



**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
September 21, 2021**

PUBLIC NOTICE IS HEREBY GIVEN that the City Council of Park City, Utah will hold its special City Council meeting at the City Park Bandstand, 1400 Sullivan Road, Park City, Utah 84060 for the purposes and at the times as described below on Tuesday, September 21, 2021. To participate virtually, follow the public meeting information at www.parkcity.org.

STRATEGIC PLANNING RETREAT - 10:30 a.m.

I. ROLL CALL

II. STRATEGIC PILLARS UPDATE

10:30 a.m. - Authentic Local Culture
[Authentic Local Culture Staff Report](#)

11:30 a.m. - Social Equity and Affordability
[Social Equity and Affordability Staff Report](#)
[Exhibit A: Social Equity Strategic Plan](#)

III. LUNCH - 12:30 p.m.

Council will travel to the Public Works Campus, 1053 Iron Horse Drive, to celebrate National Hispanic Heritage Month with staff.

IV. STRATEGIC PILLARS UPDATE

1:45 p.m. - Transportation Innovation
[Transportation Innovation Staff Report](#)
[Exhibit A: Transportation Innovation Poster](#)

2:45 p.m. - Environmental Leadership
[Environmental Leadership Staff Report](#)

V. OTHER UPDATES

3:45 p.m. - Housing Task Force
[Housing Task Force Staff Report](#)

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. Public comments can be accepted virtually. To comment virtually, use eComment or raise your hand on Zoom. Written comments submitted before or during the meeting will be entered into the public record, but will not be read aloud. For more information on participating virtually and to listen live, please go to www.parkcity.org.

***Parking is available at no charge for Council meeting attendees who park in the China Bridge parking structure.**

Council Agenda Item Report

Meeting Date: September 21, 2021

Submitted by: Tate Shaw

Submitting Department: Recreation

Item Type: Staff Report

Agenda Section:

Subject:

10:30 a.m. - Authentic Local Culture

Suggested Action:

Attachments:

[Authentic Local Culture Staff Report](#)

City Council Staff Report

Subject: Authentic Local Culture Pillar Update
Author: Tate Shaw, Jenny Diersen, Katrina Kmak
Department: Recreation, Special Events/Economy, Library
Date: September 21, 2021
Type of Item: Legislative

Recommendation

Provide an update on the work of the Authentic Local Culture (ALC) Pillar. Discuss the need for a culture statement for Park City.

Executive Summary

ALC Champions are a diverse group of seven community members with unique perspectives of our community. Not all members live in Park City. Guided by three staff members and Council Liaison, Tim Henney, to remain nimble in a pandemic environment, the group has met in weekly one-hour meetings, allowing members to attend and contribute as they can.

ALC has focused on identifying and exploring Authentic Local Culture. ALC discussed a new transactional nature of the community and concerns of overuse. There is a general concern for lack of respect and understanding, apprehensions regarding the sustainable workforce and economy, affordability, and livability. ALC has focused on what we define as the bedrock of the Park City Community. Themes of hard work, grit, creativity, and a sense of belonging have risen to the top regarding identifiers within Park City that make us who we are and what makes us come together.

In terms of underway projects, the Park City Chamber and Visitors Bureau has taken the lead in creating a Sustainable Tourism task force and action plan. The City has worked to reinforce the goals of ALC, including implementing:

- Transit to Trails Program,
- Bonanza Art Park programming focused on locals,
- Treasure Hill Trailhead and Rich Martinez Sculpture completion continued
- Special Event Management focuses on community events, spreading out

As we start identifying programs and projects, ALC recommends developing a culture statement for our community to guide us in these decisions. The purpose of creating a culture statement is to help everyone (newcomers, long-time locals, and visitors) understand our community and engage, live, and visit here.

Background

In 2019 the Park City community participated in an extensive process of visioning,

which concluded with the [Vision 2020 \(Full Report\)](#). City Council reviewed the Vision 2020 at the Council Retreat in May of this year ([Authentic Local Culture Staff Report](#) (p. 20 to 35); [Audio & Presentation](#) (begins at 3:17:34). Council decided to form small Council and staff groups tasked with engaging stakeholders and community members to address the community pillars and recognize Community Critical Priorities.

Staff began working to put the Authentic Local Culture taskforce together, which includes diverse and new perspectives. The panel includes:

Anna Leigh Moore- Anna is a self-employed artist who draws inspiration from the Utah landscape. In 2014 she moved to Park City for a ski season and fell in love. Since then, Anna juggled many jobs — from ski delivery and childcare to group fitness and art instructing. Thanks to the PCSC Arts Council and local art markets, she has shifted into creating art full-time in Summit County.

Wendell Brown- Grew up in the 50s & 60s in Indianapolis amid the Civil Rights movement. He experienced much societal racism and loves that PC is not that way! Wendell is a cycling enthusiast and skier. He moved to Jackson Hole for 30 years and began a career in the medical field before moving to Bozeman for ten years and then retired in Park City. He has been here for more than 16 years. Wendell chose Park City for quick access to travel, skiing, cycling, and all aspects of the welcoming community.

Abby McNulty – Abby is Executive Director of the Park City Education Foundation (PCEF). At PCEF, Abby combines her deep Park City roots with a commitment to serving children and families. She has experience with nonprofit management, strategic communications, board, volunteer development, fundraising, and program design. Abby, her husband, and two kids (13 and 10) have lived in Old Town for 20 years. They love to hike, bike, ski, skate, and walk to ice cream right from the front door.

Claire Wiley – Claire landed in Park City in 2005. She originally intended to have a short stay but fell in love with the town, its people, and the beautiful surroundings. Wiley operates a production company in the City, Eclectic Brew. Claire's work focuses on area nonprofits. She can also be found teaching fitness classes at the MARC and on the air with KPCW.

Vanessa Di Palma Wright - Vanessa moved to Park City in 2002. It was the start of the Salt Lake City Winter Olympics, of which she was working as part of the international hosting committee for the State of Utah. It was a thrilling and fun time to live in Park City when we were hosting the world. Since then, she and her husband have chosen Old Town as their main base. They have proximity to their respective businesses in finance and fashion, family, and an international airport in Salt Lake City as they spend a lot of time abroad. Vanessa particularly enjoys living in Park City, where she has a close community of friends and support system in a unique and of-a-kind mountain town that has so much to offer.

Judy Maedel – Judy and her husband chased the snow out west and never left.

Actively involved in the senior community as the President of the Senior Center, Judy has lived in her house for more than 50 years, which she and her late husband built together. She loves the Park City community!

Penn Kinsey – Owner of Blind Dog Restaurant, Penn, has raised her two children in Park City.

Analysis

The effort to *Welcome the World* and now *You're on the Right Trail* as slogans have worked to place Park City on the map as a household name. Many locals were once visitors themselves and fell in love with the location, recreation opportunities, town amenities, quickly developed friendships, and never left. Our community's history shows many chapters: Mining Town, Ghost Town, Ski Town, Olympic town, Resort Destination, and the post-pandemic reality of an Urban Exodus attractor.

A key finding of ALC discussions has exposed that very few people come here because they had to; people come here, move here, live here because they choose to. ALC's definition of local is not related to residing in a geographical area or zip code but about existing in and contributing to an area, group or neighborhood. The entry point to living here is much different from just five or ten years ago due to affordability and livability. Locals keep the authenticity of this town alive through hard work, inclusivity or a sense of belonging, and support of each other.

The ALC group recommends and seeks feedback regarding creating a Culture Statement to reinforce the Love Where You Live value statement. We acknowledge that this is a challenging task and that inevitably some may feel left out. While the task will be challenging, we feel it is essential to define what ALC is. Key discussion points may include:

- How is the culture of Park City tied to our vitality and character?
- How does Park City create pride within Community Members? How does that relate to how Park City become a status symbol to visitors?
- Is the City's atmosphere changing with regards to civility and respect? What can we do to reinforce civility and respect?
- Need for more dialogue with:
 - New year-round residents and short-term visitors (seasonal only residents)
 - Other Pillar focus areas of affordability, social equity, sustainable tourism, and transportation
- Guidance for community values and belonging
 - As a local
 - As a visitor

Funding

At this time, there is no funding request.

Council Agenda Item Report

Meeting Date: September 21, 2021

Submitted by: Lynn Ware Peek

Submitting Department: Community & Public Affairs

Item Type: Staff Report

Agenda Section:

Subject:

11:30 a.m. - Social Equity and Affordability

Suggested Action:

Attachments:

[Social Equity and Affordability Staff Report](#)

[Exhibit A: Social Equity Strategic Plan](#)



City Council Staff Report

Subject: Social Equity and Affordability Pillar
Author: Ken Fisher, Adriane Herrick Juarez, Lynn Ware Peek
Department: Recreation, Library, Community Engagement
Date: September 21, 2021
Type of Item: Administrative

Background

During the Council Retreat in May 2021, Council was supportive of making Social Equity & Affordability one of the community's pillars. Council member Doilney volunteered to be the Council representative to the pillar. Lynn Ware Peek, Adrian Herrick Juarez, Ken Fisher and Enrique Sanchez are the staff representatives given the span of influence they have over various programs, policies, and initiatives that help further equity, diversity, and inclusion.

One of the first tasks was to assemble a diverse representation of the community to help guide a discussion on social equity & affordability.

