



**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
September 14, 2022**

NOTICE OF HYBRID IN-PERSON AND ELECTRONIC MEETING: The Council of Park City, Utah, will hold a special meeting with an anchor location for public participation at the Park City Christian Center, Second Floor, 1283 Deer Valley Drive, Park City, Utah 84060 on September 14, 2022. Council members may participate in person or connect electronically by Zoom or phone. Members of the public may attend in person. For more information, please go to www.parkcity.org.

PARKING NOTICE: There is no parking available at the Christian Center. Attendees must park across the street at City Park.

STRATEGIC PLANNING RETREAT

I. ROLL CALL

II. CLOSED MEETING - 9:00 a.m.

To Discuss Property, Personnel, Litigation, and Advice of Counsel

III. LIAISON ASSIGNMENTS AND FUTURE MEETING ITEMS - 11:15 a.m.

1. Review Council Liaison Assignments
[City Council Liaison List - Updated 9.1.22](#)
2. Consider Items for Future Council Meeting Discussions
[Possible Discussion Items for Future Council Meetings - Updated 9.7.2022](#)

IV. LUNCH - 12:00 p.m.

V. MASTER PLANNING PROCESSES - 12:30 p.m.

1. Neighborhood and General Plan Updates
[General Plan, Neighborhood Plan, Feasibility Study Staff Report](#)

VI. BREAK - 2:45 p.m.

VII. BUDGET STRATEGIES - 3:00 p.m.

1. Strategic Objectives Prioritization Exercise
[Strategic Objectives Prioritization Exercise Staff Report](#)

VIII. 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.

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

parking structure.

<u>ENTITY</u>	<u>Type</u>	<u>Primary or Co-Primary Liaison</u>	<u>Alternate</u>	<u>Staff</u>
PCMC BOARD				
BOARD OF ADJUSTMENT (BOA)	Observing	"At will" attendance		Gretchen Milliken
BOARD OF APPEALS	Observing	"At will" attendance		Dave Thacker
FORESTRY ADVISORY BOARD	Observing	"At will" attendance		Mike McComb
HISTORIC PRESERVATION BOARD	Observing	"At-will" attendance		Gretchen Milliken
LIBRARY BOARD	Non-voting	Tana Toly	Max Doilney	Adriane Juarez
PLANNING COMMISSION	Observing	"At-will" attendance		Gretchen Milliken
PUBLIC ART ADVISORY BOARD	Non-voting	Tana Toly	Ryan Dickey	Jenny Diersen
PCMC COMMITTEE				
CITIZENS OPEN SPACE ADVISORY COMMITTEE (COSAC) (attend qtrly)	Non-voting	Max Doilney	Ryan Dickey	Heinrich Deters
FRIENDS OF THE FARM	Non-voting	Ryan Dickey	Max Doilney	Paige Galvin
POLICE COMPLAINT REVIEW COMMITTEE (PCRC)	Non-voting	Jeremy Rubell	Nann Worel	Michelle Downard; Wade Carpenter
SPECIAL SERVICES CONTRACT SUBCOMMITTEE	Voting	Becca Gerber	Tana Toly	Jed Briggs; Heinrich Deters; Margaret Plane
RDA TAXING ENTITY COMMITTEE	Voting	Nann Worel		Matt Dias
RECREATION ADVISORY BOARD (RAB)	Non-voting	Max Doilney	Ryan Dickey	Ken Fisher; Tate Shaw
LGBTQ+ TASK FORCE	Non-voting	Jeremy Rubell		Browne Sebright
SPECIAL EVENTS	Non-voting	Ryan Dickey	Jeremy Rubell	Jenny Diersen
HOUSING TASKFORCE	N/A	Becca Gerber		Jason Glidden
AFFORDABILITY & SOCIAL EQUITY	N/A	Max Doilney		Adrian Juarez; Ken Fisher
TRANSPORTATION	N/A	Nann Worel/Jeremy Rubell	Ryan Dickey	
AUTHENTIC LOCAL CULTURE	N/A	Ryan Dickey		Jenny Diersen; Katrina Kmak; Tate Shaw
ENVIRONMENTAL LEADERSHIP	N/A			Luke Cartin; Clint McAfee; Heinrich Deters
LIVE PARK CITY ADVISORY COMMITTEE	Non-voting			Jason Glidden, Browne Seabright
JOINT PC/SUMMIT COUNTY ORGANIZATION				
JOINT CITY/COUNTY ECONOMIC TASK FORCE	Non-voting	Becca Gerber		Jonathan Weidenhamer
SENIOR CENTER / AGING ALLIANCE	Non-voting	Nann Worel/Tana Toly		Jonathan Weidenhamer
SUMMIT COUNTY OPEN SPACE ADVISORY BOARD		Ryan Dickey		Heinrich Deters
SUMMIT COUNTY ORGANIZATION				
COUNCIL OF GOVERNMENTS (COG)	Voting	Nann Worel	Max Doilney	Matt Dias
PARK CITY FIRE SERVICE DISTRICT ADMINISTRATIVE CONTROL BOARD	Voting – 4 year term	Jeremy Rubell	Ryan Dickey	Fire Marshal/Park City Fire District
SNYDERVILLE BASIN WATER RECLAMATION DISTRICT	Voting – 4 year term	Ryan Dickey	Jeremy Rubell	Clint McAfee
SUMMIT COUNTY BOARD OF HEALTH	Non-voting	Michelle Downard		Michelle Downard
SUMMIT MOSQUITO ABATEMENT DISTRICT	Voting	Staff- Troy Daley		Troy Daley
PARTNER AGENCY				
COLORADO ASSOCIATION OF SKI TOWNS (CAST)	Voting	Becca Gerber/Max Doilney	Council	Matt Dias
ENVIRONMENTAL PROTECTION AGENCY (EPA)	N/A	Nann Worel/Jeremy Rubell		Matt Dias
FEDERAL DELEGATION	N/A	Nann Worel	Rotates depending on issue	Matt Dias
CENTRAL WASATCH COMMISSION	Voting	Max Doilney	Nann Worel	Matt Dias
MOUNTAINLANDS ASSOCIATION OF GOVERNMENTS (MAG)	Voting	Nann Worel	Council	Matt Dias
2030 OLYPMIC BID	N/A	Nann Worel	Max Doilney	Matt Dias
PARK CITY SCHOOL DISTRICT (PCSD)	Non-voting	Becca Gerber	Max Doilney	Matt Dias; Jonathan Weidenhamer
ROCKY MOUNTAIN POWER/UTAH COMMUNITY OF RENEWABLE ENERGY AGENCY	Voting	Jeremy Rubell	Max Doilney	Luke Cartin
UTAH LEAGUE OF CITIES AND TOWNS (ULCT); LEGISLATIVE POLICY COMMITTEE	Voting	Nann Worel	Max Doilney	Matt Dias

