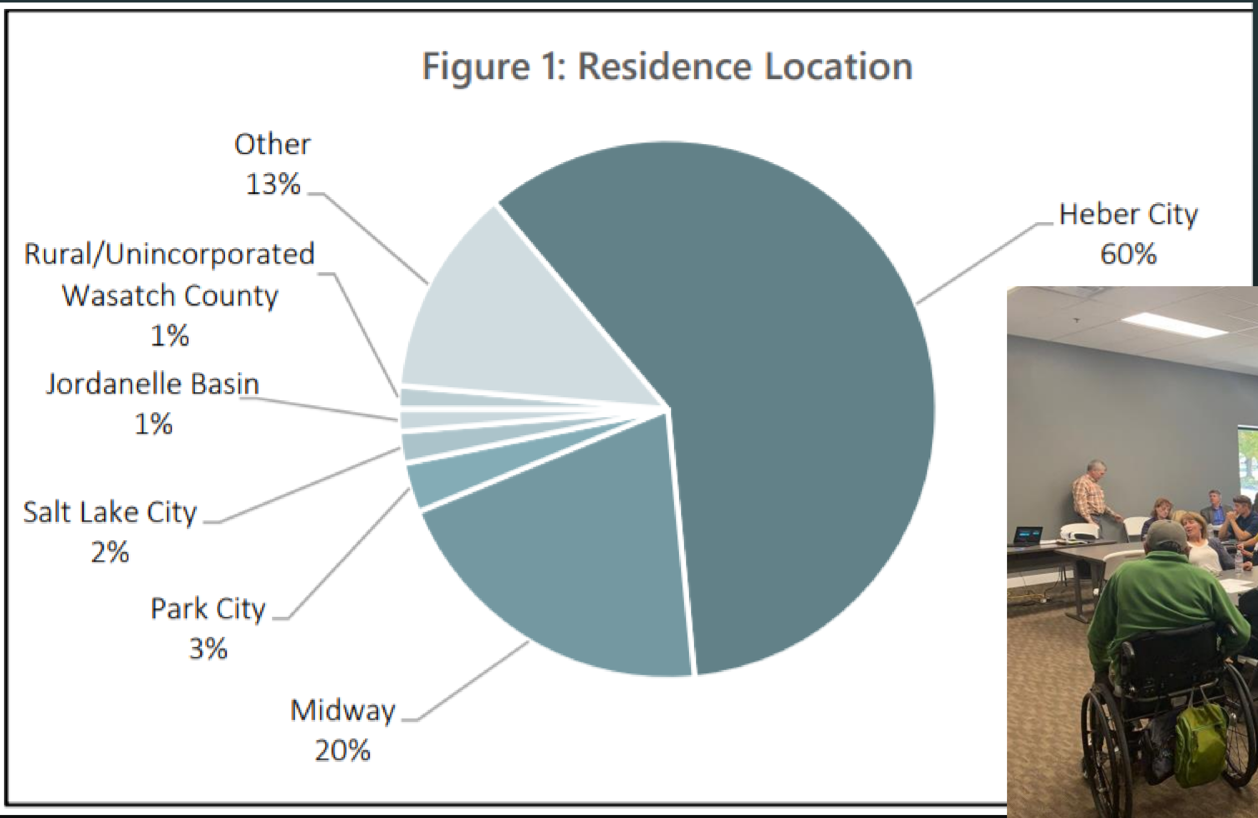
Partners: Wasatch County, Heber City, Midway, MAG, UDOT, UTA, and Park City.

Community Input

Public Survey

300+ responses

Over 100 comments



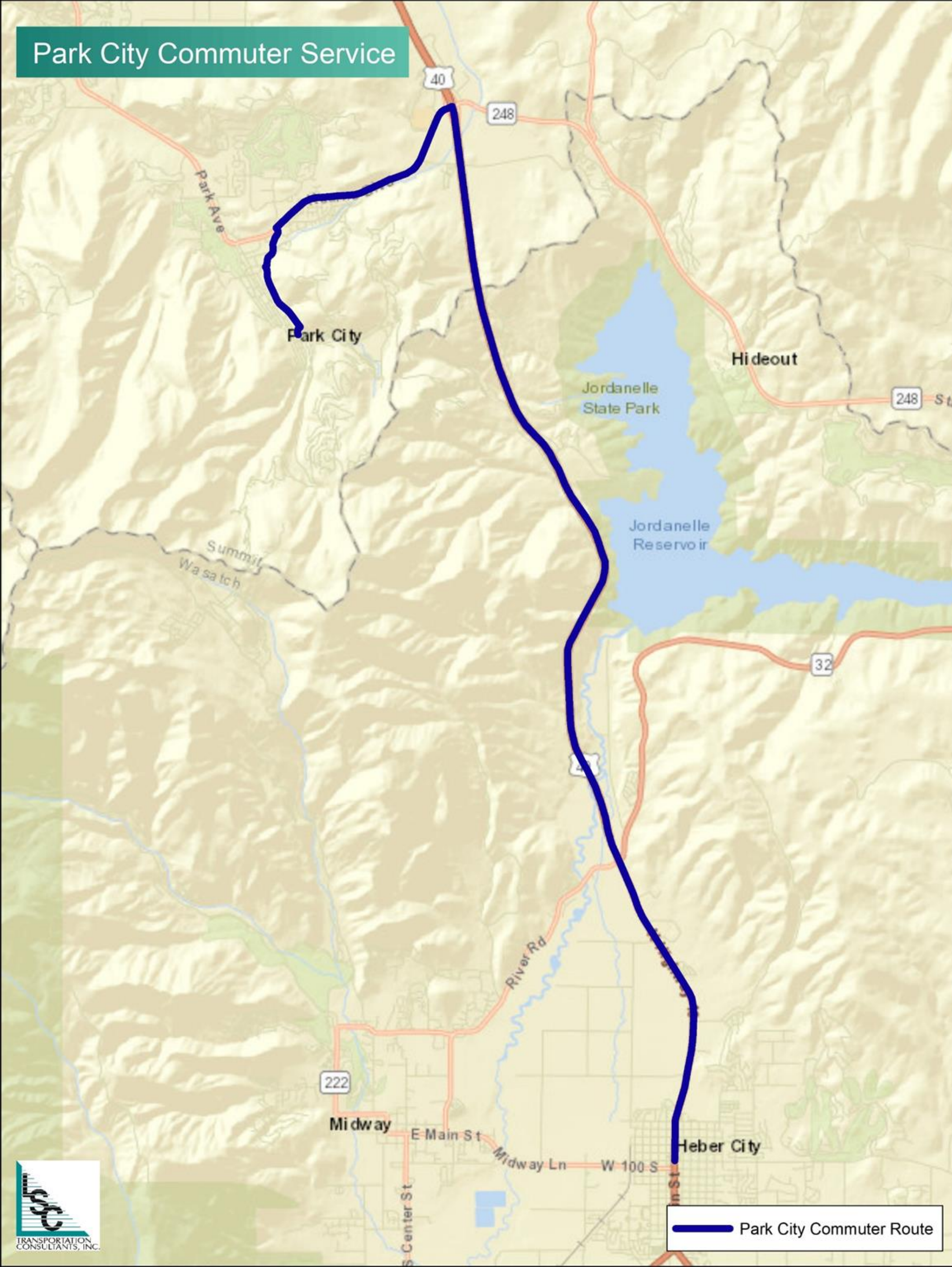
Advisory Committee

50+ Stakeholders

4 meetings

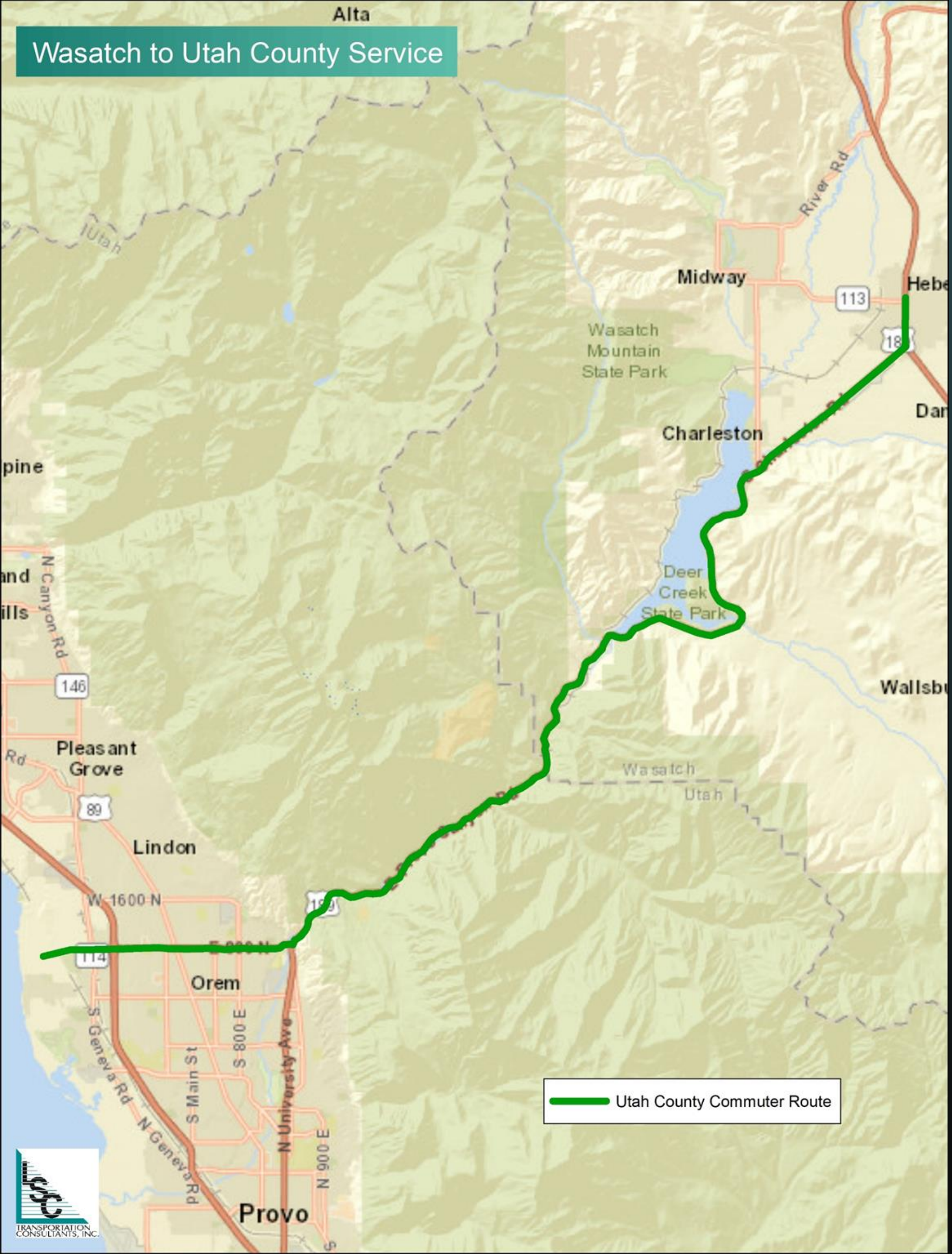
Vanpool

- Promote through UTA
- Vanpools formed based on demand
- $24,000 to $36,000 per year per van



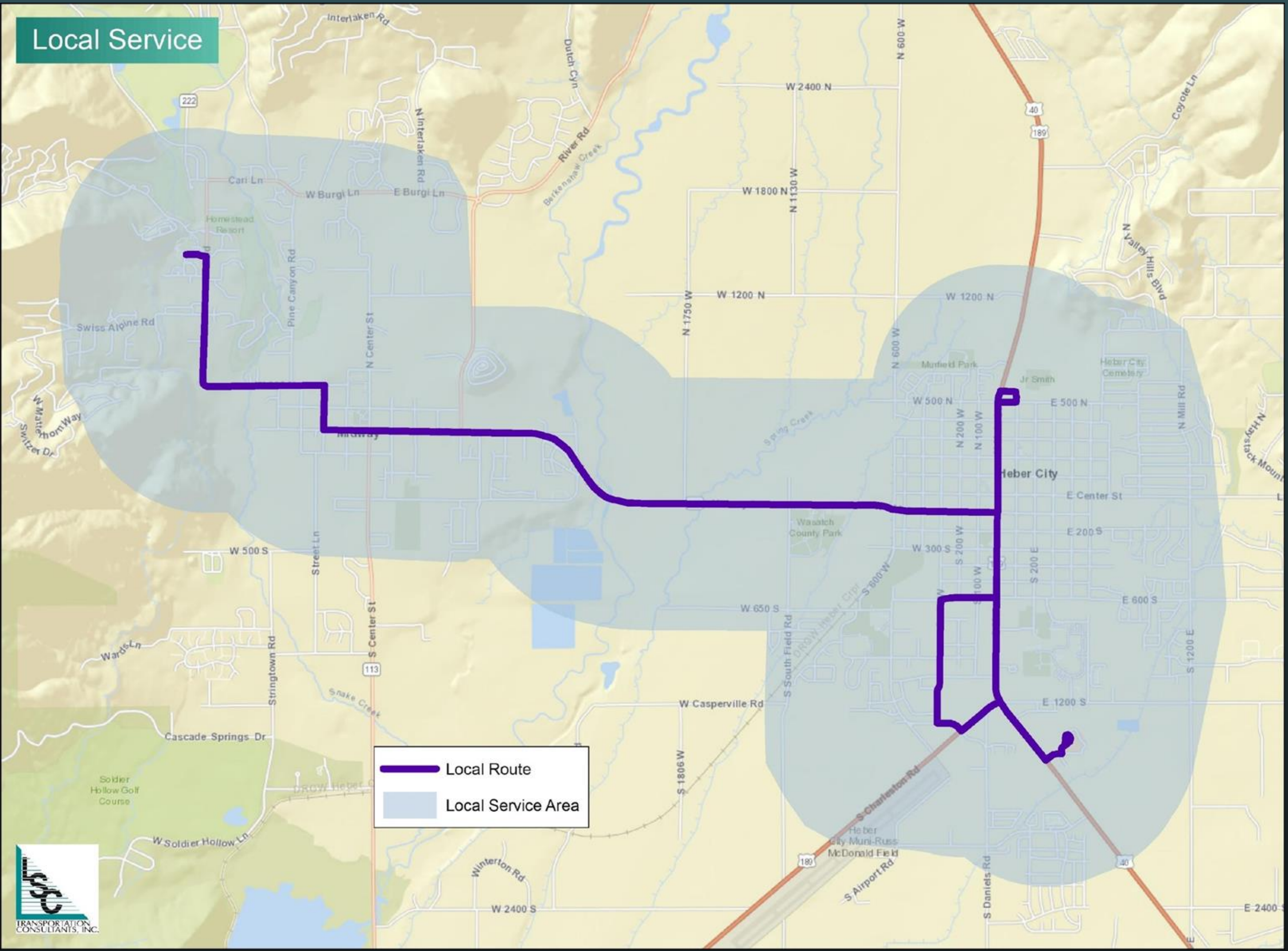
Wasatch - Summit

- Daily
- Morning, mid-day, and afternoon Summer service
- More frequent Winter service
- Two buses – summer
- Four buses - winter
- $594,000 annually
- $3-$7 cost per passenger trip



Wasatch – Utah

- Commuter service
- Year-round
- Weekdays
- Morning and afternoon service
- Two buses
- $376,000 annually
- $31-$39/passenger trip



Local Service

- Daily, Year-round
- 6:00 a.m. to 7:00 p.m.
- Extended winter hours to 11:00 p.m.
- Two small buses
- $910,000 annually
- $11-$57/passenger trip

Implementation

Pilot Program with Park City Transit?

Phase 1	Phase 2	Phase 3
• Decide whether to implement • Determine initial governance structure • Hire Transit Coordinator • Submit applications for grant funding • Identify local funding sources • Start development of bus stop improvements and new facility • Begin vanpool operations for both Summit and Utah County corridors	• Begin dial-a-ride service in Heber City and Midway • Continue work on further bus stop improvement and begin construction of new facility • Purchase vehicles	• Transit facility in operation • Begin Park City Commuter Service and Park City Skier Service • Begin both Utah County Commuter Bus Services with - Heber City to Utah Co. and Utah Co. to Heber City • Additional Winter Seasonal Dial-a-Ride Service • Begin New Route Deviation Service in Heber City and Midway • Additional Winter Seasonal Route Deviation Service

Funding

- Federal Transit Authority Funds
  - –For Capital improvements
  - –Ongoing operating assistance through UDOT
- Fares – cover a small portion of costs
- Wasatch County Transportation Sales Tax Potential Revenue
  - –Single "quarter" would generate about $2.2 million
  - –Full five "quarters" would generate about $11 million

Governance

Table X-1 Summary of Governance Models				
	City System	County System	JPA	District
Legal Authority	Yes	Yes	Yes	Yes
Level of City/County Control	High	High	Medium	Low
Ability to Generate Revenue	High	High	Medium	Medium
Ease of Implementation	High	High	High	Low
Ability to Serve Multiple Jurisdictions	Low	Medium	High	High

JPA (Joint Powers Authority) is an entity resulting from an interlocal agreement. It has a separate board of directors.

Pilot Projects

Pilot route to Park City – Wasatch could contribute ~$200,000 for Operation and Maintenance of 2 morning, 1 midday, 2 evening routes. Park City could contribute buses for the pilot.

Increase existing vanpool between Wasatch and Utah counties with employers and service providers?

Questions?

Shauna Mecham, MAG

Shawn Seager, MAG

A.T. Stoddard, LSC Transportation Consultants

Cost Specifics

Table IX-1: Recommended Service Plan

Service Option		# of Vehicles Required	Total Daily Revenue Miles	Total Daily Revenue Hours	Total Annual Revenue Miles	Total Annual Revenue Hours	Annual Operating Days	Annual Operating Cost	Annual Ridership	Passengers per Hour	Cost per Passenger	Implementation Phase
Summit County Corridor												
Park City Commuter Service	Summer - Two morning, one mid-day, and two afternoon connections between Heber City and Park City (Old Town Transit Center).	1	102	3	24,854	731	244	$161,000	45,000	61.6	$3.58	Phase 3
	Winter - Two morning, one mid-day, and two afternoon connections between Heber City and Park City (Old Town Transit Center).	2	102	6	12,376	728	121	$80,000	46,767	64.2	$1.71	Phase 3
	Total:	2	Varies	Varies	37,230	1,459	365	$241,000	91,767	62.9	$2.63	Phase 3
Park City Skier Service	Hourly service to Park City during winter season. Operates daily for approximately four months.	2	450	30	54,600	3,640	121	$353,000	49,000	13.5	$7.20	Phase 3
Vanpool Service	Vanpool service along the Summit County Corridor.	1	-	-	-	-	-	$24,000	-	-	-	Phase 1
Utah County Corridor												
Utah County Commuter Service - Heber City to Utah County	One morning and one afternoon roundtrip from Heber City to UTA at Vineyard Station (New station under construction).	1	112	3	29,120	780	260	$188,000	5,434	7.0	$34.60	Phase 3
Utah County Commuter Service - Utah County to Heber City	One morning and one afternoon roundtrip from UTA at Vineyard Station to Heber City.	1	112	3	29,120	780	260	$188,000	5,020	6.4	$37.45	Phase 3
Vanpool Service	Vanpool service along the Utah County Corridor.	1	-	-	-	-	-	$36,000	-	-	-	Phase 1
Local Service												
Dial-a-Ride Service in Heber City and Midway	Daily service operating from 6:00 a.m. to 7:00 p.m. year-round with one vehicle.	1	156	13	56,940	4,745	365	$368,000	9,000	1.9	$40.89	Phase 2
	Additional winter seasonal service operating from 7:00 p.m. to 11:00 p.m. Operates daily for approximately four months.	N/A	48	4	5,824	485	121	$38,000	1,000	2.1	$38.00	Phase 3
Route Deviation Service in Heber City and Midway	Daily service operating from 6:00 a.m. to 7:00 p.m. year-round with one vehicle.	1	194	13	70,701	4,745	365	$457,000	58,000	12.2	$7.88	Phase 3
	Additional winter seasonal service operating from 7:00 p.m. to 11:00 p.m. Operates daily for approximately four months.	N/A	60	4	7,231	485	121	$47,000	7,000	14.4	$6.71	Phase 3

Source: LSC, 2020.

Quarter Cent Sales Tax Options

8 options to get to 4 quarters + a fifth

Brief Description Title 59-12 of the Utah Code Annotated

1st Quarter MT Mass Transit Tax 2213 (County, City or Town) up to .30 100% UTA transit	**OR**	1st Quarter HT Highway Tax 2215 (City or Town) .30 100% transit
2nd Quarter MA Additional Mass Transit 2214 (County, City or Town) .25 100% transit unless SLC 80% transit, 20% roads. State Legislature authorizes funding in UCA (1/5 of 1/4)	**OR**	2nd Quarter MF Mass Transit Fixed Guideway 2216 (County) .30 87% Frontrunner, 5% BRT, 8% roads
3rd Quarter CT County Option Sales Tax 2217 (County) .25 Weighted priority process approved by State Legislature, COG recommends list to County once a year	**OR**	3rd Quarter HH County Airport, Highway, Public Transit 2218 (County, City or Town) .25 Roads, transit, airport, trails. MPO recommends projects
4th Quarter AT Transportation Infrastructure 2219 (County) 40% UTA transit, 40% cities, towns, county, 20% county, must be adopted by June 30, 2022	**OR**	4th Quarter AT Transportation Infrastructure 2219 (City or Town) 50% UTA transit, 50% cities, towns, if county doesn't adopt by June 30, 2020
5th Fifth CP County Public Transit 2220 (County) 100% to County for transit, must be adopted by June 30, 2022 and only ***after*** the other 4 are adopted		

MOUNTAINLAND
ASSOCIATION OF GOVERNMENTS

Wasatch County Transit Study Executive Summary 2020

BACKGROUND

Funded by Heber City, Midway City, Park City, Wasatch County, UDOT and UTA
Managed by Mountainland Association of Governments (MAG)
Consultant team: LSC Transportation Consultants with Fehr & Peers

LOCAL SERVICE

» *Combination of route-deviation & demand-response service*
» *Year-round*
» *Daily: 6:00 a.m. to 7:00 p.m. (Extended winter hours to 11:00 pm)*
» *Two small buses*
» *$910,000 annually*
» *Estimated annual ridership: 75,000 passengers*

PARK CITY COMMUTER

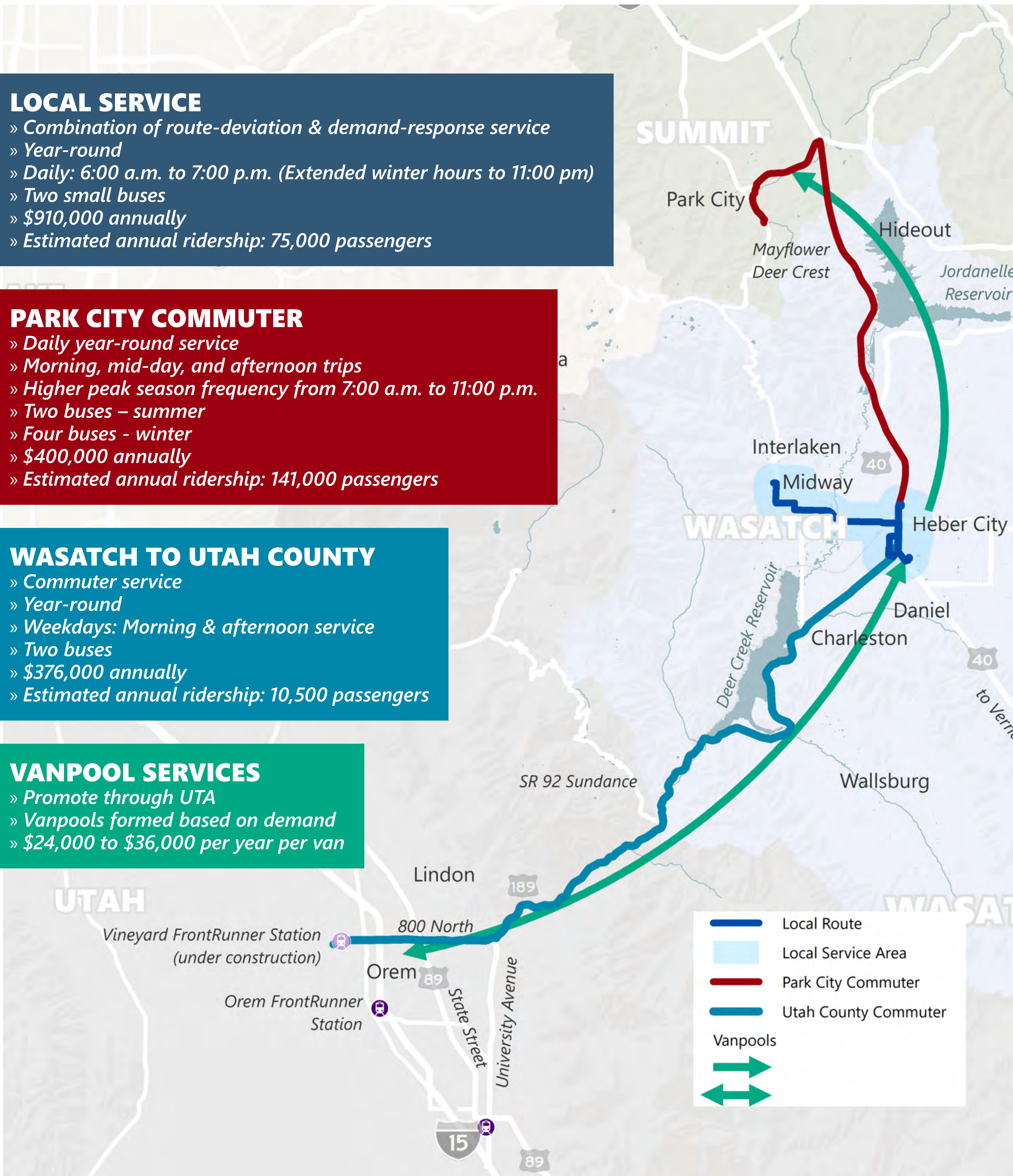
» *Daily year-round service*
» *Morning, mid-day, and afternoon trips*
» *Higher peak season frequency from 7:00 a.m. to 11:00 p.m.*
» *Two buses – summer*
» *Four buses - winter*
» *$400,000 annually*
» *Estimated annual ridership: 141,000 passengers*

WASATCH TO UTAH COUNTY

» *Commuter service*
» *Year-round*
» *Weekdays: Morning & afternoon service*
» *Two buses*
» *$376,000 annually*
» *Estimated annual ridership: 10,500 passengers*

VANPOOL SERVICES

» *Promote through UTA*
» *Vanpools formed based on demand*
» *$24,000 to $36,000 per year per van*



Learn more at www.connectingwasatch.info

STUDY PROCESS

Background	*Review previous plans & studies*
Community Input	*Management Team, Advisory Committee, Online survey, Website, Community meetings, Interviews*
Needs Analysis	*Demographics, Travel patterns, Visitation, Community input*
Evaluate Options	*Multiple options, Options workshops, Online input form*
Recommend	*Pilot program, Integrated service plan, Community input, Follow implementation phases*

ESTIMATED COSTS & FUNDING

- *Approximately* **$2 million** *annual* **Operating Cost for Full Implementation**
- **Capital Cost for Full Implementation** *is approximately* **$6.5 million total** *spread* **over multiple years**

LIKELY FUNDING SOURCES:

- FTA through UDOT (Capital & Operating)
- Wasatch County Transportation Sales Tax

Table X-1 Summary of Access to Funding Sources

	CITY	COUNTY	JPA*	DISTRICT
Federal Transit Formula Funds	✓	✓	✓	✓
Federal Transit Discretionary Funds	✓	✓	✓	✓
Sales Tax	✓	✓		
Fares	✓	✓	✓	✓

**Joint Powers Authority*

25% of 1% *from sales tax would generate about* **$2.4 million/year**

The total potential revenue from the Wasatch County Transportation Sales Tax would be
$11 million annually

COMPARATIVE COSTS

Wasatch County Transit Service total cost per transit passenger: **$2** to **$41** depending on service.

That's an average of about **$7 per transit passenger**

For comparison:

The average cost **per transit passenger in Utah** is about **$12**.

The average **cost per rural vehicle trip in Utah** is about **$9**.

IMPLEMENTATION OPTIONS

- **PILOT PROGRAM:** Wasatch County – Park City service. Use existing transportation provider. Partnership among existing local governments
- **PHASE IMPLEMENTATION:** Phased over multiple years. Could build on pilot program

Phase 1

- Decide whether to implement
- Determine initial governance structure
- Hire transit coordinator
- Submit applications for grant funding
- Identify local funding sources
- Start development of bus stop improvements & new facility
- Begin vanpool operations for both Summit & Utah County Corridors

Phase 2

- Begin dial-a-ride services in Heber City & Midway
- Continue work on further bus stop improvement & begin construction of new facility
- Purchase vehicles

Phase 3

- Transit facility in operation
- Begin Park City Commuter Service & Park City Skier Service
- Begin both Utah County Commuter services with Heber to/from Utah Co.
- Additional Winter Seasonal Dial-a-Ride service
- Begin new route deviation service in Heber City & Midway
- Additional Winter Seasonal Route Deviation Service

LSC

FEHR & PEERS

Agenda Item No:

Council Agenda Item Report

Meeting Date: September 22, 2020
Submitted by: Michelle Downard
Submitting Department: Executive
Item Type: Work Session
Agenda Section:

Subject:
5:15 p.m. - Park City Vision 2020 Update
(A) Public Input

Suggested Action:
Staff requests Council direction regarding the Vision 2020 process and next steps.

Attachments:
Park City Vision 2020 Staff Report

Exhibit A: Strategic Pillars

City Council Staff Report

Subject: **Park City Vision 2020 Project Update**
Authors: **Jed Briggs, Budget Operations & Strategic Planning Manager**
Michelle Downard, Resident Advocate
Linda Jager, Community Engagement Manager
Department: **Budget & Community Engagement**
Date: **September 22, 2020**
Type of Item: **Work Session**

Summary

Park City Municipal launched Park City Vision 2020 in June 2019 to provide an open, inclusive and transparent platform for community members to help create a shared vision and action plan for the future of Park City. Approximately 1,700 residents and community stakeholders participated in the 8-month visioning process, which included two large online community surveys, engagement sessions, focus groups and two Future Summits. Vision 2020 looked out to 2030 to identify actions needed to meet the aspirations and demands which the City faces now, and will face over the next decade.

The previous visioning process, conducted in 2009, concluded that the Park City community wanted to 'Keep Park City, Park City'. While the previous Vision was to retain the unique mountain town appeal, the community is continuing to face some of same issues, but at times more acute, including encroachment of external development, balance between visitor experience and residents quality of life, issues around increasing lack of affordability, further degradation of the natural environment, and a need for more aggressive transportation options.

Vision 2020 community engagement and data collection formally concluded in February 2020, resulting in five Strategic Pillars identified as key areas of focus over the next decade to support the community's vision of *"Embracing Bold Change*." The Strategic Pillars include:

- **Transportation Innovation** - *Envisioning bold, multi modal transportation solutions*
- **Affordability and Equity** - *Cultivating and engaging on inclusive and diverse community, while working to address disparities*
- **Sustainable Tourism** - *Create a harmonious balance between residents' quality of life, and the tourism industry success and impact*
- **Environmental Leadership** - *Protect, embrace and support our natural world and local ecosystems, so we can all thrive.*

- **Art, Culture and Local Economy** - *Fostering economic diversity through arts, culture and local entrepreneurship*

During their annual retreat (February 13-14), Council reviewed Vision 2020 data, Strategic Pillars, and recommended actions items. Council provided feedback on the wording of the Strategic Pillars and the action items (see Exhibit A). Council also removed the 'Regional Synergy' Strategic Pillar and folded many of its action items into the other Strategic Pillars. Council also prioritized the action items through a voting process. The cumulative scores are found below:

Rating (1 = low; 5 = high)	**Total Ave**
Transportation Innovation	
Explore feasibility of alternative transportation models	**5.0**
Continue to build-out a comprehensive network of connected multi-modal transit corridors	3.7
Offer residents the possibility of 'car-optional' lifestyle	3.4
Transition Main Street and other key nodes, to be pedestrian oriented and largely car-free	3.1
Affordability and Equity	
Intentional approach to support the needs of specific groups	**4.2**
Disincentivize further growth of nightly rental housing and shift balance back to residents	3.8
Deepen the efforts to reach all groups in the community	3.6
Measure metrics such as community happiness, contentment, equity, well-being, and sense of belonging	3.2
Sustainable Tourism	
Adopt an overall local destination impact management approach	**4.5**
Build alignment between community aspirations and resort industry goals	3.6
Undertake a comprehensive review of the tourism property development pipeline	3.4
Create deliberate gaps in event schedules and develop more community 'protected spaces'	3.1
Environmental Leadership	
Support net-zero carbon goal	**4.1**
Pursue zero waste	**4.1**
Regenerative ecosystems with a protection plan	2.9
Embed educational initiatives	2.7
Art, Culture and Local Economy	
Leverage the new Arts and Culture District to bolster our artisan cluster	3.9
Grow existing small businesses, by stimulating a thriving 'local scene'	3.5
Support local business creation and growth	2.9
Explore potential for expanding medical businesses	2.0

After the February retreat, staff began the process to form five Strategic Pillar workgroups designed to work with community stakeholders and create various implementation plans to help achieve the goals of the Pillars. In addition, Future iQ, the Vision 2020 project manager, began to draft the Vision 2020 Final Report for a spring 2020 formal release.