Pillar Progress Report

Our initial discussions included building on the work of the Park City Community Foundation Social Equity Initiative, recognizing that much of the community was engaged in that effort, and combining it with the past, present, and future social equity work by Park City Municipal departments.

Several key points we determined before kicking off:

- Start out small and organic and meet with all groups together before breaking up into separate groups, which broaden perspectives among the group members.
- Include community members who can participate in a variety of diverse groups: ie. Youth, LGBTQIA+, and Latino.

The groups we have identified to build a network with are: Seniors, Youth, LatinX, LGBTQIA+, Differently Abled and potentially Philipino and Workforce individuals.

Who is involved: Father Bob Bussen, Mary Wright, Dave Staley, Heidy Onofre, Enrique Sanchez, Andrea Zavala, Miriam Garcia, Sabina Goba, Elizabeth Fetter, Leah Langan, Joe Urankar, Eric Esquivel, Cami Richardson

The above group met for an initial meeting at the library at the end of August. Staff has met with various members and recapped the discussion with the group that occurred during the Council retreat in May.

Accomplishments/Progress

1. **The Social Equity internal group:** Internal ongoing accomplishments give the new taskforce an orientation and a launchpad for creative ideas. The Social Equity internal group highlights a few recent accomplishments:

- Implemented Sliding Fee Scale on August 1, 2021. Within a month, 19 families applied, 17 were approved.
- Assisted approximately 75 families to gain access to state/federal rental assistance totaling \$280,000.
- Completed a Spanish listening session with Holy Cross Ministries to discuss how people's homes are in terms of energy use, comfort, and overall safety.
- Achieved the top one or two scores in the state for the Municipal Equality Index (announcement pending).
- Park City Library is a Culture City certified venue in the State of Utah, accommodating differing abilities including invisible disabilities.
- Several bilingual author visits this fall at Park City Library.
- Human Resources implemented a diversity tracking system
- Hispanic Heritage Month will be celebrated in a variety of ways by they are planning on interview team members to gather perspective on the month celebration through their eyes

2. Social Equity Initiative:

In September 2019, the Park City Community Foundation delivered the nine-month effort, culminating in the [Community Social Equity Strategic Plan](#). The plan identified three priority areas of Affordable Housing, Education, and Inclusion. Other recommendations included Income, Access to Healthcare, and Transportation. This Pillar looks at Inclusion and Education, and examples of the results of this plan include, among others:

- A community-wide Social Equity cohort facilitated by the Center for Equity and Inclusion in Portland, Oregon. Two groups in the cohort meeting monthly for a year. The City has contributed funding towards this program and remains an active participant, including staff members and elected officials.
- The formation of an LGBTQ+ Task Force

- The formation of educational materials in Spanish that include: A Spanish language Facebook Page, a Facebook Live event, increased translated materials city-wide.
- Continued financial support of early childhood education initiatives in the community.
- Evidence of community-wide support of inclusivity in programs that employ diverse populations.
- Formation of a Social Equity internal working group.

Questions for Council:

1. What role should PCMC have with regard to Social Equity – facilitator, convener, leader?
 - a. Should PCMC increase financial support to non-profits focused on social equity, or should we deepen our internal commitment and create a position or even a department to provide additional focus on the pillar?
2. The development of the Community Social Equity Strategic Plan by the Park City Community Foundation was a year-long process that identified priority areas for implementation.
 - a. The internal group recommends prioritizing the implementation of the plan. Staff will review the plan's recommendations at the retreat with City Council and discuss its potential prioritization.
3. Affordable childcare is a central tenet of affordability.
 - a. Should the City look at additional public-private partnerships to help further our support for affordable community childcare programming?
4. Several large community employers recently implemented a minimum wage.
 - a. Does Council support researching a minimum wage for PCMC?
5. Having bilingual (Spanish speaking) is a significant benefit to Park City's community.
 - a. Does Council support researching a language stipend for PCMC?

Social Equity
Initiative



COMMUNITY SOCIAL EQUITY STRATEGIC PLAN

September 2019

Prepared by
Park City Community Foundation

Welcome

Park City Community Foundation, in partnership with Park City Municipal Corporation, has taken a leading role to further the vision of a complete community where everyone has access to opportunities and is respected, included, and empowered.

Over the last year, Park City Community Foundation has convened the community to perform a social equity diagnosis, identify existing social equity resources and gaps, prioritize the most significant and addressable social equity challenges, develop a community social equity strategic plan (this document), and support Park City Municipal Corporation in ensuring it is inclusive of a wide range of constituents.

This document is meant to be a living strategic plan, which will evolve and change over time, guided by experience, new opportunities, and changing conditions.

Acknowledgments

Park City Community Foundation extends a sincere thank you to the entire community for coming together to help identify the greatest social equity issues in Park City. The creation of this social equity strategic plan would not have been possible without the countless community members who provided insight, told their stories, and explained their hopes and dreams for a more equitable Park City.

A special thanks to Park City Municipal Corporation and the Park City Council for their leadership and support in pursuing social equity as a critical priority in our community.

Please see the list at the end of this document of committee and task force members who contributed their time, energy, and wisdom to the development of this plan.



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In May 2019, Park City Community Foundation hosted a nonprofit workshop around diversity, equity, and inclusion



Photo: Tom Horton

Executive Summary

This Community Social Equity Strategic Plan is the result of over a year of work by multiple stakeholders. Using the tenets of collective impact, Park City Community Foundation has convened government, businesses, and philanthropy to jointly address some of the greatest challenges our community faces, larger than any one sector could effectively have an impact on. This is meant to be a living, breathing document that will evolve as more is learned about our community, the disparities that lie therein, and achieving equitable outcomes.

Communities that may be underrepresented, underserved, or otherwise marginalized have been critical to identifying existing disparities, and have provided invaluable guidance and feedback throughout the process. Some of those groups include seniors, members of the LGBTQ+ community, low-income families, neurodiverse individuals and their families, Latinx community, and others.

This plan explores the three priority areas of **housing, education, and inclusion**, identified through a nine-month data gathering process, as well as providing recommendations with the goal of achieving more equitable outcomes. Many experts in the specific areas and members of the communities experiencing the disparities were central to the creation of these sections of the plan. The areas of **income/wages, transportation, and healthcare** were also identified as drivers of inequity and are included in the plan as interlinked to the rest.

Strategies related to housing include advocacy, policy and process, and centralization of outreach and information. For education, strategies include early childhood education and care, extended learning opportunities, digital access, transition services for neurodiverse populations, and college access. Inclusion strategies will include a focus on social connectedness as well as practical tools and education.

Learning and inclusion are two principles that have been prevalent through the preparation of this plan. Park City Community Foundation has acted as lead for this project and recognizes it will require a whole community to address the body of work ahead of us. A more in-depth look at the issues and recommendations can be found in the rest of this document.

Purpose

The Community Social Equity Strategic Plan is the product of an in-depth, cross-sector partnership between many institutions and individuals in our community. The primary objective is to identify and address disparities in our community. Multiple social equity task forces have provided recommendations and helped set goals and explore tactics. All of the priority areas in this strategic plan present complex problems, which will be most effectively tackled through a collaborative approach involving individuals, government, the private sector, and philanthropy.

Multiple tools were used to collect the information contained in this plan. A social equity community survey, dozens of stakeholder conversations, a listening tour with specific constituencies of underrepresented or underserved groups, a board diversity survey, and collection of local, regional, and national statistics were undertaken with support from the Data Analysis Task Force. Additionally, Park City Community Foundation completed a resource inventory and an action gaps analysis to ensure that all available resources were considered as the Social Equity Advisory Committee began to prioritize the social equity issues facing our community. The complete Social Equity Data Report can be read by [clicking here](#) or by visiting bit.ly/SEDataReport.

For this work to result in meaningful, impactful interventions, the process is as critical as the resulting tactics. The voices at the table must come from communities experiencing the disparities for the outcomes to be more equitable. In order to more clearly share language moving forward, here are some definitions that this work has provided:

Diversity	The full range of differences, visible and non-visible, that make each individual unique. Diversity enriches our community.
Inclusion	An environment that engages diverse perspectives, differing ideas, and individuals from different backgrounds to help define policy and practice and help shape culture.
Social Equity	Social equity aims to address disparities in outcomes due to race, ethnicity, income, ability, age, gender, sexual identity, and other factors. Social equity assumes that everyone starts from different places. In our community, resources must be allocated to help close significant disparities in the priority areas of housing, education (with an emphasis on early childhood education), and inclusion.

What is in this plan

The Community Social Equity Strategic Plan primarily addresses the three priority areas of [housing](#), [education](#) (with an emphasis on early childhood education), and [inclusion](#). Additionally, brief recommendations are included for three other areas where equity concerns have been identified: income/wages, transportation, and healthcare.

Priority Area I: Affordable Housing

Affordable housing was identified as the number one concern in the social equity community survey and was mentioned repeatedly during the listening tour conversations.

One goal of social equity is to consider all people within the greater Park City community; efforts to provide additional affordable housing opportunities should focus on very low-, moderate-, and middle-income households regardless of the nature of their employment. Concerns around housing have also been expressed by groups such as seniors, parents of neurodiverse children, and members of the workforce, among others.

The Affordable Housing Task Force has identified three areas of focus: advocacy, policy and process, and centralization of outreach and information.