<u>ENTITY</u>	<u>Type</u>	<u>Primary or Co-Primary Liaison</u>	<u>Alternate</u>	<u>Staff</u>
PUBLIC UTILITIES	Non-voting	Max Doilney	Jeremy Rubell	Clint McAfee; Tom Daley
NON-PROFIT				
ARTS & CULTURE DISTRICT Liaison	Non-voting	Becca Gerber	Ryan Dickey	David Everitt
COMMUNITIES THAT CARE	Non-voting	Tana Toly		
EARLY CHILDHOOD ALLIANCE	Non-voting	Nann Worel		
HABITAT FOR HUMANITY	Non-voting	Becca Gerber		
HISTORIC PARK CITY Alliance (HPCA)	Non-voting	Nann Worel	Tana Toly	Jonathan Weidenhamer
MENTAL WELLNESS ALLIANCE (Exec - NW)	Non-voting	Nann Worel	Tana Toly	Matt Dias
MOUNTAIN MEDIATION	Non-voting	Nann Worel		Mark Harrington
MOUNTAINLANDS COMMUNITY HOUSING TRUST	Non-voting	Becca Gerber	Ryan Dickey	Jason Glidden
NATIONAL ABILITY CENTER	Non-voting	Ryan Dickey		
PARK CITY AREA LODGING ASSOCIATION	Non-voting	Tana Toly	Becca Gerber	Jonathan Weidenhamer
PARK CITY CHAMBER/BUREAU BOARD OF DIRECTORS	Non-voting	Tana Toly	Ryan Dickey	Matt Dias
PARK CITY HISTORICAL SOCIETY	Non-voting	Tana Toly		Aiden Lillie
PC TOTS	Non-voting	Becca Gerber		
PC UNIDOS	Non-voting	Staff- Lynn Ware Peek	Nann Worel	
PEACE HOUSE	Non-voting	Staff- Rhoda Stauffer		
PROSPECTOR SQUARE	Non-voting	Tana Toly	Ryan Dickey	Matt Dias; Jonathan Weidenhamer
RECYCLE UTAH	Non-voting	Becca Gerber	Max Doilney	Luke Cartin
MOUNTAIN TRAILS FOUNDATION	Non-voting	Tana Toly		Heinrich Deters
SKI UTAH	Non-voting	Max Doilney	Becca Gerber	Matt Dias
SUMMIT LANDS CONSERVANCY	Non-voting	Tana Toly		Heinrich Deters