In March 2020, the COVID-19 pandemic hit Park City and the nation. With the exception of essential municipal services, Park City was essentially entirely shut down in order to comply with stay-at-home health orders to help slow the spread of COVID-19. Activation of the Vision 2020 pillar work groups and editing of the Vision 2020 Final Report were paused as City staff responded to the various aspects of the COVID-19 crisis.

As we enter the COVID-19 recovery and stabilization phase, staff recommends resuming the Vision 2020 implementation activities and working with stakeholders to move towards action plans. However, staff is also aware that COVID-19 impacts have potentially changed the community and its vision, created a great deal of hardship and opportunity, and may very well require some Vision 2020 reconsideration to ensure that the Vision is still valid.

Prior to moving forward, staff seeks a Council Work Session to provide the public and Council an opportunity to reflect and share feedback regarding the Vision 2020 Pillars. In no order, staff recommends to:

- Review and reconfirm the Vision 2020 Strategic Pillars, and possibly reprioritize based on COVID-19 and economic impacts;
- Review and, if necessary, revise wording and prioritization of action plans within each pillar;
- Review suggested next steps to include any additional community feedback, final report revision and distribution, activation of Strategic Pillar workgroups, etc:
    - Community Feedback – Roll-out updated Strategic Pillars and action items and seek feedback from the community through a virtual community forum and survey;
    - Timeline of Final Report and Adoption – Determine Council’s expected deadline for report based on community feedback; and
    - Strategic Pillar workgroups – Re-engage with select community members and strategic stakeholders to further validate or refine objectives within the action items.

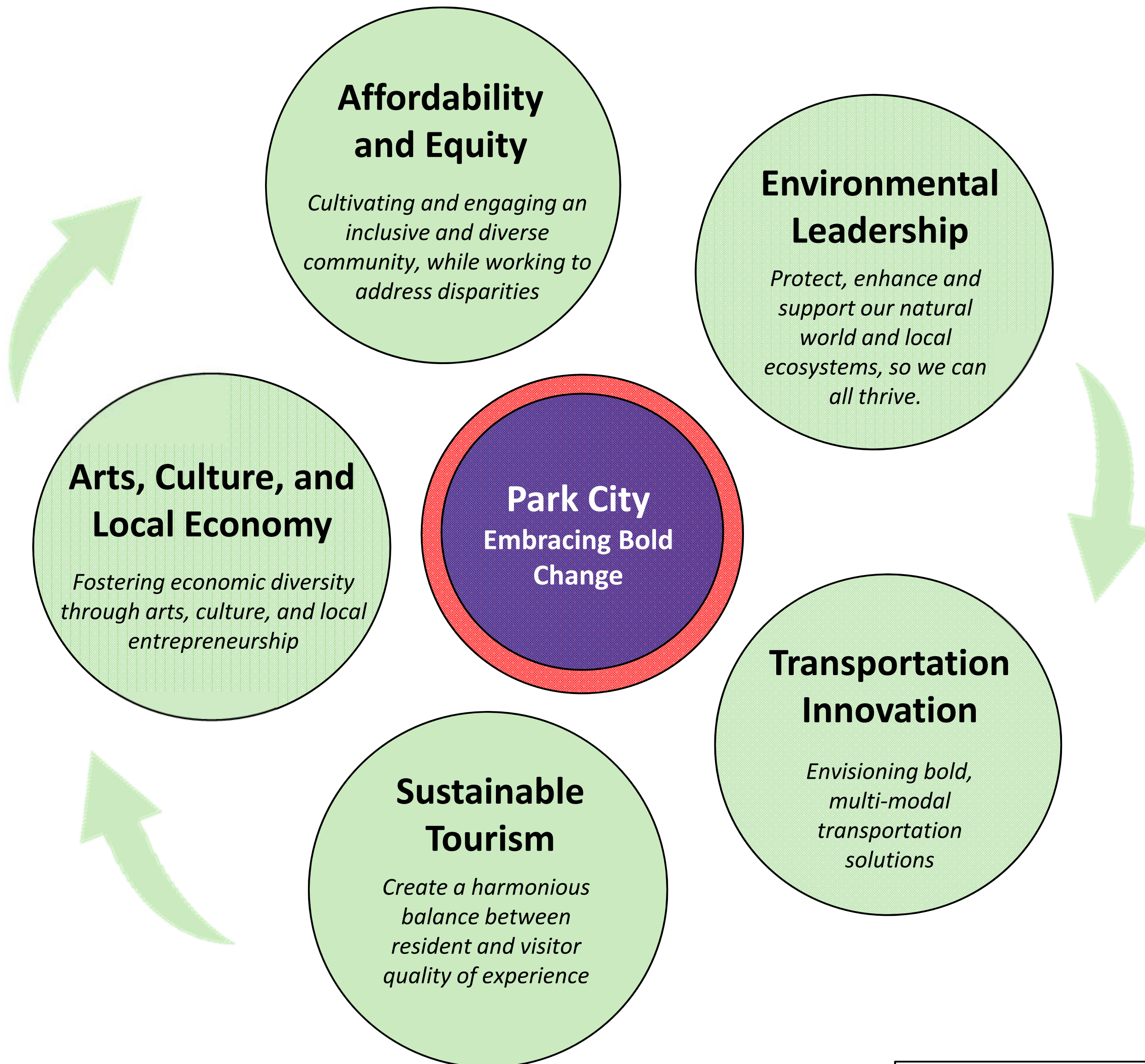
To be clear, staff is not recommending a new visioning process. However, given the gravity of COVID-19 and its lasting impacts to our residents, businesses, and tourism economy in general, staff wants to proactively ensure the yearlong visioning process we undertook as a community is still an effective tool that can be used to orient our future path forward. In addition, staff also seeks to determine how to merge existing frameworks and new frameworks. For example, the “tree” that has been used as an easy way to convey community objectives and condense otherwise difficult to describe information, may need to be updated or amended to incorporate the Vision 2020 Pillars.

Department Review

Budget, Community Engagement, Executive, and Legal.

Exhibit A

Strategic Pillars Post-Retreat Update



Draft Strategic Pillars

UPDATED POST-RETREAT

A 'living laboratory' that creates original thinking and solutions

Park City
Embracing Bold Change

Affordability and Equity

Cultivating and engaging an inclusive and diverse community, while working to address disparities

- **Housing Solutions** - Implement policy to **shift housing balance back to residents**, by disincentivizing further growth of nightly rental housing and creating more workforce and family housing options.
- **Social Equity** - Develop an intentional approach to **support the needs of specific groups**, including more seniors to age-in-place, affordable childcare, and housing opportunities for underserved groups.
- **Feeling Connected** - Develop an approach to **understand and measure metrics** such as community happiness, contentment, equity, well-being, and sense of belonging.
- **Diversity & Inclusion** - Deepen the efforts to **reach all groups in the community** and build high-trust connections.

A 'living laboratory' that creates original thinking and solutions

PARK CITY
VISION 2020

Park City
Embracing Bold
Change

Environmental Leadership

Protect, enhance and support our natural world and local ecosystems, so we can all thrive.

- **Net-zero Carbon - Support net-zero carbon goal** through conservation, renewable energy, fleet electrification and sequestration.
- **Zero Waste Economy - Pursue zero waste** by 2030 by embracing a circular economy, where we reduce the consumption culture, design out waste and pollution; keep products and materials in use; and regenerate our natural systems.
- **Community Education** - Embed ambitious environmental 'living laboratory' and **educational initiatives** into local school systems, community at large and visitor interface locations.
- **Natural Environment - Sustain healthy and regenerative ecosystems** with a protection plan, that creates safe corridors and habitat that negates the impact of roads, trails and development on the natural systems and wildlife.

A 'living laboratory' that creates original thinking and solutions

PARK CITY
VISION 2020

Park City
Embracing Bold Change

Transportation Innovation

Envisioning bold, multi-modal transportation solutions

- **Car-free Nodes** - Transition Main Street and other key nodes, to be **pedestrian oriented and largely car-free**, by repurposing streets to pedestrians and away from single occupancy transit.
- **Multi-modal Systems** - Continue to build-out a comprehensive **network of connected multi-modal transit corridors** for pedestrians, scooters and bikes, that link all key parts of the community, and enhance safely for users.
- **Leading-edge Solutions** - Explore **feasibility of alternative transportation models and solutions**, such as gondola or Personal Rapid Transit (PRT) systems and nodal developments to link key Park City nodes to outlying transit hubs, and address peak use times.
- **Car-optional** - Park City to offer residents the **possibility of 'car-optional' lifestyle** by 2030 and introduce incentives and disincentives for access and parking to help build momentum to this goal.

A 'living laboratory' that creates original thinking and solutions

PARK CITY VISION 2020

Park City
Embracing Bold Change

Sustainable tourism

Create a harmonious balance between resident and visitor quality of experience

- **Impact Mitigation** - Adopt an overall **local destination impact management approach**, built on the philosophy of sustainable tourism that addresses community and environmental impact.
- **Holistic Analysis** - Undertake a **comprehensive review of the tourism property expansion and impact**, including the scale and penetration of nightly rental market, to set parameters and policies that shape workforce housing options, transit, commercial housing requirements and accommodation balance at neighborhood levels.
- **Local Refuge - Create deliberate gaps in event schedules** and develop more community 'protected spaces' that provide locals with respite and enhance locals sense of contentment.
- **Regional Synergy** - Initiate regional dialogue between resorts, local businesses, tourism operators and civic entities to build a long-term sustainable tourism approach, that builds **alignment between community aspirations and resort industry goals** and seeks funding to amplify community values and ethos to the market.

A 'living laboratory' that creates original thinking and solutions

PARK CITY
VISION 2020

Park City
Embracing Bold Change

Arts, Culture, and Local Economy

Fostering economic diversity through arts, culture, and local entrepreneurship

- **Arts & Culture** - Leverage the new Arts and Culture District to **bolster our artisan, cultural and creative cluster**, adding extra dimension to the tourism economy and supplementing the existing Main Street destination.
- **Local Economy - Grow existing small businesses**, by stimulating a thriving 'local scene' of artists, fostering a strong local food network, and an encouraging entrepreneurial outdoor recreation and sustainable tourism industry.
- **Business Incubation** - Support **local business creation and growth** by mentoring business skills such as financial literacy, workforce retention, shared purchasing and mentoring.
- **Economic Diversity** - Explore **potential for expanding medical businesses**, such as specialized sport related higher-end medical technology companies, and aging in place services.

A 'living laboratory' that creates original thinking and solutions

PARK CITY
VISION 2020

Park City
Embracing Bold Change

~~Regional synergy~~

~~Convening regional leadership around growth, transportation, the environment, and housing.~~

- ~~Embed regional collaboration as a core strategic goal of Park City and support the evolution of a more integrated regional approach.~~
- ~~Encourage and support a regional dialogue about transportation, zoning, housing solutions; that explores areas of shared impact, and areas of individual jurisdiction responsibly.~~
- ~~Initiate regional dialogue between resort businesses, tourism operators and civic entities to build a long-term sustainable tourism approach, and create shared values, objectives and priorities.~~
- ~~Park City leadership to contribute its knowledge and experience to broader regional, State and mountain community conversations, especially in terms of transition to sustainable practices and social evolution.~~

A 'living laboratory' that creates original thinking and solutions

PARK CITY
VISION 2020

Council Agenda Item Report

Meeting Date: September 22, 2020
Submitted by: Kim Fjeldsted
Submitting Department: Transit
Item Type: Staff Report
Agenda Section:

Subject:
2020-2021 Winter Transit Service Recommendations

Suggested Action:

Attachments:
2020-2021 Winter Transit Service Staff Report

Exhibit A: Winter Transit Service Recommendation

City Council
Staff Report

Subject:	**2020-2021 Winter Bus Service**
Author:	**Kim Fjeldsted**
Department:	**Transportation Department**
Date:	**September 22, 2020**
Type of Item:	**Administrative**

Recommendation

Review the recommendations presented to The Joint Transit Advisory Board (JTAB) for 2021 Winter Bus Service, allow public input on the proposed changes, and provide direction to move forward on significant transit service change for the upcoming winter season. In recommending these changes, staff carefully coordinated with Summit County and considered the impacts COVID-19 has had on ridership, future sales tax revenues, and the needs of transit dependent, employee, resident, and visitor populations.

Analysis

Park City Transit staff utilized several factors to accurately anticipate transit service needs for winter 2021 in order to source efficiencies and savings necessary to ensure the long-term stability of the Transportation Fund. Staff recommends a 35% reduction in services to achieve savings of approximately $2 million for the County and City that will help meet demand and provide adequate funding throughout the year given anticipated revenue reductions.

The following indicators were utilized to forecast winter service needs:

- Ridership Data
- Domestic and International Air Travel
- Park City Lodging Reports
- Google Mobility Data for Summit County
- Route Specific Ridership Data for Quinns and Silver Springs
- Australian Ski Resort Experience
- Local Resort and Lodging Winter Plans
- National Trends of Reduced Ridership of Non-Transit Dependent due to the Perception of COVID-19 Risks on Public Transportation
- Prior Park City On-Board Survey Identifying Approximately 45-50% of our Ridership are Short Term/Long Term Visitors to Park City
- On-Board Survey Identified an Average of 43% of Riders Have Access to a Car
- Winter Special Events Reduced Schedule and Scope (Sundance, World Cup)
- Automated Passenger Counts (APC) APC Show the Main Locations of Trip Origins and Destinations being Old Town Transit Center, Kimball Junction Transit Center, PC Mountain and the Canyons Hub.

Fiscal Analysis:
The $2M in anticipated savings is calculated using a costing model of $61.37 per hour and $1.32 per mile for a 134-day winter season. Winter service for 2019-2020 cost an estimated $5.8 million.

Route recommendations were based on route specific cost per hour data and anticipated ridership considering rider demographics (workers, residents, visitors, and transit dependent) to ensure maximum service with limited resources. In short, we sought to minimize impacts with less resources available to run transit, making service reductions necessary.

Many additional factors were considered including the significant visitor impact on service needs, substantial reduction of international and domestic travel, special events, and lodging demand.

Public Outreach on Proposed Winter Service Changes
Significant outreach was performed over several weeks, including surveys, public meetings, and in-person discussion with important stakeholders. Proposed changes were initially presented to JTAB at the August 24, 2020, meeting. On August 28, a public survey was initiated to gather input from the public, local businesses and resorts. The survey closed on September 7th, and received over 600 responses. Additionally, several conversations with undertaken major local employers were conducted, including ski resorts and large lodging properties, and HPCA.

Based on the outreach and survey results, several minor adjustments were made to our original reduced-service recommendations. Riders will see reduced frequency on the Red, Green, Yellow, White and Lime routes. The Orange and Purple routes will be reduced to peak service only. The Pink will continue to serve Silver Springs and ends one hour earlier than last year. The Blue and Trolley will be temporarily suspended this winter. The revised Winter 2021 Transit Service proposal can be reviewed in summary by using Attachment A.

As always, staff is willing to take ongoing public input and attempt to respond to service demands throughout the winter, when and if possible.

Exhibits
A - Winter Transit Service Recommendation

Proposed Winter 2020-21 Service Changes Aim to do the Following:

- Address reduced ridership demand as a result of the COVID-19 pandemic
- Save approximatley $2 Million to make up for a $5.4 Million shortfall in tax revenue
- Balance the needs of as many riders as possible, including transit dependent riders
- Plan ahead and preserve resources for a potential long-term tax revenue shortfall

Route	Survey Comments	Reason for Proposed Change	Proposed Winter 2020-21 Frequency	Proposed Winter 2020-21 Service Hours	Cost Savings
1 Red	**19 survey comments received.** Pushback against reduced frequency and eliminated service to Quinn's Junction. Many feel On-Demand isn't an adequate replacement. Some comments mentioned the possibility of crowding on the 1 Red.	**No change to original recommendation.** Quinn's Junction still served by On-Demand service. Combined with the 5 Yellow routing, increases frequency in areas with most demand; reduces frequency in areas with low demand.	**30-Minute**	**6:00am-11:00pm**	**$379,354**
3 Blue	**47 survey comments received.** Almost all comments push back against eliminating the 3 blue. A few comments mention going back to routing pre-2019 routing. A few comments also mention reducing frequency or hours of service instead of eliminating completely.	**No change to original recommendation.** Area still served by 2 Green route. 2 Green runs opposite direction of 3 Blue, but matches the majority of its routing.	**Route Suspended**	**Route Suspended**	**$363,676**
10 White	**23 survey comments recieved.** Most comments mention that service ending at 11pm would be a negative impact and affect their ability to get home from work in Old Town. Some comments mention the reduced frequency as making the route less appealing to ride and making it less reliable to travel to and from work.	**No change to original recommendation.** Adjusted frequency to match ridership demand during peak hours.	**15-Minute (6:40am-7:10pm)** **30-Minute (7:10pm-11:10pm)**	**6:40am-11:10pm**	**$323,074**
6 Lime	**19 survey comments recieved.** Many comments discussed the reduced frequency mid-day as making this route less appealing to ride. Some mentioned the added service to Deer Valley Resort as potentially adding delays and time to the service, making it less reliable. However, others noted that the one-seat ride was an added bonus.	**No change to original recommendation.** Ridership indicated that most of the need was during peak times and to give passengers a more frequent direct route between Ecker Hill/KJTC to Main Street and Deer Valley	**15-Minute (6am-10am/3pm-7pm)** **30-Minute (10am-3pm/7pm-11pm)**	**6:00am-11:00pm**	**$203,010**
4 Orange	**19 survey comments received.** Many comments mention depending on adequate service to access employment. Other comments include using the 4 orange for recreation. Some comments mention crowding as a potential issue on this route.	Based on survey results and feedback from resort stakeholders, we adjusted service hours to match ridership demand during peak hours and balance the need for fiscal responsibility.	**30-Minute**	**6:00am-9:30am** **2:00pm-6:00pm** **10:00pm-11:00pm**	**$167,551**
Trolley	**23 survey comments recieved.** Most comments mention the Trolley making Main Street more accessible to the elderly and those with disabilities. These comments cite narrow, steep, and slippery sidewalks as a barrier the trolley helps reduce. Others mention the tourist draw of the trolley and benefits to main street businesses.	**No change to original recommendation.** Route suspended to maintain fiscal responsibility.	**Route Suspended**	**Route Suspended**	**$160,800**
5 Yellow	Most comments mentioned wanting direct service to Main Street and Deer Valley Resort. Most were worried about the added time and potential delays with the routing to PCMR.	No change to original recommendation.	**30-Minute**	**6:00am-11:00pm**	**$157,048**
9 Purple	**24 survey comments recieved.** Many comments mention that many Deer Valley Resort employees depend on the 9 Purple for employment. Most ask not to eliminate the route. Additionally, many mention needing later hours to depend on the route. A few other comments mention using the 9 Purple for recreation purposes and dislike the idea of suspending it.	Based on survey results and feedback from resort stakeholders, we adjusted service hours to match ridership demand during peak hours.	**30-Minute**	**6:10am-9:10am** **2:10pm-6:10pm** **10:10pm-11:10pm**	**$91,730**
2 Green	Many feel 2 Green is not adequate service without the 3 Blue and frequently experiences delays. Reduced frequency will make it less appealing and less reliable.	**No change to original recommendation.** Reduced frequency to match ridership demand and balance the need for fiscal responsibility.	**30-Minute**	**6:00am-11:00pm**	**$77,184**
7 Pink	**265 survey comments recieved.** All but two comments push back against eliminating service in the Silver Springs neighborhood. Many comments mention depending on the line for recreation, work, visiting family members, getting to Kimball Junction and Old Town. Many also mention deciding to live in the neighborhood based on this route.	Based on survey results and written public comments, we recommend maintaining service to Silver Springs with reduced service hours to match ridership demand.	**30-Minute**	**5:45am-10:45pm**	**$24,522**
11 Black	One commenter liked that there are no changes to this route.	No Change.	**6 Trips Daily**	**6 Trips Daily**	**$0**
City-Wide	Mentions needing the service until 2:30 am. Also mentioned with needing more frequent and later service for Old Town employees.	No Change.	**30-Minute**	**5:30am-7:00am** **11:00 pm-2:00am**	**$0**
On-Demand	One comment mentions needing the same hours as the 1 Red. Another comment mentions needing more stops to access Quinn's Junction.	No Change.	*Within 15 minutes of requested pick-up time	**7am-11pm**	**$0**
**Rides are completed on a time and space-available basis, so wait times may vary.*				**TOTAL SAVINGS:**	**$1,947,949**

Council Agenda Item Report

Meeting Date: September 22, 2020
Submitted by: Heinrich Deters
Submitting Department: Sustainability
Item Type: Staff Report
Agenda Section:

Subject:
Neighborhood Traffic Management Program- Iron Mountain Trailhead Update

Suggested Action:

Attachments:
NTMP Iron Canyon Trailhead Staff Report

City Council
Staff Communications Report

Subject:	**Neighborhood Traffic Management Program (NTMP) - Iron Mountain Trailhead**
Authors:	**Michelle Downard/Heinrich Deters**
Department:	**Sustainability**
Date:	**September 17, 2020**
Type of Item:	**Staff Communication**

Iron Mountain Trail is a popular hiking trail, both summer and winter, located at the top of Iron Canyon Subdivision. The trail is primarily accessed by parking on small neighborhood streets and cul-de-sacs in the subdivision.

Throughout the years, the Neighborhood Traffic Mitigation Program (NTMP), as well as Park City Trails and Open Space, have received several requests to mitigate neighborhood impacts and address safety concerns. In April 2019, staff received a letter from the residents of Iron Mountain Court expressing concerns over numerous items but focusing on the increasing numbers of hikers and safety issues associated with emergency vehicle access and illegal parking. As a result, the NTMP identified and implemented additional signage and replacement signage. Additionally, Park City Police Department and Parking increased patrols to ensure compliance with parking signs and emergency access.

This spring, staff was again approached by residents of Iron Canyon Subdivision due to additional increases in use and related impacts. The growth in trail use, due to Covid related restrictions, was well documented throughout the trail network and simply made the small Iron Canyon access area a source of contention for some residents. In response, the NTMP held a neighborhood meeting on August 12th to discuss possible mitigation options. Two residents volunteered to assist in the planning/project review on behalf of the neighborhood. The focus of the improvements consists of the following:

- Expansion of no parking area/signage and implementation of ‘designated parking areas’;
- Notifying users that parking violators will be ticketed;
- Signage requesting users respect neighborhood/residents, informing visitors to keep noise to minimum, keep dogs on leash, pick up trash, etc.;
- Utilizing Parking staff to patrol, monitor and ticket violators as a supplement to existing police enforcement/response;
    - Note: This has been implemented throughout the trailhead network while paid parking is suspended; and
- Notifying and editing social media trail related websites, such as ‘All Trails’ that trail access is within a neighborhood and parking is limited/violators will be ticketed.

- Staff has created a Trailheads webpage on the City website to assist users with planning their trips/adventures prior to getting to the actual trails. Staff is working with Mountain Trails Foundation and Parking staff to provide additional information.
    - This site includes additional trail options for users to consider
- Staff continues to explore supplemental trail and access options for the Iron Mountain area, including but not limited to, working with Summit County and Snyderville Basin Recreation on developing a new trail and trailhead along White Pine Canyon road.

Temporary signage is now in place within the neighborhood and staff intends on placing permanent signage should Council support this project as outlined in the report. Funding for signage will come from the NTMP budget.

Agenda Item No:3.

Council Agenda Item Report

Meeting Date: September 22, 2020
Submitted by: Jenny Diersen
Submitting Department: Sustainability
Item Type: Staff Report
Agenda Section:

Subject:
Art Fencing Call for Artist for Arts and Culture District Engagement

Suggested Action:

Attachments:
Call for Artwork - Arts and Culture District Staff Report

City Council
Staff Communications Report

Subject:	**Call for Artwork –Fencing for Arts & Culture District**
Author:	**Jenny Diersen**
Department:	**Economic Development / Public Art**
Date:	**September 22, 2020**

In coordination with the Arts and Culture District (ACD) team, staff intends to pursue the recommendation of the Public Art Advisory Board (PAAB) to conduct an open Call for Artwork for the construction fencing at the ACD. These selected artwork images will be affixed/reprinted to ACD construction fencing, which will go up when the initial phases of the demolition begins, currently estimated in fall/winter 2020.

While many operational and capital budgets are frozen as a as part of PCMC's budget policy/COVID response, PAAB specifically requests to pursue this project. PAAB recommends selecting four, two dimensional artworks, and paying the selected artists $600 each. Total project budget is $2,400, and will come from PAAB's CIP account. The budget to print the artwork on fencing will come from the ACD capital budget, not Public Art funding. Only the image procurement will be paid for by PAAB.

The project solicitation is open to everyone, however, the goals of the project are to specifically engage with the local Summit County community members or artists. Artwork submissions are due by Monday, October 5, at noon, and staff anticipates a recommendation for selection will be presented to Council at the October 13 meeting. Council retains authority to make final selections of all Public Art.

Artwork submissions are requested to follow the theme *Imagine Park City* and include a written statement about how the artwork follows the theme and aligns with the City's values – Historic Character, Small Town, Sense of Community and Natural Setting. The four final selected artworks will become part of Park City's Public Art Collection, and the images will be reproduced, printed or affixed to the fencing surrounding the ACD site. The artwork may also be used for other opportunities in the City.

The outreach plan includes promotion from PAAB, communicating with traditionally underserved residents, working with the Kimball Art Center and Sundance Institute to promote to their artists and patrons, informing the Park City School District, promoting through social and local media, and promotion by the Park City Summit County Arts Council.

Council Agenda Item Report

Meeting Date: September 22, 2020
Submitted by: Beth Bynan
Submitting Department: Finance & Accounting
Item Type: Staff Report
Agenda Section:

Subject:
Business Licensing Program Overview

Suggested Action:
Review

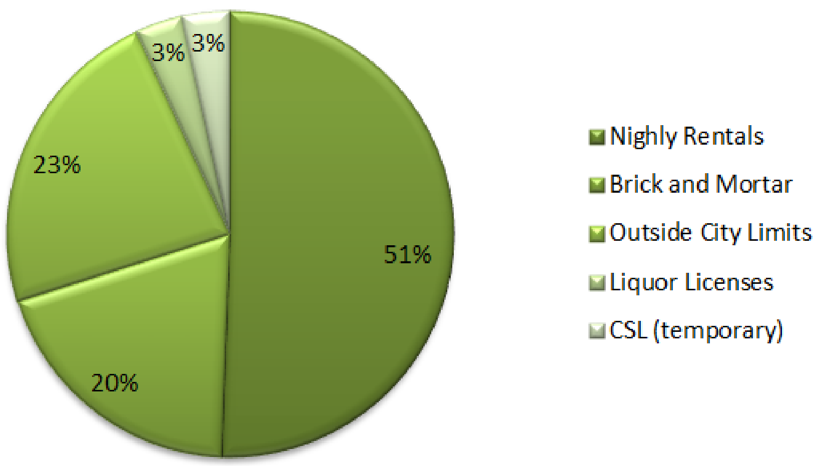
Attachments:
Business Licensing Program Staff Report

City Council
Staff Communications Report

Subject:	**Business Licensing Program Overview**
Author:	**Beth Bynan, Business License Specialist**
Department:	**Finance**
Date:	**September 22, 2020**

Overview of Licensing Program & Renewal Process

Park City's business licensing program is administered by the Finance Department and is conducted in accordance with the provisions outlined in Title 4 of the municipal code. The program is comprised of about 4000 full-time commercial business licenses which are broken down by type below:



The licensing program collects about $1.3 million in annual revenues which are allocated to multiple coffers. The Transit fund receives 70% of the revenue, with Police, Special Events, and administration costs splitting the remaining 30%. The licensing fees range from $29.79 (for businesses outside of City limits) to about $200,000 (ski resorts) and vary depending on type and size. Most of the business license fees are under $250. Brick and mortar commercial businesses within City limits are assessed fees based on the amount and type of the square footage, rates are detailed in the fee schedule.

Park City's licensing year runs from October 1 – September 30. Renewal payments are due October 1. The current municipal code offers a grace period which allows businesses to make late renewal payments penalty-free until October 31, after which penalties are applied. Business license renewal payments which are not paid in full by January 1 are charged double the renewal fee as a penalty for late payment.

2021 Business License Renewal Cycle –Late Payment Grace Period Extension

This year, City Council approved an extension of the grace period on September 17, 2020 (item #2 of the consent agenda) to offer relief to businesses impacted by the mandated closures ordered by the Summit County Health Department due to COVID-

19. Businesses are now allowed to make penalty-free late payments on this year's renewal fees until January 31, 2021.

Economic Impacts of Late Payment Grace Period Extension
Staff reviewed the potential economic impacts to the City of extending the business license renewal payment grace period and found that the funds which are directly related to business license revenes (Transit, Police, Special Events) would not be significantly impacted by the extension. Staff also considered offereing discounted or waived renewal fees to offer COVID-19 relief. However, most (non-nightly rental) license renewal fees are $50 or less, so offering discounts of 25%, 50%, or even 100% would not seem to be enough of positive impact for the business for the City to justify foregoing licensing revenues, but an extension would offer equal relief to all licensees and maintain the stream of licensing revenue to support necessary City services.

Although the late payment grace period has been extended, 20% of businesses have already completed the renewal process, which is comparable last year and years past at this time. Staff intentionally maintained the October 1 deadline with the hope that most business would still renew around the deadline and not need the grace period extension, which is what appears to be happening so far. Staff projects that 85% of business licenses will be renewed by January 1, leaving the remaining time in January for businesses which are in need of extra time to take advantage of the grace period extension.

Council Agenda Item Report

Meeting Date: September 22, 2020
Submitted by: Matt Twombly
Submitting Department: Sustainability
Item Type: Staff Report
Agenda Section:

Subject:
Request to Authorize the City Manager to Execute the Construction Agreement in a Form Approved by the City Attorney's Office with Makers Line, LLC, for the Construction of the Sixth Street Stairs in an Amount Not to Exceed $262,204.00

Suggested Action:

Attachments:
6th Street Stairs Contract Staff Report

Exhibit A: Makers Line Bid Form

City Council
Staff Report

Subject:	**6th Street Stairs Construction**
Author:	**Matthew A. Twombly**
Department:	**Sustainability**
Date:	**August 22, 2020**
Type of Item:	**Administrative – Award of Contract**

Recommendation

Authorize the City Manager to execute the Construction Agreement in a form approved by the City Attorney's Office with Makers Line, LLC, for the construction of the Sixth Street Stairs in an amount not to exceed Two Hundred Sixty Two Thousand Two Hundred Four Dollars ($262,204.00).

Background

As part of the Treasure Hill project, stairs would have been required of the development in this location. On March 20, 2019 Park City Municipal closed on the purchase of the Treasure Hill property securing the open space and trails. The construction of the stairs in the undeveloped right of way will create an important connection promoting hiking, biking and ski access to the City owned open space and providing a connection between Old Town and Park City Mountain resort.

The new stairway will be located in the undeveloped 6th Street right of way between Woodside Avenue and the Treasure Hill open space and ski trail. The stairs will consist of wood stringers, wood and metal handrail system, and the galvanized metal grate treads and landings with wood nosing consistent with the rest of the Old Town Stairways.

Analysis

Staff advertised the 6th Street Stairs Construction Project in the Park Record on August 26th and 29th, in the Salt Lake Tribune on August 25th and 26th, the Utah Legal Notices website, and the City's website. The sealed bids were opened on September 14, 2020.

There were four bidders and the bid of $262,204 by Makers Line, LLC is the lowest responsive and responsible bid. The breakdown of bids is outlined below:

	Firm	Total Bid
	Makers Line, LLC	**$262,204**
	North Ridge Construction, Inc.	$301,491
	Crew General Contractors, Inc.	$319,755
	Vancon Inc.	$347,150

The project is slated to start as soon as the contract can be executed and the contractor can mobilize. The biggest concern is getting the footings and foundations in place prior to significant snowfall. There is a substantial completion date of December 31, 2020.

Department Review

Sustainability, Legal, Executive and City Manager.

Funding

The Treasure Hill and Armstrong CIP accounts will be utilized to fund this capital project.

Attachments

Exhibit A - Makers Line Bid Form

BID FORM

PROJECT IDENTIFICATION: **6th Street Stairs 2020**

CONTRACT IDENTIFICATION AND NUMBER: **PROJECT NO. 13-5-20**
AUGUST 2020

THIS BID IS SUBMITTED TO: **Park City Municipal Corporation**
PO Box 1480
445 Marsac Avenue
Park City, UT 84060

1. The undersigned Bidder proposes and agrees, if this Bid is accepted, to enter into an agreement with Owner in the form included in the Contract Documents to perform and furnish all Work as specified or indicated in the Contract Documents for the Contract Price and within the Contract Time indicated in this Bid and in accordance with the other terms and conditions of the Contract Documents.

