



PARK CITY COUNCIL STRATEGIC PLANNING MEETING MINUTES
1283 DEER VALLEY DRIVE
PARK CITY, SUMMIT COUNTY, UTAH 84060

September 14, 2022

The Council of Park City, Summit County, Utah, met in open meeting on September 14, 2022, at 9:00 a.m. in the Park City Christian Center Conference Room.

I. ROLL CALL

Attendee Name	Status
Mayor Nann Worel Council Member Ryan Dickey Council Member Max Doilney Council Member Becca Gerber Council Member Jeremy Rubell Council Member Tana Toly Matt Dias, City Manager Margaret Plane, City Attorney Michelle Kellogg, City Recorder	Present
None	Absent

Council Member Dickey moved to close the meeting to discuss personnel at 9:05 a.m. Council Member Gerber seconded the motion.

RESULT: APPROVED

AYES: Council Members Dickey, Doilney, Gerber, Rubell, and Toly

II. CLOSED SESSION

Council Member Gerber moved to adjourn from Closed Meeting at 11:00 a.m. Council Member Dickey seconded the motion.

RESULT: APPROVED

AYES: Council Members Dickey, Doilney, Gerber, Rubell, and Toly

III. LIAISON ASSIGNMENTS AND FUTURE MEETING ITEMS

Council Member Doilney felt good about his assignments and asked if anyone needed him to step up in his alternate roles. Council Member Toly requested to add Community

Wildfire Mitigation Board to the list and noted she and Council Member Rubell would be the liaisons.

Council Member Gerber asked if the taskforce liaison roles for Housing, Affordability and Social Equity, Transportation, and Environmental Leadership should be eliminated. Mayor Worel stated Council Members Dickey and Rubell had taken the lead with the Transportation taskforce and she would be the alternate. Council Member Gerber stated she and Council Member Dickey attended the Homestake meetings and asked if that was considered the Housing Taskforce. Mayor Worel felt it was important to continue having co-liaisons for Housing, but taskforce was the wrong name for that.

Council Member Toly stated she worked with seniors on housing and with Jonathan Weidenhamer regarding short-term rentals. She thought she could look at programs in the future of Housing that would utilize the existing housing stock. She thought this might be part of a Housing taskforce but separate from new building. Council Member Gerber suggested expanding the Housing Taskforce and including Council Members Dickey and Toly.

Council Member Rubell stated some liaison roles were topical and some were organizational. He suggested looking at being consistent at the next retreat and collapsing into the topical categories instead of the one on one to each nonprofit. The role of Council was an executive board and was not task-based, so he thought the Council could eliminate the topical or eliminate the organizational. Council Member Gerber stated this topic came up every few years and when the Council would agree to drop something, a big issue would surface requiring Council support.

Council Member Rubell wanted a secondary housing liaison. Housing had multiple facets: the strategic side of pushing for housing and obtaining housing; and working through the projects and being on point to work with staff and developers. Council Member Dickey asked to be co-liaison with Council Member Gerber.

Council Member Toly asked that she and Mayor Worel be co-liaisons for the seniors. Council Member Rubell asked that Council Member Dickey make it known if there were projects with perceived conflicts, since he was in the real estate business. Council Member Toly asked to be the alternate.

Council Member Rubell asked to rename the Arts and Culture liaison to the Bonanza Park liaison. It would include the entire area instead of only the Arts and Culture parcel. Council Member Gerber asked if there should be a Council liaison for each area of the City. Council Member Rubell thought that would be a good conversation for the future. Council Members Dickey and Gerber were the liaisons and Council agreed it could be renamed.

Council Member Dickey thought having neighborhood liaisons was a good idea. He was engaged in Housing, Transportation and how Special Events related to Economic Development, and he thought Special Events should be renamed Economic Development. He preferred to be more involved in these areas than in the Arts and Culture District/Bonanza Park Area if there was another Council member who would like to work with Bonanza Park. Council Member Toly stated she covered all the economic development groups and she was happy to be over Special Events/Economic Development, but noted many events happened on Main Street and that was a reason she was not the liaison when assignments were initially chosen. Council Member Rubell volunteered to be the liaison for the Bonanza Park area since his background was in strategic planning.

Council Member Gerber suggested removing PC Unidos from the list since that group didn't meet anymore. She also suggested removing Authentic Local Culture and Environmental Leadership. Council agreed. Council Member Gerber stated she was listed as the liaison for the Joint City/County Economic Task Force, but Council Members Dickey and Rubell had been active in those roles and she suggested including economic development grants in that category. Council agreed to move the joint taskforce and economic Development Grants to the Special Events/Economic Development category.

Matt Dias, City Manager, indicated the Live Park City Advisory Committee needed liaisons. Mayor Worel and Council Member Dickey volunteered for that assignment.

Future Meetings:

Matt Dias stated some of the items listed would come up naturally, but others were requests from members of the Council. He indicated most of the items would come back as staff communication reports. If Council requested more discussion, it could be brought back for discussion. Council Member Gerber asked that some of the items be combined to shorten the list. Council Member Rubell asked prioritize the items.