Items for Future Council Meetings

- IT Decentralized versus Centralized
- Recreation Regional Agreement
- Gillmor Parcel Transitions and Planning
- Discuss Policy Regarding Lighting the Barn
- Use of the Maverick Station for Community Events
- Ice Annual Update
- Golf Annual Update
- Budget Policy Review (Parking, Procurement, Traffic Calming/NTMP, Intergovernmental Communication, Economic Dev. Grants)
- Council Priorities on Large-Scale Capital Initiatives
- Transit O & M Costs
- Complete View of City Financial Support of Area Non-Profits (SSC, Fee Waivers, etc. All Combined)
- Rec, Golf, Ice – Prioritizing 84060 Residents, Including a Discussion on Fees, Resident Area Definition, etc.
- Leasing Surplus Water
- Should Flagstaff Area be a Route for Full-Size Buses since other Solutions were Being Looked at Around Town
- Blue-Ribbon Commission Study for Elected Official Compensation
- Parental Leave and Employee Value Study
- Bonanza Flat Winter Programming
- Bonanza Flat Conservation Easement and Management Plan Review
- Intersection Safety Improvements at SR224/SR24 and Alternatives for the Minor Crossings around the Proposed Project
- How the Peak Traffic Mitigation Plan Integrated with the NTMP
- Discuss the Development of a Housing Fund
- Water Fund Operating Funds
- Construction Mitigation Restricted Work Days
- Annexation into the Water District versus the City

Council Agenda Item Report

Meeting Date: September 14, 2022

Submitted by: Michelle Kellogg

Submitting Department: Planning

Item Type: Staff Report

Agenda Section: MASTER PLANNING PROCESSES - 12:30 p.m.

Subject:

Neighborhood and General Plan Updates

Suggested Action:

Attachments:

[General Plan, Neighborhood Plan, Feasibility Study Staff Report](#)



City Council Retreat Staff Communication

Subject: Comprehensive Planning Update –
Cultural District Feasibility Study, Bonanza Park/Snow Creek
Neighborhood/Area Plan, Park City General Plan –
Implementation Strategy

Authors: Gretchen Milliken, Planning Director
Jennifer McGrath, Deputy City Manager

Departments: Executive and Planning

Date: September 14, 2022

Type of Item: Informational

Summary

The Park City General Plan update and the Bonanza Park/Snow Creek Neighborhood/Area Plan are two long-range planning initiatives presented to City Council at the February 9, 2022, Council retreat. Both initiatives received encouragement and support from Council with emphasis on the importance of comprehensive land-use and regional planning. Council also felt the long-range planning initiatives provide a unique opportunity for Park City residents to work together to create a blueprint to guide development over the next decade. In addition, an updated Cultural District Feasibility Study is warranted to assess the post-COVID-19 needs and conditions influencing the local site, community preferences, and cultural partner input, as well as to understand how to create a successful, affordable, and economically viable development.

During the Council retreat, we had every expectation to begin long-range planning processes in earnest. However, due to staff turnover and a variety of factors that impacted workload, we are only now ready to begin. Accordingly, we have drafted several RFPs that are ready to proceed immediately after the Council retreat. The RFP's aim is to secure professional services from private sector experts.

Unfortunately, the convergence of multiple long-range planning initiatives, as well as the considerable community engagement required, makes our challenge even more complex. As a result, the Planning team recommends a staggered approach that phases plan initiation both concurrently and sequentially. In other words, our strategy will shorten the overall time period from start to finish, comingle community engagement opportunities, and complement and coordinate with Summit County's Visioning and General Plan updates.

To be specific, we recommend starting with an updated Cultural District Feasibility Study¹ and Bonanza Park/Snow Creek Neighborhood/Area Plan immediately. This study and plan will be supported, concurrently, with a robust connectivity/mobility/parking component. Run concurrently, the Feasibility Study will focus primarily on the Cultural District while the larger Neighborhood/Area Plan will take a broader, more holistic look at the entire geographical area. The immediate need for connectivity, mobility, and shared parking solutions as a result of potential area redevelopment warrants this level of prioritization.