2. Bidder accepts all of the terms and conditions of the Advertisement for Bids and Instructions to Bidders, including without limitation those dealing with the disposition of bid security. This Bid will remain subject to acceptance for forty-five (45) days after the day of Bid opening. Bidder will sign and submit the Agreement with the Bonds and other documents required by the Bidding Requirements within fifteen (15) days after the date of Owner's Notice of Award.

3. In submitting this Bid, Bidder represents, as more fully set forth in the Agreement, that:
   a. Bidder has examined copies of all the Bidding Documents and of the Following Addenda (receipt of all which is hereby acknowledged):

Date	Number
09/09/20	01

   b. Bidder has familiarized itself with the nature and extent of the Contract Documents. Work, site, locality, and all local conditions and Laws and Regulations that in any manner may affect cost, progress, performance or furnishing of the Work.

   c. Bidder has obtained and carefully studied (or assumes responsibility for obtaining and carefully studying) all such examinations, investigations, explorations, tests and studies which pertain to the subsurface or physical conditions at the site or otherwise may affect the cost, progress, performance or furnishing of the Work as Bidder considers necessary for the performance for furnishing of the Work and Contract Price, within the Contract Time and in accordance with the other terms and conditions of the Contract Documents; and no additional examinations, investigations, explorations, tests, reports or similar information or data are or will be required by Bidder for such purposes.

   d. Bidder has reviewed and checked all information and date shown or indicated on the Contract Documents with respect to existing Underground Facilities at or contiguous to the site and assumes responsibility for the accurate location of said Underground Facilities. No additional examinations, investigations, explorations, tests, reports or similar information or data in respect of said Underground Facilities are or will be required by Bidder in order to perform and furnish the Work at the Contract Price, within the Contract Time and in accordance with the other terms and conditions of the Contract Documents.

e. Bidder has correlated the results of all such observations, examinations, investigations, explorations, tests, reports, and studies with the terms and conditions of the Contract Documents.

f. Bidder has given Engineer written notice of all conflicts, errors or discrepancies that it has discovered in the Contract Documents and the written resolution thereof by Engineer is acceptable to Bidder.

g. The Bid is genuine and not made in the interest of or on behalf of any undisclosed person, firm or corporation and is not submitted in conformity with any agreement or rules of any group, association, organization or corporation; Bidder has not directly or indirectly induced or solicited any other Bidder to submit a false or sham Bid; Bidder has not solicited or induced any person, firm or corporation to refrain from bidding; and Bidder has not sought by collusion to obtain for itself any advantage over any other Bidder or over Owner.

4. Bidder will complete the Work for the unit and lump sum prices as shown on the Bid Schedule and Detailed Specifications. Estimated quantities are not guaranteed and are solely for the purpose of comparison of Bids and determination of initial Contract Price. Final payment will be based upon actual quantities installed.

5. The Project Completion Date shall be as stated on the Bid Form and the executed Construction Agreement. **The project completion date shall be December 31, 2020.** The successful bidder, simultaneously with the execution of the contract agreement, will be required to furnish Performance and Payment Bonds in the amount equal to one hundred percent (100%) of the contract price, said bonds shall be secured from a company satisfactory to Park City Municipal Corporation. Bidder accepts the provisions of the Agreement as to liquidated damages in the event of failure to complete the Work on time.

6. The following documents are attached to and made a conditions of this Bid:
   a. Required bid Security in the Form of a Bid Bond.
   b. Proposed Subcontractor list.
   c. Contractor Qualification Sheet

7. Communications concerning this Bid shall be addressed to:

The address of bidder below:

Name of Contractor MAKERS LINE, LLC

Contact Person Tim Foster

Address 537 West 600 South

City, State, Zip Salt Lake City, UTAH, 84101

Telephone 925-724-9390

Fax #__________

E-mail TIMFOSTER@MAKERSLINE.COM

8. If any person contemplating submitting a bid for the proposed contract is in doubt as to the true meaning of any part of the drawings, specifications or other proposed contract documents, he/she may submit to the Engineer written request for an interpretation thereof. The person submitting the request will be responsible for its prompt delivery. Any interpretation of the proposed documents will be made only by Addendum duly issued and a copy of such Addendum will be delivered to each person receiving a set of documents. Neither the Owner nor the Engineer will be responsible for any other explanations or interpretations of the proposed documents.

9. The following documents are required to be submitted with the Bid Proposal:
   a. List of Proposed Subcontractors
   b. Contractors Qualification Sheet
   c. Bid Bond
   d. Contractor license

10. All submittals shall be public records in accordance with government records regulations ("GRAMA") unless otherwise designated by the applicant pursuant to UCA Section 3-2-308, as amended."

11. The Construction Agreement will prevail in all cases, followed by Specifications, Special Provisions, and General Conditions.

6th Street Stairs

Item	Description	Quantity	Unit	Unit Price	Total
1	Mobilzation, Demobilization, Storm Water Management & Incidentals	1	LS	$87,864	87,864
2	Site Preparation, Earthwork, Grading, Landscape Restoration	1	LS	6,584	6,584
3	Stairway Installation	1	LS	149,250	149,250
4	Concrete Landing, Sidewalk and Steps	110	SF	90.96	10,006
5	Stacked Rock Wall	100	SF	25	2500
6	Replace/Relocate Storm Drain Pipe	150	LF	40	6000

Total = $ 262,204.00

The undersigned, in compliance with your invitation for bids for the 6th Street Stairs 2020, in PARK CITY, UTAH, having examined the Drawings and Specifications and related Documents and the site of the proposed work and being familiar with all of the conditions surrounding the construction of the proposed project including the availability of labor, hereby offer to furnish all labor, materials and supplies as required for the work in accordance with the Contract Documents as specified and within the time set forth and at the price stated below. This price is to cover all expenses incurred in performing the work required under the Contract Documents of which this proposal is a part.

SUBMITTED ON September 19, 2020.

Utah Contractor's License Number 1181424-5501.

If BIDDER is: Bidder is an LLC. No Seal

An ~~Individual~~ LLC

By Tim Foster ~~(SEAL)~~
(Individual's Name)

Doing business as: Makers Line, LLC

Business address: 537 west 600 South, Salt Lake City, Utah, 84101

Phone Number: (385)501-3100

A Partnership

By ______________________ (SEAL)
(Individual's Name)

______________________ (General Partner)

Business Address: ______________________

Phone Number: ______________________

A Corporation

By ______________________ (Corporate Seal)
(Corporation Name)

____
(State of Incorporation)

By ______________________
(Name of Person Authorized to Sign)

Attest ______________________
(Secretary)

Business Address: ______________________

Phone Number: ______________________

Agenda Item No:2.

Council Agenda Item Report

Meeting Date: September 22, 2020
Submitted by: Heinrich Deters
Submitting Department: Sustainability
Item Type: Staff Report
Agenda Section:

Subject:
Request to Provide Rent Abatement for Tenants of City-Owned Properties through December 1, 2020 in the Amount of $22,081

Suggested Action:

Attachments:
Rent Abatement at City Facilities Staff Report

City Council Staff Report

Subject:	**Rent Abatement at City-Owned Facilities**
Author:	**Heinrich Deters**
Department:	**Sustainability**
Date:	**September 22, 2020**
Type of Item:	**Consent**

Recommendation

Staff recommends Council provide rent abatement for tenants of city-owned properties through December 1, 2020, in the amount of $22,081 and as outlined within the report. This is a continuation of the existing Council direction, which included rent abatement since March 2020.

Background

In coordination with Summit County, PCMC declared a Public Health Emergency on March 12, 2020 in response to the COVID-19 Pandemic. To address the negative impacts on individuals, the community, and the local economy, PCMC instituted a multi-tiered relief and recovery response including but not limited to; direct financial assistance to non-profits, business relief efforts, rent abatement and reduced regulatory enforcement and fees.

Park City Municipal Corporation operates several tenant spaces located within the Arts and Culture District, as well as, at the City Library. These tenants are a mix of local not-for-profits entities and small businesses. As part of the City's response to the COVID-19 crisis, City Council approved full and partial rent abatement for numerous tenants in order to relieve some of the unavoidable local economic impacts. City Council has approved full and partial rent abatement for tenants located in the Arts & Culture District and Library Facility for the past six months, including the month of September, totaling approximately $140,000.

Analysis

Arts & Culture District

Consistent with notices provided by staff and in coordination with the proposed phased demolition plan, tenants located on the south end of the property vacated their spaces by September 1st. Three non-profits and the Silver King Coffee shop, all located on the north end of the parcel have been notified that they must vacate by November 1st. Silver King Coffee has not requested abatement since June. Staff is recommending Council continue abatement, in the amount of $17,995 for the three not-for-profits through November 1st. There will be no remaining tenants in the District after November 1st.

Library Facility

The Park City Library has two not-for-profit tenants. One tenant has secured state grant funding to specifically assist with impacts associated with rent for the months of October and November. Thus, they are not requesting abatement for that timeframe.
Staff is recommending Council continue abatement for one of the tenants, through December 1st, 2020 in the amount of $4,086.82.

Staff will return to Council in November to evaluate any further abatement considerations.

Funding

Rent associated with the Arts and Culture district are credited to the associated budget. Further, rent associated with the Library is deposited into the General Fund.

Agenda Item No:1.

Council Agenda Item Report

Meeting Date: September 22, 2020
Submitted by: Minda Stockdale
Submitting Department: Executive
Item Type: Resolution
Agenda Section:

Subject:
Consideration to Approve Resolution 20-2020, a Resolution Recognizing November 13, 2020 as Park City Kindness Day
(A) Public Hearing (B) Action

Suggested Action:

Attachments:
Kindness Day Staff Report

Exhibit A: Kindness Resolution

City Council
Staff Report

Subject: Park City Kindness Day Resolution
Author: Leadership Class 26 Kindess Committee members Celia Peterson, Nicole Kennedy, Kathleen Nichols, Ryann Satz, Leslie Chavez, Meredith Riley, Kelly Simmons with Minda Stockdale
Department: Executive
Date: September 22, 2020
Type of Item: Administrative

Summary Recommendation

Consideration of a resolution proclaiming November 13, 2020, as Park City Kindness Day to promote kindness in community affairs. Council Members are invited to become Kindness Ambassadors.

Executive Summary

Park City of Kindness was founded by members of Leadership Park City Class 26 as part of the class project. It was inspired by a simple email signature that read, "Be Kind Whenever Possible. It is always possible.-Dalai Lama." The Kindness Committee members yearned for more positivity and kindness in the midst of the world situation we were all faced in Spring of 2020.

Some research led them to two prominent organizations in alignment with their goals: World Kindness USA and City of Kindness. Both organizations inspired them to make their mission broad, aspiring to engage all sectors of the community including businesses, schools, other nonprofits, law enforcement, and local government. They were inspired by WKUSA's Kindness Cards to make their own, more affordable versions, and have been circulating them throughout town. They also borrowed the kind acts counting tool from City of Kindness and are working with City of Kindess to implement something similar.

From the beginning, the Kindness Committee felt it was important to make the Park City movement their own, to borrow ideas from others, but ultimately honor the unique Park Citry community with a custom kindness initiative. Therefore, they created their own website and have launched many community-wide kindness campaigns to ensure kindness is at the core of everything Park City.

The Kindness Committee has run several Kindness campaigns to promote the kindness agenda in Park City:

- Development of a localized Kindness website, www.parkcityofkindness.org
- 26 Days of Gratitude social media campaign
- Cup of Kindness campaign to support local businesses and raise funds for free cups of coffee for first responders
- Spread Kindness partnership with the Live Live Sam organization

- Chalk your Walk community public art project
- Pick up Park City partnership with Recycle Utah
- Kindness rocks on the 4th of July
- Local radio appearances to promote Park City of Kindness

Park City of Kindness is on track to establish a 501c3 not-for-profit organization by the end of 2020. The organization's goal is simple: to create a kinder world for us all to enjoy. The Committee feels the sky is the limit for their new organization, and hope to join efforts with other local nonprofits to highlight and inspire more kindness in this very wonderful part of the world.

Alternatives for City Council to Consider

1. **Recommended Alternative:** Approve a resolution proclaiming November 13, 2020, as Park City Kindness Day to promote kindness in community affairs. Council Members are individually invited to become Kindness Ambassadors.

2. **Null Alternative:** Do not approve the Resolution

Department Review

Executive Department

Funding Source

There are no financial commitments associated with this resolution.

PARK CITY
1884

Resolution 20-2020

A RESOLUTION RECOGNIZING NOVEMBER 13, 2020 AS PARK CITY KINDNESS DAY

WHEREAS, the Park City Council has established Social Equity as a Critical Priority;

WHEREAS, Park City continually seeks ways to foster the success of the community and have determined there is value and importance in creating kinder and more peaceful societies for our children to inherit;

WHEREAS, there are scientifically proven health and emotional benefits of practicing kindness;

WHEREAS, the Park City of Kindness organization will work with citizens and Kindness Ambassadors to actively promote kindness within our community and showcase local initiatives of individuals and organizations adding value to the community;

WHEREAS, the Park City Council will use its best endeavors to support and inspire entities of government, business, and communities to choose kindness;

NOW THEREFORE BE IT RESOLVED, that the Park City Council adopts a Resolution to recognize November 13, 2020 as Park City Kindness Day and to publically support and advocate the ideals of kindness, and in doing so establish a kinder and more peaceful community.

PASSED AND ADOPTED this 22nd day of September, 2020.

PARK CITY MUNICIPAL CORPORATION

____
Mayor Andy Beerman

ATTEST:

____
Michelle Kellogg, City Recorder

APPROVED TO FORM:

____
City Attorney's Office

Agenda Item No:2.

Council Agenda Item Report

Meeting Date: September 22, 2020
Submitted by: Jason Christensen
Submitting Department: Public Utilities
Item Type: Resolution
Agenda Section:

Subject:
Consideration to Approve Resolution 21-2020, a Resolution to Return to Normal Utility Billing Processes (A) Public Input (B) Action

Suggested Action:

Attachments:
Public Utilities Billing Staff Report

Exhibit A: Return to Normal Billing Resolution

City Council Staff Report

Subject: **Public Utilities Billing Collections Resumption**
Author: **Jason Christensen, Water Resources Manager**
Department: **Public Utilities**
Date: **September 22, 2020**
Type of Item: **Administrative**

Recommendation

- Adopt the attached resolution, which beginning on November 1, 2020 will resume interest charges, the full stormwater fee, and begin a phased return to standard collection practices.

Background

- During the beginning of the COVID-19 Pandemic Public Utilities stopped collection efforts, stopped charging interest on past due amounts, and reduced the Stormwater Fee by May 1st, 2020 (interests and disconnect had ceased earlier). *See* April 30, 2020 Staff Report.
- The Stormwater Fee reduction was made possible by delaying capital projects.
- Staff is recommending that the City begin to transition back to a modified normal.
- Specifically, starting with the November 1st, 2020 bill resume interest and the full stormwater fee. Resume past-due collections, and start that month with those accounts over 120 days past due. Each month that follows move that target forward 30 days until we resume normal operations of collection actions at 60 days past due.
- In recognition of the continued impact of COVID-19, the City will extend payment plans up to 12 months for those who desire this option to avoid service disconnect as part of normal past-due collections.
- Normal payment plans offered by Public Utilities are for 4 month. A payment plan requires the customer to pay the current amount due and then divides the past due balance by the number of months and add that amount to the required monthly payment. Interest is charged on the balance during this period.

Alternatives

- Continuing the Stormwater Fee Reduction beyond November 1st would require a reduction in the level of capital investment in stormwater and corresponding reduction in the performance of the system or an alternative funding source. If billing resumes on November 1, 2020 the Stormwater fund will have waived $420,000.
- Continued interest waiver and/or continued non-use of past-due collections will result in larger bad debt write offs which may create a need to increase future water rates or decrease the level of service. As of September 17, 2020 Public Utilities shows approximately $80,158.72 in past due billings.

Attachment

- Attachment A: Resolution 21-2020.

PARK CITY MUNICIPAL CORPORATION
RESOLUTION 21-2020

A RESOLUTION TO RETURN TO NORMAL UTILITY BILLING PROCESSES

WHEREAS, The City Council approved Emergency Proclamation No. 3 (the “Proclamation”) on April 30, 2020, which authorized the City Manager to exercise certain emergency powers under Utah Code sections 53-2a-209(1) and 205.

WHEREAS, The Proclamation made temporary changes to utility bill interest rates, collection practices, and reduced the stormwater monthly charge.

WHEREAS, In order to begin an orderly resumption of utility billing, this resolution outlines the steps that will be taken as the City returns to normal billing.

NOW, THEREFORE, BE IT RESOLVED:

SECTION 1. RETURN TO NORMAL PRACTICES. The temporary changes made to the Utility Bill interest rates and billing will return to normal practices on November 1, 2020. Specifically:

a. Set Interest Rate on Utility Bills to 1.5% per month. Starting on or about November 1, 2020 resume charging interest on past due utility bills as provided and at the rate outlined in Park City Municipal Code 13-1-8.

b. Resumption of Standard Collection Practices. The City Manager will proceed with a phased resumption of standard collection practices for water and stormwater billing, including past due notices and disconnects, starting November 1, 2020. The phasing shall begin with accounts 120 days past due in November, and move to 90 days past due in January, and reach standard practice, as outlined in Park City Municipal Code 13-1-9, of 60 days past due in February. In recognition of the continuing impact of COVID-19 the City Manager will extend payment plans for up to 1 year as needed.

c. Stormwater ESU Fee. Starting on or about November 1, 2020 resume the full Stormwater ESU charge as set in the Park City Fee Schedule 2.12, specifically $6.28 per ESU.

SECTION 2. EFFECTIVE DATE. This Resolution is effective immediately upon passage.

PASSED AND ADOPTED this 22nd day of September, 2020.

PARK CITY MUNICIPAL CORPORATION

____

Mayor Andy Beerman

Attest:

Michelle Kellogg, City Recorder

Approved as to form:

City Attorney’s Office

Council Agenda Item Report

Meeting Date: September 22, 2020
Submitted by: Jed Briggs
Submitting Department: Budget, Debt & Grants
Item Type: Work Session
Agenda Section:

Subject:
Discuss FY2021 Budget Re-Adoption
(A) Public Input

Suggested Action:
Staff recommends discussing the adoption of a new adjusted budget for FY21. Additionally, staff recommends minor adjustments to operational and capital budgets to target Council priorities while maintaining a responsible fiscal approach.

Attachments:
FY21 Budget Re-Adoption Staff Report

Exhibit A: Presentation (Sales Tax Analysis)

City Council
Staff Report

Subject: Fiscal Year 2021 Budget Adjustment
Author: Jed Briggs, Erik Daenitz, Penny Frates
Department: Budget
Date: September 22, 2020
Type of Item: Administrative

Recommendation

Consider directing staff to begin the process to adopt a new adjusted budget for FY21. Additionally, staff recommends minor adjustments to operational and capital budgets to further target Council priorities while at the same time maintaining a responsible fiscal approach in the face of long-term COVID-19 related economic impacts.

Background

In response to COVID-19 for FY20, PCMC quickly activated the City's Recession Plan to impose a series of stringent expenditure reductions necessary to close a projected General Fund revenue shortfall of $3.9M. Due to the City's fiscally responsible and conservative projections, along with a better-than projected revenue recovery during the last months of FY20, General Fund Sales Tax revenues outpaced initial projections by +$1.3M, yet remained down overall by -$2.3M, versus the original FY20 budgets.

General Fund – FY20 Sales Tax Recap

Monthly	FY20 Original Budget	FY20 Projection as of April 2020	FY20 Realized	$ Variance from Original Budget	$ Variance from Projection
July	$838,352	$890,546	$890,546	$52,194	$0
August	$841,361	$839,320	$839,320	($2,041)	$0
September	$951,043	$912,173	$912,173	($38,870)	$0
October	$675,718	$715,887	$715,887	$40,169	$0
November	$775,911	$820,365	$820,365	$44,454	$0
December	$2,099,578	$1,877,541	$1,877,541	($222,037)	$0
January	$2,094,201	$2,167,579	$2,167,578	$73,377	($0)
February	$2,052,907	$2,020,291	$1,936,051	($116,856)	($84,239)
March	$2,370,038	$926,264	$1,292,639	($1,077,399)	$366,376
April	$944,330	$117,143	$368,103	($576,227)	$250,960
May	$611,785	$76,661	$391,036	($220,749)	$314,375
June	$975,900	$159,307	$633,760	($342,140)	$474,453
Total	**$15,231,124**	**$11,523,077**	**$12,845,001**	**($2,386,123)**	**$1,321,924**

Analysis

Compared to the FY20 original revenue budget, the Budget Department initially projected a sales tax shortfall of 36%, or approximately -$5.5M for FY21. This led to a projected General Fund revenue loss of 21% (-$8.6M). The shortfall was driven by a combination of lost sales tax and program revenues as a result of the economic impacts of COVID-19. The budget was adopted slightly below the projection due to the uncertainty of the economy leading into the ski season. Thus the FY21 sales tax budget compared to the original FY20 budget is 39% different.

However, after further analysis and development of a new statistical model for sales taxes, the Budget Department has updated its FY21 sales tax projections to a new adjusted shortfall of 43% (-$6.5M). Original and updated projections are below.

FY 2021 General Fund Revenue Projections Compared to FY20 Revenue Budget

Revenue Type	FY 2020 Revenue Budget	Original Projection	$, Variance	%, Variance	Latest Projection	%, Variance
Property Taxes	$11,196,658	$10,412,892	($783,766)	-7%	$10,412,892	-7%
Sales Tax	$15,231,123	$9,747,919	($5,483,204)	-36%	$8,728,066	-43%
Franchise Tax	$3,262,000	$3,229,380	($32,620)	-1%	$3,281,637	1%
Licenses	$312,000	$324,480	$12,480	4%	$535,082	72%
Planning, Building & Engineering Fees	$2,397,000	$2,109,360	($287,640)	-12%	$2,257,608	-6%
Recreation	$2,145,000	$1,415,700	($729,300)	-34%	$1,536,726	-28%
Other Revenue	$1,505,227	$617,143	($888,084)	-59%	$806,436	-46%
Ice Revenue	$872,000	$619,120	($252,880)	-29%	$458,649	-47%
Interfund Transfers	$2,724,847	$2,833,841	$108,994	4%	$2,730,847	0%
Intergovernmental Revenues	$138,000	$162,840	$24,840	18%	$162,840	18%
Total	$39,783,855	$31,472,675	($8,311,180)	-21%	$30,910,783	-22%

FY 2021 General Fund Revenue Projections Compared to FY21 Revenue Budget

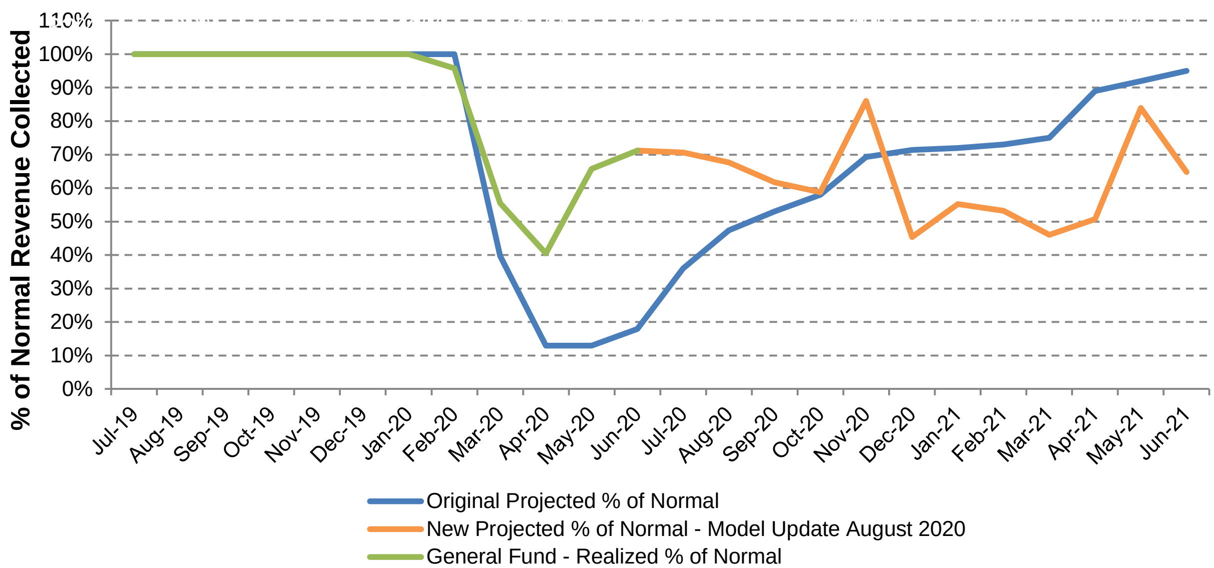
Revenue Type	FY 2021 Revenue Budget	FY 2021 Projection	$, Variance	%, Variance
Property Taxes	$10,412,892	$10,412,892	$0	0%
Sales Tax	$9,347,918	$8,728,066	($619,852)	-7%
Franchise Tax	$3,229,380	$3,281,637	$52,257	2%
Licenses	$323,501	$535,082	$211,581	65%
Planning, Building & Engineering Fees	$2,107,887	$2,257,608	$149,721	7%
Recreation	$1,415,701	$1,536,726	$121,025	9%
Other Revenue	$1,110,592	$806,436	($304,156)	-27%
Ice Revenue	$617,073	$458,649	($158,424)	-26%
Interfund Transfers	$2,730,847	$2,730,847	$0	0%
Intergovernmental Revenues	$162,840	$162,840	$0	0%
Total	$31,458,631	$30,910,783	($547,848)	-2%

In summary, given the analysis above, staff projects an additional shortfall of nearly -$550k more than previously projected when the budget was adopted in June. At this point, staff has yet to receive sales tax numbers for July and August, and there is still a great deal of uncertainty leading into the ski season when the City receives the bulk of its annual revenues. However, new statistical methods of projecting sales tax have been created that will hopefully assist the City to forecast future revenue by analyzing a broader array of leading indicators, such as monthly visitor nights, airline travel trends, inflationary metrics, and foreign market financial data.

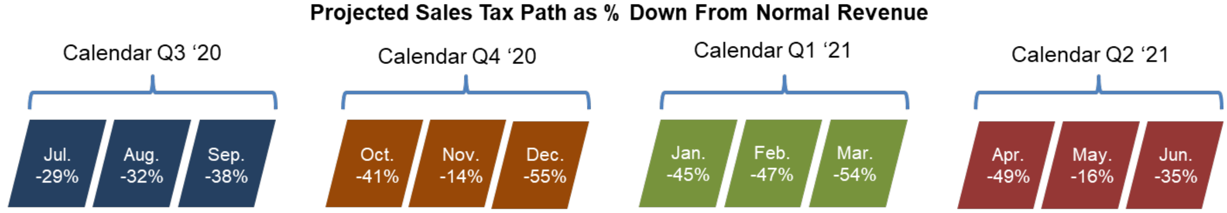
UPDATED FY21 SALES TAX PROJECTIONS

Using machine learning and traditional statistical techniques, Staff is now monitoring approximately 70+ datasets that serve as potential inputs that demonstrate a statistically significant correlation to the City's sales tax revenues. As a result, the Budget Department now projects a 43% sales tax shortfall within FY21, with a significant impact coming from anticipated reductions in winter air travel and consumer spending habits due to COVID-19 related concerns.

Projected Sales Tax Path as % of Normal Revenue



Projected Sales Tax Path as % Down From Normal Revenue



Source: Park City Municipal Corporation. As of August 31, 2020.

WHAT IT MEANS BY FUND

Each of the above tax revenues are distributed into the City's funds according to different ratios. When accounting for this, the below grid details impacts by funds.

	Existing Information	Existing Information	Existing Information	New Information	New Information	New Information	New Information
Fund	**FY20 Original Sales Tax Budget**	**FY20 Adjusted Sales Tax Budget**	**FY21 Original Sales Tax Budget**	**FY21 Proposed Adjusted Sales Tax Budget**	**$ Variance FY21 Proposed Sales Tax Budget vs. Original FY21 Sales Tax Budget**	**% Deviation, FY21 Proposed Adjusted Deviation from 2021 Original Budget**	**% Deviation, FY21 Proposed Adjusted Deviation from 2020 Original Budget**
General Fund	$15,231,123	$11,523,078	$9,347,918	$8,728,066	($619,852)	-7%	-43%
Capital Fund	$9,750,207	$9,750,207	$8,699,216	$6,569,128	($2,130,088)	-24%	-33%
Transportation Fund	$5,718,450	$5,718,450	$5,442,492	$4,566,695	($875,797)	-16%	-20%
Total	**$30,699,780**	**$26,991,735**	**$23,489,626**	**$19,863,889**	**($3,625,737)**	**-15%**	**-35%**

STRATEGY TO BRIDGE THE INCREASED GENERAL FUND FY21 GAP

At this point, staff projects a -$550k additional revenue shortfall in the General Fund. In order to bridge the shortfall during the last budget cycle, a balanced approach between operating cuts, capital deferment, and fund balance utilization was employed. However, since the General Fund was able to add an additional +$1.3M of end-of-year sales tax revenue that outpaced estimates, the shortfall is not necessarily an immediate operational concern. As a result, staff recommends using the $1.3M rather than utilizing the previous 'balanced approach'.

However, if Council wanted to consider the 'balanced approach' with opening up the budget, the recommended ratios between funding sources is listed below:

	Operational Cuts	Capital Projects Deferred	Capital Fund Balance	General Fund Balance	Total
Percentage of Gap	**35%**	**20%**	**25%**	**20%**	**100%**
$, Amount Needed	**($190,655)**	**($110,667)**	**($136,964)**	**($109,572)**	**($547,858)**

TRANSPORTATION FUND (OPERATING)

Consistent with our overall sales tax projections, transit-related sales taxes are also projected to be down by approximately 43% compared to normal. The majority of Park City's Transit service is funded by sales tax. Unfortunately, the Budget Department projects an additional -$875k of shortfall, over and above what was approved in the provisional FY21 budget. Transportation staff has already cut $1.2M in operating expenses for FY21 and is now looking to cut an additional $800k based off of the shortfall and projected service levels going into the ski season. This will largely offset the decrease in sales taxes, but additional cuts could be considered.

Staff also projects to receive around $7.4M in federal grants ($3.6M was budgeted), both through the CARES Act as well as through normal Federal Operational Assistance grants. Federal grant monies (including CARES) will offset some of the reimbursement funding we receive from Summit County (Regional Transit Revenue). The process is changing to credit Summit County in the quarterly invoice calculated to reimburse County-specific services.

The Budget Department is also projecting parking revenues to be down by -$1.6M in the Transportation Fund when compared to the FY21 provisional revenue budget. This is due to the temporary pause of paid parking due COVID-19 economic impacts. The revenue projection is very uncertain at this time.

These revenue projections result in a new decreased total of -$2.9M from the FY21 provisional operating budget. Thankfully, current expense projections are pegged at $14.6M compared to the budget of $16.2M, which helps to offset the shortfall. In addition, City departments are taking the directive to eliminate any non-essential expenditures very seriously, resulting in additional savings. Organizational expense control measures are proving to be very effective. Staff belives additional operating expenditures can be further reduced, if needed.

Revenue Type	FY21 Normal Conditions	FY21 Budget	FY21 Projection	%, Var from FY21 Norm	$, Variance FY21 Bud	%, Var from FY21 Bud
TRANSIT SALES TAX	$5,455,896	$3,382,656	$3,110,764	-43%	-$271,892	-8%
RESORT TAX TRANSPOR	$2,554,545	$2,059,836	$1,455,931	-43%	-$603,905	-29%
BUSINESS LICENSES	$719,565	$656,289	$675,652	-6%	$19,363	3%
FEDERAL GRANTS (Operating)	$6,281,051	$3,585,800	$7,400,000	18%	$3,814,200	106%
REGIONAL TRANSIT REVENUE	$7,370,000	$5,866,000	$1,500,000	-80%	-$4,366,000	-74%
OTHER FUNDING SOURCES	$716,595	$690,412	$781,692	9%	$91,280	13%
PARKING REVENUES	$2,603,364	$2,603,364	$1,000,000	-62%	-$1,603,364	-62%
Totals	**$25,701,016**	**$18,844,357**	**$15,924,039**	**-38%**	**-$2,920,318**	**-15%**

Expense Type	FY21 Budget	FY21 Projection	$, Variance FY21 Bud	%, Var from FY21 Budget
TRANSPORTATION OPERATING	$13,845,853	$13,000,000	-$845,853	-6%
TRANSPORTATION PLANNING	$804,943	$642,515	-$162,428	-20%
PARKING	$1,565,824	$933,035	-$632,789	-40%
Totals	**$16,216,620**	**$14,575,550**	**-$1,641,070**	**-10%**

FY21 Projected Revenues	**$15,924,039**
FY21 Projected Expenses	**$14,575,550**
Projected Surplus/Deficit	**$1,348,489**

Capital Fund

Most of the focus in the last budget cycle was based in the General Fund and so the Budget Department worked diligently to decrease sales tax revenue budgets to reflect projections. However, in the Capital Improvement Fund, even though sales tax revenue budgets were decreased, but not to the extent needed to accurately reflect the sales tax projections. However, the capital project budget expenses were reduced dramatically ($3.8M) in order to account for the projected reduced sales taxes. Thus staff is recommending to reduce the capital revenue budgets to reflect the most current projections.