- IT Centralized – would be addressed in the budget process.
- Recreational regional agreement –Council Member Doilney asked to allow time for the Recreation Advisory Board (RAB) to get educated on this issue. He wanted a date certain set to give RAB parameters.
- Gillmor Parcel Transitions and Planning – This property was County owned. Luke Cartin and Heinrich Deters would be bringing this to Council in a month.
- Lighting the Barn policy – Council Member Doilney wanted a policy on how to message all City buildings and land. Dias indicated he and Mayor Worel would work on that.
- Maverick Station for community events – This was on hold for now while the feasibility study was done for the Bonanza Park area.

- Budget policy review – This would be part of the budget process and there would be some discussion today.
- Council priorities – Council would wait until after the discussion this afternoon.
- Transit operating and maintenance – This would be part of the budget process.
- City financial support of nonprofits – Budget team was working on this.
- Recreation prioritization – There would be some discussion on this today.
- Leasing surplus water – The renewal was approved for this year.
- Flagstaff transit for winter – Staff was in the planning stage.
- Council Compensation – Mayor Worel heard compensation was a deterrent for filing for Council so she wanted results before June, 2023.
- Parental leave – this would be discussed during the next budget cycle.
- Bonanza Flat winter programming – This would be coming to Council this fall.
- Bonanza Flat Conservation Easement and Management Plan review – This would be coming to Council this fall.
- Intersection safety – This would be returning to Council.
- Peak traffic mitigation with NTMP - Council Member Rubell wanted a briefing soon since it was a safety issue.
- Housing Fund – This would be discussed today and he would discuss it with Mayor Worel.
- Construction mitigation restricted workdays - Council Member Gerber asked if a taskforce was needed. Dias stated he would discuss that possibility with the Building team. Any changes would be made before construction season began. Mayor Worel asked if fines would be discussed too and suggested fines increase as offenses increased.
- Annexation to Water District versus the City – Council Member Rubell stated the question was if the City should allow people to connect into the City water system and not pay into City services. Council Member Doilney indicated each application needed to be considered on its own merit. He thought they were all unique. Council determined this did not need to be addressed at a future meeting.

Council Member Gerber requested an update from the school district and the childcare situation. Mayor Worel stated the liaisons would meet with the liaisons from the school district Friday and that could be discussed, and a date set for a Council presentation.

After a lunch recess, the following was discussed:

V. MASTER PLANNING PROCESSES

Matt Dias, City Manager, reviewed the purpose of having Council retreats and indicated the municipality covered a wide range of services which required a lot of expertise. He stated the discussions today would focus on where there was Council consensus.

Gretchen Milliken, Planning Director, stated she was presenting an action plan today for the long-term planning initiatives of Bonanza Park and the General Plan. There would be an update to the feasibility study for the Arts and Culture District as well as bumping up the circulation transportation parking component to the Bonanza/Snow Creek area plan. She noted the City would be coordinating with the County in evaluating alternatives and determining the most advantageous and strategic order of operations within the City boundaries as well as within Summit County.

Jen McGrath, Deputy City Manager, stated there was a lot going on in the Arts and Culture District and Bonanza Park and that area was central to the City. The feasibility work would help everyone understand the needs so a sustainable area could be planned. Land uses, parking needs, etc. were essential and would be part of the Bonanza Park Small Area Plan. She noted this idea supported regional coordination. The feasibility study would kickstart the implementation plan for the district's future with stakeholders. It would focus on post-COVID conditions, community input, and the critical community priorities. It would also consider the existing and future circulation and parking challenges, emphasize long-term viability and financial feasibility, and feed into the Small Area Plan.

Milliken explained the Small Area Plan was a mini-General Plan. It would create a shared vision for the neighborhood, strengthen neighborhood identity and vitality, address land use and housing issues, identify connectivity, circulation, parking needs and opportunities, and provide plan prioritization and implementation strategies. She discussed the reasons for having the area plan, and noted it was a central location in the City, it needed redevelopment, there were acute parking and connectivity issues, it had been identified as a culture district, there were several City-owned properties in the area, it was diverse, local and attainable, and was a walkable community.

Milliken reviewed the purpose of updating the General Plan. She stated there were 16 goals in the current General Plan and many of them were directed for the Bonanza Park area. She indicated that the General Plan would guide future Land Management Code (LMC) amendments. She also explained the steps for updating the General Plan. McGrath stated the proposed strategy would set the City up for the best outcomes.

Mayor Worel indicated the 2014 General Plan defined areas, and one of those was Bonanza Park. She asked if the neighborhood boundaries could be changed during the General Plan update. Milliken stated the update would look at neighborhood boundaries and how they were all connected. Mayor Worel stated Prospector Park was really growing and was trying to be a vibrant part of the community. She thought that area

identified with Bonanza Park. Council Member Toly suggested the study encompass up to Gold Dust Lane so all the businesses were included.