The General Plan will follow completion of the Neighborhood/Area Plan in the Spring of 2023. The following timelines should be achievable:

1. Cultural District Feasibility Study, 3-4 months;
2. Bonanza Park/Snow Creek Neighborhood/Area Plan with a Connectivity, Mobility and Parking Component, 6-8 months; and
3. General Plan, 12-15 months.

Cultural District Feasibility Study

The previous District's Feasibility Study was conducted in 2017 (pre-COVID) and under considerably different circumstances. An updated Feasibility Study focusing on data collection and analysis will answer long-term sustainability, affordability, artistic, and cultural viability questions. It will also determine community support, desire for programmatic enhancements, and help map a viable development path forward.

Transformative redevelopment projects provide significant community benefit, however, political and community support is essential, as well as economic feasibility. The information gained through the Feasibility Study should foster confidence in a shared vision and clarify the City's future role, and the project's proper mix of size, density, uses, and configuration appropriate to achieve mission and goals.

Bonanza Park/Snow Creek

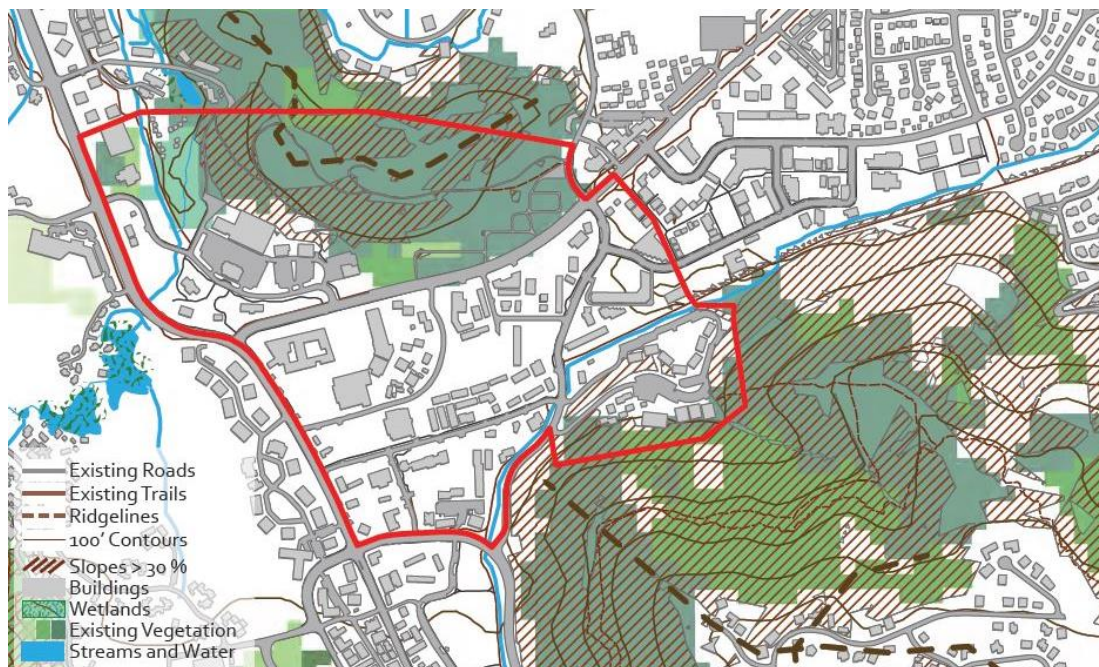
The Bonanza Park/Snow Creek Neighborhood/Area Plan will build upon the goals and strategies laid out in [Park City Vision 2020](#), [Park City Forward – A Transportation Blueprint](#), [Short-Range Transit Plan](#), and the [Arts and Cultural District](#) planning documents. The process will also fold in the goals and objectives of nearby residential and commercial districts (PSPOA), abutting property owners, planning documents from both Summit and Wasatch County, and account for proposed proximate developments/redevelopments.

The objective of any Neighborhood/Area Plan is to articulate a more detailed level of direction to guide future development and forecast unique conditions to connect with and capitalize upon, adjacent areas. Another objective is to support and harness the creativity of local and small businesses and create a future environment that mutually

¹ [Park City Cultural Facilities and District Feasibility Study, 2017](#)

benefits those already living in the area and those that may arrive with new development.