Strategic Additional Budget Requests

Staff recommends Council consideration of some additional budget amendments that will help meet strategic council and community goals. Staff recommends using a small portion of the surplus sales tax revenue carried over from FY20 (+$1.3M) to cover some specific expenses for FY21. There are several other positions and programs that were requested that are not being recommended due to their ongoing costs and our economic uncertainty.

Library

- **Spanish Services Senior Librarian - add $33,000 to existing position**
  Elevate current Spanish Services Library Assistant position to Spanish Services Senior Librarian. This position would be part of the Library Leadership Team and would help implement Spanish Services and Programs at the Library in a leadership capacity while

applying Equity, Diversity, and Inclusion actions in support of the City's Social Equity Priorities.

This position carries a heavy load of responsibility and the current grade and compensation has made it very difficult to fill on a long-term basis, having had five people in the position in the last five years and consistently receiving feedback from employees expressing discontent regarding the high level of responsibility and low compensation.

Executive

- **Lobbying Services - $50,000 (contract)**
  Increase the budget for additional lobbying and legislative consulting services. Organizationally, we have a strong team representing Park City at both the Federal and State levels. This additional money will be used to further develop our state lobbying program and provide additional resources for furthering our goals at the Utah Statehouse and with Executive departments.

Trails

- **Backcountry Trails Operations and Maintenance – increase existing budget from $25k to $70k ($10k in new budget)**
  Renegotiation and increased scope of long-term contract that provides necessary maintenance for our trail system throughout the year, including but not limited to signage implementation/maintenance, general vegetation/tread maintenance, rerouting due to environmental impacts, staff monitoring of trail-related use & impacts, trailhead plowing and winter grooming. Current contract for services expires Dec. 31, 2020. Contracting for these services represents a considerable cost savings versus providing these services in-house. Private grants and adopt-a-trail program may be expanded to offset these costs.
    - **$25k – Existing Budget**
    - **$15k – SSC amount for trails maintenance**
    - **$20k – Bonanza Flat operations budget**
    - **$10k – New funding**

Housing

- **Affordable Housing Specialist (new) - $120,425**
  Provides technical assistance in the planning, and development a wide variety of housing projects to help further the City's housing goals. Prepare and present reports on issues for City administration and Council to aid in decision-making including policies and procedures related to the City's housing program. Performs financial and technical analysis; acts as liaison with the community and developers to create housing mitigation plans that meet the City's Housing Resolution and Municipal code. Manage capital project budgets and schedules. Responsible to prepare, manage, interpret and supervise contracts and purchasing in accordance with codes and policies. Coordinate with other departments in managing the construction and subsequent operations and maintenance of projects. Maintains confidentiality of privileged information.
    - Performs technical analysis for proposed affordable housing developments.
    - Conducts research and updates of the City's affordable housing needs assessment and other reports.
    - Maintains a thorough understanding of the City's Affordable Housing Resolution and Affordable Housing Needs Assessment.

- Ensures compliance with state moderate income housing requirements.
- Monitors affordable housing requirements in development agreements including performing annual compliance reviews. and works with Affordable Housing Compliance and Outreach Coordinator to Maintains records regarding status of projects, compliance with deed restrictions and qualifications of residents in affordable units.
- Assists in the development and implementation of guidelines, documents and resources for the sale and/or lease of deed restricted affordable housing.
- Assists in the tracking and monitoring of housing inventory and maintains a database of affordable housing stock.
- Provides technical information to be posted on the affordable housing website.
- Researches and prepares funding applications for affordable housing and related community projects.
- Performs research and prepares written and graphic material necessary for special housing and community needs studies and presentations.
- Assists in the preparation and presentation of detailed staff reports to City Council.
- Responds to public requests for technical analysis regarding affordable housing.
- Participates in regional, state, and national affordable housing industry organizations with manager's approval.

Maintenance

- **Street Lights & Signs - $18,000**
  As part of the COVID-19 budget reductions, the Street lights and Signs budget was reduced by $28,000. Recently, there has been a significant increase in service levels for signs and painting, primarily in the Old Town area for our neighborhood pilot projects on Hillside, Park Ave, 4th street crosswalk, etc. Due to this, the department is anticipating a budget overage and requesting a partial restoration of their budget to avoid a reduction in service level.

Transit

- **Transit Grants & Contracts Administrator – add $6,400 to existing position**
  Position reclassification to increase scope of duties. Council requested staff consider providing new resources to focus on the financial administration of the Transit system.

  The current transit grants position has been vacant since July. Staff recommends elevating the level of responsibility to reorient a focus on financial accountability and administration.
    - Prepare, coordinate and track all Transit related grants and contracts, and oversee the department's budget.
    - Manage, develop, and maintain all budgetary and financial planning for Park City Transit in coordination with the Transit Manager.
    - Write, and implement department finance policies and procedures; train employees to effectively use accounting programs and systems; and work with the City's Finance and Budget Departments where appropriate.
    - Oversee and manage the daily operations of the Transit Enterprise Fund as well as prepare reports with regards to trends in revenues and expenditures.

Exhibits

A – FY21 Adjusted Budget Update

FY21 Budget Update

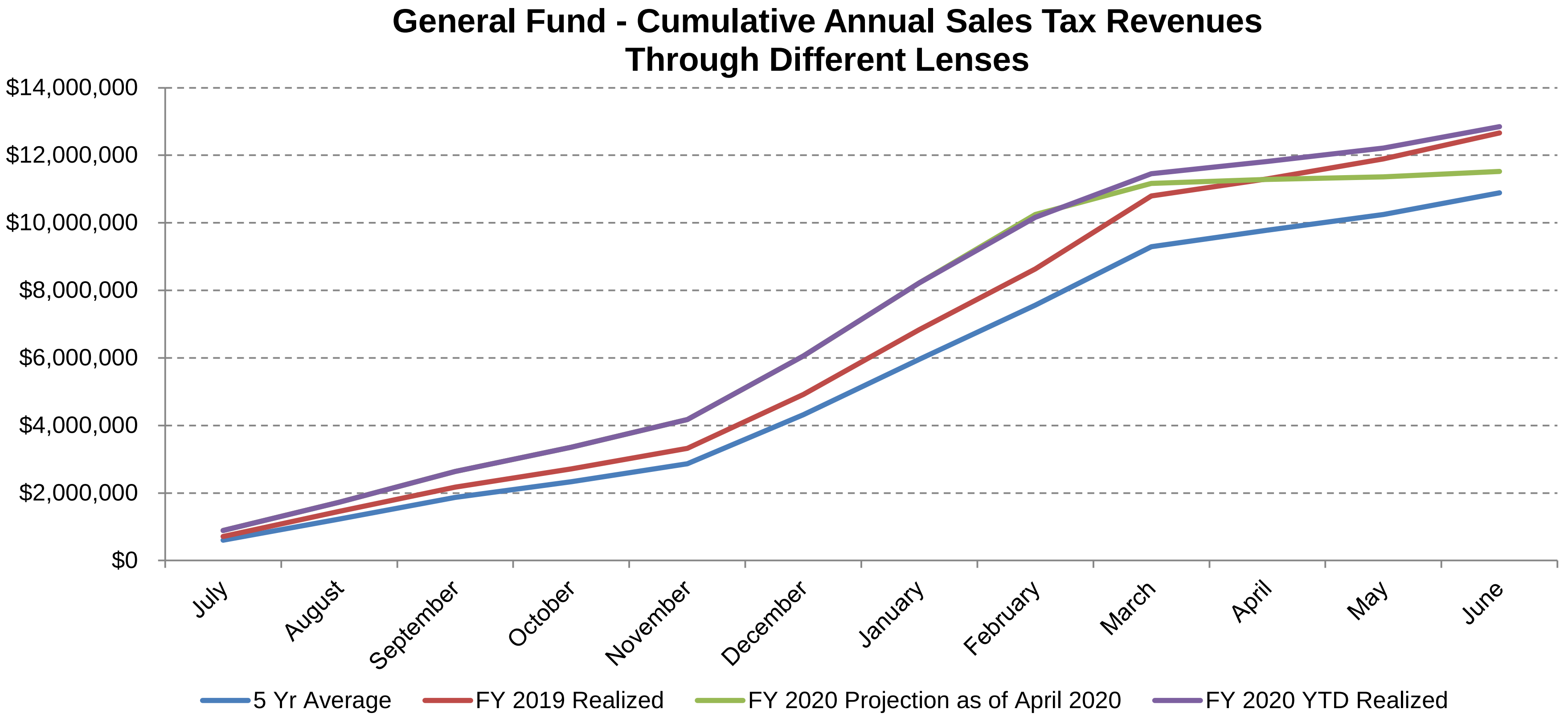
2020 General Fund Sales Tax Recap

General Fund	
Original Projected Sales Tax Shortfall	FY20 End Sales Tax Shortfall
($3,708,047)	($2,860,576)

General Fund					
Monthly	5 Yr Average	FY19 Realized	FY20 Projection as of April 2020	FY20 YTD Realized	$ Variance from Projection
July	$605,903	$710,538	$890,546	$890,546	$0
August	$624,301	$749,260	$839,320	$839,320	$0
September	$637,795	$710,581	$912,173	$912,173	$0
October	$463,005	$542,601	$715,887	$715,887	$0
November	$535,682	$610,227	$820,365	$820,365	$0
December	$1,456,694	$1,599,739	$1,877,541	$1,877,541	$0
January	$1,636,810	$1,915,943	$2,167,579	$2,167,578	($0)
February	$1,604,411	$1,795,614	$2,020,291	$1,936,051	($84,239)
March	$1,732,104	$2,160,171	$926,264	$1,292,639	$366,376
April	$487,140	$509,306	$117,143	$368,103	$250,960
May	$464,039	$591,398	$76,661	$391,036	$314,375
June	$639,146	$771,332	$159,307	$633,760	$474,453
Total	**$10,887,030**	**$12,666,710**	**$11,523,077**	**$12,845,001**	**$1,321,924**

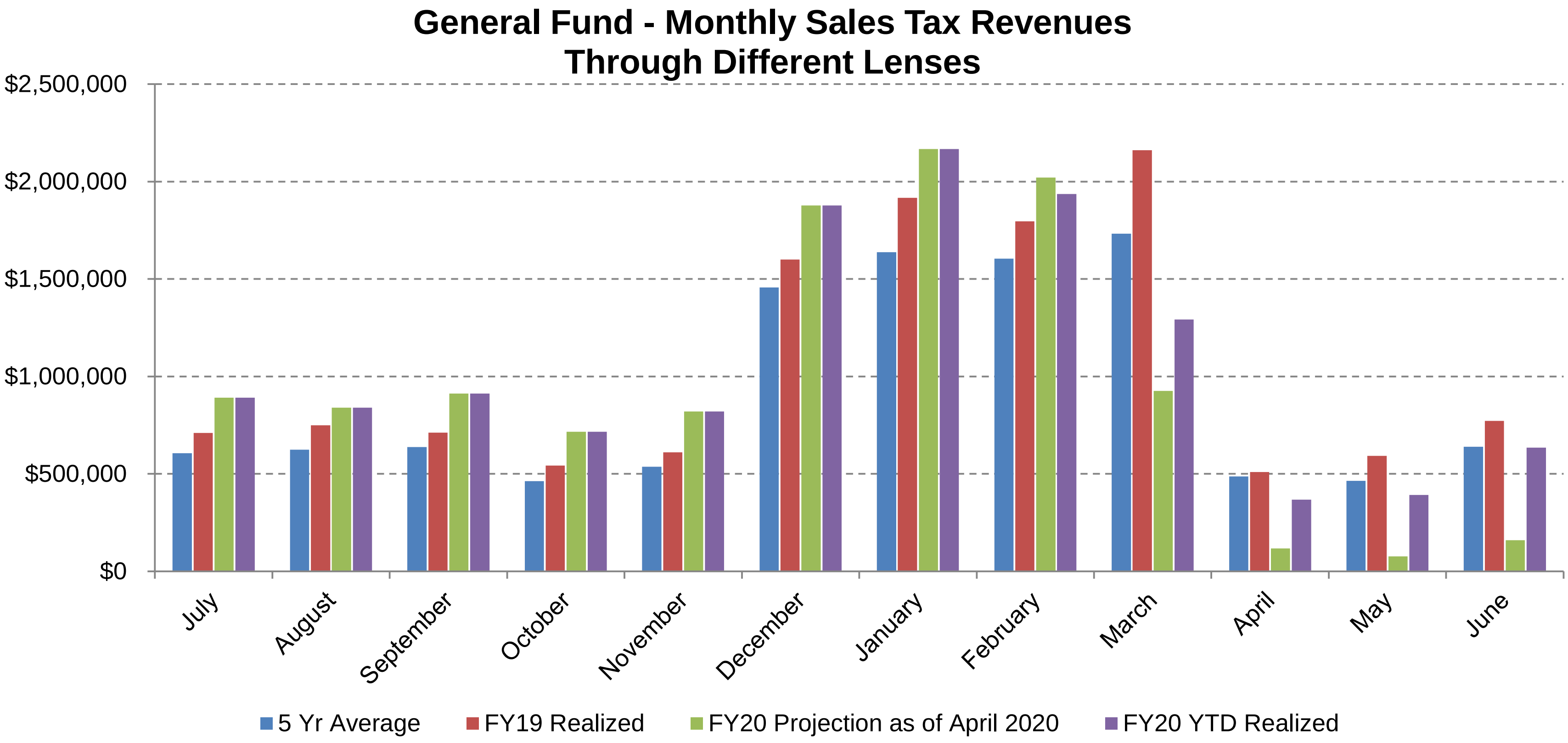
Source: Park City Municipal Corporation. As of August 31, 2020.

2020 General Fund Sales Tax Recap



Source: Park City Municipal Corporation. As of August 31, 2020.

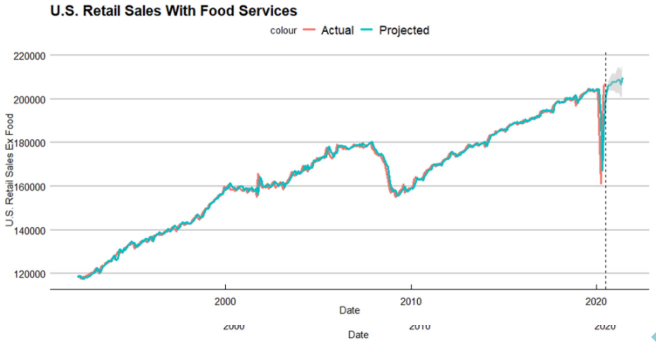
2020 General Fund Sales Tax Recap



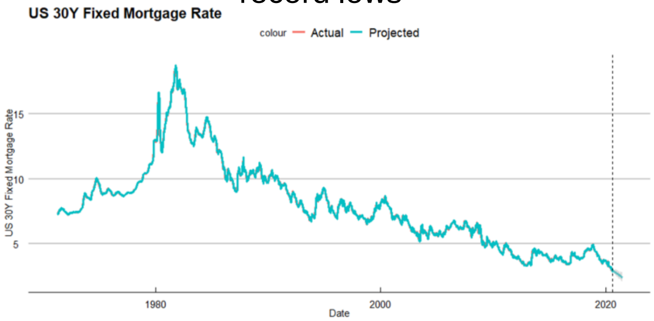
Source: Park City Municipal Corporation. As of August 31, 2020.

Economic Update
How Are We Feeling Going into Ski Season?

Retail spending has returned to normal levels

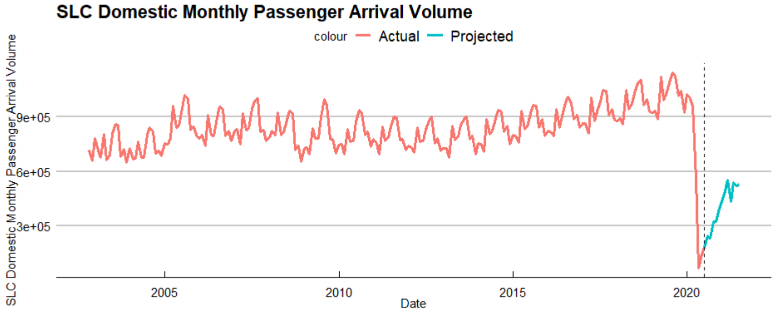


Housing stays strong with mortgage rates at record lows

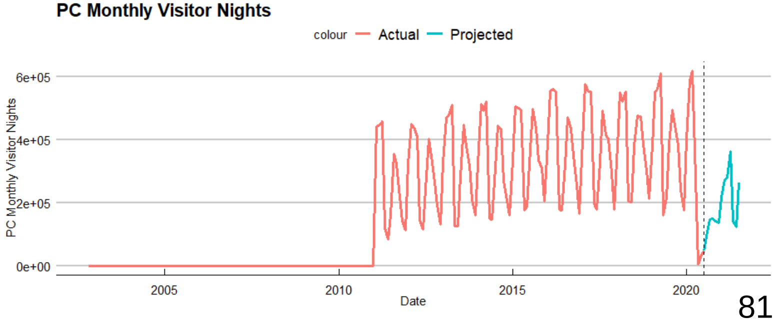


In a word:
Mixed.

Yet, travel remains challenged

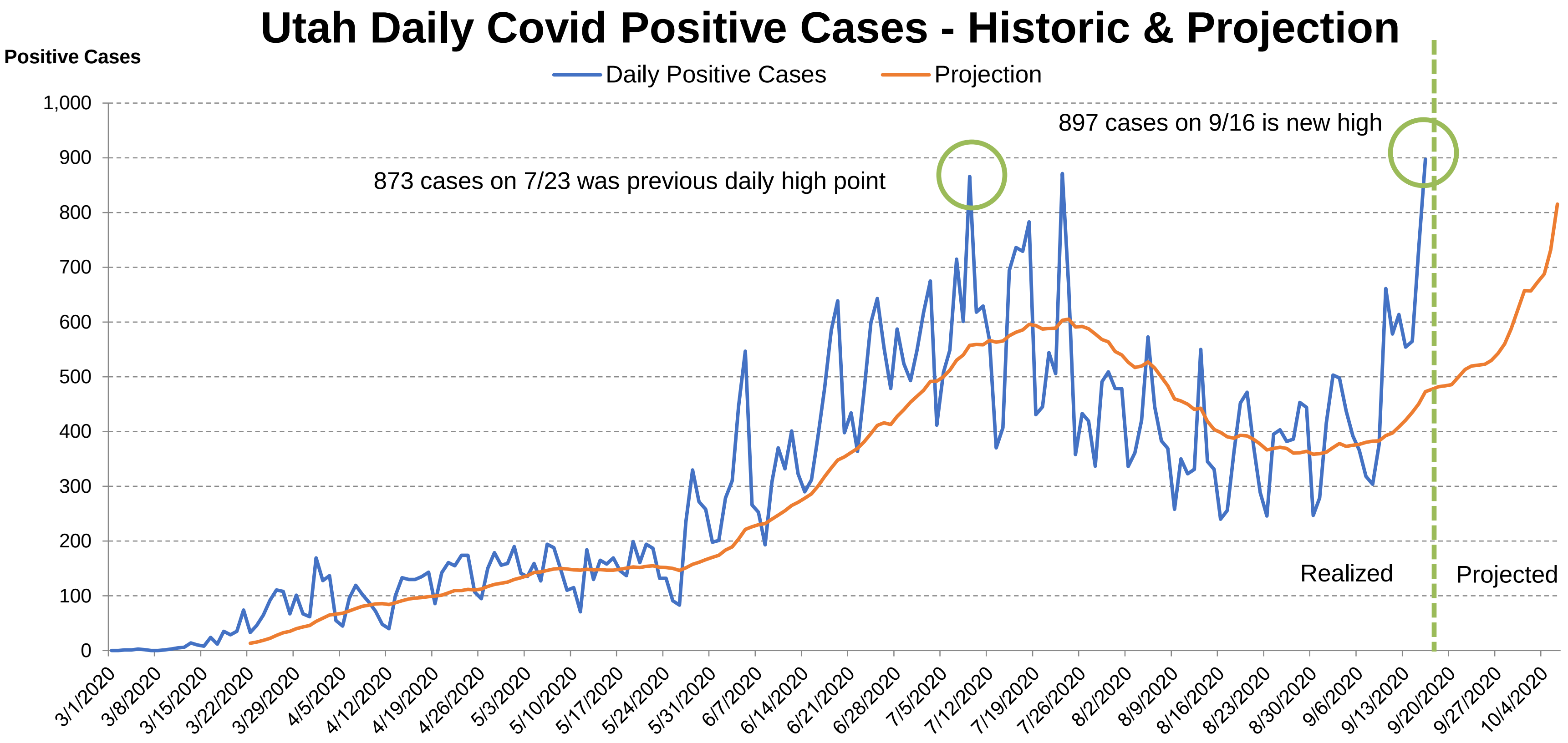


As do local visitor nights



Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

COVID Update



Source: Park City Municipal Corporation, Utah Department of Health. As of September 16, 2020.

An Updated General Fund Picture

FY 2021 General Fund Revenue Projections Compared to FY20 Revenue Budget

Revenue Type	FY 2020 Revenue Budget	Original Projection	$, Variance	%, Variance	Latest Projection	%, Variance
Property Taxes	$11,196,658	$10,412,892	**($783,766)**	**-7%**	$10,412,892	**-7%**
Sales Tax	$15,231,123	$9,747,919	**($5,483,204)**	**-36%**	$8,728,066	**-43%**
Franchise Tax	$3,262,000	$3,229,380	**($32,620)**	**-1%**	$3,281,637	1%
Licenses	$312,000	$324,480	$12,480	4%	$535,082	72%
Planning, Building & Engineering Fees	$2,397,000	$2,109,360	**($287,640)**	**-12%**	$2,257,608	**-6%**
Recreation	$2,145,000	$1,415,700	**($729,300)**	**-34%**	$1,536,726	**-28%**
Other Revenue	$1,505,227	$617,143	**($888,084)**	**-59%**	$806,436	**-46%**
Ice Revenue	$872,000	$619,120	**($252,880)**	**-29%**	$458,649	**-47%**
Interfund Transfers	$2,724,847	$2,833,841	$108,994	4%	$2,730,847	0%
Intergovernmental Revenues	$138,000	$162,840	$24,840	18%	$162,840	18%
Total	**$39,783,855**	**$31,472,675**	**($8,311,180)**	**-21%**	**$30,910,783**	**-22%**

Source: Park City Municipal Corporation. As of August 31, 2020.

An Updated General Fund Picture

FY 2021 General Fund Revenue Projections Compared to FY21 Revenue Budget

Revenue Type	FY 2021 Revenue Budget	FY 2021 Projection	$, Variance	%, Variance
Property Taxes	$10,412,892	$10,412,892	$0	0%
Sales Tax	$9,347,918	$8,728,066	**($619,852)**	**-7%**
Franchise Tax	$3,229,380	$3,281,637	$52,257	2%
Licenses	$323,501	$535,082	$211,581	65%
Planning, Building & Engineering Fees	$2,107,887	$2,257,608	$149,721	7%
Recreation	$1,415,701	$1,536,726	$121,025	9%
Other Revenue	$1,110,592	$806,436	**($304,156)**	**-27%**
Ice Revenue	$617,073	$458,649	**($158,424)**	**-26%**
Interfund Transfers	$2,730,847	$2,730,847	$0	0%
Intergovernmental Revenues	$162,840	$162,840	$0	0%
Total	**$31,458,631**	**$30,910,783**	**($547,848)**	**-2%**

Source: Park City Municipal Corporation. As of August 31, 2020.

An Updated Sales Tax Picture
General Fund FY21

FY21 Original Projection and Current General Fund Budget (what we have already done)

-39% vs. FY20

-$5.8M

FY21 Updated Projection and Proposed General Fund Budget Adjustment (proposed adjustment)

-43% vs. FY20

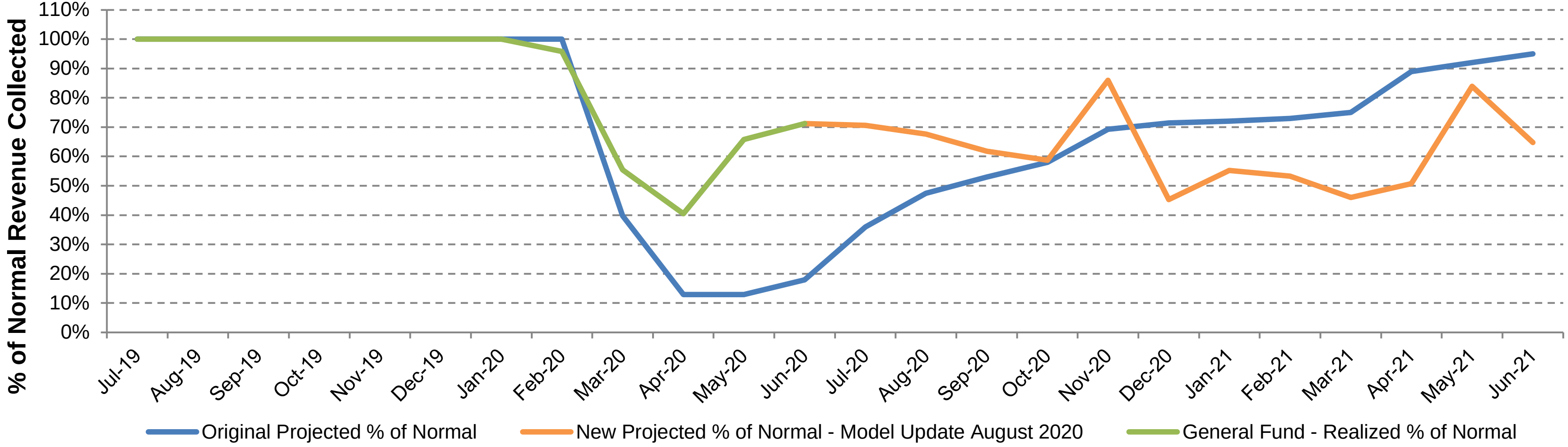
-$6.5M

$6.5M – $5.8M = ~**$620k in additional Sales Tax shortfall in General Fund in FY21**

Source: Park City Municipal Corporation. As of September 12, 2020.

An Updated Sales Tax Picture - Projections

Projected Sales Tax Path as % of Normal Revenue



Projected Sales Tax Path as % Down From Normal Revenue

Calendar Q3 '20			Calendar Q4 '20			Calendar Q1 '21			Calendar Q2 '21		
Jul. -29%	Aug. -32%	Sep. -38%	Oct. -41%	Nov. -14%	Dec. -55%	Jan. -45%	Feb. -47%	Mar. -54%	Apr. -49%	May. -16%	Jun. -35%

Source: Park City Municipal Corporation. As of September 12, 2020.

An Updated Sales Tax Picture - Projections

What it means by tax revenue…

	Existing Information	Existing Information	New Information	Existing Information	New Information	New Information	New Information	New Information
Sales Tax	**FY20 Original Sales Tax Budget**	**FY21 Original Sales Tax Budget**	**FY21 Proposed Adjusted Sales TaxBudget**	**$ Deviation, FY20 Original vs. FY21 Original**	**% Deviation, FY20 Original vs. FY21 Original**	**$ Deviation, FY21 Original vs. FY21 Proposed Adjusted**	**% Deviation, FY21 Proposed Adjusted Deviation from 2021 Original Budget**	**% Deviation, FY21 Proposed Adjusted Deviation from 2020 Original Budget**
General Sales Tax	$8,334,409	$4,777,068	$4,790,682	($3,557,341)	-42.7%	$13,614	0.3%	-43%
Resort Tax	$12,115,745	$9,180,893	$6,916,966	($2,934,852)	-24%	($2,263,927)	-25%	-43%
Additional Resort Sales Tax	$4,650,000	$3,969,681	$3,323,167	($680,319)	-15%	($646,514)	-16%	-29%
Transit Tax[1]	$3,049,626	$3,382,656	$3,110,764	$333,030	11%	($271,892)	-8%	2%
Transient Room Tax	$2,550,000	$2,179,328	$1,722,311	($370,672)	-15%	($457,017)	-21%	-32%
Total	**$30,699,780**	**$23,489,626**	**$19,863,889**	**($7,210,154)**	**-23%**	**($3,625,737)**	**-15%**	**-35%**

What it means by fund…

	Existing Information	Existing Information	Existing Information	New Information	New Information	New Information	New Information
Fund	**FY20 Original Sales Tax Budget**	**FY20 Adjusted Sales Tax Budget**	**FY21 Original Sales Tax Budget**	**FY21 Proposed Adjusted Sales Tax Budget**	**$ Variance FY21 Proposed Sales Tax Budget vs. Original FY21 Sales Tax Budget**	**% Deviation, FY21 Proposed Adjusted Deviation from 2021 Original Budget**	**% Deviation, FY21 Proposed Adjusted Deviation from 2020 Original Budget**
General Fund	$15,231,123	$11,523,078	$9,347,918	$8,728,066	($619,852)	-7%	-43%
Capital Fund	$9,750,207	$9,750,207	$8,699,216	$6,569,128	($2,130,088)	-24%	-33%
Transportation Fund	$5,718,450	$5,718,450	$5,442,492	$4,566,695	($875,797)	-16%	-20%
Total	**$30,699,780**	**$26,991,735**	**$23,489,626**	**$19,863,889**	**($3,625,737)**	**-15%**	**-35%**

Projected Sales Tax Path as % Down From Normal Revenue

Calendar Q3 '20
- Jul. -29%
- Aug. -32%
- Sep. -38%

Calendar Q4 '20
- Oct. -41%
- Nov. -14%
- Dec. -55%

Calendar Q1 '21
- Jan. -45%
- Feb. -47%
- Mar. -54%

Calendar Q2 '21
- Apr. -49%
- May. -16%
- Jun. -35%

Source: Park City Municipal Corporation. As of September 12, 2020.

1. Note, Transit Tax has been projected in terms of FY20 anticipated normal budget of $5.4M due to the addition of new increment starting in FY20. The addition of this new increment is not captured in historical Transit tax data preceding FY20.

Transportation Fund Projections

Revenue Type	FY21 Normal Conditions	FY21 Budget	FY21 Projection	%, Var from FY21 Norm	$, Variance FY21 Bud	%, Var from FY21 Bud
TRANSIT SALES TAX	$5,455,896	$3,382,656	$3,110,764	-43%	-$271,892	-8%
RESORT TAX TRANSPOR	$2,554,545	$2,059,836	$1,455,931	-43%	-$603,905	-29%
BUSINESS LICENSES	$719,565	$656,289	$675,652	-6%	$19,363	3%
FEDERAL GRANTS (Operating)	$6,281,051	$3,585,800	$7,400,000	18%	$3,814,200	106%
REGIONAL TRANSIT REVENUE	$7,370,000	$5,866,000	$1,500,000	-80%	-$4,366,000	-74%
OTHER FUNDING SOURCES	$716,595	$690,412	$781,692	9%	$91,280	13%
PARKING REVENUES	$2,603,364	$2,603,364	$1,000,000	-62%	-$1,603,364	-62%
Totals	$25,701,016	$18,844,357	$15,924,039	-38%	-$2,920,318	-15%

Expense Type	FY21 Budget	FY21 Projection	$, Variance FY21 Bud	%, Var from FY21 Budget
TRANSPORTATION OPERATING	$13,845,853	$13,000,000	-$845,853	-6%
TRANSPORTATION PLANNING	$804,943	$642,515	-$162,428	-20%
PARKING	$1,565,824	$933,035	-$632,789	-40%
Totals	$16,216,620	$14,575,550	-$1,641,070	-10%

FY21 Projected Revenues	$15,924,039
FY21 Projected Expenses	$14,575,550
Projected Surplus/Deficit	$1,348,489

Intuitive Sales Tax Drivers

Intuitively, we know certain factors matter – are they possible to systematically detect with math?

Sales Tax Exposure = Seasonal + U.S. Dollar-Funded + Inflation-Linked + Consumer Discretionary Behavior

We believe the answer is **yes**.

Source: Park City Municipal Corporation. As of September 12, 2020.

How? – Machine Learning

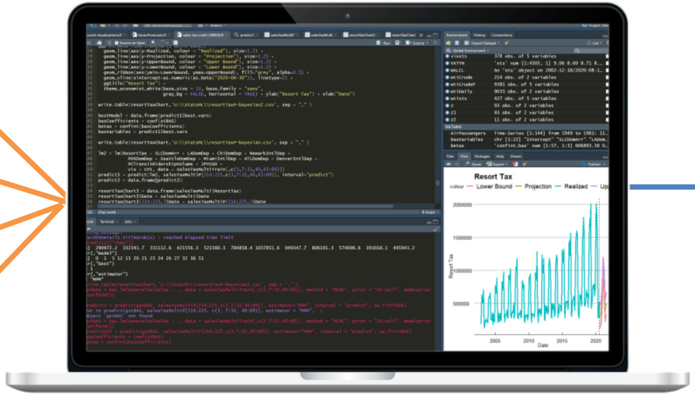
Machine learning allows us to examine large datasets and see which variables are the highest probability predictors of sales taxes

Predictor Variable 1

Predictor Variable 2

Predictor Variable 3

Predictor Variable N



Response Variable (Sales Taxes)

62
Distinct Datasets Gathered

500k+
Models Algorithmically Tested

Source: Park City Municipal Corporation. As of September 12, 2020.