Council Member Rubell stated there wasn't one direction being taken, but multiple directions. He asked if there was a clear picture of what the desired inputs and outputs would be for each piece of the plan. He asked if the boundaries should be drawn to the area being studied, leaving out other areas, since those would be part of the General Plan. McGrath stated they wanted to see how the things that touched the existing boundaries would be impacted. Then they could decide whether to redraw the boundaries. She noted community feedback would help determine what the appropriate uses should be. Changes would be made based on that feedback. Council Member Rubell asked for those things to be put on paper so the vision could be informed through the hierarchy. He suggested looking just at Bonanza Park. He didn't want the Arts and Culture feasibility study to inform the Bonanza Park area plan. He wanted to be clear on the inputs, then decide what should be done with the area, and then do strategic area planning, which in turn could inform some of the Arts and Culture feasibility. This way would define the five acres as Arts and Culture and would define the Small Area Plan. He also thought it would be fine to do both concurrently, but they would have to be careful with the language. There might be a sensitivity that it took so long to get to this point, so now it felt like everything was rushed. He wanted to move forward, but didn't want to short-change ourselves by limiting the possibilities with how this was written. McGrath stated there were different ways to look at it and different ways it could work. Staff spent many hours putting this process together and she felt comfortable moving forward with the current action plan. There were many components for the area plan and the Arts and Culture District was one component.

Council Member Rubell disagreed with how the approach was being framed. There were too many stakes in the ground prior to the process which could tie the City's hands on the possibility of the area. His concern was that the City was restricting too many uses in the Bonanza Park area before the City had done the exercise. Council Member Toly asked for the steps in the feasibility study versus the Small Area Plan. Milliken stated the Small Area Plan would pull together the residents, stakeholders, and visitors to confirm a vision or create a new vision. Once that was established, the more detailed work could begin. Council Member Rubell asked how to do the exercise before the feasibility. McGrath stated it would be more beneficial to do the feasibility study before the area plan. She reviewed a lot of work was done on the Arts and Culture District in 2017, but everything changed after COVID. The needs today might be different than in 2017, so it was important to go back to the community to see what the community wanted for the area, and then determine how to make it work.

Council Member Doilney stated it was important to decide if there was consensus on having an Arts and Culture District and that was needed before the area plan. Council Member Rubell didn't want to go to the community to ask if they wanted an Arts and Culture District since the City already committed to its partners that there would be an

Arts and Culture District. He didn't think the first question should be if we wanted an Arts and Culture District. The first step was to meet with partners to define the Arts and Culture District and then decide on what would be the purpose for the rest of the area versus keeping the scope so defined.

Council Member Dickey stated he didn't think the City could meet the commitments of the Letter of Intent for the Arts and Culture District. The questions around the district should be: what are the components, how is it structured, what are the uses, what do we shift, how do we change it to make it work for the City and partners, and how could we deliver an arts and culture district? He didn't think the district should have set physical boundaries as long as there was an arts and culture district. He indicated the Bonanza Park neighborhood had big development applications that would be coming. He thought the City needed to pause development while the plan was getting developed. The key was understanding the risks of this approach outlined by Council Member Rubell and not ignoring the surrounding neighborhoods. He asked for a future discussion on implementing a moratorium.

Mayor Worel asked what the high points of the process would be with a feasibility study. McGrath indicated a question could be asked if the Arts and Culture District should go forward, and Council could decide if they wanted the question as a first step or not. The study would layout the wants and must haves, then break down the financial reality for those things, and provide the path forward on how to get those things.

Council Member Toly asked if it made sense to have an overall plan before asking the initial question because other groups might be filling the need. She asked if the current General Plan's goal of making Main Street the heart of town would still be the goal or would Main Street be ignored as a result of the new General Plan. McGrath stated there would be a complete study and they wanted to make sure they were being equitable. The goal was to create something new without pulling resources from current programs. The feasibility study would run concurrently with the Small Area Plan.

Council Member Gerber asked how the two plans would be differentiated when public input was requested since both plans would run concurrently. Milliken stated RFPs would be issued and consultants would be used for both of these projects. There would be a website and information would be distributed through the City's social media channels.

Council Member Rubell asked what the scope would be in looking for consultants. McGrath stated anyone could submit an RFP. The scope would require communication between projects. She wanted to be thoughtful so public forums could be combined for time efficiency. Dias asked for consensus on how to approach this goal, whether it was starting small to big or starting big and narrowing down. Council Member Rubell thought it could work either way. He heard the components, which would ultimately be the General Plan. If something was done now for the feasibility study or Small Area Plan, it

would form the General Plan later. We also had to function as a City, so understanding which parts of it would be inputs into the first part of the plan would be beneficial so wires would not be crossed.

Council Member Gerber thought the approach made sense. She stated there was a problem getting the LMC amendments after the 2014 General Plan was approved and she wanted to ensure the code was updated when the new General Plan was approved so there was consistency. McGrath wanted to align the General Plan components so the final piece of the plan work was specific identification of where the General Plan and LMC were at odds so those could be aligned.