Currently, the Bonanza Park/Snow Creek Neighborhood is outlined in the [General Plan](#) as one of ten neighborhoods in Park City. It is comprised of a broad mix of land uses (resort back-of-house, parking, grocery, local shops and restaurants, banking, Public Works, Kimball Art Center, mixed-income housing, etc.). It is also perhaps the most diverse of Park City's neighborhoods, hosting the City's largest Hispanic/Latinx community. In addition, the neighborhood is arguably the most affordable and also susceptible to some of the negative forces of large-scale redevelopment and gentrification.



A major benefit is that the community owns approximately 15 acres in the area, including the Public Works campus, employee housing, 1875 Homestake Road (the Affordable Master Planned Development Homestake lot), the Arts and Cultural District, and portions of the Rail Trail and Poison Creek Trail. In addition, Munchkin Road is proposed to extend westward, where Recycle Utah is now located; Homestake Road is scheduled to expand to include a 12-foot multi-use path; and Woodbine Way is slated to become a one-way street to improve connectivity, create on-street parking, and improve walkability in the neighborhood.

Simultaneously, several major developments are being contemplated in the neighborhood/area, including at least two Affordable Master Planned Developments, affordable rental housing, and a few new Master Planned Developments. In total, there are over 27 acres of potential development actively under consideration.

The area is zoned General Commercial and Light Industrial, which is among our most flexible. As a result, the opportunity for a targeted and concentrated neighborhood planning process to lay the foundation for future zoning is now. Proactive and strategic neighborhood blueprints can help create a vibrant, mixed-use, and relatively affordable neighborhood for current and future residents.

Connectivity/Mobility/Parking Component

- Connections to, from, and within the neighborhood area are increasingly important. The study area's proposed growth must be matched with strategic transportation solutions, centralized parking, and cohesive connectivity. A strong connectivity and parking element is essential and will be prioritized in the planning process. This includes evaluation of potential additional road connections, opportunities to improve pedestrian and cyclist connectivity, and possible locations for transit stops/hubs, and a public parking facility.

General Plan

General Plans are advisory guides for land use decisions that shape future growth, land use, and development. They reflect broader community priorities and values and include goals, policies, and implementation measures to help achieve a community's future.

Coincidentally, Utah State Code requires municipalities to maintain a comprehensive, long-range general plan (UCA 10-9a-401). In actuality, General Plans serve as the single most important advisory guide for land use regulations (i.e., zoning, subdivision, annexation) (UCA 10-9a-405). The General Plan is also used by the City's many boards and commissions as a guiding document.

Park City's [General Plan](#) was adopted by City Council in 2014 after a community-wide engagement and visioning process. A more recent visioning process resulted in [Park City Vision 2020](#) - a *Community Vision and Strategic Action Plan*. *Vision 2020* calls for bold actions and identifies four critical community priorities (Pillars) as building blocks to forwarding community goals: Social Equity, Environmental Leadership, Community Housing, and Transportation Innovation.

Also included in the General Plan are plan elements that reflect and respond to specific community's needs. Outside the three required legal elements of land use, transportation, and housing, communities determine which elements are most appropriate. Some additional General Plan elements to prioritize may include Environmental Issues; Water Conservation; Historic Preservation; Arts and Culture; Sustainable Tourism; Trails and Open Space; Emergency Preparedness; Parking; Public Buildings, Services, and Utilities; Parks and Recreation; Public Safety, etc.

Regional planning is also an essential component of a General Plan. With Summit County embarking on a yearlong visioning process this fall, both PCMC and Summit County are poised to capitalize on this unique opportunity to collaborate and complement each other's efforts. Both planning departments have discussed regional

collaboration, cross-municipality participation, and alignment with goals, objectives, and strategies as well as plan elements despite having different timelines. We see no reason that these processes are not mutually beneficial, strategic, and may provide some efficiency along the way with regard to public outreach and community engagement.

Timeline

Cultural District Feasibility Study, 3-4 months

The urgent need for the Feasibility Study requires a 3-month timeline to kickstart the District's future. The study will include our two partners and provide a facility needs assessment, programmatic plan development, stakeholder and community engagement, market analysis, capital and operating cost estimation, and financing to align vision with financial and community reality.

Deputy City Manager, Jennifer McGrath, will oversee this study and contract.

Bonanza Park/Snow Creek Neighborhood/Area Plan, 6-8 months

The aggressive timeline is expected to take about 6 – 8 intense months to complete and will include neighborhood conditions; community engagement; interviews with important stakeholders and property owners, small business and resident outreach; prioritized neighborhood goals and objectives; and a report and implementation plan. Our recommendation is to include as part of the Neighborhood/Area Plan a robust connectivity/mobility/parking component. The urgent need for solutions related to transportation, pedestrian and cyclist infrastructure, connectivity, and parking issues necessitates an accelerated timeline. The plan will be reviewed by the Planning Commission with a recommendation to City Council for adoption.