Our Dataset

The data we are monitoring is a combination of Local, Macroeconomic, Financial Market and Travel data

Domestic Financial

- S&P 500 Index
- VIX (S&P 500 Volatility Index)
- Federal Funds Effective Rate
- U.S. 3-Month Libor
- Treasury 2Y-10Y Spread
- U.S. 30Y Fixed Mortgage Rate
- Spot WTI Crude Oil

Foreign Financial

- Spot Brent Crude Oil
- CAD/USD FX Rate
- CNH/USD FX Rate
- USD/JPY FX Rate
- CHF/USD FX Rate
- AUD/USD FX Rate
- EUR/USD FX Rate
- GBP/USD FX Rate

Macroeconomic

- CPI (Core Inflation)
- Case Shiller U.S. Home Price Index
- U.S. Housing Starts
- M2 (U.S. Monetary Base)
- Personal Savings Rate
- Producer Price Index
- Construction Spending
- Construction Employees
- Leading GDP
- Jobless Claims
- Retail Spending Ex. Food
- Retail Spending With Food

Green box = statistically significant predictor of sales taxes

Travel - Consumer Behavior

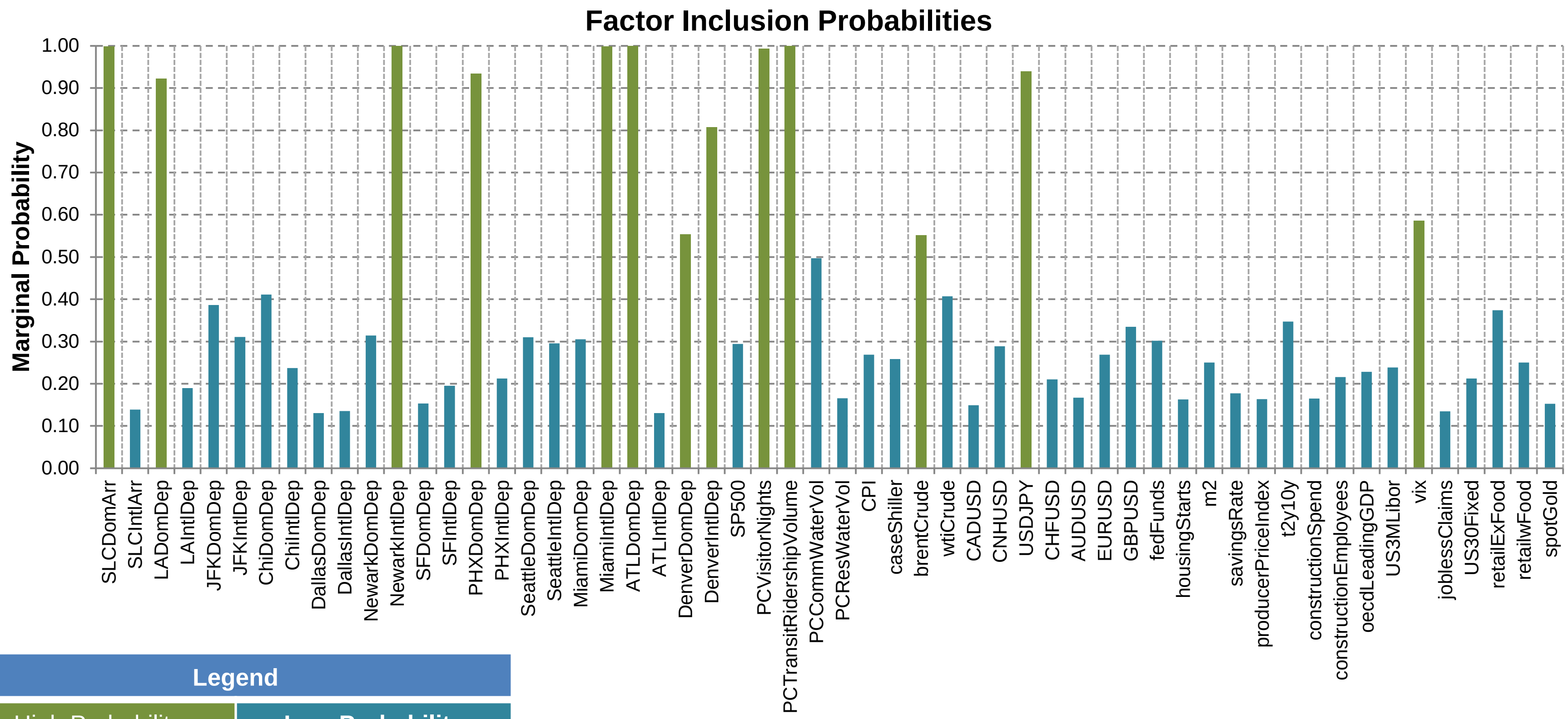
- SLC Domestic Arrivals
- SLC International Arrivals
- LA Domestic Departures
- LA Intl. Departures
- JFK Domestic Departures
- JFK Intl. Departures
- Chicago (O'Hare) Domestic Dep.
- Chicago (O'Hare) Intl Departures
- Dallas Domestic Departures
- Dallas Intl. Departures
- Newark Domestic Departures
- Newark Intl. Departures
- SF Domestic Departures
- SF Intl Departures
- Phoenix Domestic Departures
- Phoenix Intl. Departures
- Seattle Domestic Departures
- Seattle Intl. Departures
- Miami Domestic Departures
- Miami Intl. Departures
- Atlanta Domestic Departures
- Atlanta Intl. Departures
- Denver Domestic Departures
- Denver Intl. Departures

Local - Consumer Behavior

- PC Transit Monthly Ridership
- PC Monthly Visitor Nights
- PC Commercial Water Usage
- PC Residential Water Usage

Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

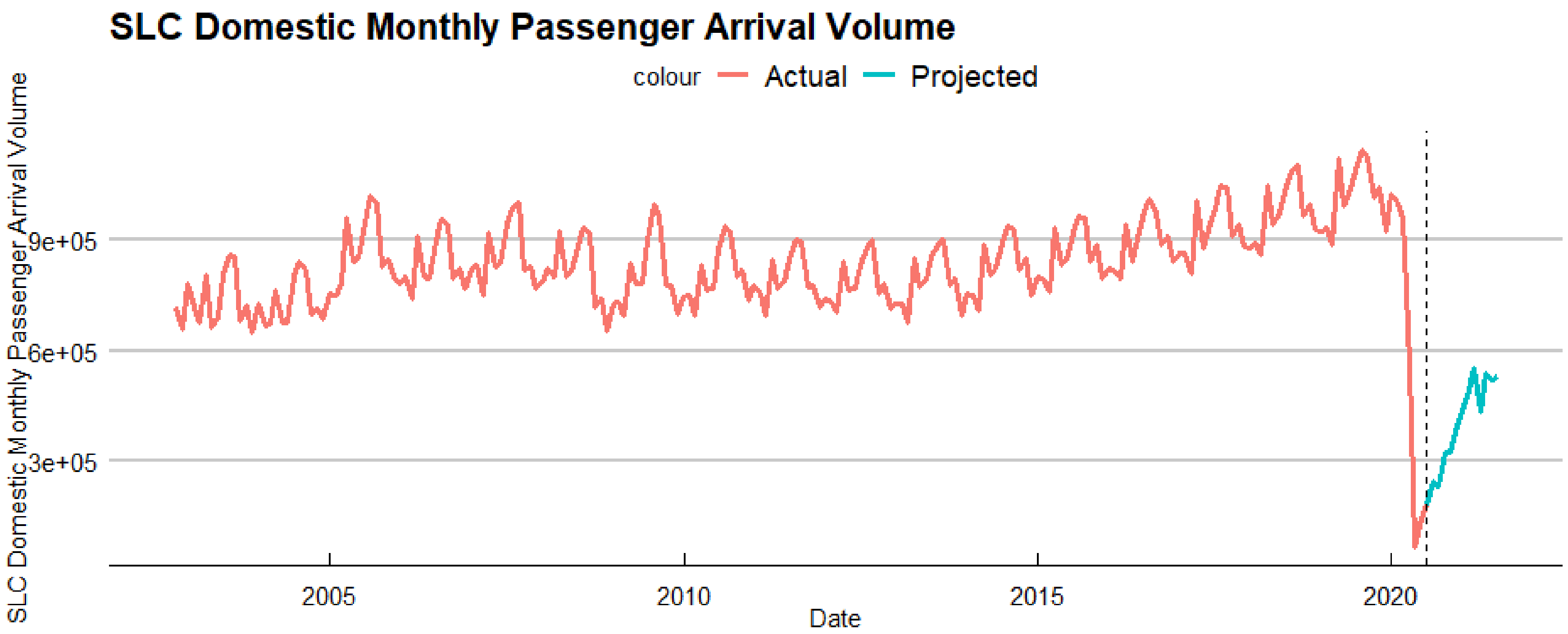
What Predictors Matter



Legend	
High Probability Predictor	**Low Probability Predictor**

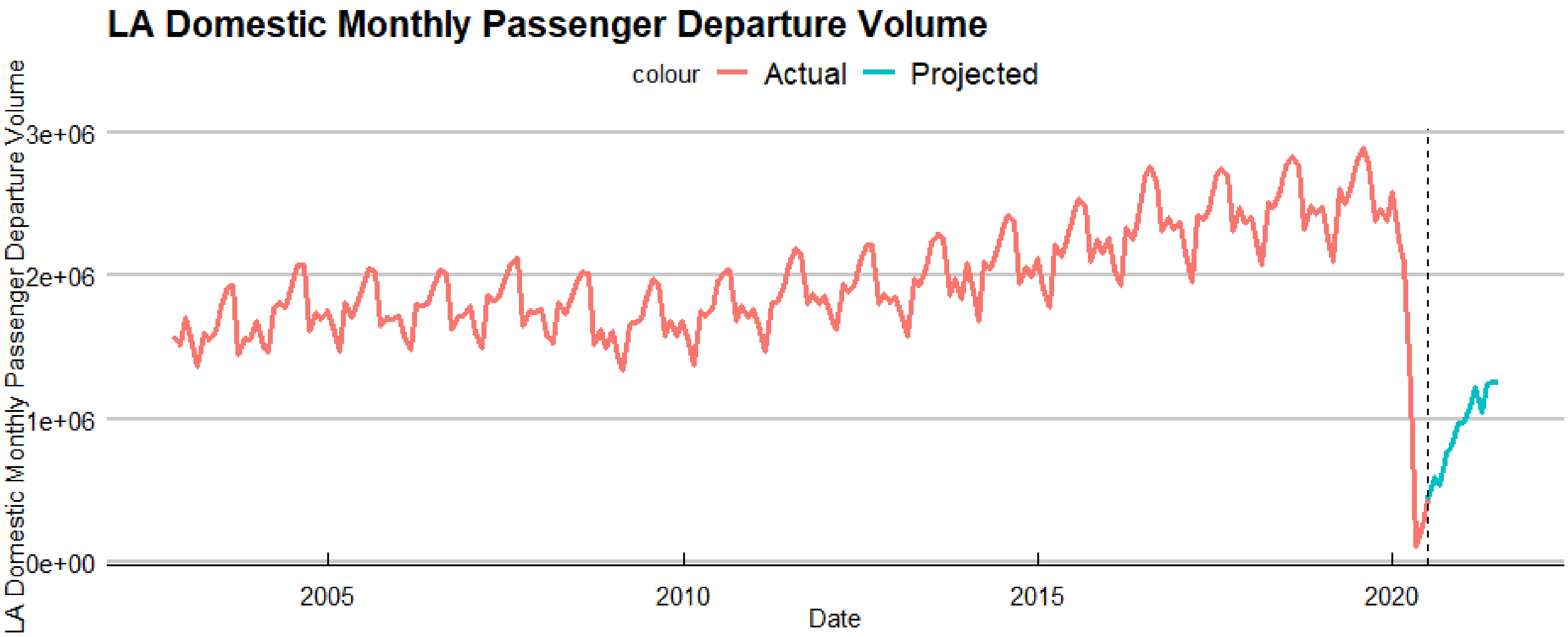
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

What Predictors Matter



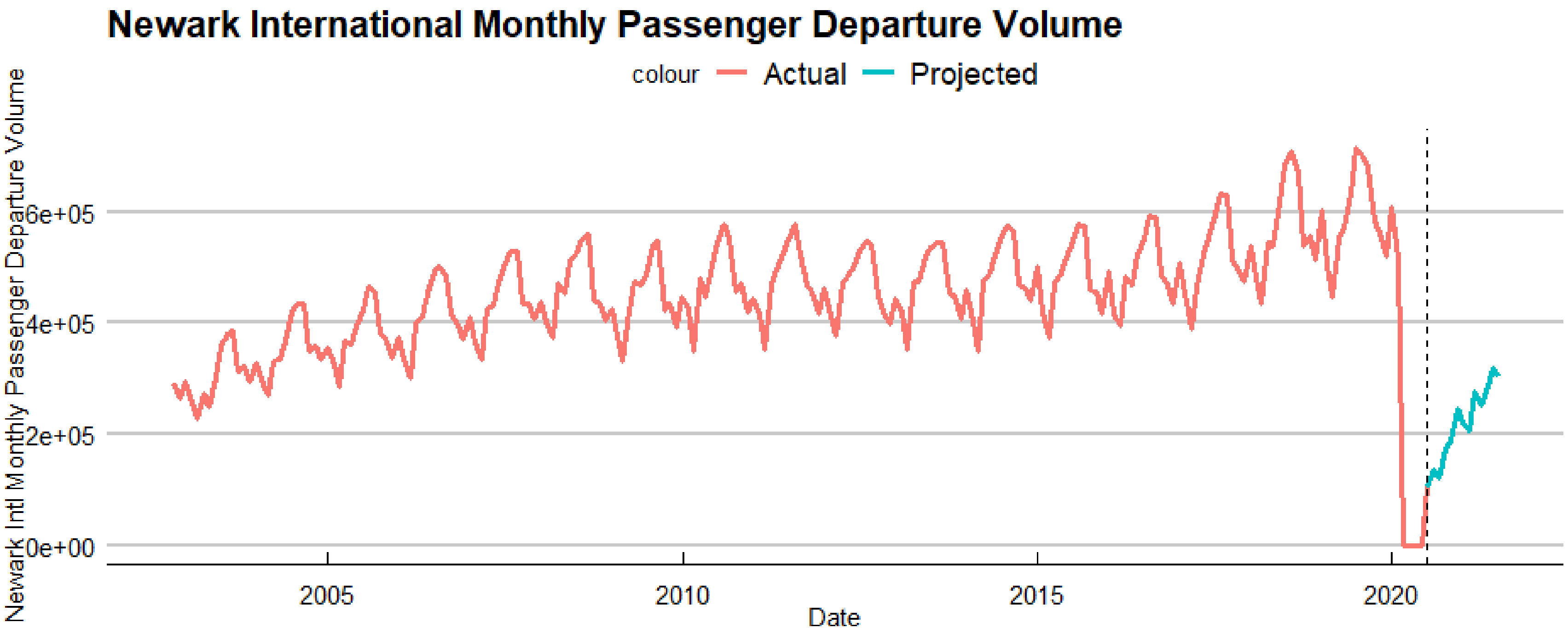
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

What Predictors Matter



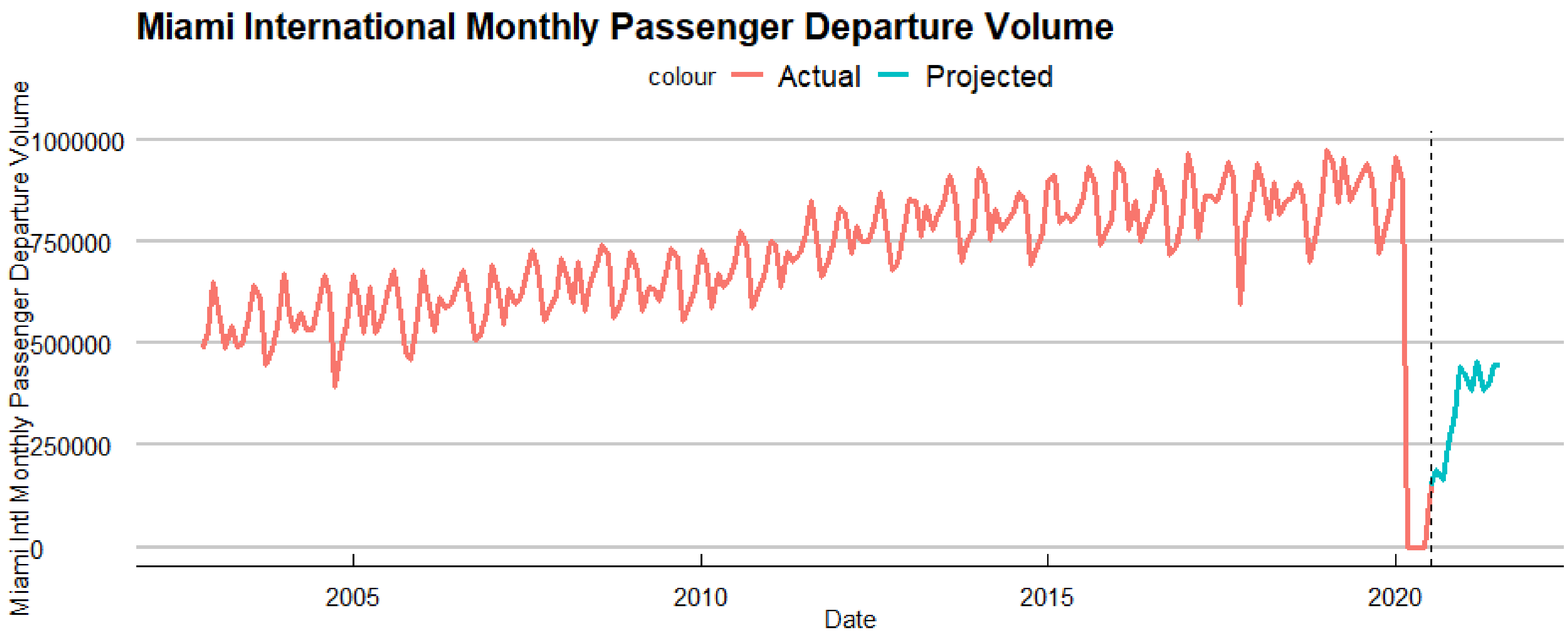
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

What Predictors Matter



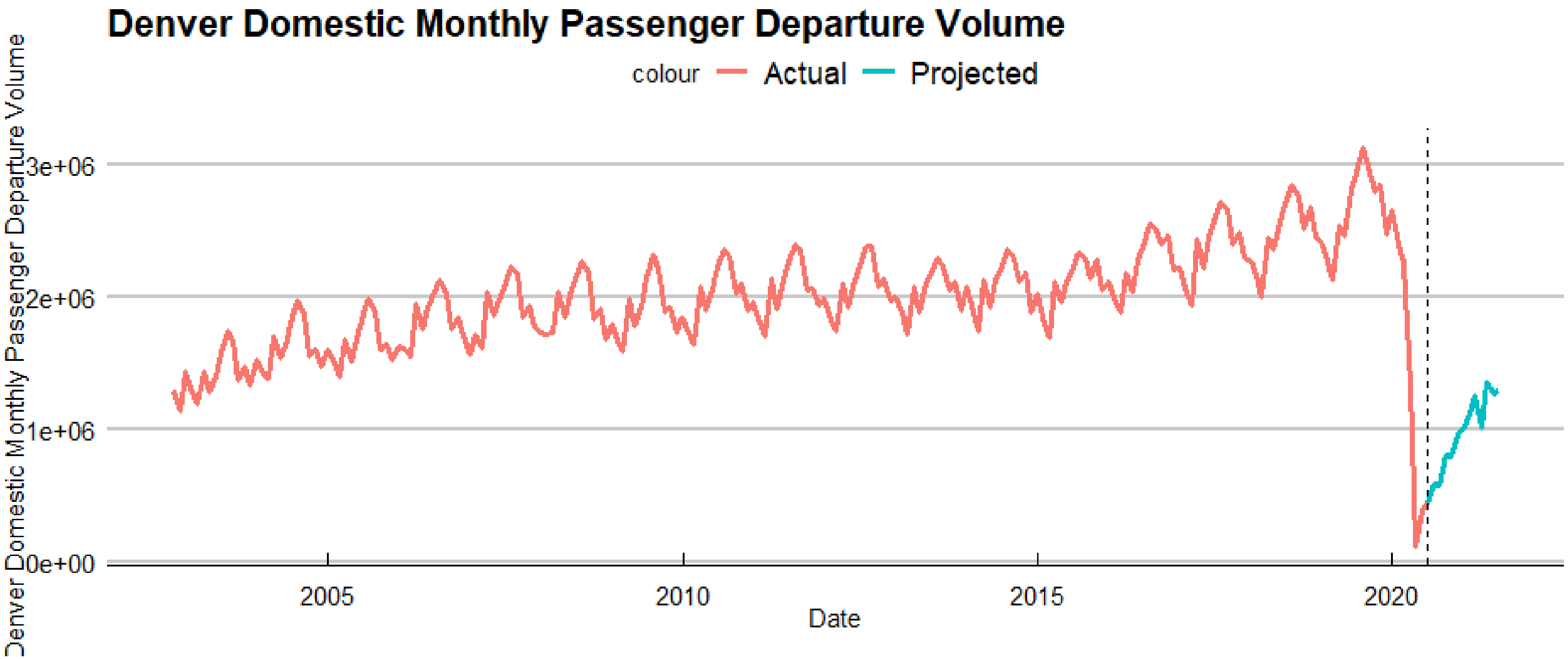
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

What Predictors Matter



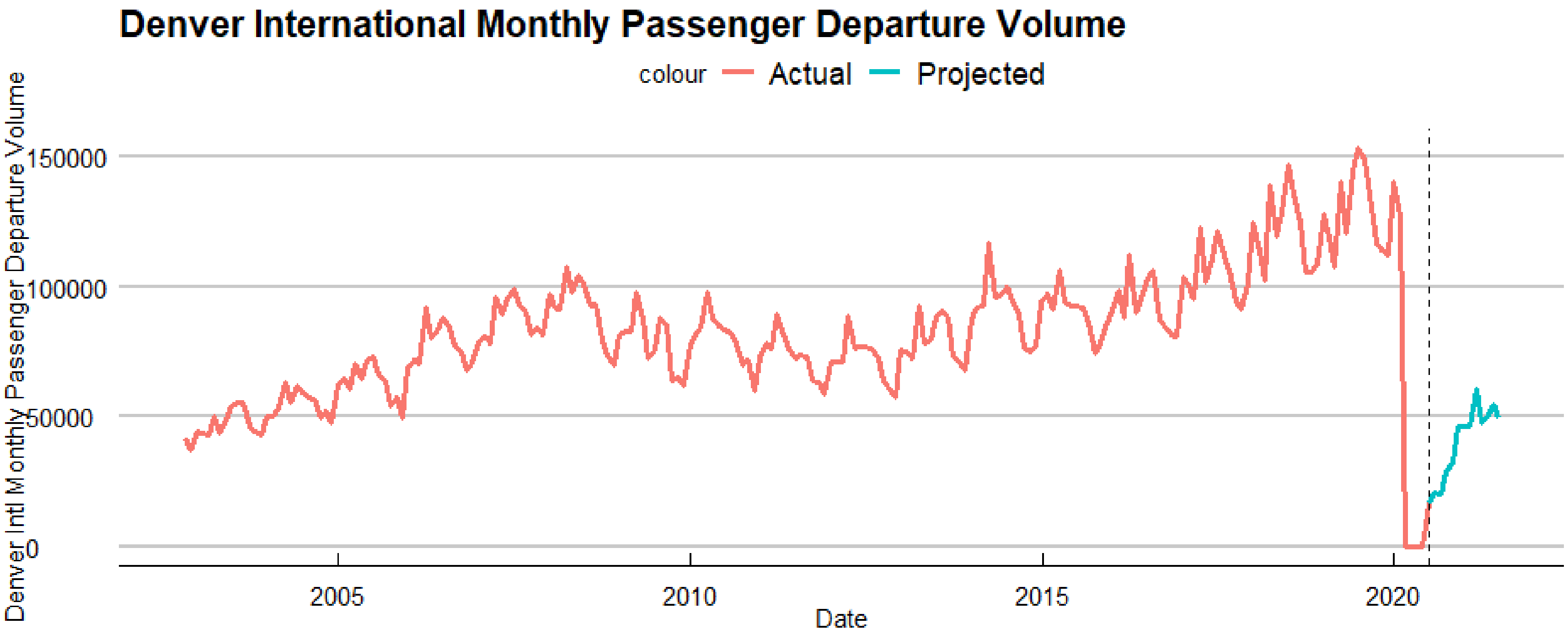
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

What Predictors Matter



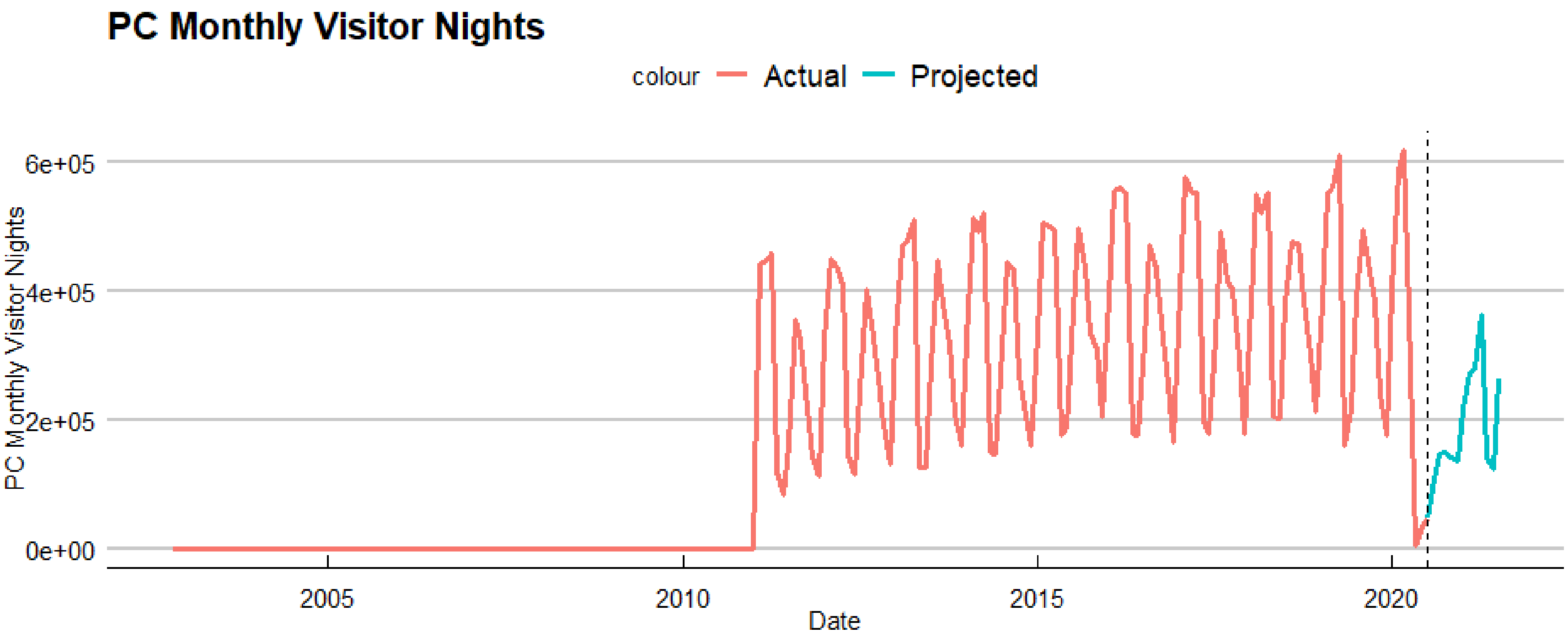
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

What Predictors Matter



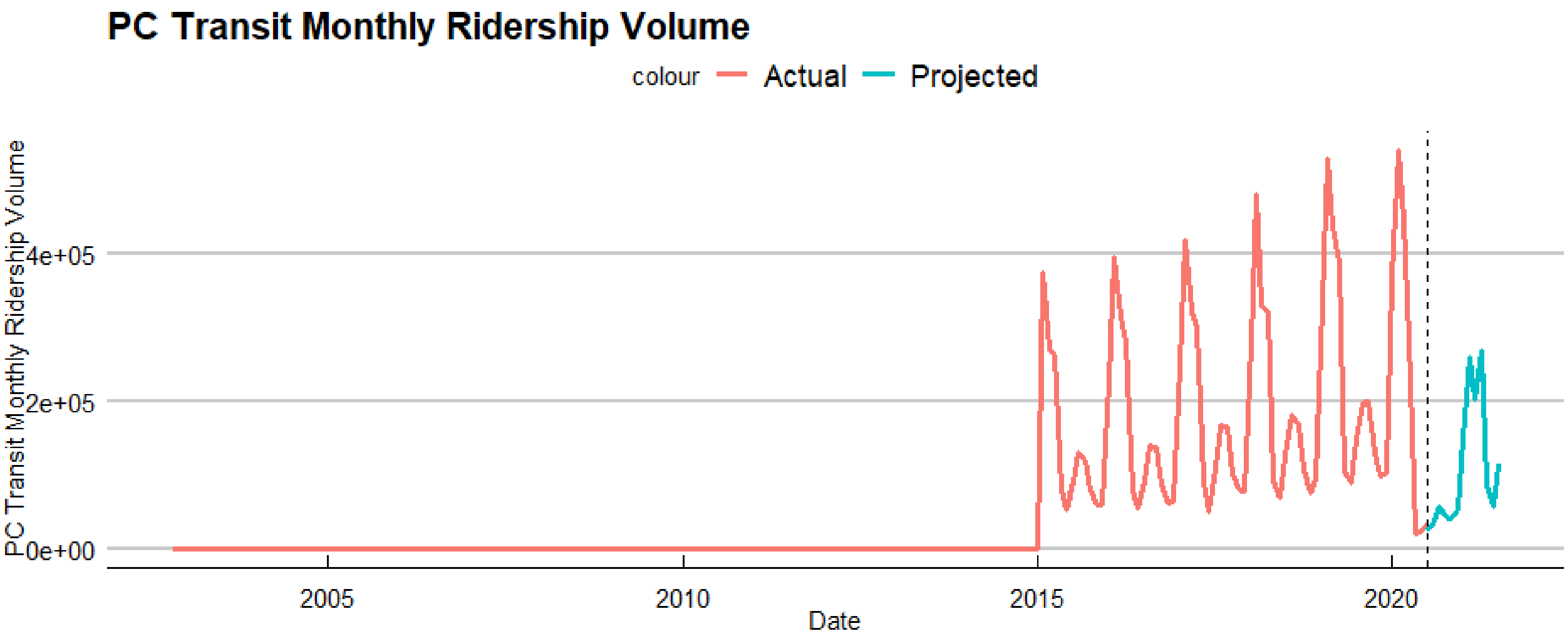
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

What Predictors Matter



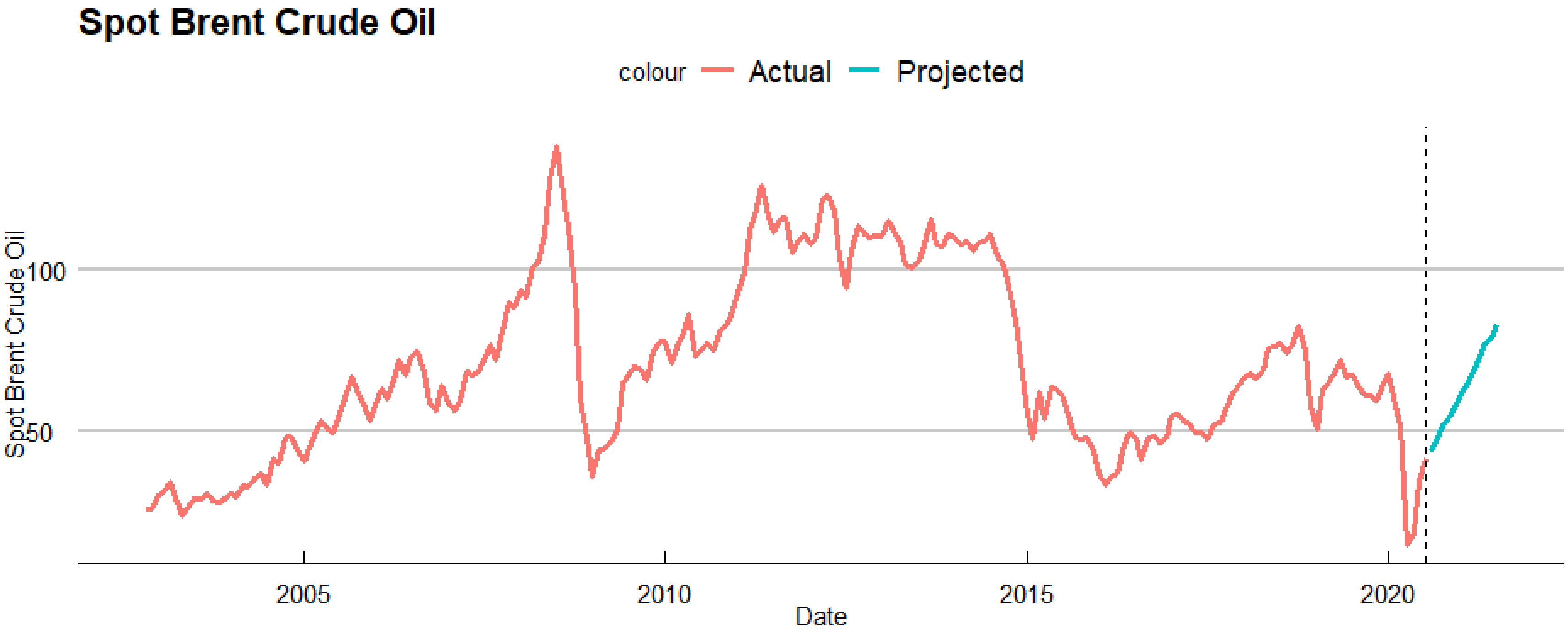
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