Council Member Doilney hoped staff would get clear direction from Council to see a path forward. He supported moving forward as proposed. Council Member Dickey stated the risks Council Member Rubell identified were real and they needed to be thought about. He felt the action plan made sense for the situation and supported the proposal. He noted this would also allow the City to update the General Plan at the same time as Summit County.

Council Member Toly asked if the liaisons had talked to Kimball Art Center and Sundance about doing a feasibility study, to which Mayor Worel affirmed. Council Member Toly stated it was a vibrant neighborhood and she didn't want that overlooked because there was a new vision.

Mayor Worel opened the item for public input.

Angela Moschetta indicated she attended an open house yesterday for Arts Fest and Silly Market. There were challenges, vision, and solutions. Her idea was regarding the Arts and Culture District. There were commitments to two organizations. There was also the Homestake affordable housing project. There was a need to make it financially work. She stated there were opportunity zones, or redevelopment zones, and there needed to be a mixed-use development. There could be affordable restaurants and housing. She proposed taking the land and asking some wealthy neighbors to help partner with the City to create an opportunity zone and they could get a small return. This could be something new and bold on how to fund affordable units. Milliken stated that idea was one reason for this study. McGrath stated this would be part of the financial feasibility analysis.

Mayor Worel closed the public input.

Council Member Rubell asked what was different moving forward than what Council discussed during the February Council Retreat. McGrath stated there was funding as of July, and scopes of services had been written and would be revised after today and then staff would move forward. Milliken stated at the last retreat an idea was presented. Today an action plan was being presented. Council Member Rubell stated the approach

was imperfect and there would be continuous improvement. He supported moving forward.

McGrath asked if the starting question for Arts and Culture District should be if the community wanted it, or should staff assume it was moving forward and ask how would it be developed. Council Member Rubell supported honoring commitments that were made. He stated he would like to see how the rest of the Arts and Culture District would be used after those commitments were honored. Council Member Toly agreed and asked what the next step would be. Milliken stated a selection committee would make the recommendation for the consultant and she would bring the contract to Council for approval.

Council Member Doilney agreed with Council Member Rubell that commitments needed to be honored but outside that, options should be considered. He indicated this would take time and there would be changing leadership in the next couple of years, and he knew these conversations might be repeated. He encouraged the public to engage in the process and keep up with the details. Mayor Worel asked about the timeline for completing the feasibility study and the Small Area Plan. McGrath stated the consultants would set the timeline reality, and noted she expected proposals with a fast timeline that would be more expensive and some with longer timelines that were less expensive. The goal would be to find a good balance.

Council Member Dickey stated the City's partners expected the City to ask the community if they still wanted an Arts and Culture District, and they viewed it as a good thing. But then they would expect a binding development agreement. Council Member Doilney wanted to ask the community if it still wanted an Arts and Culture District. Council Member Dickey stated partners would not look negatively on the City if the question was asked. After some discussion on the question wording, McGrath stated the question could be asked if the community wanted the Arts and Culture District in that area. The Council agreed to ask the question as McGrath phrased it and to move forward with the study and plan as presented.

Pat Putt, Summit County Community Development Director, stated he was impressed with the presentation today. He explained the County's visioning process and stated it would begin in October and last for 11 months. He indicated there were two planning districts in the County but the issues they dealt with were starting to be the same. The consultants would help the County develop education for the public. He thought the schedules presented for Park City's General Plan update dovetailed with the County planning process.

VII. BUDGET STRATEGIES

Matt Dias, City Manager, explained the Mayor and Council filled out a survey on priorities to see where there was consensus and where there was divergence of opinions. He knew there was limited time, resources, and staff, and the results would

help define priorities. Jed Briggs, Budget Manager, stated this exercise would help Council collaborate on a collective future, initiate a critical conversation, understand what the key topics were, help staff better allocate resources to those priorities, and use the data to inform the next budget process. He wanted to focus on key areas, since the critical priorities were broad. The survey had conflicting interests and this would narrow the scope of priorities. Council Member Doilney asserted all the questions were important, but some were more important. Council Member Dickey also noted some questions were focused on ideas the Council hadn't discussed.

Briggs displayed survey results for Housing, Transportation, Environment, Equity, Organizational Infrastructure, Resort Economy and Community Balance, and Recreation. He stated Council could implement the highest scoring questions, let staff bring back options for the ideas, or do nothing.

Housing: Council Member Dickey commented public/private partnerships scored high, and asked what others thought of having a regional housing authority. Council Member Doilney stated there was discussion last year of creating a regional housing authority. He thought the regional group would help by updating Council on different locations where affordable housing was being constructed and then the City could still work on its own part. Mayor Worel added Council needed to see models of what regional housing authorities looked like. Council Member Gerber thought there should be conversations on what the goals of a housing authority would be and the tools needed to accomplish those goals. She noted many regional authorities were administrative, so a taskforce might be more useful. She was surprised the question on having 15% of the workforce living in the City limits was not as high on the list. Council Member Toly noted the questions on housing stock were scored surprisingly low as well. Council Member Rubell stated he scored that low because of the buy down part. He looked at the rental assistance programs versus ownership buy down questions and it was spending money versus leveraging money. He wanted to spend funds on things that would have the most impact. He wasn't in favor of the Live Park City program either, but he would see how the pilot went. He suggested a similar program for rentals - offering subsidies to help people get a foothold in the community. He was not against using existing housing for workforce, but he didn't want to spend money that would only benefit a few people. Council Member Doilney stated using tools that were cost effective were more attractive. The buy down program was expensive. He didn't think that was a way to achieve the housing goal most efficiently.