Goals

- Support Park City Municipal Corporation's efforts to create 800 new units of affordable or attainable housing by 2026, with a goal of at least 15% of the Park City workforce residing in Park City.
- Support the priority placed on workforce and/or affordable housing by local cities, Summit County, and neighboring areas, and to advocate for those priorities to translate into increased affordable housing outcomes.
- Support the creation of policies, ordinances, regulations, and procedures that are more friendly toward affordable housing development.



Photo: Mountainlands Community Housing Trust

Affordable housing units in Park City

Strategies

1. Advocacy

Organized advocacy is an effective way to educate the community on the benefits and needs of affordable housing, build support for changes to existing policies and procedures, and provide public support to public officials considering affordable housing projects.

Responsible Entity: Affordable Housing Task Force

Key indicator: Increased pace of creating additional affordable housing units.

- a. Bring together a coalition of stakeholders from the local business community, workforce, nonprofits, government entities and their employees, seniors, people with different abilities, developers, and advocates; oversee and support advocacy groups, individuals, and organizations.
- b. Support local elected officials, staff, and affordable housing developers for specific projects and policy initiatives by attending public hearings and meetings, writing letters of support, and providing public comments.
- c. Meet with potential developers of affordable housing or those with an affordable housing obligation to assist in creating meaningful affordable housing that best meets the community's current needs.
- d. Prepare a marketing/information/outreach campaign to inform the general public, businesses, elected officials, and others about affordable housing needs, benefits, and opportunities; tactics may include affordable housing tours, outreach materials, articles, literature, videos, statistics, public service announcements, advertisements, media appearances, and more.
- e. Monitor and advocate for affordable-housing-friendly legislation, communication, and support at the state level; attend local, state and national conferences to stay current with legislation and trends in affordable housing, and report those results to community and supporters of affordable housing.

Timeline	2020	2021	2022	2023	2024
I.1.a. Coalition Building	Complete	Monitor			
I.1.b. Public Advocacy	In Progress		Complete	Monitor	
I.1.c. Developer Outreach	In Progress	Complete	Monitor		
I.1.d. Marketing/Outreach	In Progress	Complete	Monitor		
I.1.e. State Action	In Progress			Complete	Monitor

2. Policy and Process

At the local level, all development takes years and substantial amounts of money to come to fruition. Affordable housing development is no exception. To overcome this, the system needs to be changed to expedite the process. The goal is to create development code amendments that give priority and preferences for affordable housing, and to develop guidelines for planning commissions and staff to be tasked with finding ways and means to “make it happen,” rather than delaying affordable housing development.

Responsible Entity: Affordable Housing Task Force

Key Indicator: Increased pace of creating additional affordable housing units.

- Support and participate in the review of code changes to allow expedited processes for affordable housing units.
- Provide guidelines to assist government staff to bring affordable housing projects to groundbreaking and completion as soon as possible after approvals.
- Encourage the creation of funding sources to assist in affordable housing development.
- Encourage innovative solutions to create needed affordable housing.
- Recommend/support code changes that encourage long-term rentals.

Timeline	2020	2021	2022	2023	2024
I.2.a. Code Changes	In Progress		Complete	Monitor	
I.2.b. Process Changes	In Progress	Complete	Monitor		
I.2.c. New Funding	In Progress			Complete	Monitor
I.2.d. New Housing Types	In Progress		Complete	Monitor	



Photo: Mountainlands Community Housing Trust

Mountainlands Community Housing Trust's Mutual Self Help Program in action

3. Centralization of Outreach and Information

Qualifying for affordable housing requires advance preparation of potential applicants and requires that they have information and resources about current and upcoming affordable housing opportunities.

Responsible Entity: Affordable Housing Task Force

Key Indicator: Increase in qualified applicants applying for affordable housing.

- a. Establish a central location to provide information on affordable rentals and for-sale units, waitlists, and the qualification and application process for people in need of housing.
- b. Create a database of potential purchasers of affordable housing, specifying needs, income, current housing situation, employment, length of time in community, mortgage qualifications, and other relevant factors.

Timeline	2020	2021	2022	2023	2024
I.3.a. Central Source	Complete	Monitor			
I.3.b. Website	Complete	Monitor			
I.3.c. Purchaser Database	In Progress	Complete	Monitor		

Priority Area II: Education

Concerted efforts aimed at more equitable outcomes are already under way at our local school districts, with significant partner support. These efforts are not always clearly understood or supported by some members of the general public, and there are still significant gaps in the areas being addressed. This plan seeks to tackle those challenges and increase public support for continued improvements in the equity of educational outcomes.

The years from birth through college represent a critical opportunity to enhance equity among children and their families.

In some cases, it will make sense to focus early efforts on settings where disparities are pronounced. For example, explorations are currently under way to build partnerships around improving outcomes at McPolin Elementary School, where many students face significant socioeconomic disparities. Targeting interventions to where they can make the most impact will help enhance results.

Goals

- Every child in Summit County is kindergarten-ready by kindergarten age. (Exceptions are other-abled children; our goal is to ensure families have access to resources so that all children reach their potential.)
- Organizations, services, and systems that ensure early childhood development are sustainably financed and operating at the highest possible standards and impact.
- Disparities in pre-K through grade 12 outcomes are reduced or eliminated.
- Students who are the first generation to go to college attend and complete higher education programs.
- Neurodiverse young adults are able to transition from school to a fulfilling adult life.



Photo: Tanzi Propst

Park City High School seniors celebrate their graduation from high school

Strategies

1. Early Childhood Education and Care

The years from birth through age three are critical to a child's development and lifelong success. When a child is not given the opportunity to develop to their full potential in these early years, the harm and consequent costs are borne over many years by the individual, the family, and the whole community. Here in Summit County, fewer than half of low-income, minority, and English-language learners are ready for kindergarten at age five, a gap that tends to persist through the school years and beyond.

The overall goal of this strategy is to ensure that all children in Summit County have sufficient opportunities in the years through age three to thrive, learn, and grow into participating, contributing members of our community.

Responsible Entity: Early Childhood Alliance

Key Indicator: Increased percentage of children entering kindergarten ready, and reduced disparities in kindergarten readiness, as measured by the Kindergarten Entry and Exit Profile.

a. Expand and strengthen center-based care and education.

- i. Help raise funds to expand existing programs such as PC Tots' center-based early childhood education and care, Holy Cross Ministries' three-year-old classroom program, and others.
- ii. Increase availability of early childhood care and education services; e.g., by helping underrepresented people start early childhood businesses.
- iii. Encourage creation or expansion of full-day pre-kindergarten programs to make them available to all three- and four-year-olds who could potentially use them.
- iv. Improve quality and availability through provider education, networking, and other support services.
- v. Ensure early childhood staff know how to provide trauma-informed care.
- vi. Expand availability of early childhood special needs services.

Photo: Brittany Hill



Children at PC Tots

b. Expand support to parents through home visiting, referrals, services, and information.

- i. Help raise funds to expand existing programs such as Holy Cross Ministries' Parents as Teachers home visiting program.
- ii. Create a new countywide, universal postnatal home visiting program to provide an early touchpoint and referrals for all parents and their young children.
- iii. Explore pathways to reach families at the prenatal stage.
- iv. Add programs to further support at-home parents/caregivers and for families of neurodiverse children.
- v. Create more early English-language acquisition programs and services.
- vi. Make available regular mental health screenings for young children and their caregivers.
- vii. Address equity gaps among parents/caregivers that currently limit opportunities for young children to learn and develop.
- viii. Create multi-generation programs—provide services to both the children and the caregivers to ensure the child's full range of needs will be met.

c. Strengthen connections among all early childhood providers.

- i. Encourage collaboration and cross-referrals by creating more connections among early childhood providers and other related people and institutions (such as medical professionals).
- ii. Build more systematic communication channels between early childhood providers and schools, especially about incoming kindergarten students.
- iii. Ensure that health clinics have tools and referral information to ensure that they can support parents/caregivers in getting their children all needed early childhood services and/or opportunities.



Photo: Holy Cross Ministries

Holy Cross Ministries preschool program

d. Advocacy and Community Education.

- i. Make early childhood care and education a community priority by creating a public outreach and communications campaign.
- ii. Advocate for more state, county, city, school, and business funding of early childhood programs (e.g., sales tax to support early childhood programs; significant annual budget allocations to support early childhood care and education; corporate policies, benefit packages, and philanthropy targeted at early childhood).
- iii. Advocate for parental/family leave for all (including people without documentation); this may be a combination of legislation and creating a new norm among businesses.
- iv. Advocate for better access to early childhood learning resources; e.g., free library cards for all young children and their caregivers, regardless of place of residence.
- v. Advocate for better pay for early childhood program staff.

e. Data and Tracking

- i. Track KEEP results disparities by income, minority status, and English language fluency.
- ii. Find and track all 1800 or so Summit County children in the target age range.
- iii. Determine which children and families are at higher risk and prioritize interventions accordingly.
- iv. Map and share partners' existing assessment and screening data.