The Planning Department will manage the Neighborhood/Area Plan and contract.

Park City General Plan, 12-15 months

The aggressive timeline is expected to take approximately 1 year, likely structured in three to four phases:

- Phase I – focus on current conditions and include data collection and analysis; review current General Plan to identify our performances, key issues, gaps, and opportunities along with research of relevant planning trends;
- Phase II – initiate the development of the updated general plan, including community engagement strategy; organize stakeholder groups; work with Summit and Wasatch Counties; establish specific plan elements;
- Phase III – outline specific and targeted action items defined through goals, objectives, and implementation strategies; and

- Phase IV – Council and community adoption process; work sessions and public hearings with the Historic Preservation Board, Planning Commission, and Council will occur throughout the planning process.

In summary, we recommend Council support the proposed Action Plan and authorize the:

1. Cultural District Feasibility Study, 3-4 months;
2. Bonanza Park/Snow Creek Neighborhood/Area Plan with a Connectivity, Mobility, and Parking Component, 6-8 months; and
3. General Plan, 12-15 months.

Council Agenda Item Report

Meeting Date: September 14, 2022

Submitted by: Michelle Kellogg

Submitting Department: Budget, Debt & Grants

Item Type: Staff Report

Agenda Section: BUDGET STRATEGIES - 3:00 p.m.

Subject:

Strategic Objectives Prioritization Exercise

Suggested Action:

Attachments:

[Strategic Objectives Prioritization Exercise Staff Report](#)



Staff Communication

Subject: Strategic Objectives Prioritization Exercise
Author: Matt Dias, Sarah Pearce, and Jed Briggs
Department: Executive & Budget
Date: September 14, 2022
Type of Item: Informational

The Mayor and City Council will take a survey before the retreat in order to best understand how they prioritize key goals, projects, and initiatives. The results of this exercise will be presented to Council at the Retreat for review and discussion.

Strategic Objectives Prioritization Exercise

Each year, the Park City Mayor and City Council have two unique opportunities to review accomplishments and set new policy initiatives – the Annual and Semi-Annual Council Retreat. While organizational retreats vary in purpose, activities, and objectives, an underlying premise is to come together as a team, learn from each other, and collaborate on a collective future or path forward.

In other words, a City Council Retreat is an opportune time to respond to and reflect upon the underlying needs of the organization itself, the needs of the community and stakeholders, and professional staff.

In our case, the 2022 Annual Council Retreat in February focused on creating a solid organizational foundation and summary for the Mayor and three new Councilmembers. After two long days, we created a new baseline of information whereby our policymakers could feel more confident making informed policy decisions. This paid off over the past six months as the Mayor and Council hit the ground running in the areas of essential services, transportation, housing, and the environment. The Mayor and Council also adopted an aggressive operating and capital budget that strategically redeployed resources into protecting neighborhoods, mitigating the resort economy, ensuring necessary updates were made to organizational infrastructure, and supporting employee benefits and compensation.

The goal of the 2022 Semi-Annual Council Retreat is iterative, in that it builds upon the progress to date and focuses on three specific areas – 1) team building, 2) solidifying an important 1.5-year cycle of community planning initiatives, and 3) identifying and understanding new strategic objectives.

Thus, the exercise below was created to tap into #3 and initiate a quality Retreat discussion. The exercise and survey are not meant, however, as a statistically relevant sample, or even to necessarily prescribe a next step or new program. Instead, they intended to strike a chord with those passionate about a certain policy or program, initiate a constructive discussion, and/or demonstrate the consensus or divergence of disparate views.

Strategic Objectives Prioritization Exercise

1. The Exercise assumes Park City's continued excellence in community health, safety, and welfare. We will continue to make responsible investments in essential services (law enforcement, public works, water, streets, etc.) without disruption;
2. Strategic objectives are statements to indicate what is preferred within organizational strategies that often have competing interests (money, labor, time, stakeholders, etc.);

3. Survey results will be shared at the retreat and provide a platform for discussion;
4. After reviewing the survey and Council discussion, we will return to a Council work session to solidify “outputs” and use the information to begin the FY24 Budget process; and
5. Some strategic objectives intentionally conflict with another, while others may complement. Making difficult choices between two competing priorities demonstrate for professional staff where Council has consensus and where it may not.