Mayor Worel noted additional dwelling units (ADU) weren't mentioned and thought those could be addressed more. Council Member Gerber indicated it was cost effective to build outside City limits, but the point of building within City limits was to have people in the community who could vote or run for office and participate in other ways. Council Member Rubell hoped housing could be on a transit line. That would help people be able to engage in the community easier. He hoped to talk to Wasatch and Summit Counties to see what their projects were and how everyone could work together.

Council Member Doilney noted the City boundaries expanded with the annexation and they could take advantage of that. Mayor Worel asked if the Housing Fund had to be spent within the City limits. Briggs stated most of the funds were in the Redevelopment Agency (RDA) and they had to be spent in the RDA boundaries or spent on housing within the county.

Dias summarized the highest priorities were public/private partnerships, deprioritize City centric, and have 15% workforce housing within City limits. He asked about density and height requirements and Council supported increasing those. Dias asked about creating a new funding source. Council Members Gerber and Doilney supported that. Council Member Toly wanted to address the seasonal housing crisis. Council Member Gerber stated this had been discussed with previous Councils and the decision was that the City government was focused on long-term housing, and businesses needed to address seasonal housing. Council Member Rubell stated he would vote no on a public tax, but he could look at other creative ideas. He was also curious about using funds that could be sitting in other City accounts.

Transportation:

Dias reviewed the questions and stated the City was trying to balance cars, bikes and pedestrians on the roads. Council Member Rubell supported bold new ideas. He didn't want to forego capital solutions, but supported temporary solutions until the capital projects were completed. He wanted to collaborate with big businesses to find answers. Dias stated the question to own SR-248 was to make it a local road instead of having UDOT control it. Council Member Toly wanted bolder solutions and didn't think buses were the answer. She noted there were no questions on other forms of transportation such as aerial, trains, tunnels, etc. Council Member Gerber stated people seemed more willing to pay more for transit than housing, but those issues were very connected.

Council Member Toly asked what taxes could go to housing instead of transportation. Briggs stated there were three transit sales taxes and they had to go to transportation operations or transportation projects. The other sales taxes could go for whatever Council prioritized. Council Member Gerber stated this was an opportunity to create additional funds. Council Member Toly wasn't looking at property taxes to pay for housing, but she wanted to look for new funding sources such as federal grants. Sarah Pearce stated the question on foregoing capital projects would come to Council for discussion on October 6th. There was a temporary solution that would cost a lot of money and then it would be hard to discontinue it.

There was consensus on establishing a regional transportation taskforce to identify bold collaboration solutions. Council Member Doilney thought the City was behind on transportation solutions and a significant amount of money was needed to implement those solutions. Council Member Gerber responded to Pearce's comment and stated there was so much congestion that something needed to be done until a permanent solution was put in place. Council Member Toly indicated she felt that question was

going forward to the future. Dias stated some communities didn't change their operations during tourist season. He thought Council wanted to manage the congestion. Council Member Rubell agreed and stated he scored the question low because the City should focus more on permanent solutions. He noted the increased transportation service would use operating and maintenance (O&M) funds, and that would need to be balanced with capital projects. He did not want to spend the current fund balance to put in O&M solutions without creating funding solutions where the responsibility lay. He wanted to work with community partners on that. Housing was a capital investment and Council needed to look at how to raise the funds to accomplish the Housing goal.

Council Member Dickey prioritized Transportation over Housing because optimally 15% of workforce would live in town and effort needed to be made to figure out how to get the rest of the workforce into town. There needed to be a concrete vision on what was needed so we could get the money to do it. Council Member Gerber stated the community continued to evolve and noted other communities had a goal to have 50% of the workforce living in town. That scenario would make a difference in traffic congestion. Council Member Rubell asked to learn more on why workforce housing was not a priority for Council. He felt the Council was showing the community that housing was a priority because of all the resources put towards it. Council Member Gerber noted 15% was a low goal. Council Member Dickey stated it was difficult to get to the 15% level. Council Member Doilney wanted the City to be a community with a ski resort in it, and not a ski resort with a community. He wanted all efforts put towards building community.

Mayor Worel was interested in seeing the results of the County's Olympic survey to see what the County residents offered as solutions. Council Member Dickey asked to bring back the disruptive transportation ideas for a future discussion.