Timeline	2020	2021	2022	2023	2024
II.1.a. Center-Based Care	In Progress			Complete	Monitor
II.1.b. Parents/Caregivers	In Progress		Complete	Monitor	
II.1.c. Provider Coordination	Complete	Monitor			
II.1.d. Advocacy/Education	In Progress				Complete
II.1.e. Data/Tracking	In Progress	Complete	Monitor		

2. Extended Learning Opportunities

A critical strategy to overcome disparities in outcomes is to provide students with learning and enrichment opportunities outside of the regular school day. Park City School District (PCSD) has expanded and improved these programs over time but has not always been able to consistently fund them. North Summit School District (NSSD) and South Summit School District (SSSD) have far fewer extended learning offerings.

Responsible Entity: Education Equity Task Force

Key Indicator: Reduction or elimination of outcome disparities in third-grade reading and eighth-grade math assessments.

a. Before- and After-School Programs

- i. Ensure sufficient and consistent funding of PCSD before- and after-school programs at the elementary schools, middle school, and junior high school.
- ii. Explore ways to increase before- and/or after-school offerings at NSSD and SSSD.

- b. Mentoring: expand mentoring programs from elementary through high school, using both school-based and partner resources (such as Big Brothers Big Sisters of Utah).

Timeline	2020	2021	2022	2023	2024
II.2.a. Before/After School	In Progress		Complete	Monitor	
II.2.b. Mentoring	In Progress	Complete	Monitor		

3. Digital Access

Computer and internet access outside of school can be critical to student outcomes, yet not all children and families have that access at home.

Responsible Entity: Education Equity Task Force

Key Indicator: Reduction or elimination of outcome disparities in third-grade reading and eighth-grade math assessments.

- a. Determine the most efficient and effective approach to providing home computer and internet access for students who currently lack it.
- b. Find funding to support the chosen solution.

Timeline	2020	2021	2022	2023	2024
II.3.a. Determine Solutions	Complete	Monitor			
II.3.b. Acquire Funding	In Progress	Complete	Monitor		

4. Transition Services for Neurodiverse Populations

School districts are required to provide services for special needs students through age 22, yet there are few services available for differently-abled populations beyond that age. All people, regardless of ability, should be able to access educational, employment, housing, and other services that meet their highest level of potential.

Responsible Entity: Education Equity Task Force

Key Indicator: Percentage of young adults aged 25 and younger who have completed school-based special education programs and have completed a higher education program, are employed, and/or have housing that meets their needs.

- a. Develop more systematic connections with supportive higher education programs (such as Aggies Elevated at Utah State University).
- b. Expand supported employment opportunities.
- c. Develop affordable and appropriately supported housing options for neurodiverse community members.

Timeline	2020	2021	2022	2023	2024
II.4.a. Higher Education	In Progress	Complete	Monitor		
II.4.b. Employment	In Progress		Complete	Monitor	
II.4.c. Housing	In Progress			Complete	Monitor

5. College Access

As expressed by Bright Futures (a program of Park City Education Foundation and Park City High School) and similar programs, we can help to break the cycle of poverty in Park City by significantly increasing the college-going culture, expectation, and rate in our community. Creating an ever-growing cadre of highly-educated young professionals will make our culturally vibrant community and its families more financially stable.

Responsible Entity: Education Equity Task Force

Key Indicator: Percentage of students who are the first generation in their families to attend higher education, and who successfully complete a higher education program.

- a. Strengthen and expand Bright Futures as its participants enter and proceed through college.
- b. Strongly support other programs that promote college access, such as Latinos in Action, Dream Big, South Summit Opportunities Night, and more.
- c. Increase scholarship funding available for local students to attend higher education.

Timeline	2020	2021	2022	2023	2024
II.5.a. Bright Futures	In Progress			Complete	Monitor
II.5.b. Other Programs	In Progress	Complete	Monitor		
II.5.c. Scholarship Funding	In Progress		Complete	Monitor	



Bright Futures students, teachers, and supporters

Priority Area III: Inclusion

The social equity planning process revealed that many in our community do not feel included. This means that they may be missing the social connections that allow for a healthier and fuller life, and that they may not effectively have a voice in decisions that affect their lives and their community. People need to feel included in order to experience themselves as full members of a community.

A “complete community” requires residents to feel connected, to have access to opportunities and decision making, and to feel welcome in diverse spaces.

This strategic plan proposes key interventions to create more inviting spaces for all and to provide tools to help create more inclusive systems and institutions.

When processes are more inclusive, outcomes tend to be more equitable. Having diverse voices represented in decision-making enables nondominant views to have a say and can effectively improve the delivery of services to underrepresented or marginalized communities.

When we talk about diversity, equity, and inclusion, too often we prioritize just the first of those concepts. Diversity provides valuable new perspectives, but diversity alone does not guarantee that new perspectives are fully included in the decision-making process. If diversity speaks to who is at the table, inclusion refers to who wields power to lead and set the tone for the conversation. We need to work to expand both diversity and inclusion in community leadership.

It is worth noting that inclusion—in addition to being a priority area in this work—is a lens that can be applied to all areas of community work and, as such, is considered throughout this strategic plan. It invites us to think not about who is at the table but rather who is not. Some constituencies that may feel underrepresented, underserved, or otherwise face discrimination are seniors, youth, immigrants, Latinx community members, people of color, neurodiverse community members, the LGBTQ+ community, and others.

Goals

- To increase voice and connectedness among the diversity of people within our community.
- To increase diversity and inclusion within leadership bodies and organizations.
- To increase the community’s capacity for diversity, equity, and inclusion conversations and action.

Strategies

1. Social Connectedness

Community connections are the building blocks of a complete community, where people know their neighbors and feel included. Social infrastructure is a relatively new term that speaks to the physical spaces that help shape our social life—parks, libraries, trails, and so on. Healthy and inclusive social infrastructure can help fight isolation and detachment from one's community. Making these spaces welcoming to all groups, whether seniors, neurodiverse community members, or others, is critical for us to continue fostering a sense of community. When we feel like we belong, we are invested in cultivating meaningful, long-lasting relationships that bring us closer together.

In some cases, language presents an opportunity for spaces to become more welcoming. By translating materials, signage, and other visible text, entities can continue promoting inclusivity in their practices and effectively communicate with underrepresented communities. Additionally, asking communities we are trying to reach about their preferred method of communication can generate greater reach.

For the community to continue developing lasting relationships, conversations about complicated issues like race, gender, and other identities should be taking place. These can help bridge divides and reduce bias and discrimination, as well as promote a sense of connectedness. When people from different backgrounds come together and have an honest discussion about complicated issues, within a framework that promotes understanding, outcomes can be positive. Raising awareness and creating empathy is one of the most immediate results; understanding differing views is another.

Responsible Entity: Inclusion Task Force

Key Indicator: Increase in percentage of people saying they feel included in the community.



Photo: Tanzi Propst

Bike to School Day, May 2019

a. Inclusive events and buildings

- i. Examine existing community spaces and events, evaluate and enhance the level of inclusion, and embed inclusion in new spaces such as the Bonanza Arts and Culture District.
- ii. Promote and support inclusive events.
- iii. Raise awareness about our diversity and celebrate it.

b. Language

- i. Enhance and increase translation services for government entities and nonprofit organizations.
- ii. Evaluate communication channels for effectiveness at reaching populations who are underserved due to language barriers.

c. Living room conversations

- i. Develop/adopt a standard format, process, and procedure for structured living room conversations and similar avenues for deliberate yet informal discussions aimed at bringing diverse community members closer together.
- ii. Offer facilitation workshops for individuals to acquire the skills and tools needed to support these conversations.
- iii. Invite individuals and organizations to volunteer to organize living room conversations; support planning, organizing, and promotion of the events.



Photo: Tanzi Propst

Inclusive spaces and events are a critical component to increase social connectedness in our community

- iii. Solicit feedback from underserved or underrepresented communities via focus groups and other mechanisms to further improve communication.



Photo: Tom Horton

Dalia Gonzalez, Enrique Sanchez, and Kate Barber talk about immigration during a living room conversation last spring

Timeline	2020	2021	2022	2023	2024
III.1.a. Inclusive Events & Buildings	In Progress			Complete	Monitor
III.1.b. Language	In Progress	Complete	Monitor		
III.1.c. Living Room Conversations	In Progress		Complete	Monitor	

2. Tools and Education

If we are to reduce bias and discrimination, and continue fostering inclusive spaces, we must raise awareness through education. Discrimination is a complicated issue, given that it operates at the individual and structural level. Evidence-based trainings and conversations are required to make an impact on an issue that is pervasive and often invisible, at least at the structural level.

We are collectively learning through this process that a cultural shift is required for diversity, equity, and inclusion to advance. For meaningful and sustainable change to occur, a community learning cohort must come together to advance our collective knowledge on the pertinent themes around inclusion. For transformational change to occur, cross-sector partnerships are needed that help establish a shared language and framework across the community. This organizational capacity can then support internal and external conversations around diversity, equity, and inclusion.



Hanif Fazal from the Center for Equity and Inclusion facilitates a workshop in Park City on diversity, equity, and inclusion

Responsible Entity: Inclusion Task Force

Key Indicators: Increase in diversity of leadership boards, committees, and staff; increase in numbers of community leaders trained in facilitating social equity processes and outcomes.