What Predictors Matter



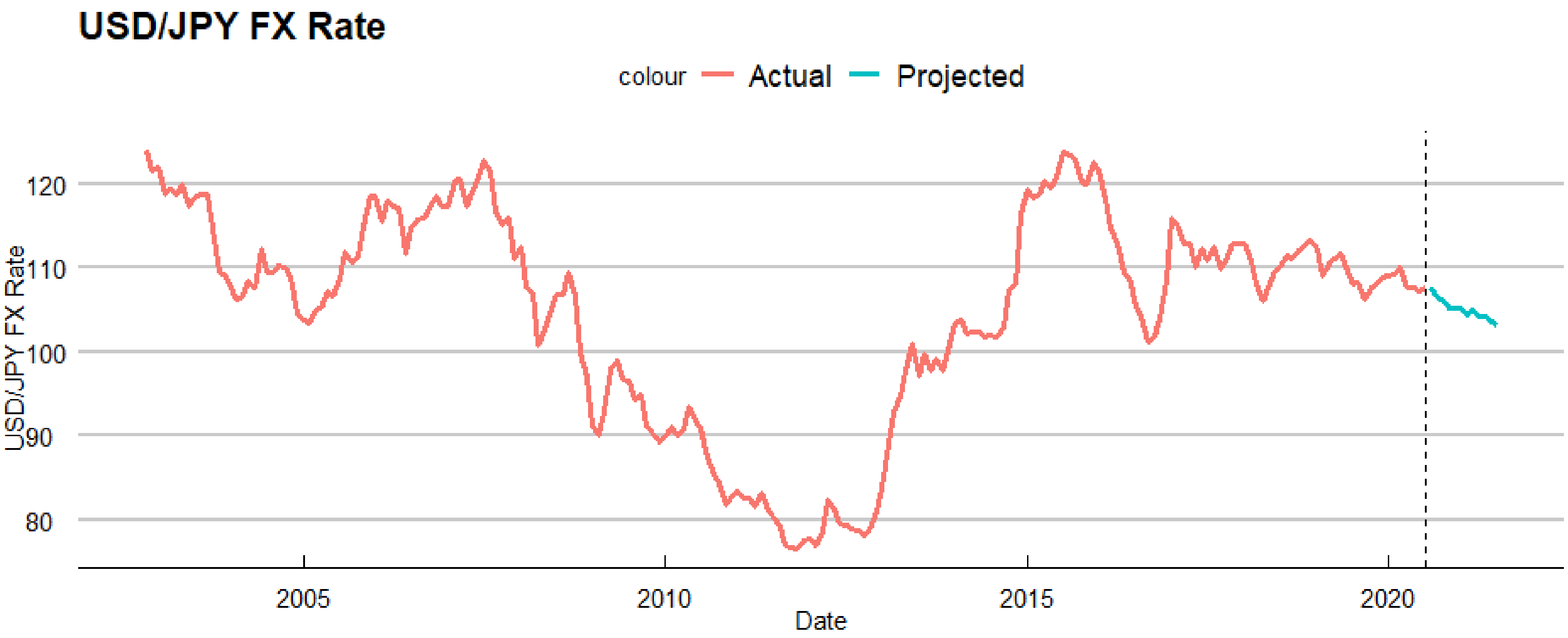
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

What Predictors Matter



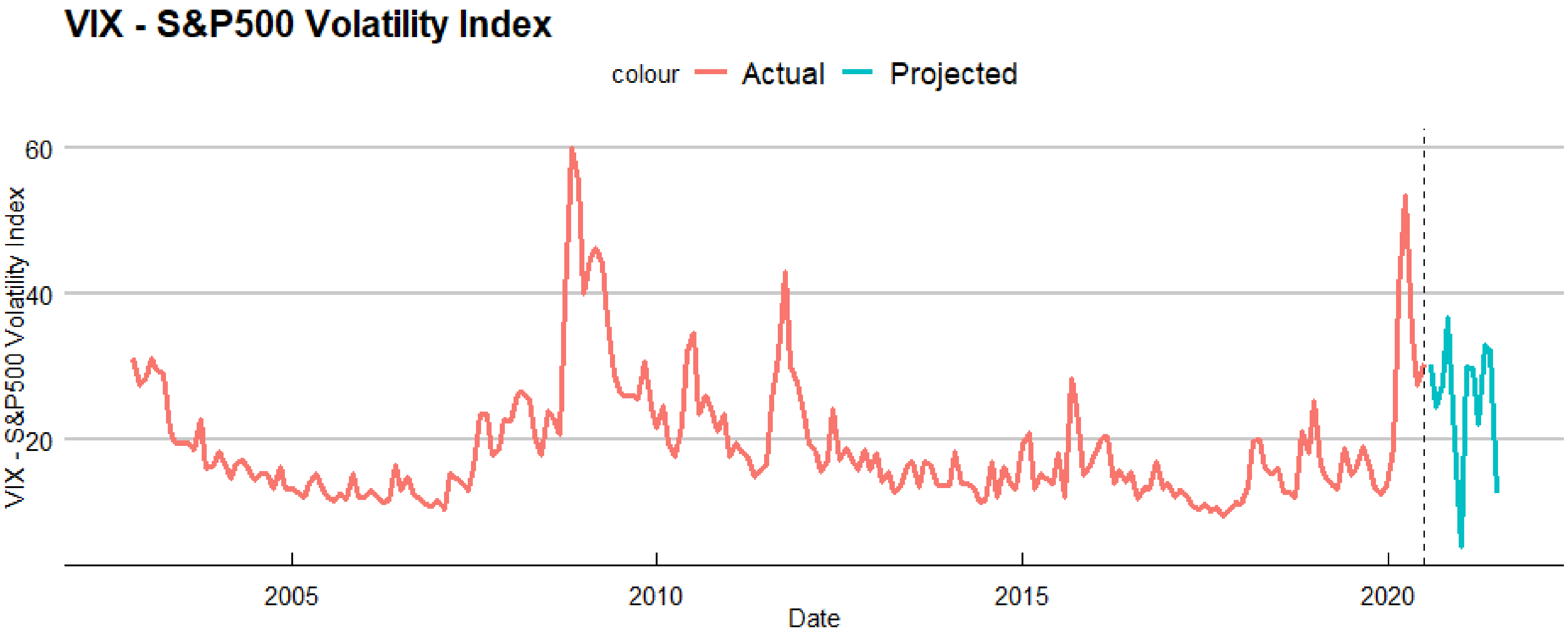
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

What Predictors Matter



Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

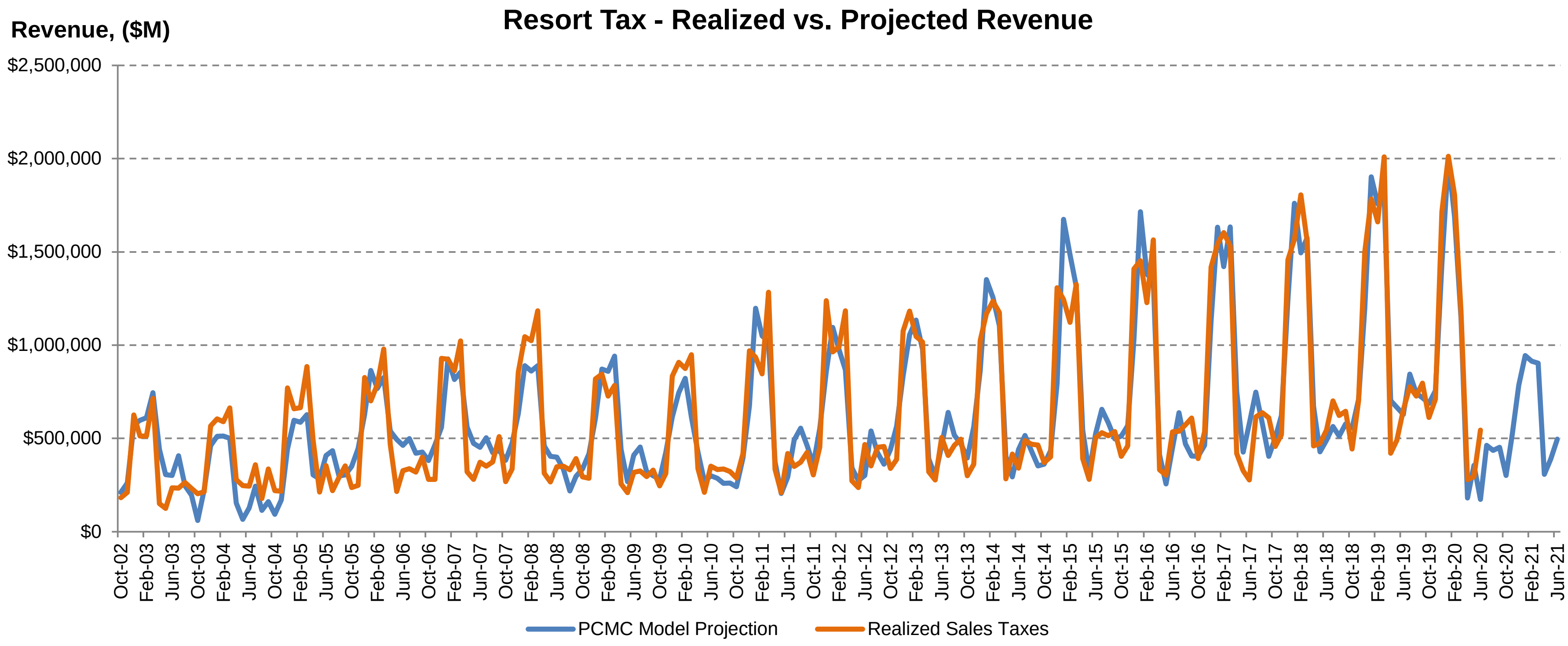
What Predictors Matter



Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Statistical Learning is Feasible

As the model learns from data, its projections improve.

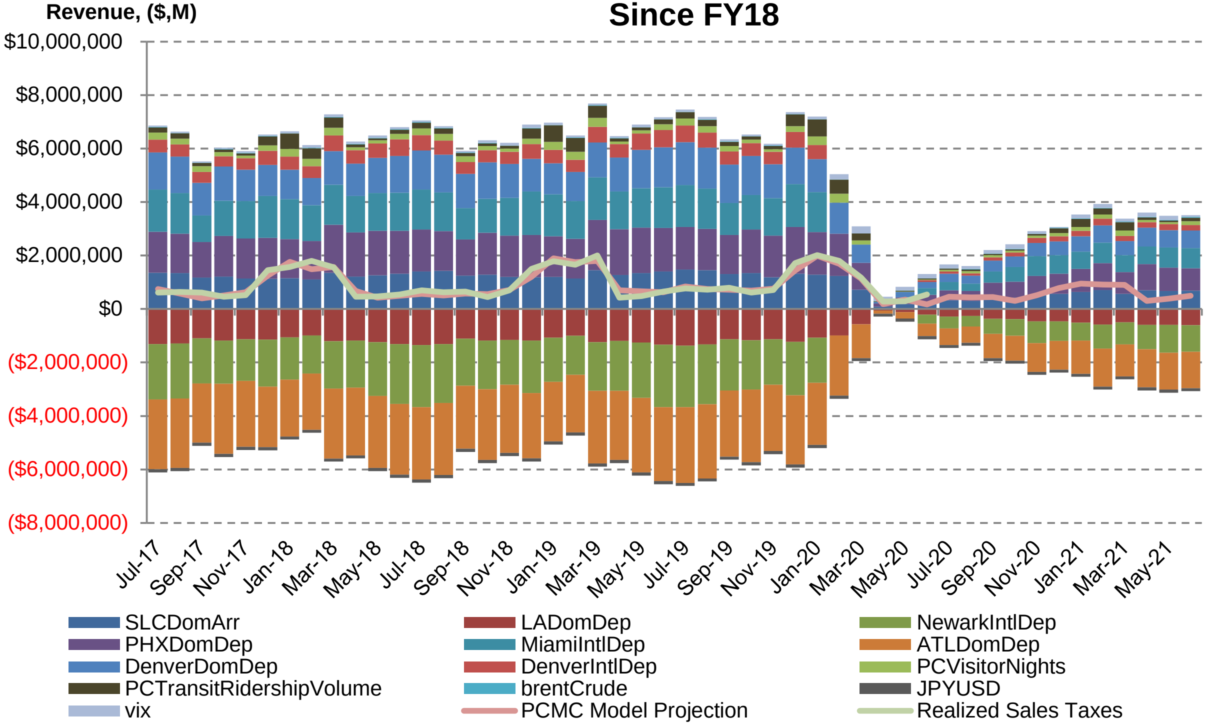


Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Sales Tax Decomposition

It is possible to then decompose sales tax revenues into key statistical contributors and detractors

Resort Tax - Monthly Revenue Exposure Decomposition - Since FY18

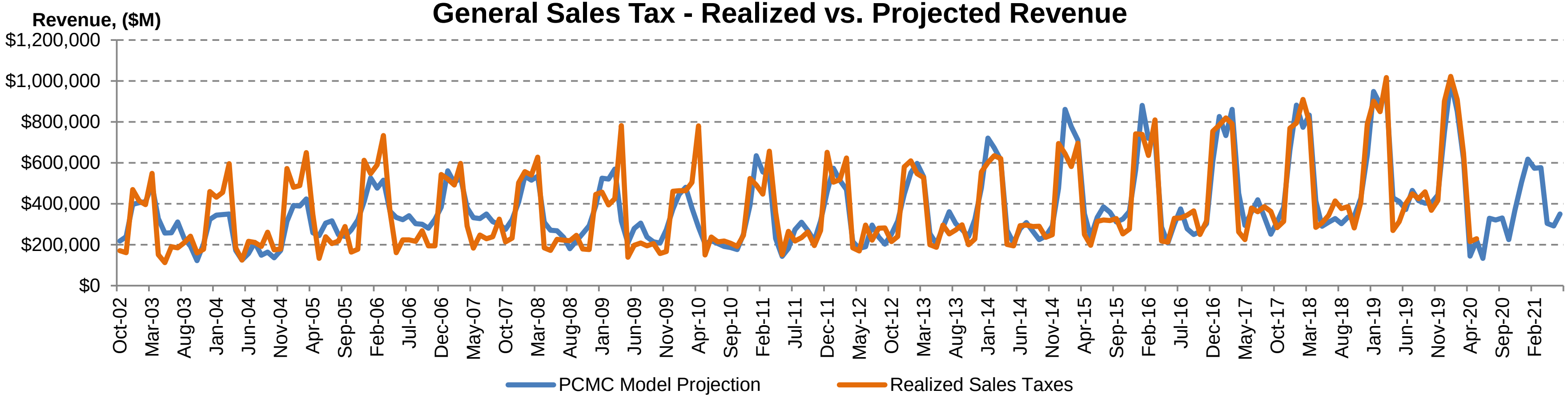


		FY21 Projected Top 5 Contributors and Detractors to Resort Tax	
Contrubitors	1	Phoenix Domestic Depatures	$8,787,773
	2	Miami International Departures	$7,198,002
	3	SLC Domestic Arrivals	$6,519,949
	4	Denver Domestic Departures	$6,169,679
	5	Denver International Depatures	$2,117,544
Detractors	5	-	-
	4	JPY/USD FX Rate	($1,330,053)
	3	LA Domestic Departures	($5,596,383)
	2	Newark International Departures	($8,880,974)
	1	Atlanta Domestic Departures	($13,262,001)

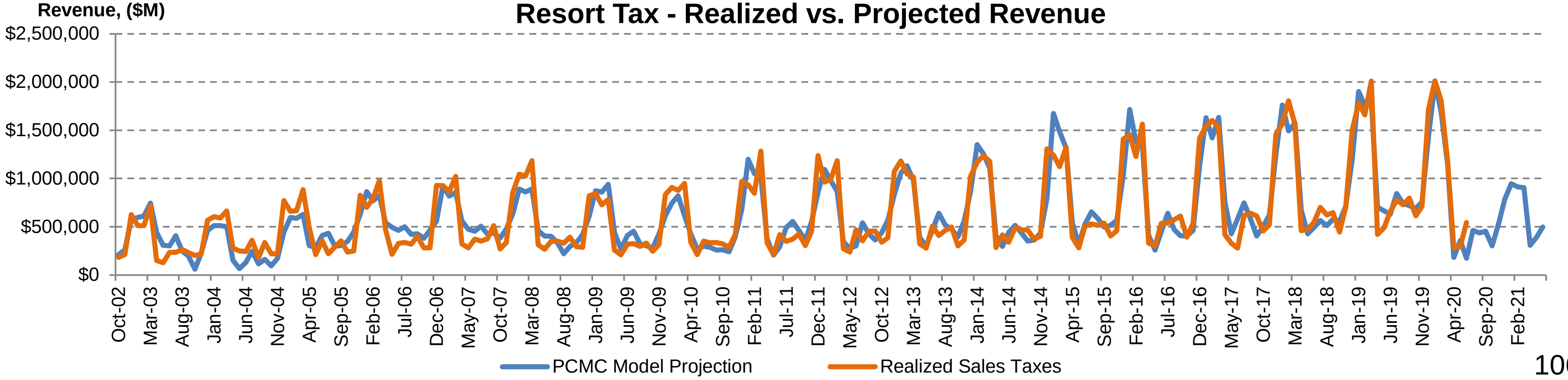
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Historical & Projected Sales Taxes

General Sales Tax - Realized vs. Projected Revenue

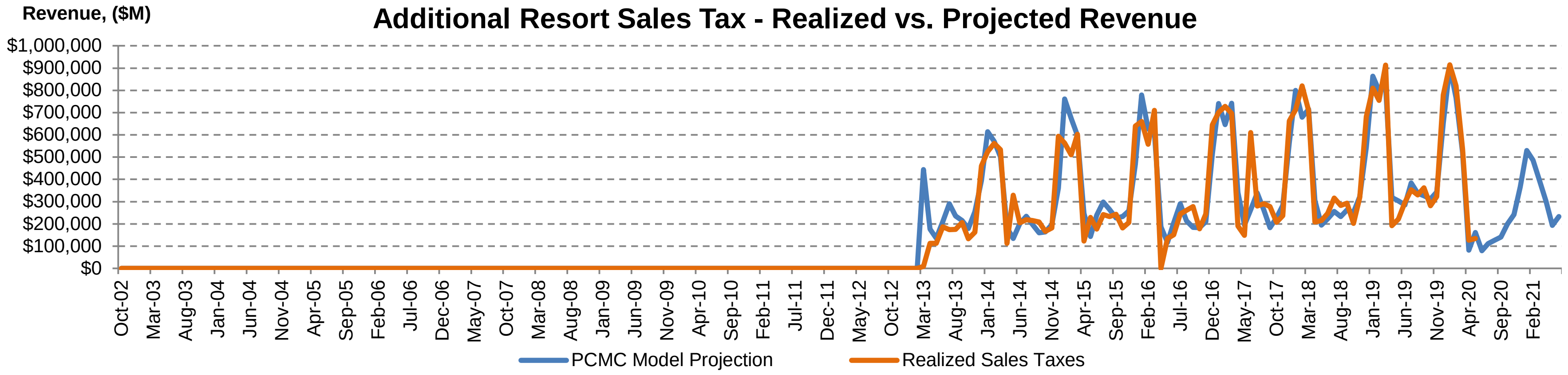


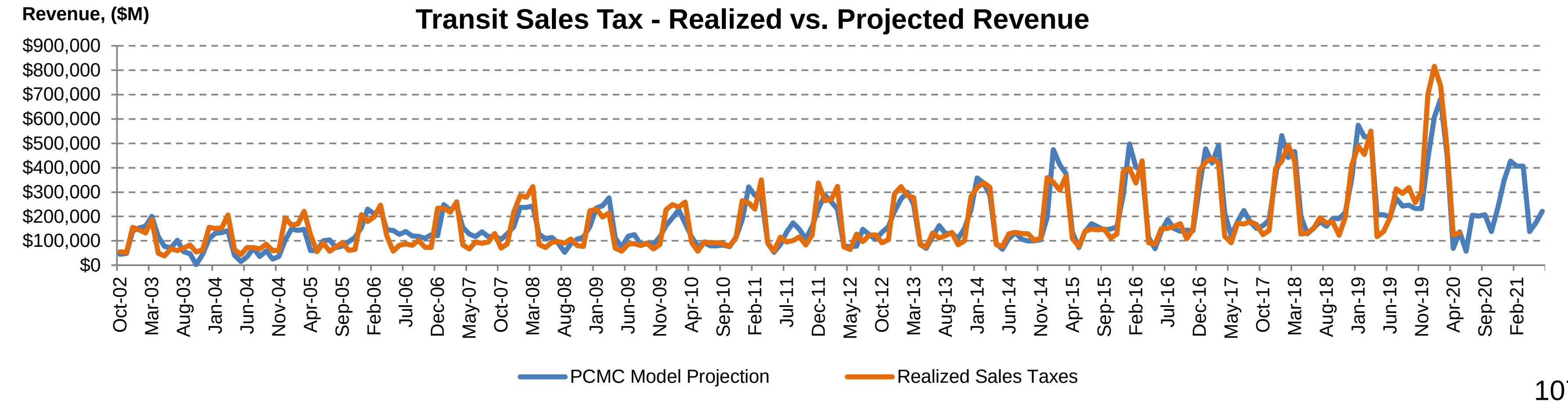
Resort Tax - Realized vs. Projected Revenue



Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

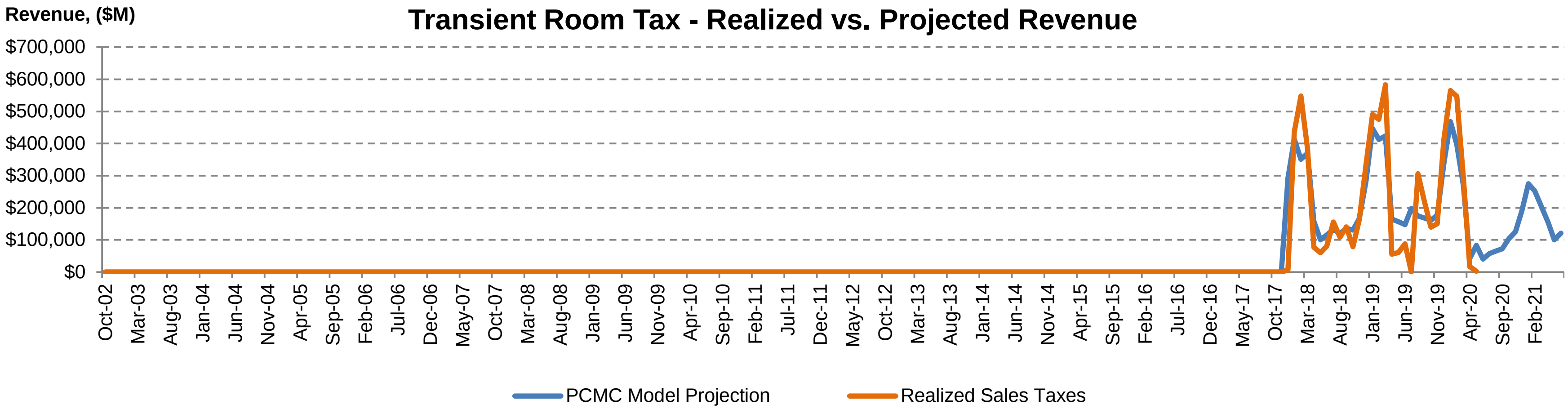
Historical & Projected Sales Taxes





Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Historical & Projected Sales Taxes

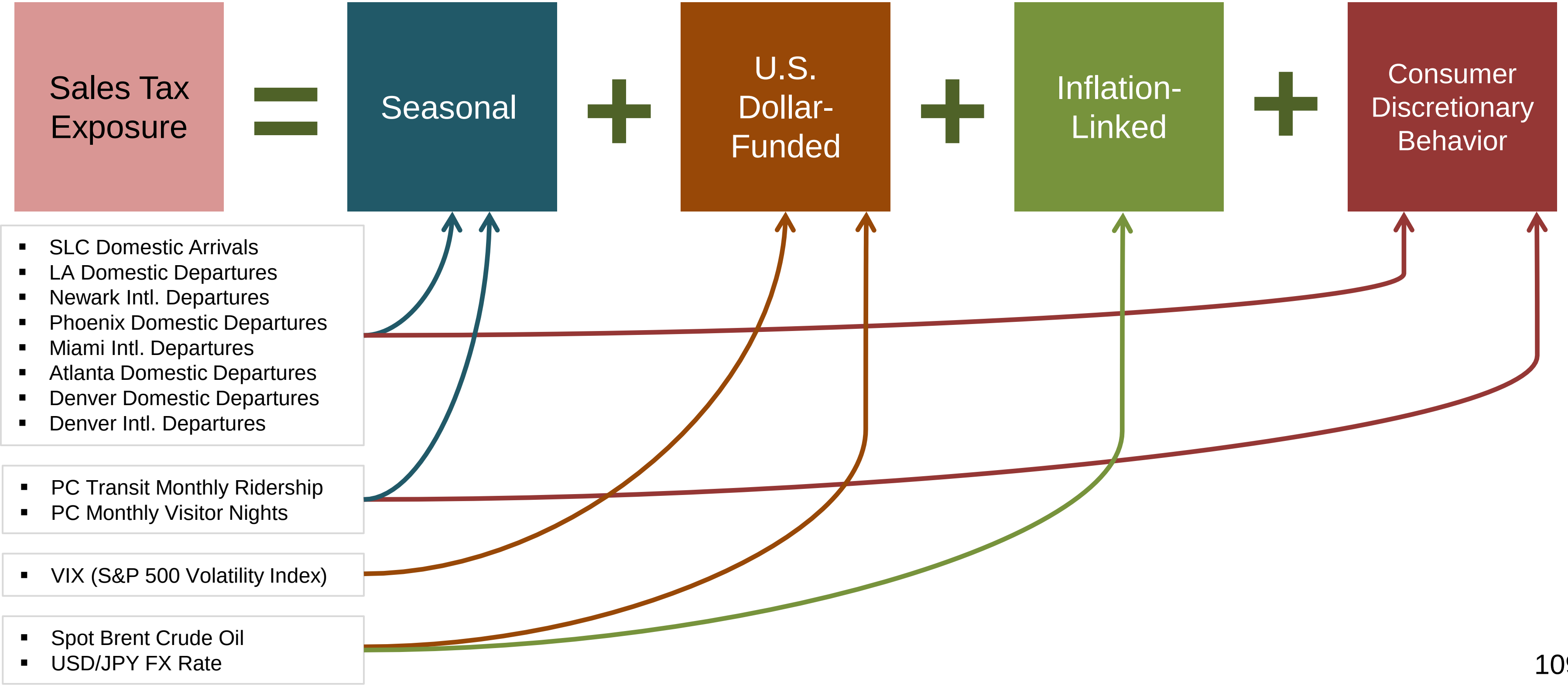


	Existing Information	Existing Information	New Information	Existing Information	New Information	New Information	New Information	New Information
Sales Tax	FY20 Original Sales Tax Budget	FY21 Original Sales Tax Budget	FY21 Proposed Adjusted Sales TaxBudget	$ Deviation, FY20 Original vs. FY21 Original	% Deviation, FY20 Original vs. FY21 Original	$ Deviation, FY21 Original vs. FY21 Proposed Adjusted	% Deviation, FY21 Proposed Adjusted Deviation from 2021 Original Budget	% Deviation, FY21 Proposed Adjusted Deviation from 2020 Original Budget
General Sales Tax	$8,334,409	$4,777,068	$4,790,682	($3,557,341)	-42.7%	$13,614	0.3%	-43%
Resort Tax	$12,115,745	$9,180,893	$6,916,966	($2,934,852)	-24%	($2,263,927)	-25%	-43%
Additional Resort Sales Tax	$4,650,000	$3,969,681	$3,323,167	($680,319)	-15%	($646,514)	-16%	-29%
Transit Tax[1]	$3,049,626	$3,382,656	$3,110,764	$333,030	11%	($271,892)	-8%	2%
Transient Room Tax	$2,550,000	$2,179,328	$1,722,311	($370,672)	-15%	($457,017)	-21%	-32%
Total	**$30,699,780**	**$23,489,626**	**$19,863,889**	**($7,210,154)**	**-23%**	**($3,625,737)**	**-15%**	**-35%**

Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Why it Makes Sense

Our statistically significant factors map to one or more of our intuitively proposed exposures.