Environment:

Dias stated the City had environmental challenges and it desired to be a more sustainable community. He noted the City was aggressively pursuing the sustainability goal and it had the solar farm, so this category was easier to respond to. Council Member Toly asked about the question on prioritizing wildfire mitigation over trails and open space. Dias stated the intent was to create discussion, but no immediate action would be taken. Council Member Toly didn't think either priority would have to be cut back since nonprofits used their money. Erik Daenitz, Assistant Budget Manager, indicated federal funds were received for things such as trails maintenance and weed mitigation. Some of those funds would be put toward wildfire mitigation instead of weed mitigation in 2023. Council Member Rubell indicated the County was looking for federal funds to help with wildfire mitigation so there could be funding for both priorities.

Council Member Doilney referred to the soil storage question and noted his surprise that a high score was next to storage within the City limits. It was noted the City boundaries had expanded and there was a possibility to store the soils on the newly annexed portion of the City limits.

Mayor Worel did not like the way the recycling question was worded, and felt the City had a fantastic recycling center. Council Member Gerber stated the recycling center wanted to expand. She also noted it was essential as the City focused on zero waste.

With regard to the question on aggressively adjusting water rates, Council Member Rubell asked if the other members agreed the residential rates were tiered, but the other rate classes needed to be tiered for water conservation. Council Member Doilney stated the new rates hadn't gone into effect yet, and he wanted to see the results from that adjustment. Council Member Dickey supported the cash for grass pilot, but indicated he didn't support it in general because he didn't think there would be a significant conservation change.

Council Member Rubell asked if the question on energy efficient facilities applied to City facilities. Dias stated the presumption was it did not apply. Council Member Rubell supported it. Council Member Toly didn't want to incentivize new construction with anything. Mayor Worel stated net zero requirements could be achieved through the LMC and not through financial incentives. Council Member Dickey asserted he would rather put funds to housing instead of energy efficiency.

Equity:

Council Member Gerber stated the hardest part of these questions was there hadn't been conversations on the topics yet. Council Member Doilney asserted he rated childcare high because it was critical for employers and employees. Council Member Rubell rated childcare low because he wanted to hear from the experts on how impactful it would be. He heard it wasn't the funding, but the lack of facilities or teachers. Council Member Doilney agreed but noted lower wage workers couldn't afford to pay for the programs. Council Member Gerber indicated she would like to hear from the experts at Early Childhood Alliance. Council Member Dickey was willing to have the conversation.

Balance Resort Economy with Community:

Dias stated this was a sensitive issue – balancing quality of life with economy. He estimated it was over a decade since the City helped the private sector boost the economy. Construction mitigation was a hot topic, and survey questions also asked about the role of City Planning.

Council Member Toly thought economic development was necessary in any town and commented the questions were confusing. Council Member Dickey picked out the performance zoning incentives, but other than that he didn't want to promote exceptions to the LMC and new development. Council Members Rubell and Doilney agreed.

Council Member Gerber wanted to hear community feedback regarding the Park Silly Sunday Market (PSSM) and the Kimball Arts Fest. She thought it was interesting to see the close scores of Expanded Administrative Review and Maintain the Same Application

Process. Council Member Dickey thought if the rules were being followed, it should be easy for customers to come in and get help. Council Member Rubell thought those were different questions. He didn't think staff should be burdened coming to Council just because Council had to approve it. If there was something discretionary, it should come to Council. Mayor Worel asked for the Planning Commission to weigh in on that too.

Recreation:

Dias stated the questions focused on renovation and creating new facilities. Council Member Toly indicated the City couldn't do it all at once and she rated it according to priority. Council Member Gerber heard from the community to increase day camp capacity and so renovating the building at City Park was the way to do that. Council Member Rubell stated residents paid taxes that supported recreation and they should have some benefit from funding. The regional users were not contributing through taxes. As expansion continued around the borders of the City, the City needed to ensure they weren't subsidizing recreation for people who lived in places where recreation was not prioritized. Council Member Doilney indicated this was discussed at RAB, and noted Basin Recreation had facilities coming in the future that Park City residents would be using. He thought Council should wait for the RAB analysis and recommendation. He would prioritize aquatics until all Latinx children knew how to swim. He knew there were fewer indoor pickleball courts than outdoor courts. This was a use that the City had not met. Expansion was needed in this area as well.

Organizational Infrastructure:

Dias stated he wanted to look at processes to modernize the City. Council Member Rubell stated Questions Two and Three could be evolutionary. The goal was to become more efficient. He noted health, safety, and welfare were already priorities and these other priorities were on top of the basic services. Referring to Question Four, Council Member Doilney stated the private market would not provide services due to the resort community costs. Mayor Worel liked the comment for skill development of staff. Dias noted staff was going to their trade conferences and bringing back good ideas. Council Member Dickey referred to the question on the Olympics and he wanted to keep that in mind as the City pursued Transportation opportunities and funding.

Briggs indicated staff would come back for further discussions on the priorities and it would affect the budget process.

VIII. ADJOURNMENT

With no further business, the meeting was adjourned.