- a. Increase capacity community-wide through a *learning cohort* of people empowered to lead and facilitate change.
 - i. Organize and convene a community learning cohort in diversity, equity, and inclusion facilitation and leadership.
 - ii. Coordinate an executive leadership training in parallel to the community learning cohort.
 - iii. Support organizations in developing their own equity plans.
- b. Develop and implement *community education* programs.
- c. Launch a *leadership campaign* to help raise awareness about diversity, equity, and inclusion, and to increase representative and inclusive voices in leadership positions.
- d. Create, model, and promote an *organizational pledge* to uphold the values of diversity, equity, and inclusion.

Timeline	2020	2021	2022	2023	2024
III.2.a. Learning Cohort	In Progress		Complete	Monitor	
III.2.b. Community Education	In Progress			Complete	Monitor
III.2.c. Leadership Campaign	In Progress	Complete	Monitor		
III.2.d. Organizational Pledge	In Progress	Complete	Monitor		

Other Recommendations

The three social equity priority action areas addressed above—affordable housing, education, and inclusion—were chosen because they represent a balance of high community concern and the potential for prompt action. Three additional areas of social equity—income, access to healthcare, and transportation—arose during the planning process and are addressed briefly below. These additional areas were considered less ready for a community coalition to have a prompt and significant impact on. The recommendations and next steps below will be explored further as a part of the ongoing social equity community convening work, and further action plans may emerge in future months and years to better address these areas.

Income

In the Social Equity Community Survey, the 706 participants identified low wages as the second most important social equity issue facing our community today, behind only affordable housing. The two issues are interconnected, as they can both support a working family in gaining financial stability. Low wages are also linked to decreased educational achievement, worse health outcomes, limited access to quality childcare, and fewer avenues to address mental wellness, among others. When socioeconomic levels are as disparate as they are in our community (23% of Park City School District students qualify for subsidized lunch, yet the median sales price for a single-family home within Park City limits was \$2,093,950 from June 2018-July 2019), the result is a reduced sense of connection and belonging.

The service industry is one of the largest economic drivers in our community, yet those employees receive some of the lowest compensation. Even though some hourly rates in that industry are now in the \$12-14 range, they have not kept pace with significant rent and living cost increases. The Massachusetts Institute of Technology's Living Wage Calculator offers these numbers (hourly wages) for Summit County for a family of four:

2 adults (1 working)
2 children

Living Wage	\$26.89
Poverty Wage	\$12.07
Minimum Wage	\$ 7.25

Recommendations for Future Action

- Raise awareness about cost of living.
- Advocate for fair wages for vulnerable populations.
- Advance adult education and entrepreneurship programs to promote career mobility.
- Address the gender pay gap.
- Strengthen employee rights and advocacy groups.

Access to Healthcare

In the healthcare industry, costs are rising. In 2017, the Journal of the American Medical Association published a study showing that healthcare spending rose almost a trillion dollars from 1996 to 2015. Per person healthcare spending increased by 4.2% in 2017. The rising cost of services in the healthcare industry make it so that people go without checkups for longer stretches of time, leading to overall worse health outcomes. Additionally, many employers do not offer healthcare benefits.

In our community, the needs of the uninsured are primarily met by People's Health Clinic. General medicine, pediatrics, mental health, and vision care are some of the services they provide.

Photo: People's Health Clinic



Medical services at People's Health Clinic in Park City

Summit County Health Department also supports needs of the uninsured and underinsured by providing some free or low-cost services such as dental care, alcohol and drug counseling, women's health services, and others. They charge based on a sliding scale.

There are about 5,000 Medicaid-eligible people in our community who are not enrolled in Medicaid and are therefore needlessly uninsured. Key barriers to enrollment include awareness and the application process.

Care for the underinsured and others unable to afford it is also provided by Park City Hospital and other healthcare providers through direct financial assistance policies.

A lack of knowledge in services can sometimes be addressed by providing basic health education, through *promotoras* or navigators who have received specialized training but are not healthcare workers.

The gap in dental care for the uninsured represents one of the most widespread local challenges, with long term health complications arising from lack of early treatment.

Recommendations for Future Action

- Launch campaign to promote Medicaid enrollment.
- Advocate for Medicaid expansion to include those up to 138% of the federal poverty level.
- Increase coordination among service providers.
- Create a low-cost dental clinic or other access for the uninsured and underinsured.
- Continue and expand efforts to increase access to mental health providers.

Transportation

Over the last year, Park City Community Foundation’s social equity team met, in collaboration with Park City Municipal Corporation, with various community members, groups, and organizations to help identify additional social equity issues facing the community. In these social equity “listening tour” events, transportation was one of the most-cited social equity issues identified by participants. The main issue that people cited was access to transportation to get where they need to go.

According to the American Public Transportation Association, the average household spends 16 cents of every dollar on transportation, and 93% of this goes to buying, maintaining, and operating cars, the largest expenditure after housing. Park City Transit’s fare-free system provides a significant economic benefit to lower income users by offsetting the cost of transportation to and from employment.

For our community to thrive, it is important that everyone has equitable access to the transportation that they need. Transportation not only affects people’s economic and social opportunities but also allows individuals and families to more fully participate in our community. On a community level, effective public transportation can reduce traffic, parking congestion, and connect willing employees with businesses seeking to fill positions. To increase equity and economic opportunity in Summit County, it is important that all community members (seniors, neurodiverse community members, the workforce, students, and others) can access effective transportation.

Recommendations for Future Action

- Expand transit system to more areas where workers live.
- Create more flexible and responsive transportation (such as microtransit).
- Explore expansion of car-share methods (carpools, vanpools, community sponsored car sharing, etc.).
- Advocate for lower-income users.
- Continue bilingual outreach.
- Continue to fund “fare-free” public transit.

Funding

This community social equity strategic plan is only meaningful to the extent that its recommendations lead to action and positive outcomes, and those are only possible with leadership and financial support. Funding will need to be a collaborative commitment by government, business, nonprofits, individuals, and more.

In order for the priorities outlined in this plan to move forward, early funding will need to be raised to coordinate each major area of work and to provide seed money for the proposed initiatives. The task forces responsible for each strategy will assist government, business, and philanthropic funders in identifying the most urgent and high impact funding needs and opportunities.

Timeline of the Preparation of this Strategic Plan

October 2018

- Prepared initial plans with small project startup team.
- Developed communications and outreach plan; continued listening tour sessions.

November 2018

- Brought community partners together in an initial Advisory Committee.
- Started continuous process of identifying and inviting others who should be involved.
- Created operational plan to create an inclusive coalition of community members and partners to help develop a community social equity strategic plan.

December 2018

- Established mission and goals.
- Identified initial areas of work.
- Defined and formed initial planning task forces.

December 2018 – April 2019

- Gathered and analyzed data and input from diverse communities.
- Identified social equity gaps and opportunities for filling those gaps.

May – June 2019

- Used data and gap analysis to prioritize desired outcomes.
- Formed outcome-specific task forces.
- Identified priority actions that would have the most significant impact toward improving social equity.

June –July 2019

- Created an action plan aimed at ensuring that the coalition, its actions, and its results become an enduring, sustained, and systemic strength of our community.

July – August 2019

- Drafted strategic plan.
- Developed a multiyear budget of the resources needed to accomplish the plan.
- Shared the plan with the coalition and other community members and partners.

August – September 2019

- Share strategic plan with coalition member organizations and invite approvals/endorsements.

Initiative Structure

Advisory Committee

The Advisory Committee serves as the guiding body of the Social Equity Initiative. The primary responsibility of the Advisory Committee is to ensure that the process, the task forces, and the overall strategic plan are aligned with the mission and objectives of the initiative.

Data Analysis Task Force

The Data Analysis Task Force is charged with providing instrument design, data collection, and data assessment to help the Social Equity Advisory Committee and other task forces institute data-driven decisions.

Funding and Financial Analysis Task Force

The Funding and Financial Analysis Task Force leads efforts to identify potential funding opportunities through grants, private donors, earned revenues, and in-kind resources that could help in the advancement and implementation of the Social Equity Initiative.

Affordable Housing Task Force

The Affordable Housing Task Force is charged with identifying opportunities that promote the faster development of units, improved availability of information for potential applicants, and organization of advocacy efforts in our community.

Early Childhood Alliance

The Early Childhood Alliance exists to pursue better outcomes for children ages zero through three. It has developed a five-year plan and has already raised substantial funds toward its first two years of operations. It includes parents/caregivers, providers, funders, and other interested individuals and organizations.

Education Equity Task Force

The Education Equity Task Force will lead the education goals under this strategic plan, with the exception of early childhood (which will be the responsibility of the Early Childhood Alliance). The task force will include key leaders from local school districts, education funders, and other interested individuals and organizations. This task force will form ad hoc work groups around the specific issues under its charge, involving existing community organizations.

Inclusion Task Force

The Inclusion Task Force is charged with providing guidance and support for significant community education and involvement opportunities (e.g., implicit bias training, diversity awareness training, events, etc.) designed to increase buy-in and understanding of the process by residents of Park City/Summit County. The task force also ensures that broad community representation is present during the Social Equity Initiative process.