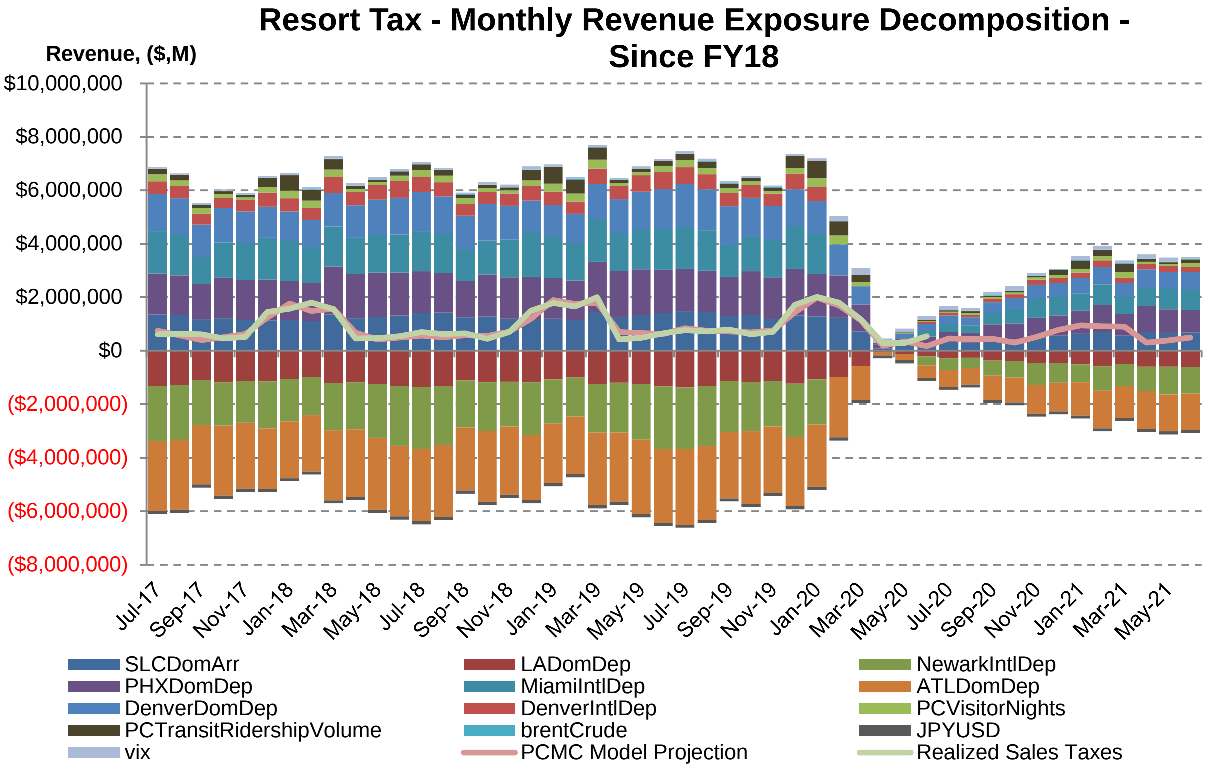


Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Appendix

Sales Tax Decomposition

It is possible to then decompose sales tax revenues into key statistical contributors and detractors



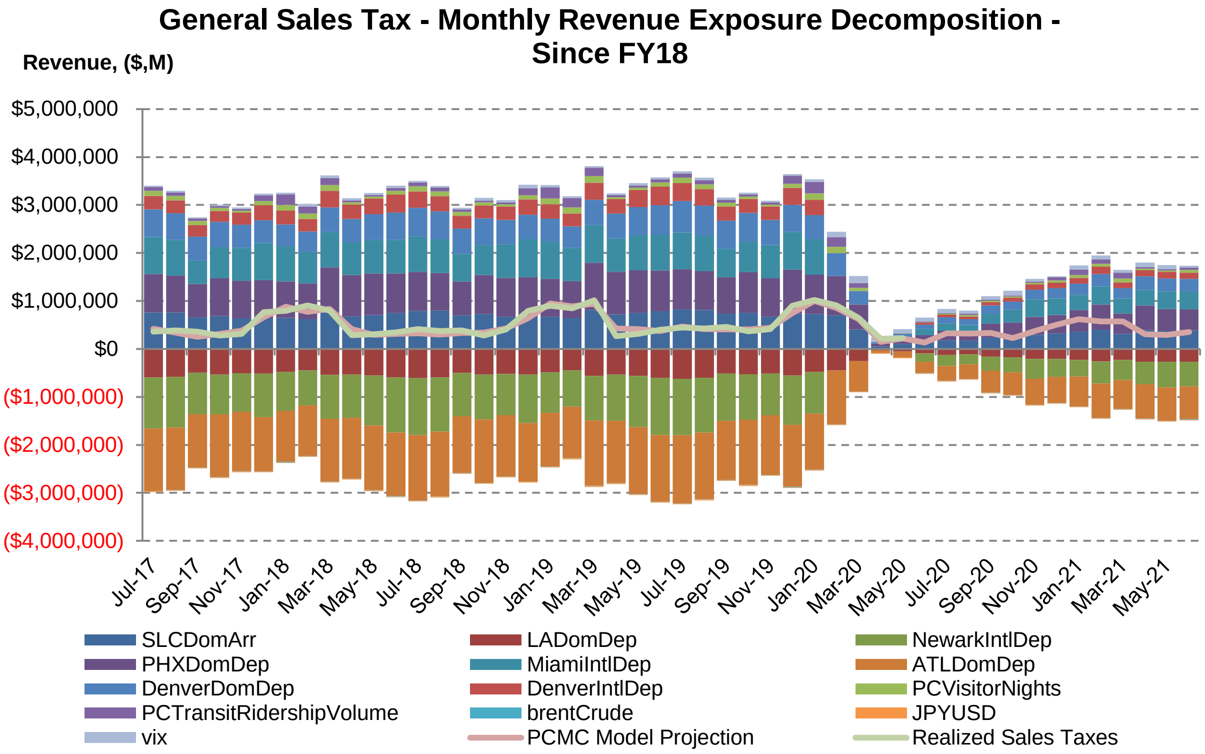
FY21 Projected Top 5 Contributors and Detractors to Resort Tax

Contrubitors	1	Phoenix Domestic Depatures	$8,787,773
	2	Miami International Departures	$7,198,002
	3	SLC Domestic Arrivals	$6,519,949
	4	Denver Domestic Departures	$6,169,679
	5	Denver International Departures	$2,117,544
Detractors	5	-	-
	4	JPY/USD FX Rate	($1,330,053)
	3	LA Domestic Departures	($5,596,383)
	2	Newark International Departures	($8,880,974)
	1	Atlanta Domestic Departures	($13,262,001)

Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Sales Tax Decomposition

It is possible to then decompose sales tax revenues into key statistical contributors and detractors

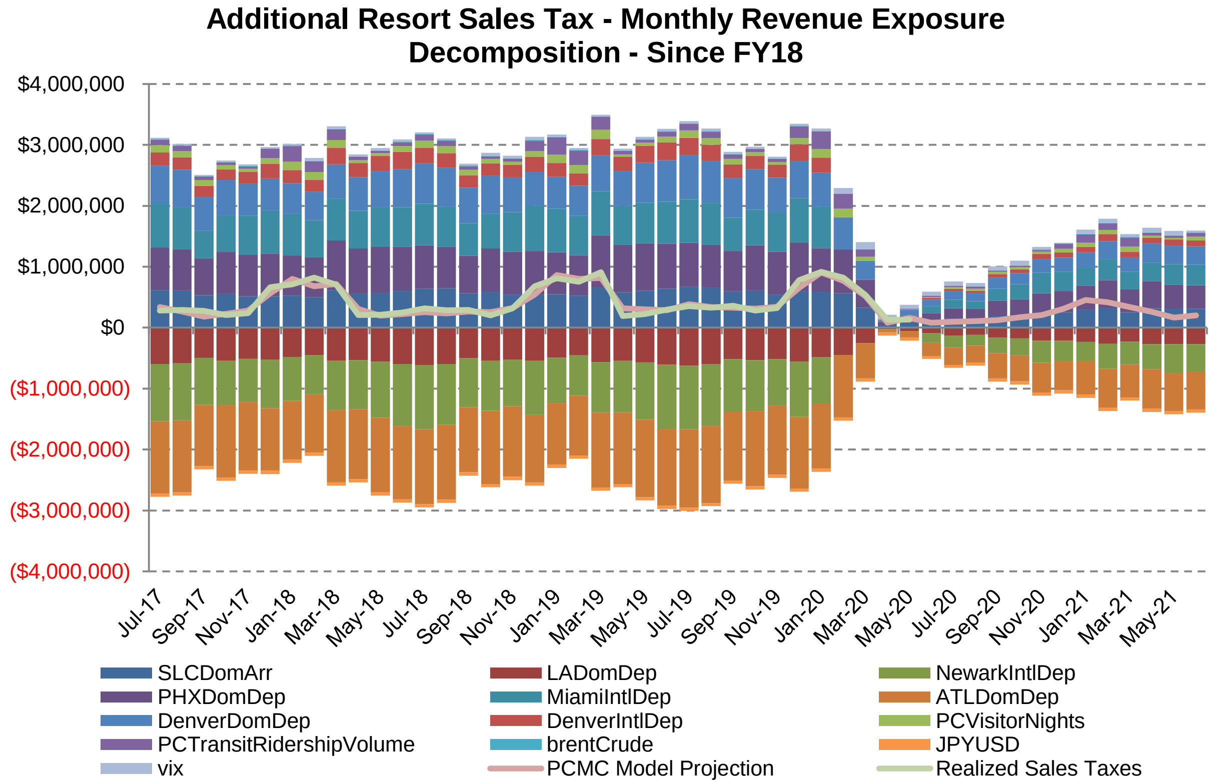


		FY21 Projected Top 5 Contributors and Detractors to General Sales Tax	
Contrubitors	1	Phoenix Domestic Depatures	$4,576,979
	2	Miami International Depatures	$3,535,743
	3	SLC Domestic Arrivals	$3,663,395
	4	Denver Domestic Departures	$2,530,857
	5	Denver International Departures	$1,264,202
Detractors	5	-	-
	4	JPY/USD FX Rate	($168,524)
	3	LA Domestic Departures	($2,523,014)
	2	Newark International Departures	($4,563,764)
	1	Atlanta Domestic Departures	($6,629,148)

Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Sales Tax Decomposition

It is possible to then decompose sales tax revenues into key statistical contributors and detractors



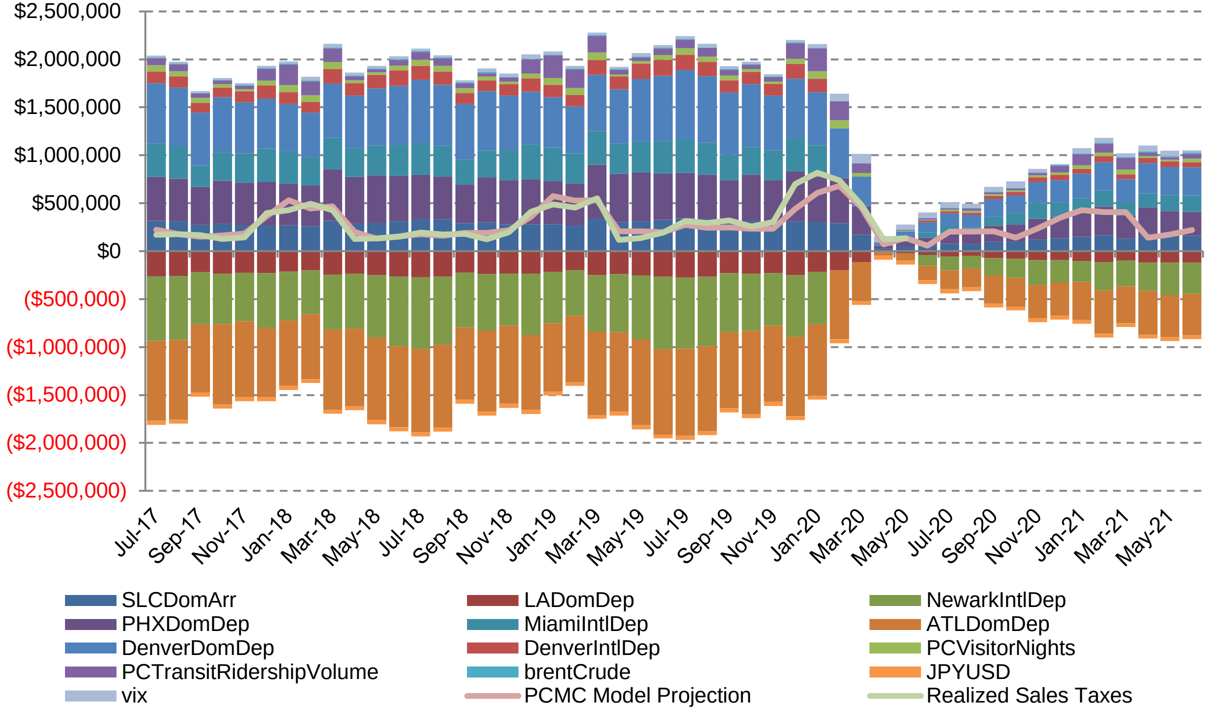
		FY21 Projected Top 5 Contributors and Detractors to Additional Resort Sales Tax	
Contrubitors	1	Phoenix Domestic Depatures	$3,992,013
	2	Miami International Departures	$3,269,829
	3	SLC Domestic Arrivals	$2,961,811
	4	Denver Domestic Departures	$2,802,694
	5	Denver International Departures	$961,935
Detractors	5	-	-
	4	JPY/USD FX Rate	($604,202)
	3	LA Domestic Departures	($2,542,263)
	2	Newark International Departures	($4,034,351)
	1	Atlanta Domestic Departures	($6,024,516)

Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Sales Tax Decomposition

It is possible to then decompose sales tax revenues into key statistical contributors and detractors

Transit Sales Tax - Monthly Revenue Exposure Decomposition - Since FY18



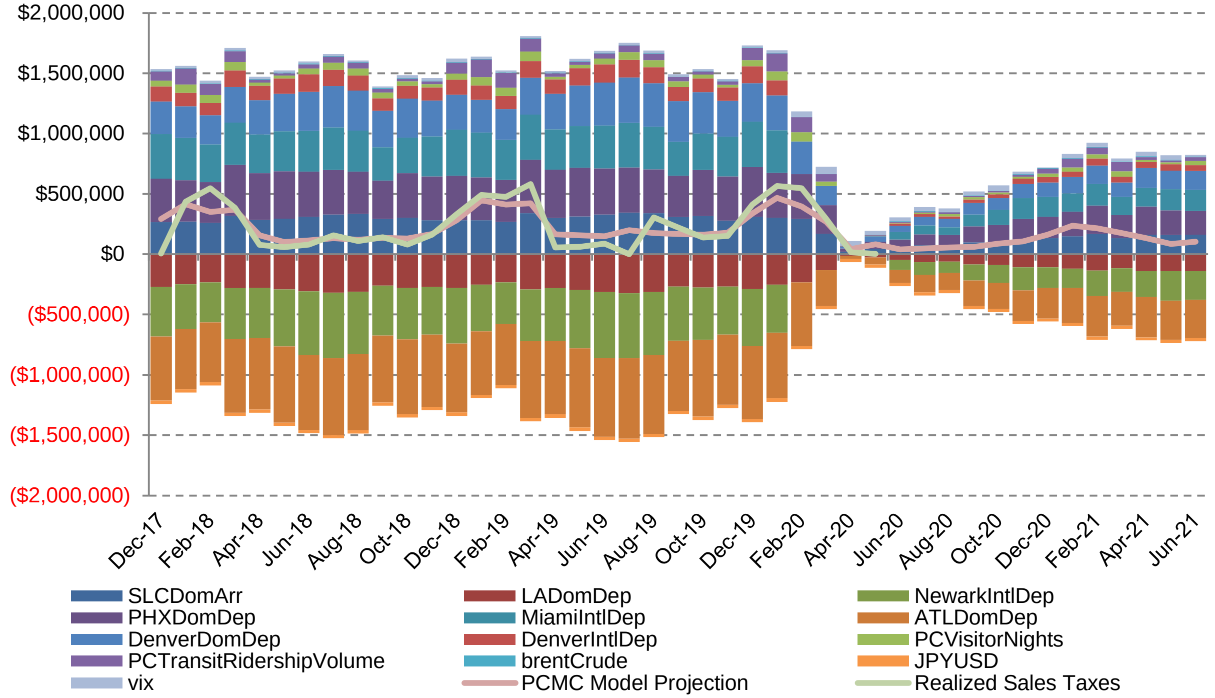
		FY21 Projected Top 5 Contributors and Detractors to Transit Sales Tax	
Contributors	1	Phoenix Domestic Depatures	$2,789,289
	2	Miami International Depatures	$1,592,206
	3	SLC Domestic Arrivals	$1,524,747
	4	Denver Domestic Departures	$2,789,289
	5	Denver International Departures	$546,177
Detractors	5	-	-
	4	JPY/USD FX Rate	($485,764)
	3	LA Domestic Departures	($1,130,270)
	2	Newark International Departures	($2,873,785)
	1	Atlanta Domestic Departures	($4,240,627)

Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Sales Tax Decomposition

It is possible to then decompose sales tax revenues into key statistical contributors and detractors

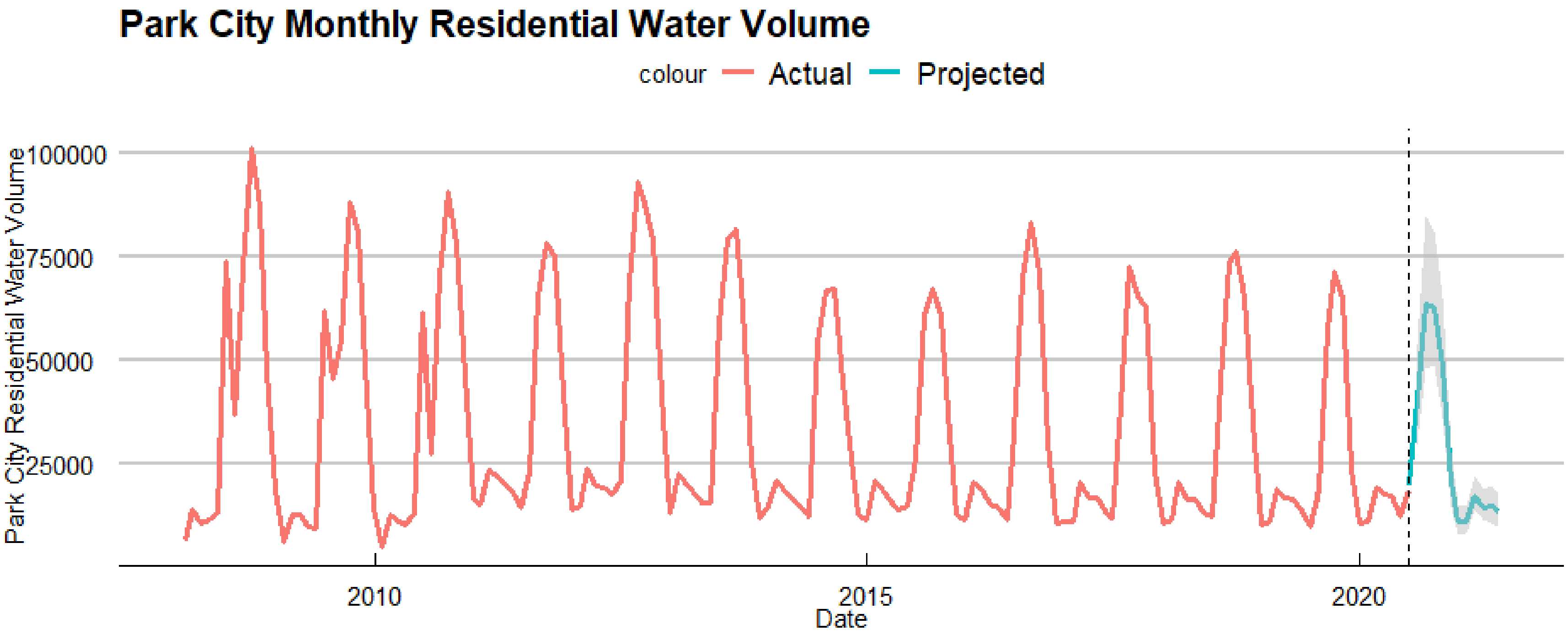
Transient Room Tax - Monthly Revenue Exposure Decomposition - Since FY18



		FY21 Projected Top 5 Contributors and Detractors to Transient Room Sales Tax	
Contributors	1	Phoenix Domestic Depatures	$2,064,818
	2	Miami International Depatures	$1,691,277
	3	SLC Domestic Arrivals	$1,531,959
	4	Denver Domestic Departures	$1,449,658
	5	Denver International Departures	$497,549
Detractors	5	-	-
	4	JPY/USD FX Rate	($312,516)
	3	LA Domestic Departures	($1,314,953)
	2	Newark International Departures	($2,086,717)
	1	Atlanta Domestic Departures	($3,116,104)

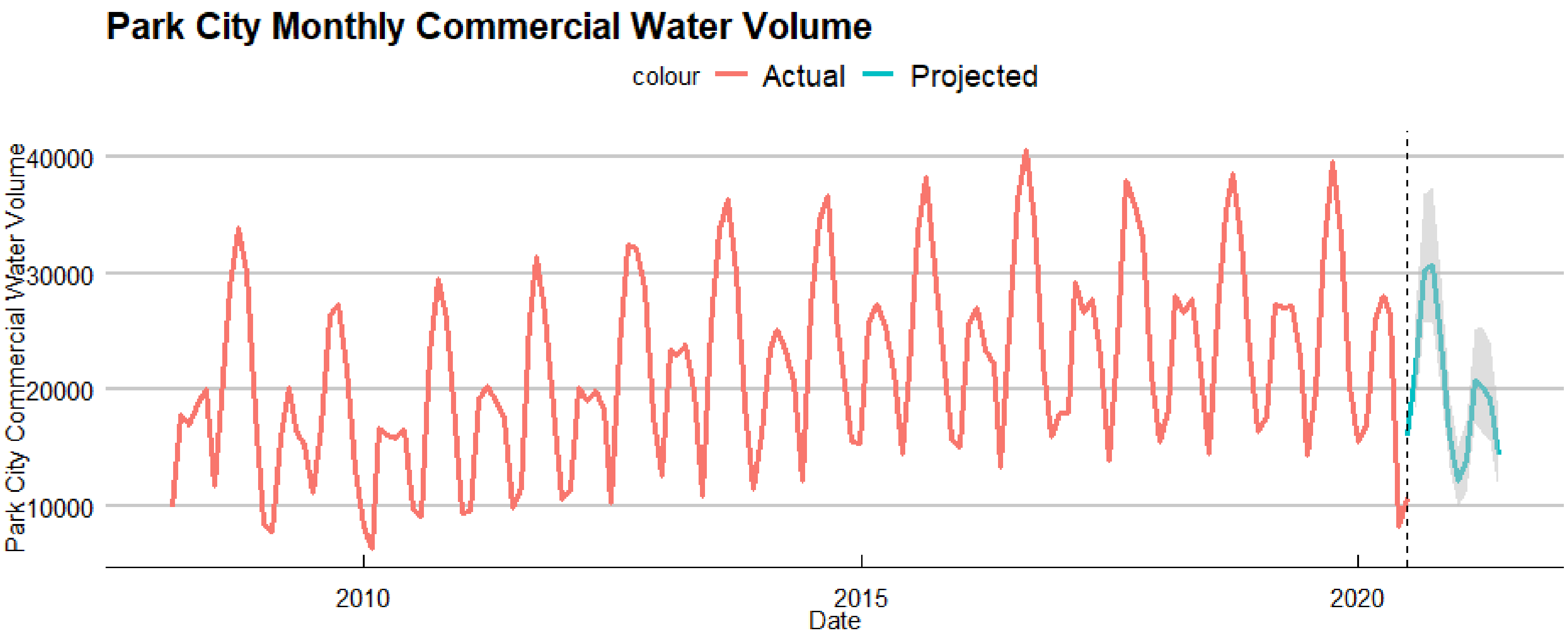
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



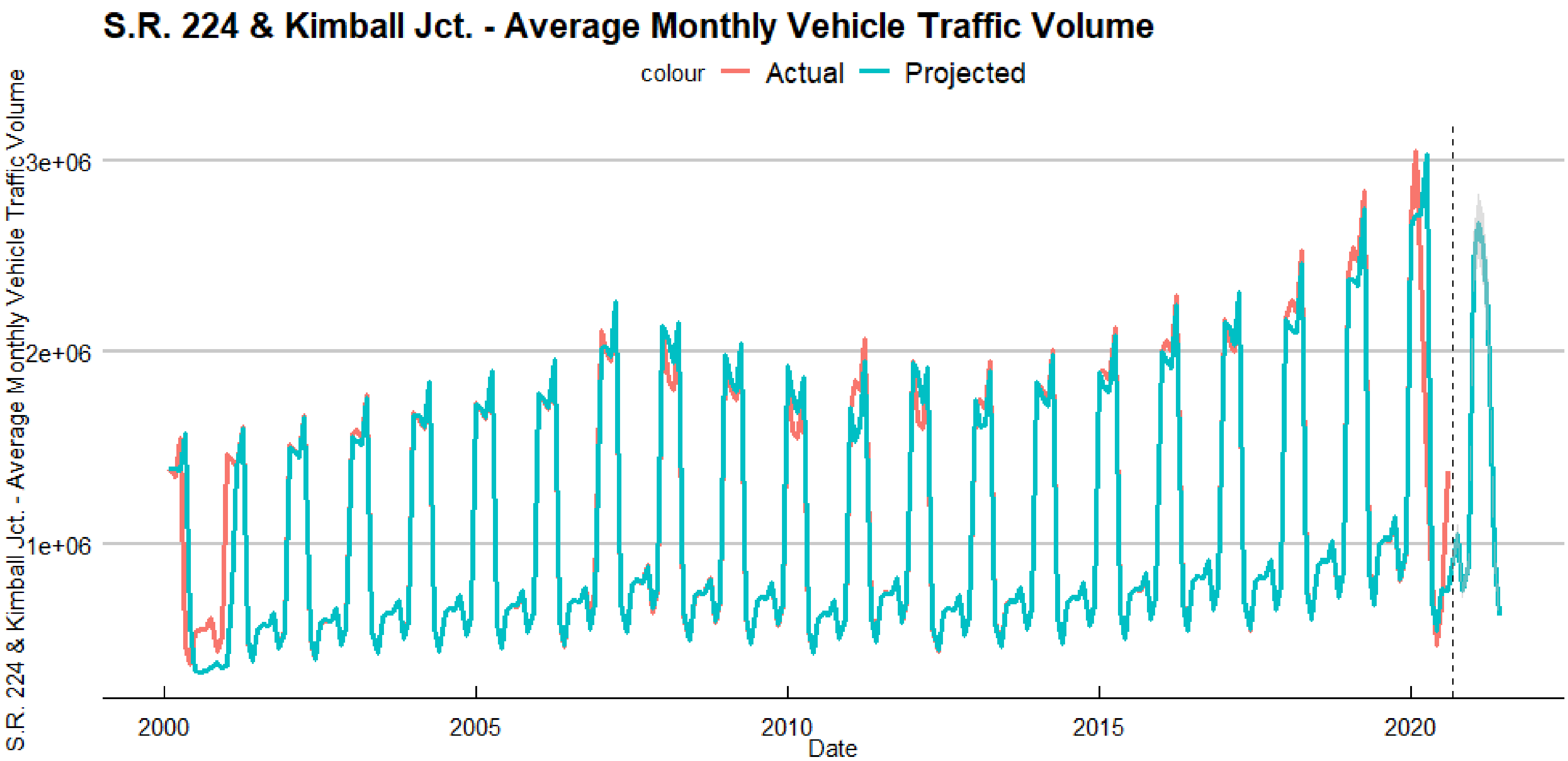
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



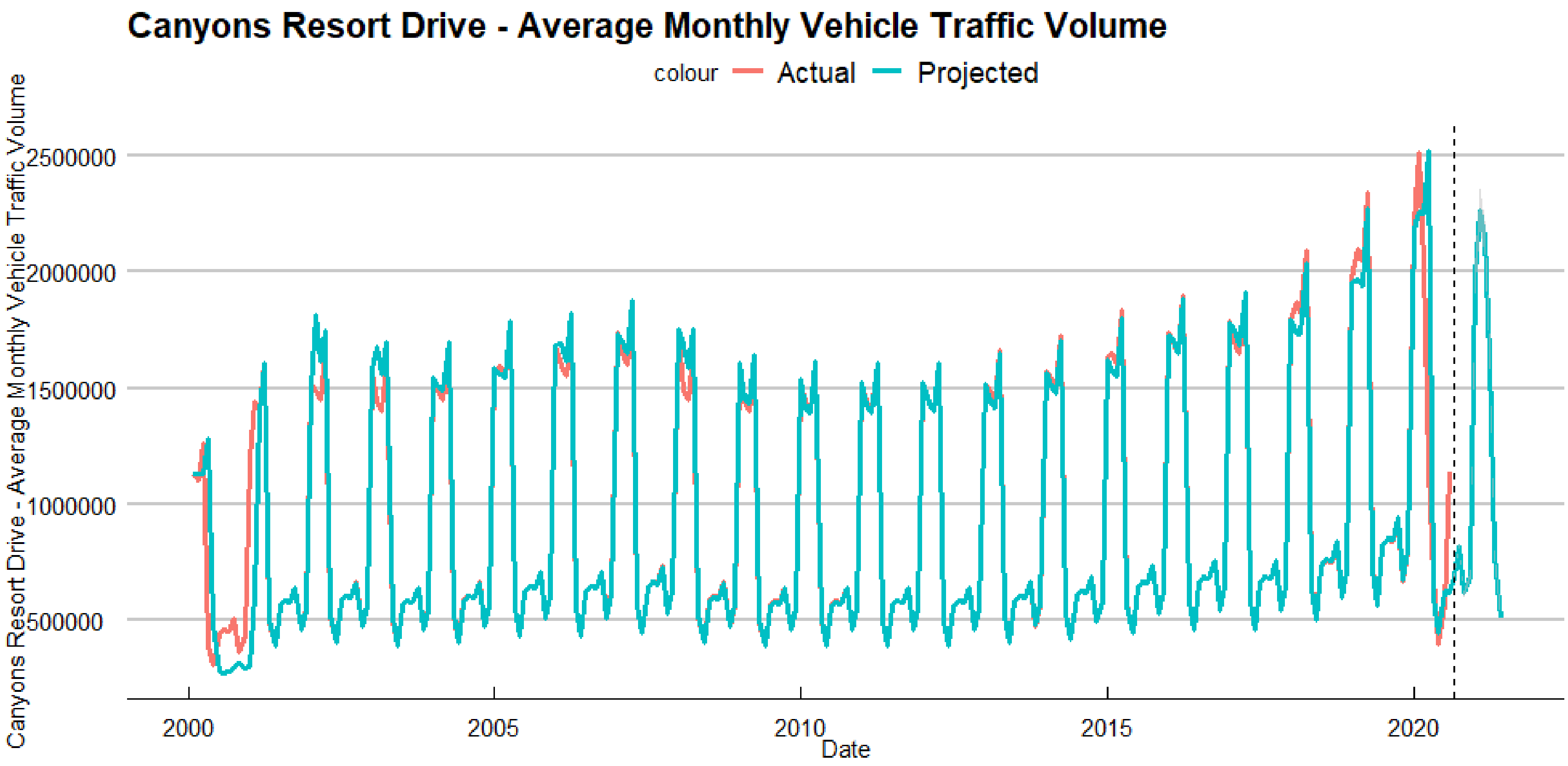
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



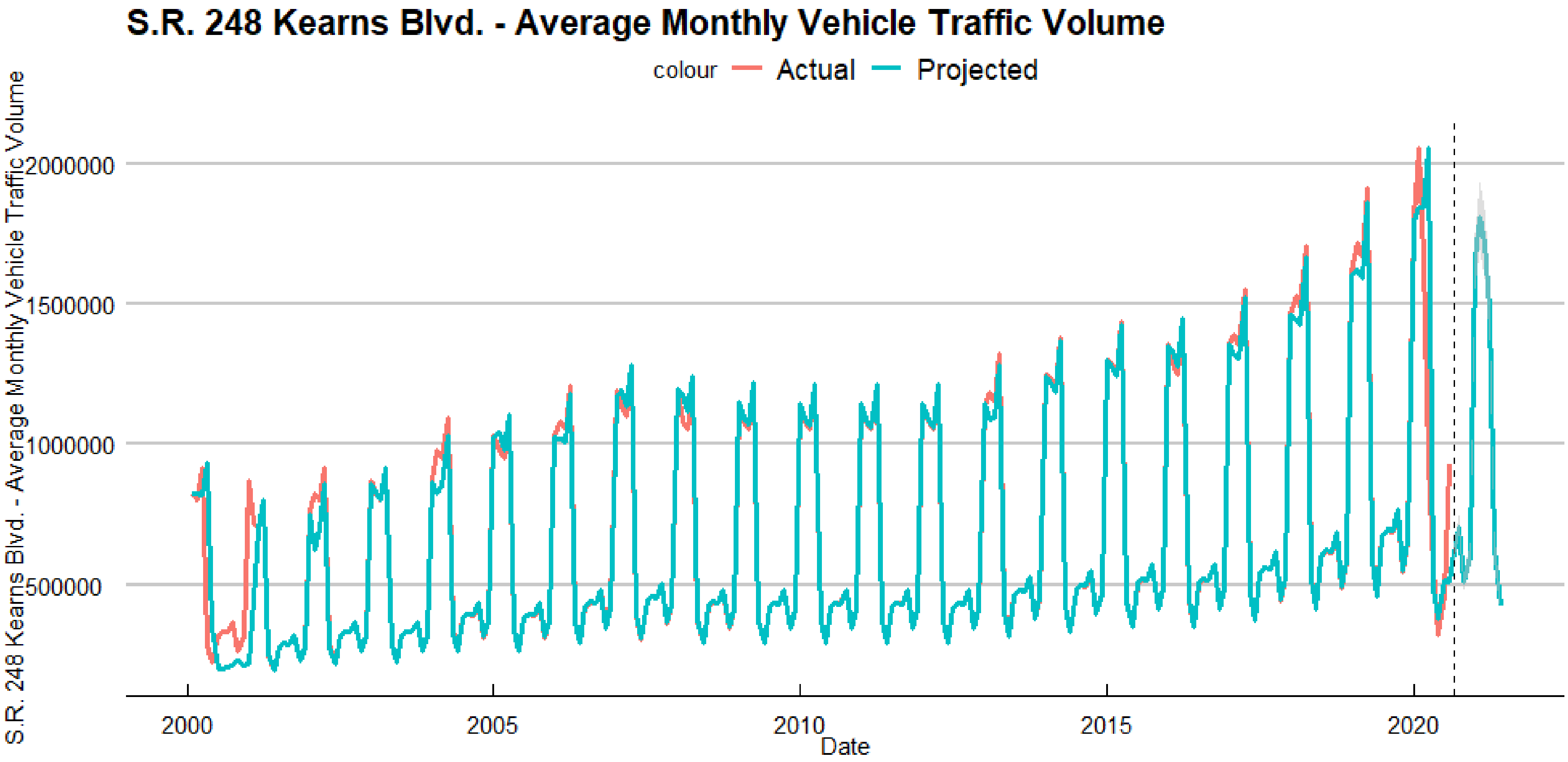
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