Michelle Kellogg, City Recorder

SMALL AREA PLANNING GENERAL PLAN UPDATE IMPLEMENTATION PLAN



LONG RANGE PLANNING

ACTION PLAN

Immediate Start

CULTURAL DISTRICT FEASIBILITY STUDY

and

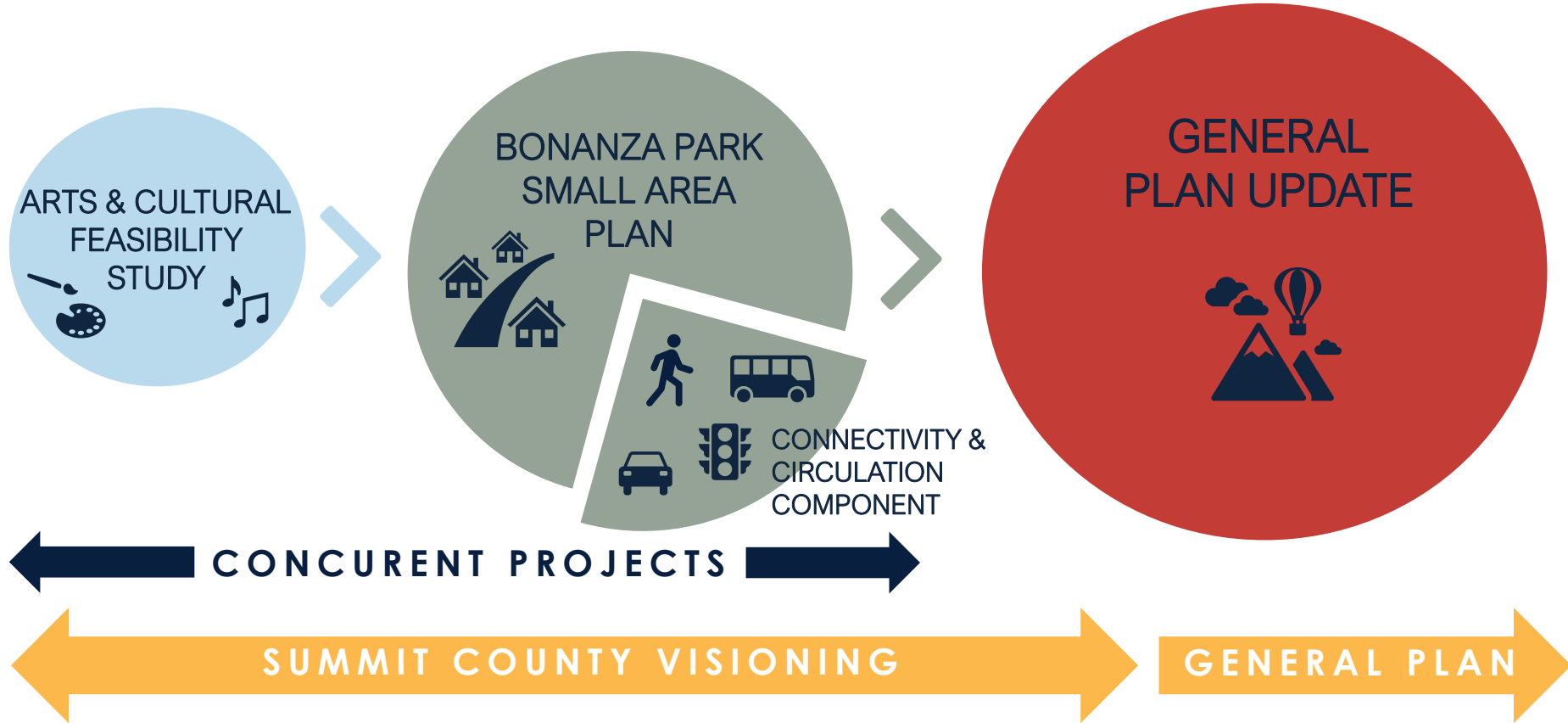
BONANZA PARK/SNOW CREEK SMALL AREA PLAN

Followed by

GENERAL PLAN UPDATE



—IMPLEMENTATION STRATEGY—



FEASIBILITY STUDY

ARTS & CULTURE DISTRICT

Kickstarts the Implementation Plan for the District's Future
with Stakeholders

Focuses on Post-Covid conditions, Community Input and
Critical Community Priorities