Advisory Committee

Beth Armstrong

Andy Beerman

Jed Briggs

Doug Clyde

Julio Espinoza

Jill Gildea

Dalia Gonzalez

Rob Harter

Katie Holyfield

David Levinsky

Franco Libertini

Abby McNulty

Sadie Ortiz

Joan Paz

Daniel Potter

Claustina Mahon-Reynolds

Cami Richardson

Jason Schwartz-Johnson

Cheryl Soshnik

Nann Worel

Tommy Youngblood

Diego Zegarra

Lizeette Zurita

Task Forces

Data Analysis Task Force

Francisco Astorga
Kara Cody
Aaron Crouse
Jeffrey Jones
Jaclyn Knapp
Gretchen Lee
Maria Mullahi
Caitlin O'Connor
Kate Phillippe
Amy Terpstra

Funding and Financial Analysis Task Force

Doug Clyde
Jory Macomber
Jonathan Weidenhamer

Affordable Housing Task Force

Melissa Band
Shellie Barrus
Amy Cairn
Craig Elliott
Becca Gerber
Jason Glidden
Jeffrey Jones
Alison Kuhlow
Chris Lampe
Scott Loomis
Megan McKenna
Jessica Norie
John Sale
Cheryl Soshnik
Malena Stevens
Caitlin Willard

Early Childhood Alliance

Kathy Anderson
Beth Armstrong
Jaime Bercuson
Valarie Browning
Deb Danson
Alison Delgado
Tom DiGenno
Jillian Ettner
Dusty Frisby
Miriam Garcia
Joyce Hasting
Katrina Kmak
Mary Leader
Caroline Lewis
Carol Loomis
Alec McAree
Meaghan Miller-Gitlin
Leisa Mukai
Kali Otteson
Tina Pignatelli
Maureen Saborio
Tim Savage
Jackie Swan
Valarie Vazquez
Mary Flinn Ware
Nann Worel
Lizeette Zurita

Inclusion Task Force

Peregrine Bosler
Bianca Carrasco
Eric Esquivel
Zoe Flavin
Patty Garcia
Dalia Gonzalez
Tory Guilfoyle
Tim Henney
Moe Hickey
Daisy Hodson
Katie Holyfield
Linda Jager
Liz Longhurst
Taylor Matkins
Sam Mekrut
Daniel Potter
Emma Prysunka
Jocelyn Scudder
Pete Stoughton
Max Ventura
Betsy Wallace
Katy Wang
Tommy Youngblood

Healthcare Task Force

Tracy Altman
Beth Armstrong
Rylee Curtis
Sherri Fisher
Aaron Newman
Wendy O'Leary
Caroline Rose
Lori Weston
Lizeette Zurita

We are deeply grateful to everyone who served on the committees and task forces, and to everyone else who participated in the preparation of this plan.

Diversity	The full range of differences, visible and non-visible, that make each individual unique. Diversity enriches our community.
Early Childhood	Early childhood may refer to a child's life from birth up until they start kindergarten, which is often at age five or six. In this document, the early childhood plans focus on the years from birth through age three.
Inclusion	An environment that engages diverse perspectives, differing ideas, and individuals from different backgrounds to help define policy and practice and help shape culture.
LBGTQ+	An acronym for lesbian, bisexual, gay, transgender, queer or questioning, and more. These terms are used to describe a person's sexual orientation or gender identity.
Neurodiversity	Refers to variations in the human brain regarding sociability, learning, attention, mood, and other mental functions.
Social Equity	Social equity aims to address disparities in outcomes due to race, ethnicity, income, ability, age, gender, sexual identity, and other factors. Social equity assumes that everyone starts from different places. In our community, resources must be allocated to help close significant disparities in the priority areas of housing, education (with an emphasis on early childhood education), and inclusion.

Council Agenda Item Report

Meeting Date: September 21, 2021

Submitted by: Julia Collins

Submitting Department: Transportation Planning

Item Type: Staff Report

Agenda Section:

Subject:

1:45 p.m. - Transportation Innovation

Suggested Action:

Attachments:

[Transportation Innovation Staff Report](#)

[Exhibit A: Transportation Innovation Poster](#)

MEMO

DATE: September 20, 2021

TO: Honorable Mayor Beerman and Park City Council

CC: Matt Dias, Park City Municipal Corporation, City Manager

FROM: Nann Worel, Park City Council
Julia Collins, Park City Municipal Corporation, Transportation Planning
Kim Fjeldsted, Park City Municipal Corporation, Transit Manager
Alex Roy, Park City Municipal Corporation, Transportation Planning

SUBJECT: Fall Council Retreat: Transportation Pillar Task Force and Project Updates

Introduction

Transportation Innovation was highlighted as one of the strategic pillars coming out of the Vision 2020 effort. A Transportation Task Force was assembled to help define and lead the charge on implementing the Vision 2020 effort of “Embracing Innovative Action.” The Task Force team consists of technical experts and key stakeholders from the community. The team has banded together to assess and consider refinements to strategic action areas for the transportation innovation pillar. The Task Force has met three times, identifying areas of opportunity, and discussing the “ideal transportation vision” and strategies for implementation.

The Transportation Pillar is somewhat unique because the City has three major transportation planning efforts already underway: Short Range Transit Plan (SRTP), Long Range Transportation Master Plan (Park City Forward), and the Active Transportation Plan (ATP). These plans build off previous planning efforts, like the General Plan, and other plans that prioritized transit and transportation investments – tunnels, transit centers, and transit equipment and technology.

The Task Force is acting as a community sounding board to question and provide feedback on the Park City Forward Long Range Transportation Master Plan. Members of the Task Force have questioned the functionality of the ‘transit first,’ ‘car optional’ and ‘restricted parking’ concepts. Therefore, at the retreat Council will be asked if they wish to recalibrate the direction on this and future transportation strategies. Concurrently with the Task Force, staff continues aggressive work to implement transportation innovation in five areas: projects, policy, pilot projects, programs, and transportation planning. The retreat presentation will provide attendees with updates on projects, transit operations and task force work completed to date.

Progress on Transportation Projects and Plans

As the Transportation Task Force advances their work, simultaneously Park City staff is aggressively implementing projects that embody transportation innovation.

Capital Investments / Projects in Motion:

- Procurement of 14 Electric buses
- SR-248/Kearns Corridor Enhancements
 - Shoulder Running Bus Lane
 - Quinn's Park and Ride
 - SR248/Bonanza Pedestrian Improvements
 - Richardson Flat/SR248 signalized intersection
 - Completed the PC Heights boardwalk connection
- SR-224 Corridor
 - Bus Rapid Transit Federal Process
 - Fresh Market/Park Ave bus stop enhancement project
 - Traffic Analysis of the Box of Rocks Intersection (SR224/Empire Ave/Deer Valley Drive)
- "Text to Pay" Parking Software

Policy:

- WALC Committee update
- City-County Partnership
- Updates to the Complete Streets policy

Neighborhood Services / Pilot Projects

- Transit to Trails
- People-First Streets Program
- Park Ave Traffic Calming
- Hillside Ave Traffic Calming

Transportation Blueprints

- Park City Forward: Long Range Transportation Master Plan
- Active Transportation Plan
- Short Range Transit Plan

Transportation Task Force:

- Council Representative: Nann Worel
- **Task Force Stakeholders:**
 - Steve Issowits & Victoria Schlaepfer - Deer Valley Resort;
 - Michael Lewis & Josh Scheetz- Vail Resorts;
 - Clive Bush - Park City Resident;
 - Eugene McCarthy – Summit County Resident/Transit Rider;
 - Caroline Rodriguez - Summit County/High Valley Transit;
 - Ginger Wicks – HPCA;
 - Jennifer Wesselhoff - Park City Chamber;
 - Meeche White - National Ability Center;
- **Task Force Meeting #1 - July 9, 2021**
 - Purpose of the Task Force Discussion: Participants went through an opportunities and challenges exercise that highlighted how Park City transportation is successful and where things can be improved through a roundtable discussion. Park City Staff provided an

overview of the current transportation planning efforts which include the Park City Forward long-range transportation master plan, the Short Range Transit Plan, SR224 BRT NEPA project led by Summit County and the upcoming Active Transportation Plan. Jason Miller, Fehr and Peers Transportation Consultant worked with the group to highlight potential tools/data/reports that the Short Range Transit Plan will provide to meet transit goals.

- The Task Force provided feedback that Park City has a lot of achievements over the years and many opportunities exist for future policies, programs and projects.

- **Task Force Meeting #2 – September 3, 2021**

- Purpose of the Task Force Discussion: PC Staff highlighted the development of Park City Forward, the Transportation Master Plan. This included an overview of the work completed to date, a summary of the robust community outreach to date, review of the vision and Goals.
- The meeting included a breakout session on how specific users travel to locations within Park City - how they travel now and how they could, ideally, travel in the future. The group discussed preferred transportation strategies.
- The Task Force provided feedback that it was impressive Park City is advancing this comprehensive plan and questioned if the current direction is aligned with the Community goals and post-COVID19.

- **Task Force Meeting #3 – September 17, 2021**

- The vision statement language was also revisited by the team to assess its relevancy and ensure alignment with stakeholder input. Updates will be proposed at the retreat.
- The team had a discussion on the following transportation strategies: “Car Optional”, “Transit First” and “Restricted Parking.” The discussion will be summarized at the Council retreat.
- A report back on the traveler / mode / node breakout session.