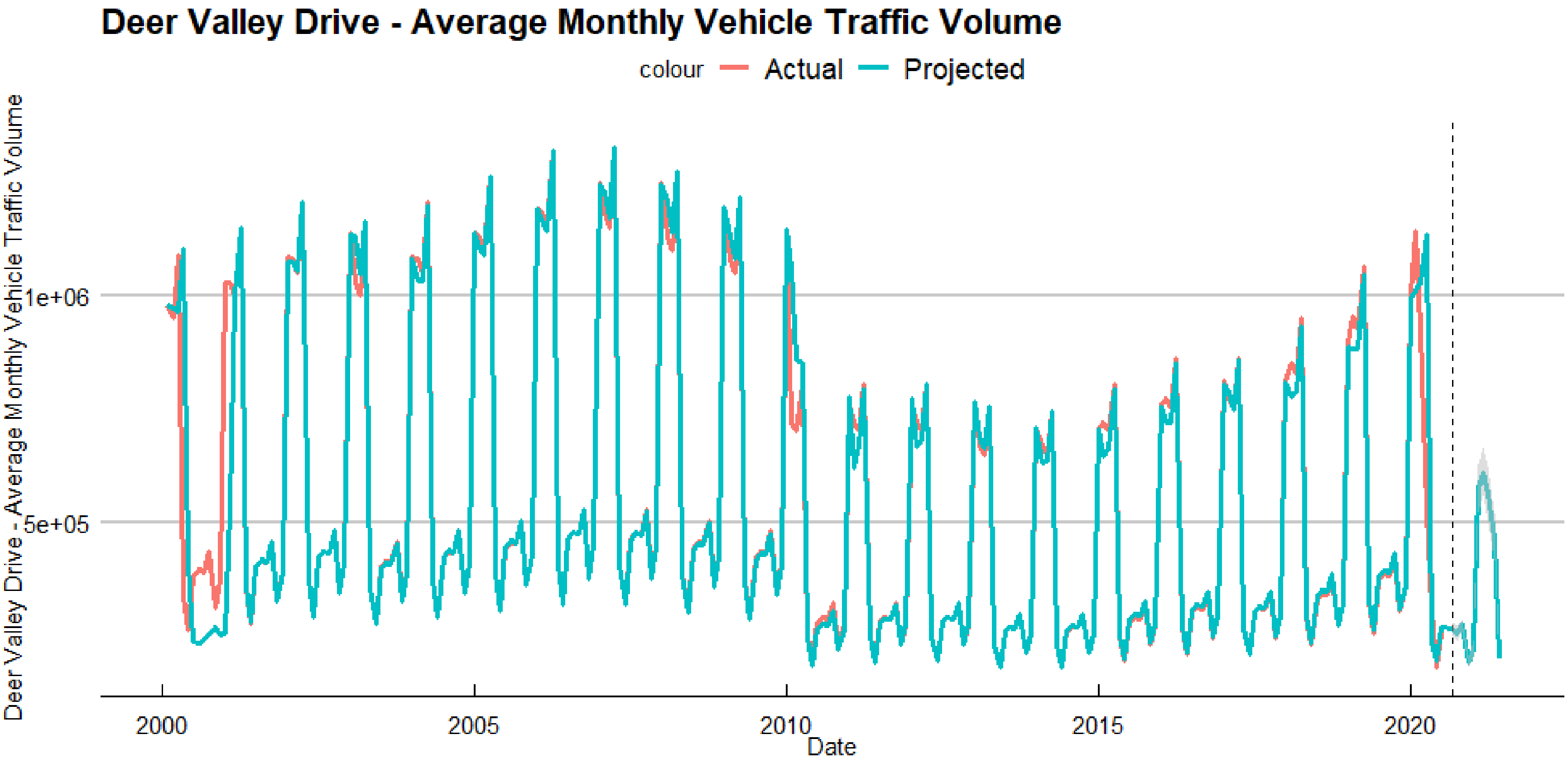
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



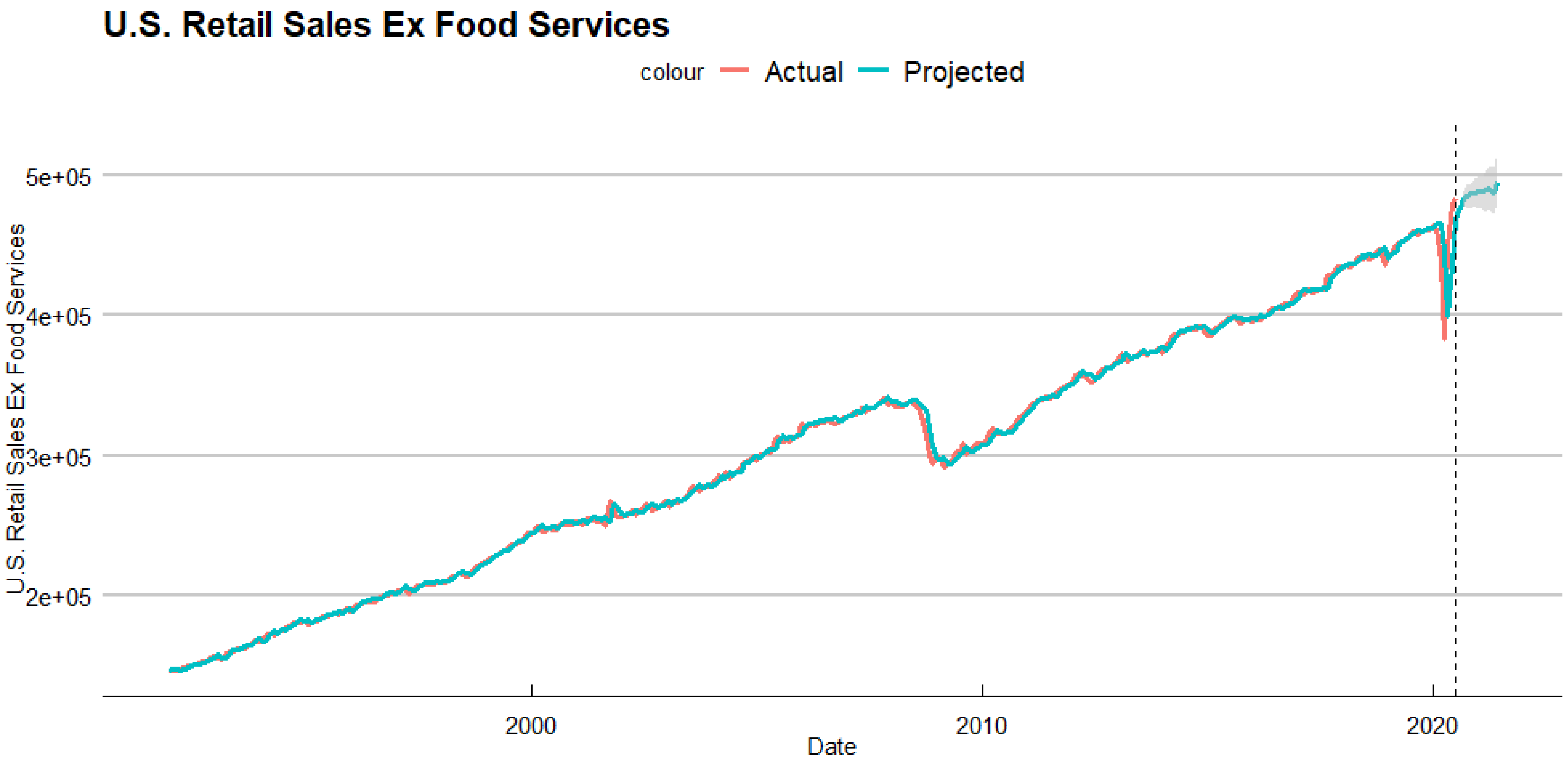
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



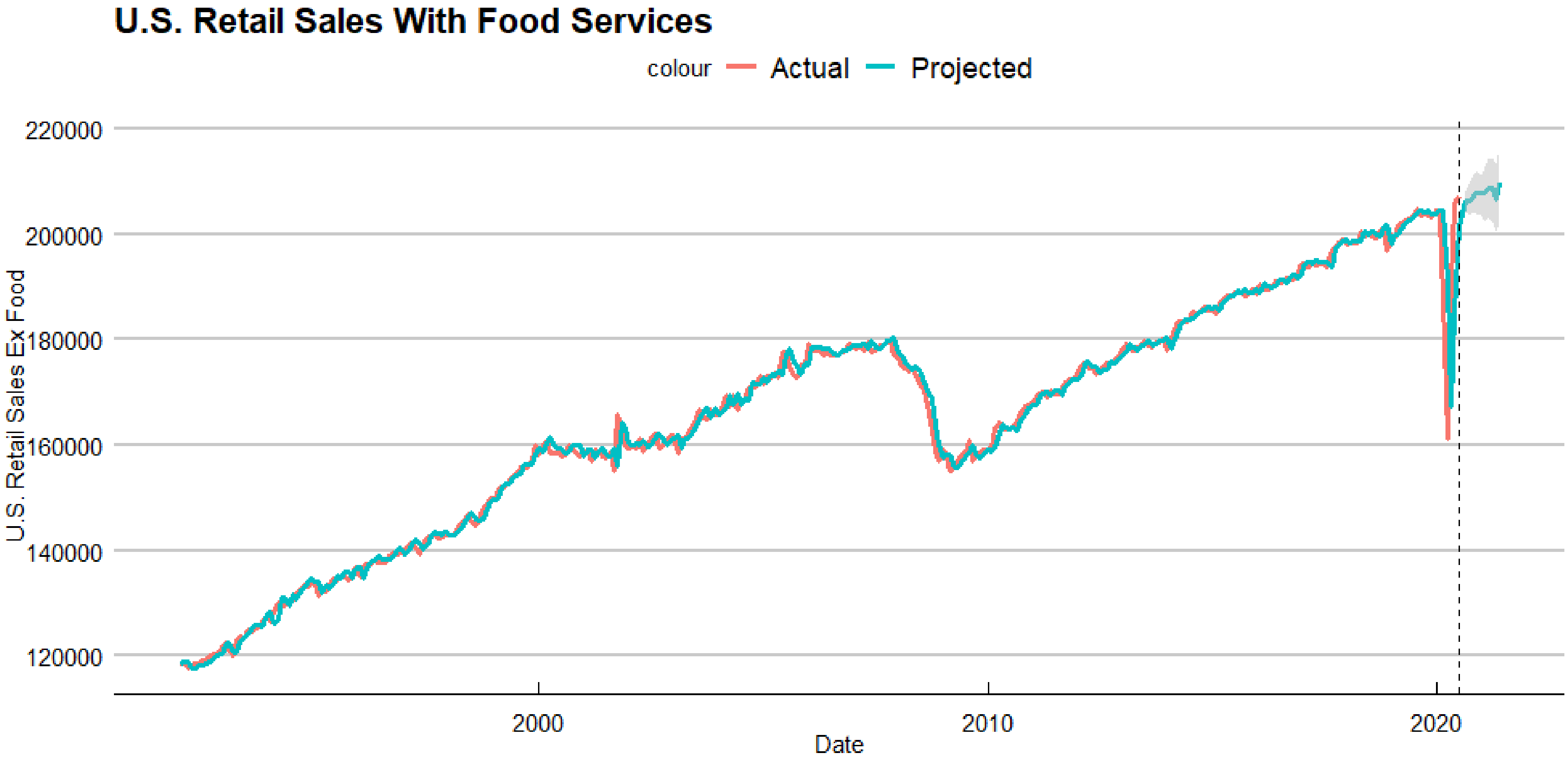
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



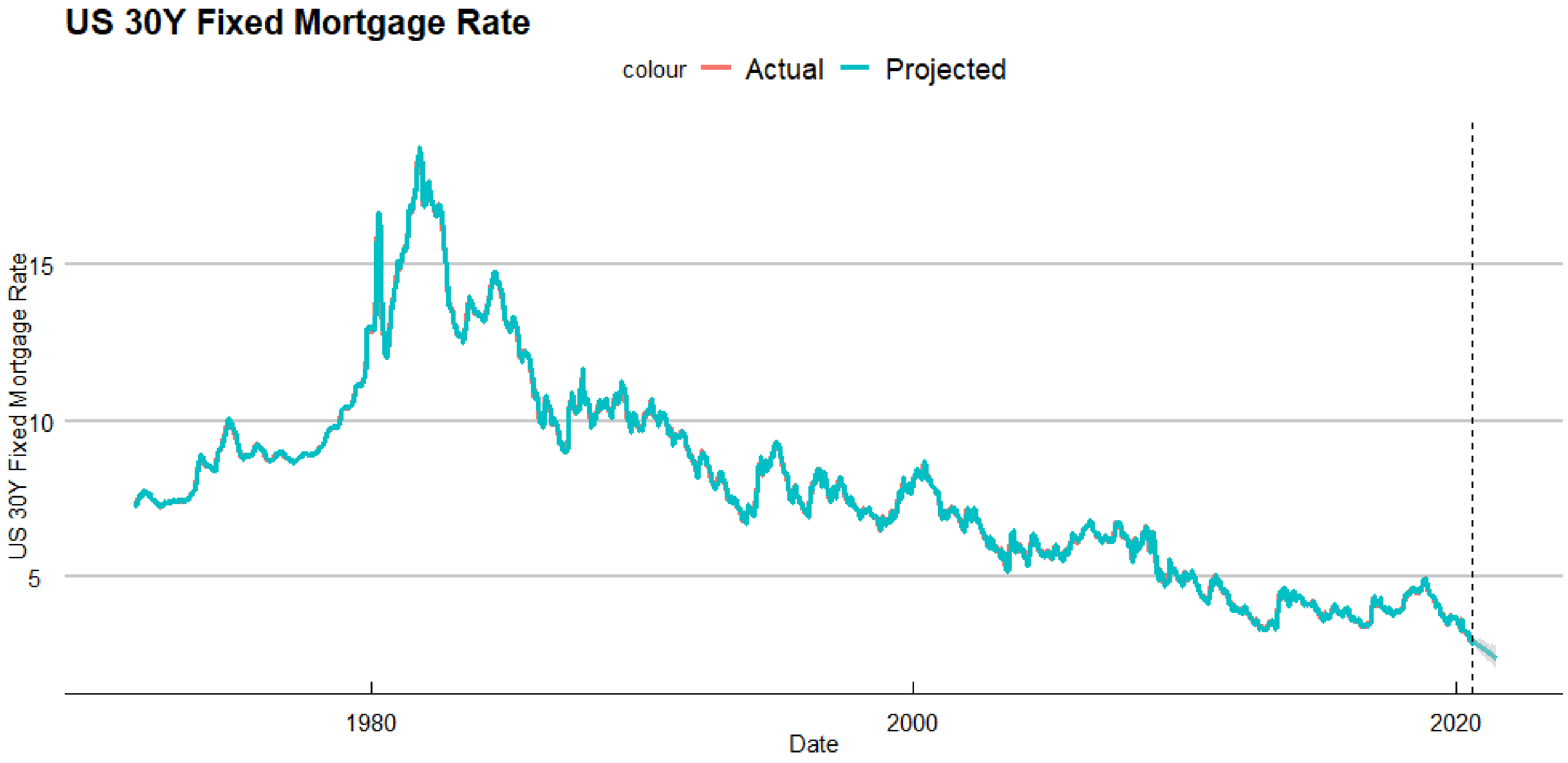
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



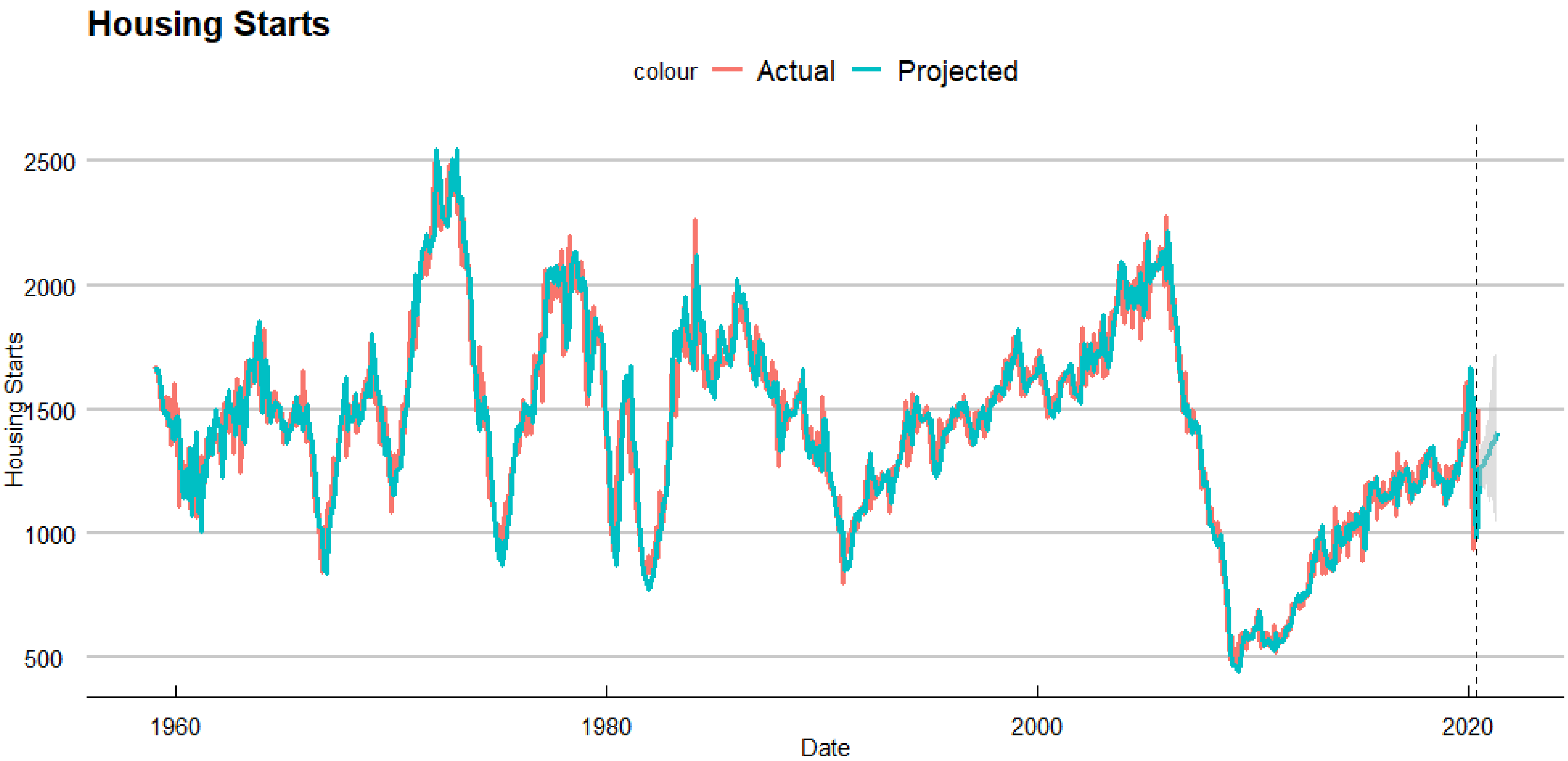
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



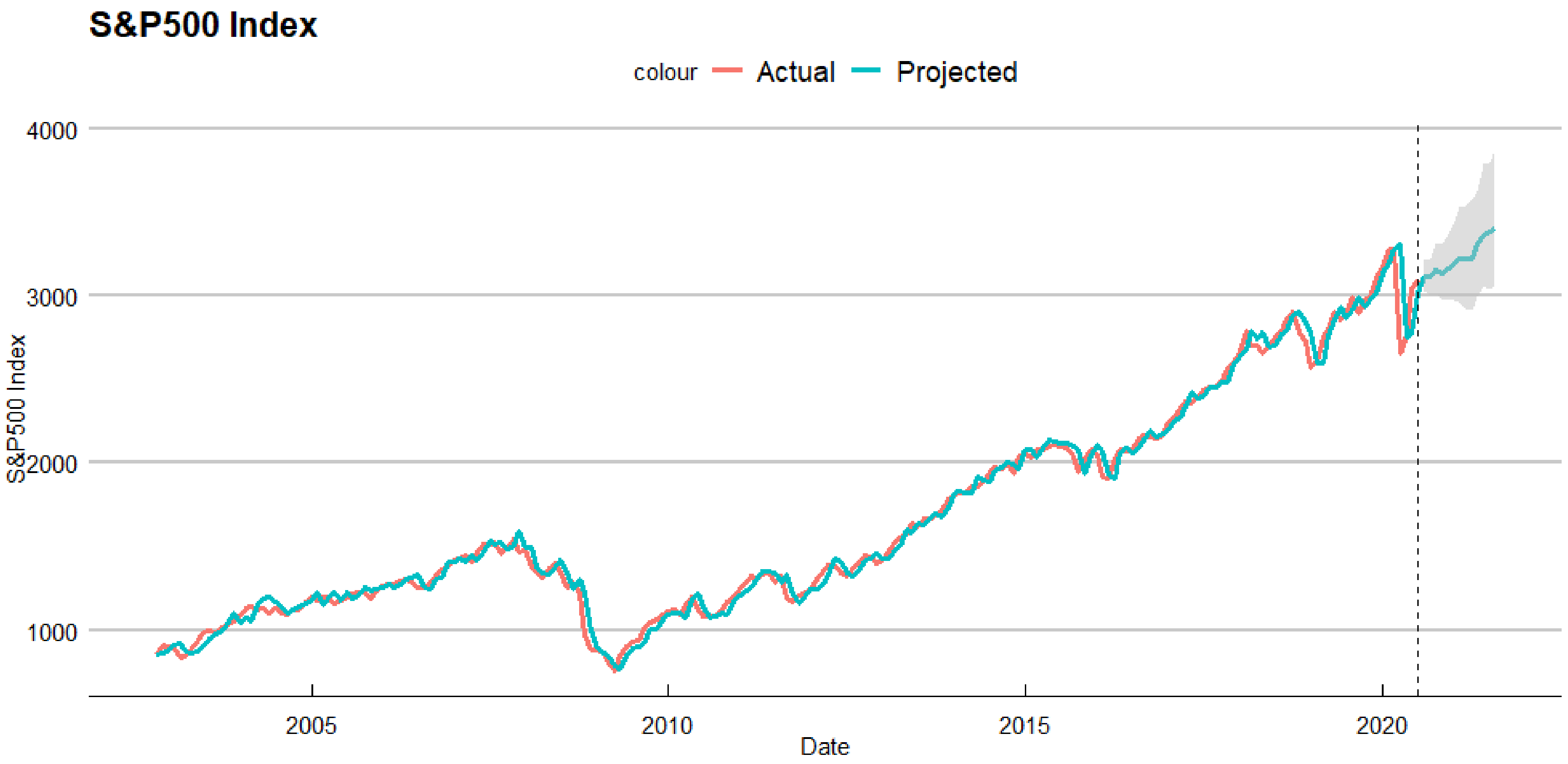
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



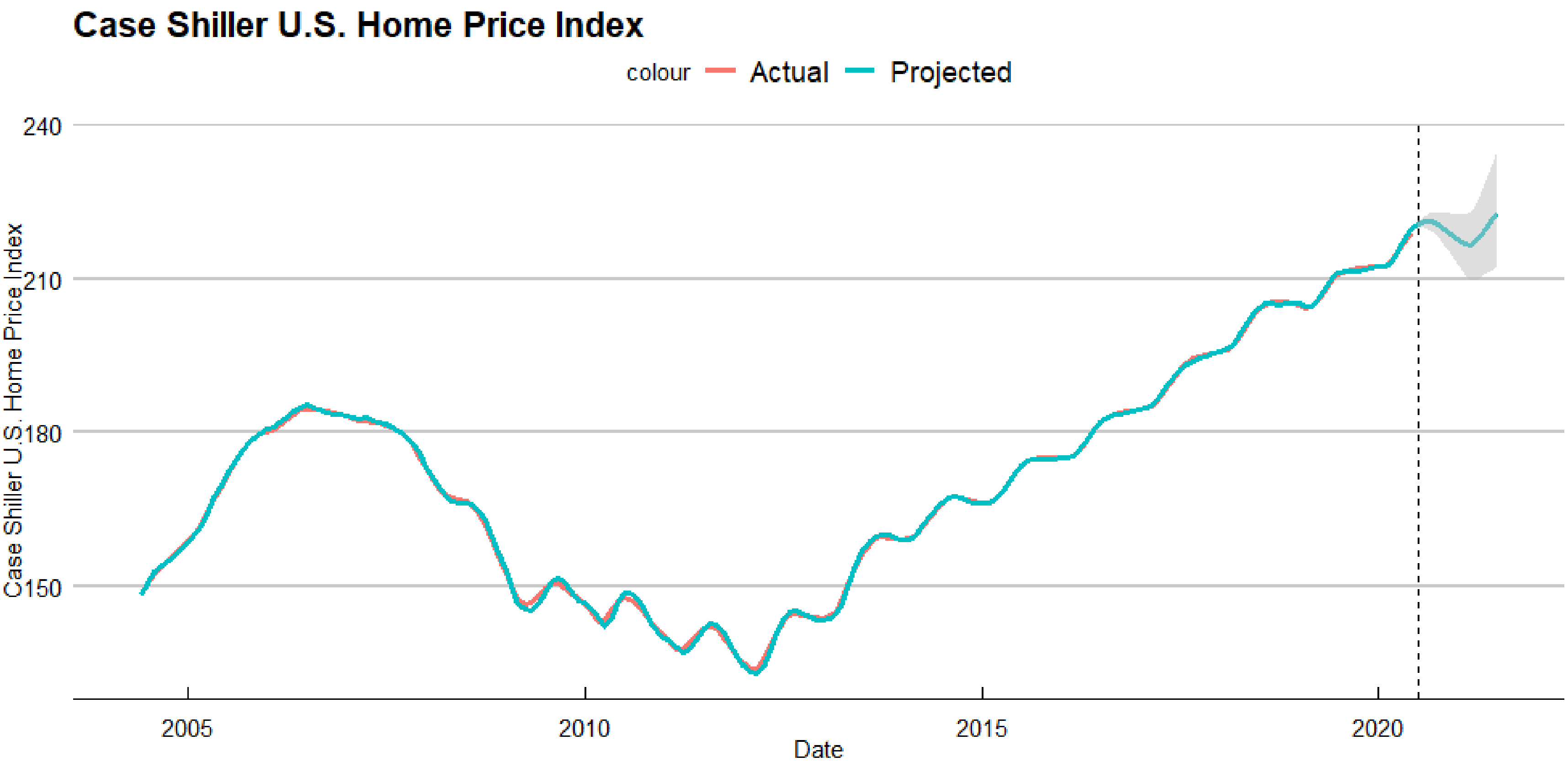
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



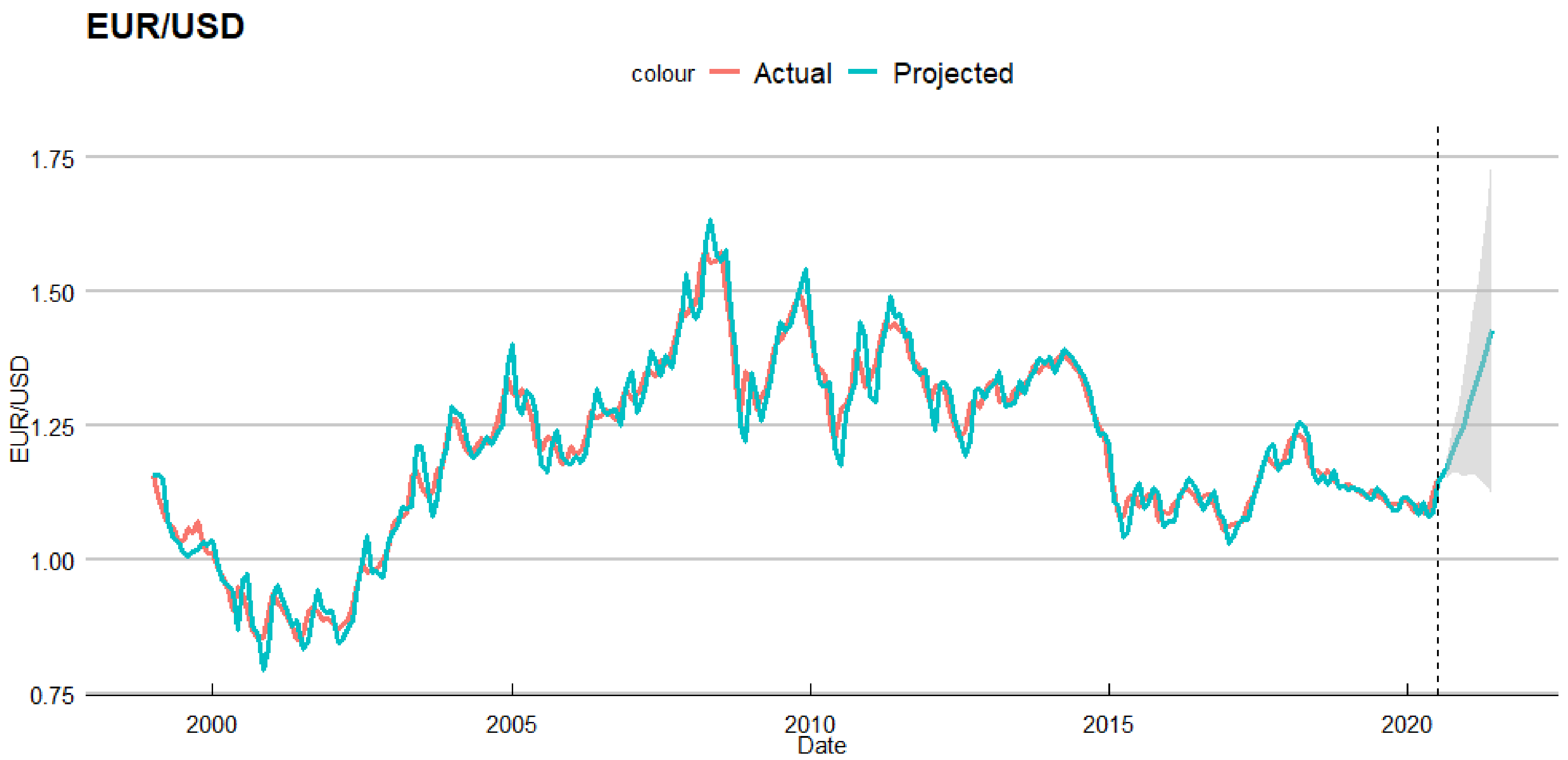
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



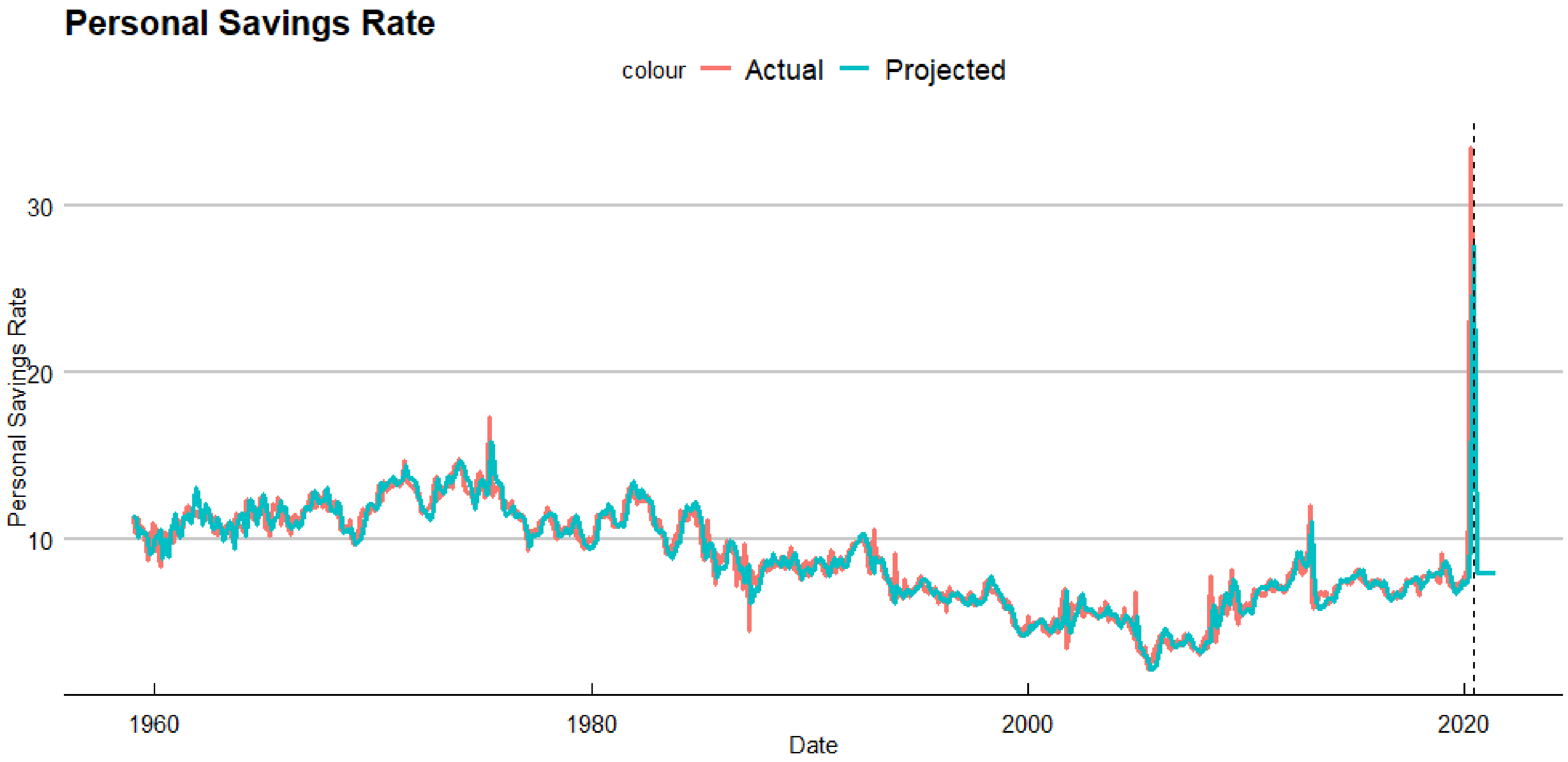
Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.

Interesting Projections Not Used



Source: Park City Municipal Corporation, U.S. Bureau of Transportation, St. Louis Federal Reserve, Bloomberg, U.S. Transportation Security Administration. As of September 12, 2020.