City Council discussion questions:

- **From the Task Force: Are the principles of “Car Optional,” “Transit First,” and “Restricted Parking” still the appropriate direction for Park City?**
- **Should Council identify a liaison for the ATP?**



First Electric
BIKE SHARE
system in the
n a t i o n

Approximately
40,000
daily auto trips on
gateway corridors



Approximately
25% OF BUSES
are battery-electric



Approximately
3 MILLION
regional transit
riders annually

Embracing bold, multimodal transportation solutions:



Major Capital Investments

- 14 Electric Buses; Transit Scheduling Software
- S.R. 248/Kearns Corridor
 - Shoulder-Running Bus Lane
 - Quinn's Park and Ride
 - SR248/Bonanza Pedestrian Improvements
 - Richardson Flat/SR248 Signalized Intersection
 - PC Heights Boardwalk Connection
- S.R. 224 Corridor
 - Bus Rapid Transit Federal Process
 - Fresh Market/Park Ave Bus Stop Enhancement Project
 - Traffic Analysis of the Box of Rocks Intersection (S.R. 224/Empire/Deer Valley Dr.)
- "Text to Park" Payment Software



Policy

- WALC Committee Update
- City-County Partnership
- Complete Streets Policy



Neighborhood Services and Pilot Projects

- Transit to Trails
- Rail Trail Enhancement
- People-First Streets Program
 - Prospector and Thaynes Neighborhoods
- Park Ave Redesign
- Hillside Ave, Rail Trail Access, and McCloud Creek Connections
- Bus Stop Enhancements
- Customer-Focused Transit Services
 - Paratransit, Resort Connections, and Senior Mobility



Transportation Blueprints

- Park City Forward: Long Range Transportation Master Plan
- Active Transportation Plan
- Short Range Transit Plan



Council Agenda Item Report

Meeting Date: September 21, 2021

Submitted by: Heinrich Deters

Submitting Department: Sustainability

Item Type: Staff Report

Agenda Section:

Subject:

2:45 p.m. - Environmental Leadership

Suggested Action:

Attachments:

[Environmental Leadership Staff Report](#)



City Council Staff Report

Subject: Environmental Pillar Update
Author: Luke Cartin, Heinrich Deters, Clint McAfee
Department: Environmental Leadership
Date: September 21, 2021
Type of Item: Informational

Recommendation

Review and discuss programs and projects associated with the Environmental Pillar.

Executive Summary

The Environmental Pillar Task Force consists of Steve Joyce, City Councilmember, Luke Cartin, Environmental Sustainability Manager, Clint McAfee, Public Utilities Director, and Heinrich Deters, Trails and Open Space Manager. The group collaborates on policies, programs, and projects which promote the mission statement and goals identified below. So much work was underway with various stakeholders, including several large capital projects (3KWTP, offsite solar, etc.) that the group was kept intentionally small in its initial phase.

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

Goals

- 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 for soils, water, and wildlife.

Background

The Environmental Leadership Task Force partners with numerous community organizations and stakeholders including but not limited to; Bill White Ranches LLC, the Division of Wildlife Resources, the Weber River Commissioner, Ski Resorts, Summit County, Snyderville Basin Special Recreation District, Land Trusts and the Utah Forestry, Fire, and State Lands to implement initiatives. This group has taken a hands-on

approach to meetings, by scheduling site visits to various projects.

June 22nd Meeting- The Task Force met near the McPolin Farmlands to review and discuss the McPolin Farm Eco Plan and discuss the related drought conditions. The meeting included Bill White, who holds the McPolin Agricultural lease, and Robby Engle from the Division of Wildlife Resources. The group also got an update on water rights restrictions from the Weber River Commissioner.

- Discussion:
 - Irrigation of City property (Agricultural and Park)
 - Drought resistant plant materials
 - Minimum streamflow goals
 - Soil health
- Actions prioritized from this meeting specifically addressed drought conditions impacting McLeod Creek and the greater Weber Basin watershed.
 - Staff concluded that agricultural irrigation at Richard's Ranch and McPolin Farmlands should be halted for the season to provide additional flows to McLeod Creek.
 - Prioritized discussions associated with soil health and drought-tolerant plant materials, which led to the September 13th meeting with IHC and internal discussions with the Planning Department.
 - Rebalanced flows between McLeod Creek and Silver Creek to avoid low flows

August 9th Meeting- The Task Force met on the city-owned Virginia Mining claims open space in the Rossi Hill area above Old Town to review a wildfire mitigation project. The meeting included Dave Telian from Alpine Forestry LLC., who is a wildfire mitigation contractor.

- Discussion:
 - Review of wildfire mitigation work specific to the defensible space program.
 - Discussion of varying mitigation processes and methods.
 - Pile burning process as an option to chipping or hauling away materials.
 - The role of private property owners
 - Funding and Grants associated with wildfire mitigation
 - The importance of wildfire mapping and prioritization
- Actions prioritized from this meeting are specific to community-wide wildfire planning and preparedness.
 - Scheduling of a community wildfire presentation at mid-year Council retreat.
 - We are acquiring resources related to wildfire and open space-related grant writing.
 - Proposed pile burning pilot project on Rossi Hill
 - Additional defensible space work on the Treasure Hill parcel

September 13th Meeting – The Task Force toured Intermountain Healthcare's (IHC) drought-tolerant landscaping at the Park City facility. Steve Joyce and Max Doilney, City Council members, and Jason Christensen and Clint McAfee from Public Utilities Department, Luke Cartin, Environmental Sustainability Manager, and Gretchen Milikin, Planning Director, attending the meeting to see how IHC is approaching landscaping at

their facilities.

- Discussion:
 - IHC reported that they are installing drought tolerant landscaping, which will replace turf grass, around most of their Park City Facility. They currently use over 2 million gallons of water per summer for outdoor irrigation and they project that the improvement will cut that use by 2/3rds.
 - The cost of the improvements is over \$300k and they expect about a 13-year return on investment.
- Actions prioritized from this meeting are specific to internal discussions, including but not limited to the Forestry Board, Planning and Environmental Sustainability.

Analysis

In addition to the meeting and projects identified above, an update of several projects identified at the annual retreat is presented below. Staff is requesting feedback or discussion as needed from Council. Additionally, Trails and Open Space will be delivering a community-wide wildfire presentation for discussion.

Public Utilities:

- The Water Department completed upgrades to the Deer Crest pump house. This energy efficiency project is expected to save the City \$82,431 annually. The project received a rebate of \$124,530 from Rocky Mountain Power.
- Advanced water main cleaning will begin on October 4th. This work involves injecting an icy slurry into the City's water mains. As this slurry moves through the pipes, it scours the pipes' inside walls, providing enhanced sediment removal. This method is widely used, extremely effective, and safe for water consumers.
- At the September 23rd City Council meeting, Public Utilities will present future flows in Empire Creek and on the City's Water Conservation Program.
- "Drains to Stream" educational markings on Old Town storm drains ([link to staff report](#)) -
- Spiro Tunnel portal rehabilitation complete – ribbon cutting planned for October 5th at 5 pm, public invitation to come.
- The Water Department is on track to issue \$65 million bond for water quality improvements.

Environmental Sustainability:

- Zero waste: Potential residential curbside composting pilot
 - City staff is working with a potential hauler and composting facility to launch a residential compost program in the late spring/early summer of 2022. Staff is also pursuing matching dollars to grow the impact of the pilot program.
- Collaboration: Mountain Town Solutions Project
 - Staff is coordinating with other mountain communities to launch a multi-community climate action framework this late fall. The goal is to reduce barriers to information sharing, best practices and identify projects that communities can collaborate on to reduce cost and increase impact.
- One Tree per Resident: Planting Park City
 - Sustainability is working with Community Engagement and external partners to roll out a tree planting program community-wide. This group will

host a kick-off event this fall to plant one tree per resident in city limits. Staff will provide Council updates as the project progresses.

Trails and Open Space:

- Adoption of an Interlocal Agreement with Utah State Parks to manage and maintain the Rail Trail within City limits.
 - Staff has met with State Parks on several occasions and are hopefully in the final revisions of a management agreement.
 - In conjunction with Trails and Open Space, Streets staff acquired a special construction permit to provide patching and a seal coat to the Rail Trail from Bonanza Drive to Richardson Flat Road.
 - Staff has submitted a Summit County Recreation Arts & Parks grant for \$500,000 to improve the Rail Trail facility.
 - Staff is requesting Council award Fehr & Peers a Rail Trail Master Planning contract at the September 23rd meeting, which will kick off the planning process this winter.
 - The Master Planning process will provide for a community stakeholder group and community open houses in which residents can provide input into future Rail Trail improvements.
 - The Master Planning process identifies a Council liaison to participate in the process and regular updates to City Council.
- Transit to Trails Pilot Project.
 - Utah Open Lands was awarded a \$15,000 grant for this project by The Central Wasatch Commission (CWC) to provide free shuttle service on weekends from Park City to Bonanza Flat.
 - In conjunction with PCMC, the project started on July 13th.
 - To date, the program has provided over 500 trips to and from the Bonanza Flat Conservation Area (BFCA) and has been extended six weeks through October 31st.
 - PCMC, in conjunction with Summit Land Conservancy (SLC), has also started an 'In Town' version of the program, which provides weekend service to Silver Star (Armstrong Trail), McPolin Farm, and the Cove Trailhead.
 - Staff anticipates returning to Council to discuss permanent season-specific programs.
- Treasure Hill Trail.
 - An uphill directional biking and multi-directional hiking trail were identified as part of the Treasure Hill planning and public access improvements.
 - The trail will start at the Treasure Hill Trailhead and connect to the Mid-Mountain Trail near the Park City Mountain maintenance building.
 - The Mountain Trails Foundation secured community donation funding of \$50,000.
 - The project, known as the Mother Urban Trail, is currently being constructed and is anticipated to be completed by late fall, weather permitting.

- Open Space and Trails Ranger Program.
 - Two part-time Rangers have been hired for the summer/fall season.
 - Rangers typical duties include:
 - Providing customer service and information at trailheads. Much of the focus has been on the Bloods Lake area.
 - Observations specific to Bloods Lake Trail and Trailhead:
 - Most users get their trail information from online sources such as <https://www.alltrails.com/us/utah/park-city>
 - Most users are out-of-town visitors.
 - Most users ignore the no parking signs.
 - Providing general maintenance to pathways and trailheads.
 - Replacing/adding signage
 - Collecting user data.

TRAILS & OPEN SPACE FUTURE PROJECTS/PROPOSALS

- Transit to Trails Winter Edition
 - Due to the success of the summer program we are looking at providing similar free shuttle service to winter trailheads.
- Iron Mountain Conservation Easement Proposal
 - The City owns over 300 acres of open space on Iron Mountain. Summit Land Conservancy, on behalf of residents living in the area are proposing a conservation easement be placed on the properties.
- Treasure Conservation Easement
 - The City will be submitting a Request for Qualifications (RFQ) for qualified land trusts to place a conservation easement on the Treasure Hill Open Space.
- Clark Ranch East Conservation Easement
 - Utah Open Lands is interested in finalizing a conservation easement on approximately 150 acres of city-owned property located on the east side of Highway 40, commonly referred to as Clark Ranch.

Topic Presentation for Discussion- Community-Wide Wildfire Preparedness

The Trails and Open Space Department will be presenting an overall Wildfire Mitigation Plan to City Council, consistent with the adopted Community Wildfire Preparedness Plan ([CWPP](#)) and specifically the following goals:

1. Financing & Funding (Goal B.4)
2. Pre-disaster mitigation Grants Grant (Goal B.4 & C-1)
3. Evaluation of City-Owned Land, fuel breaks (Goal C-1)
4. Fuels Reduction Programs & Burn Program (Goal B-3 & C-2)

Staff has invited members of the Wildfire Fuels Reduction Committee and Forestry Board to participate in the discussion.

Council Agenda Item Report

Meeting Date: September 21, 2021

Submitted by: Jason Glidden

Submitting Department: Community Development

Item Type: Work Session

Agenda Section:

Subject:

3:45 p.m. - Housing Task Force

Suggested Action:

This is an informational update with City Council to ensure Council is supportive of the direction of the task force and to see if there are additional initiatives that Council wants to the task force to focus on.

Attachments:

[Housing Task Force Staff Report](#)



MEMORANDUM

TO: Council
FROM: Jason Glidden & Elyse Kats
DATE: September 21, 2021
SUBJECT: Housing Task Force & Subcommittees

The purpose of this memo is to provide City Council with an update on the Housing Task Force. The memo will walk through the process for creating the task force, the progress made, the overall goals of the task force, and the proposed next steps.

Background:

The Park City 2020 Strategic Plan outlined housing as a critical part of the Social Equity & Affordability Pillar with a goal to *“Develop housing and implement policies to create more affordable workforce and family housing options”*.

At the spring retreat, staff presented a list of accomplishments and future projects to further the progress of this strategic [pillar](#). During the discussion of this pillar, the Council discussed the possibility that housing may not get the attention needed in the larger Social Equity & Affordability pillar, and whether more focus needed to be put on housing by creating a separate pillar. Based on this discussion, a separate Housing Task Force was created with Council Member Gerber as the Council liaison for the group.

The Task Force’s purpose is to bring a community and professional perspective to make progress towards building more community housing. Initial conversations on who should participate in the task force quickly identified that too many stakeholders in the community were imperative to these conversations. As a result, it was decided to create a Housing Task Force as well as four subcommittees (Health & Housing, Business & Economy, Development & Finance, and Equity and Inclusion). The subcommittees were created to break the Task Force up into specific workgroups that would focus on housing issues through a particular lens and allow for a full range of community participation. The subcommittees are chaired by a member of Housing Task Force. Chairs report back to the Housing Task Force on the feedback from the sub-committees. A list of the members of the Housing Task Force along with participants of the sub-committees can be found in Exhibit A of this memo.

Frequency of Task Force Meetings:

Housing Task Force and subcommittees meet monthly. The first meeting of the Housing Task Force was held on Wednesday, July 16th. The first subcommittee meeting occurred on Friday, August 6th. The subcommittee chairs report back to the overall Housing Task Force after each meeting. The next overall

Housing Task Force meeting will occur on Wednesday, September 15th, and by this meeting, all the subcommittee will have met between one and three times.

Content on the Task Force meetings: Starting with “Why”?

The first Housing Task Force meeting, as well as all the subcommittee meetings, started with introductions and descriptions of the goals of the task force and subcommittees. City staff took the opportunity to provide background on the current goals and projects the Housing Department has been working on. During the first subcommittee meetings, the main topic of discussion was the “why” of affordable housing. Meaning, from each subcommittee’s perspective, *why* do developers, health workers, community members, business owners, and more, *care* about affordable housing. This exercise helped the group to focus on their specific needs. In all the groups, specific stories were shared. These stories helped to illustrate the importance of affordable housing from different perspectives. While each group had specific “whys” that centered around their area, there were overlap issues related to affordable housing present across all the subcommittees. The chart provided in Exhibit B outlines the main takeaways from each subcommittee’s conversations. These takeaways from these exercises will help in telling a story to the entire Park City community on why creating more housing opportunities is important.

Future agenda items:

The discussions and considerations of the Task Force and subcommittees in future meetings will include:

- Review the scope of service for the upcoming Housing Needs Assessment,
- Creation of an objectives list from each subcommittee perspective, what could be included in a Long-Term Housing Plan for the City,
- A list of measurables for each objective to track progress

The Task Force and subcommittees will continue to be used to discuss housing details from a community and professional perspective to help the City to provide housing opportunities as quickly as possible that are cost-efficient.

Questions for Council:

Does Council approve of the current direction of the task force and subcommittees?

Are there additional desired outcomes or future initiatives that should be focused on?

- Regional Housing Authority
- Additional resources: staff, pushing to consider the development of additional City-owned land parcels, ongoing funding
- City-owned land use recommendations

Exhibit A - Housing Task Force & Subcommittees

Housing Task Force Members:

Jason Glidden	PCMC
Becca Gerber	PCMC
Elyse Kats	PCMC
Erik Daenitz	PCMC
Rory Murphy	Local Developer - Co-Chair of Development & Finance Sub-committee
Todd Hauber	PC School District Co-Chair of Development & Finance Sub-committee
Jennifer W	Chamber of Commerce - Co-Chair of Business & Economy
Jeff Jones	Summit County - Co-Chair of Business & Economy Sub-Committee
Diego Zegarra	Park City Community Foundation - Chair of Diversity & Inclusion Sub-Committee

Development & Finance Subcommittee:

Rory Murphy	Developer
Todd Hauber	Park City School District
Stefanie Wilson	Finance/ Development
Stan Kozlowski	Cooper Wynn
Peter Tomai	Specific Performance
Tony Tyler	Columbus Pacific
Pat Matheson	Mountainlands
Bill Coleman	Developer
Ryan Davis	J Fisher
Shellie Barrus/ Alison	Habitat

Equity & Inclusion Subcommittee:

Diego Zegarra	Park City Community Foundation
Mary Christa	Communities That Care
Cheryl Soshnik	Seniors
Angel	Mountainlands
Danie Ruiz	Mountainlands
Becca Gerber	PCMC
Elyse Kats	PCMC
Jason Glidden	PCMC
Jen O'Brien	Bright Futures

Shellie Barrus
Anna Williams
Allison Phillips Belnap
Dan Glasser
Rob Harter
Liza Howell
Gretchen Lee

Habitat
Latinos in Action
LGBTQIA+ Task Force
NAC
Christain Center
Bridge 21
Mountain Mediation

Business & Economy Subcommittee:

Dan Bullert

Ivonne Turner
Shirin Spangenberg
Jon W
Jennifer W
Jeff Jones
Coleen Reardon
Amy Tuddenham
Mike Lewis

Park City Area Lodging Association/ VP Hotel Ops at Stein
Park City Area Restaurant Association/ GM of Flanagan's
Historic Park City Alliance/ Escape Room Park City PCMC
Chamber of Commerce
Summit County
Deer Valley
IHC
Vail

Health & Housing Subcommittee:

Deanna Rhodes
Rachel Devine
Mitchell Garets
Nathan Brooks

Malina Stevens
Kathy Ostler
Beth Armstrong
Kendra Wyckoff
Celia Peterson
Ellen Silver
Nelson Clayton
Anne Asman
Amy Tuddenham

CONNECT Summit County
CONNECT Summit County
CONNECT Summit County
Summit County Environmental Health
Summit County Council & Police Department
Summit County Pediatrics
People's Health Clinic
Peace House
PCMC
Jewish Family Services
University of Utah Health Plans
Huntsman Mental Health Institute
IHC

EXHIBIT B – Starting with WHY? - Affordable Housing in Park City