Considers Existing and Future Circulation and Parking Challenges

Emphasizes Long-Term Viability and Financial Feasibility

Feeds into the Small Area Plan



SMALL AREA PLAN

BONANZA PARK/SNOW CREEK

Creates a Shared Vision for the Neighborhood

Strengthens Neighborhood Identity and Vitality

Addresses Land Use and Housing Issues

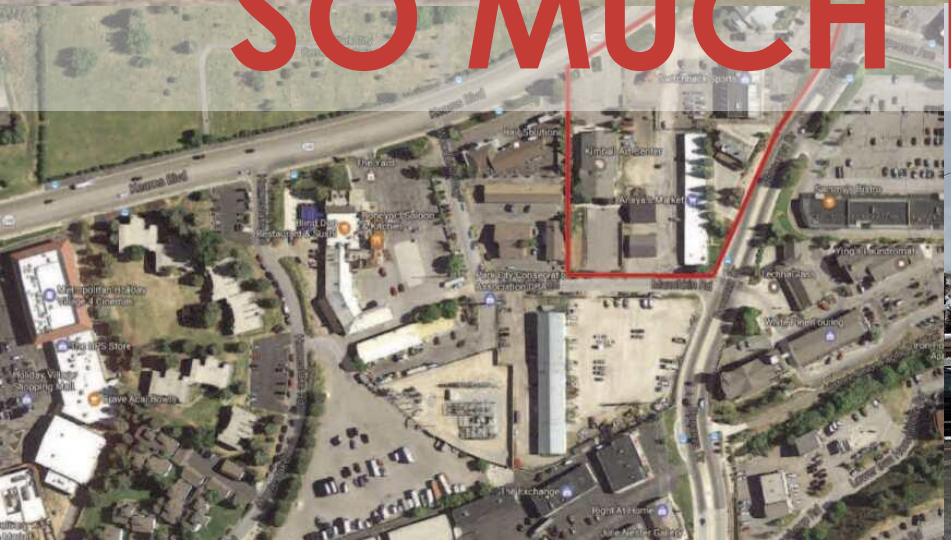
Identifies Connectivity – Circulation - Parking Needs and Opportunities

Provides Plan Prioritization and Implementation Strategies





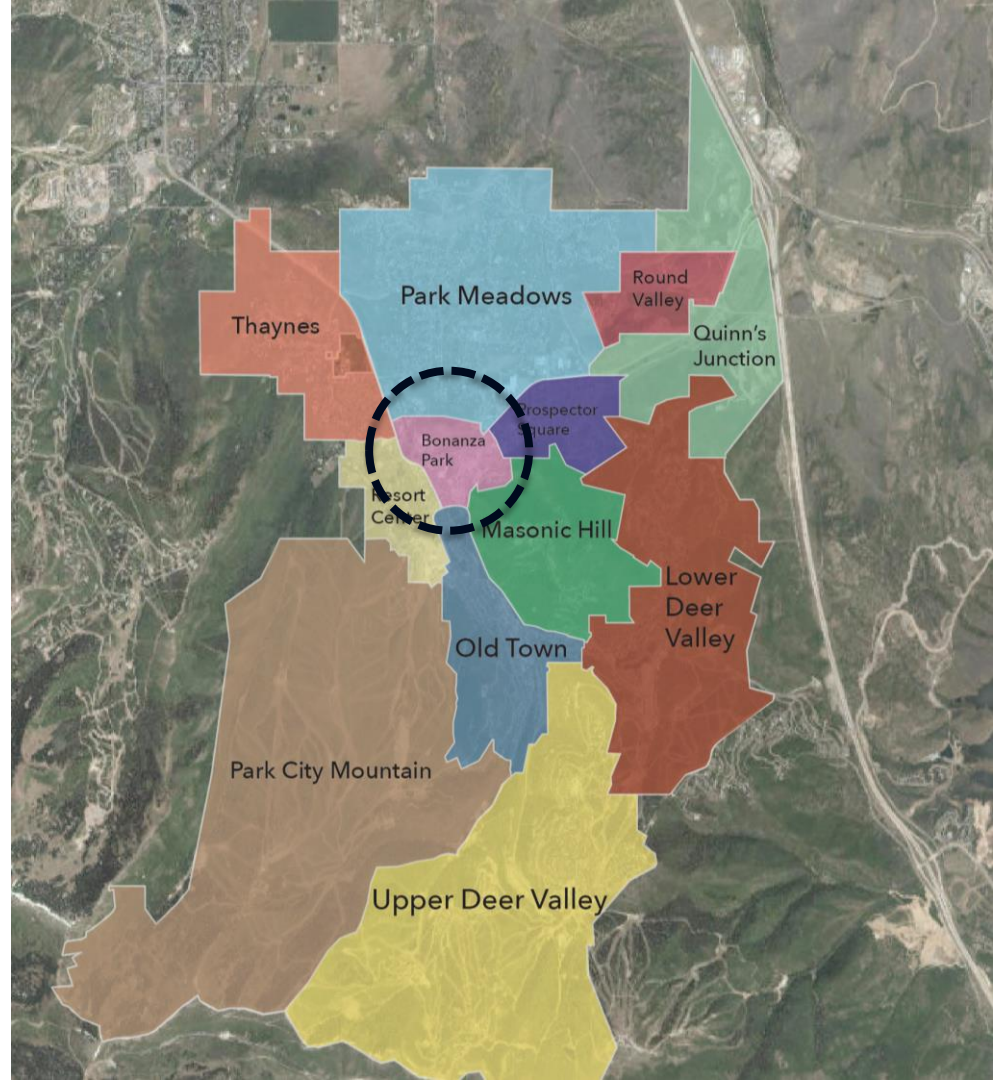
SO MUCH POTENTIAL!

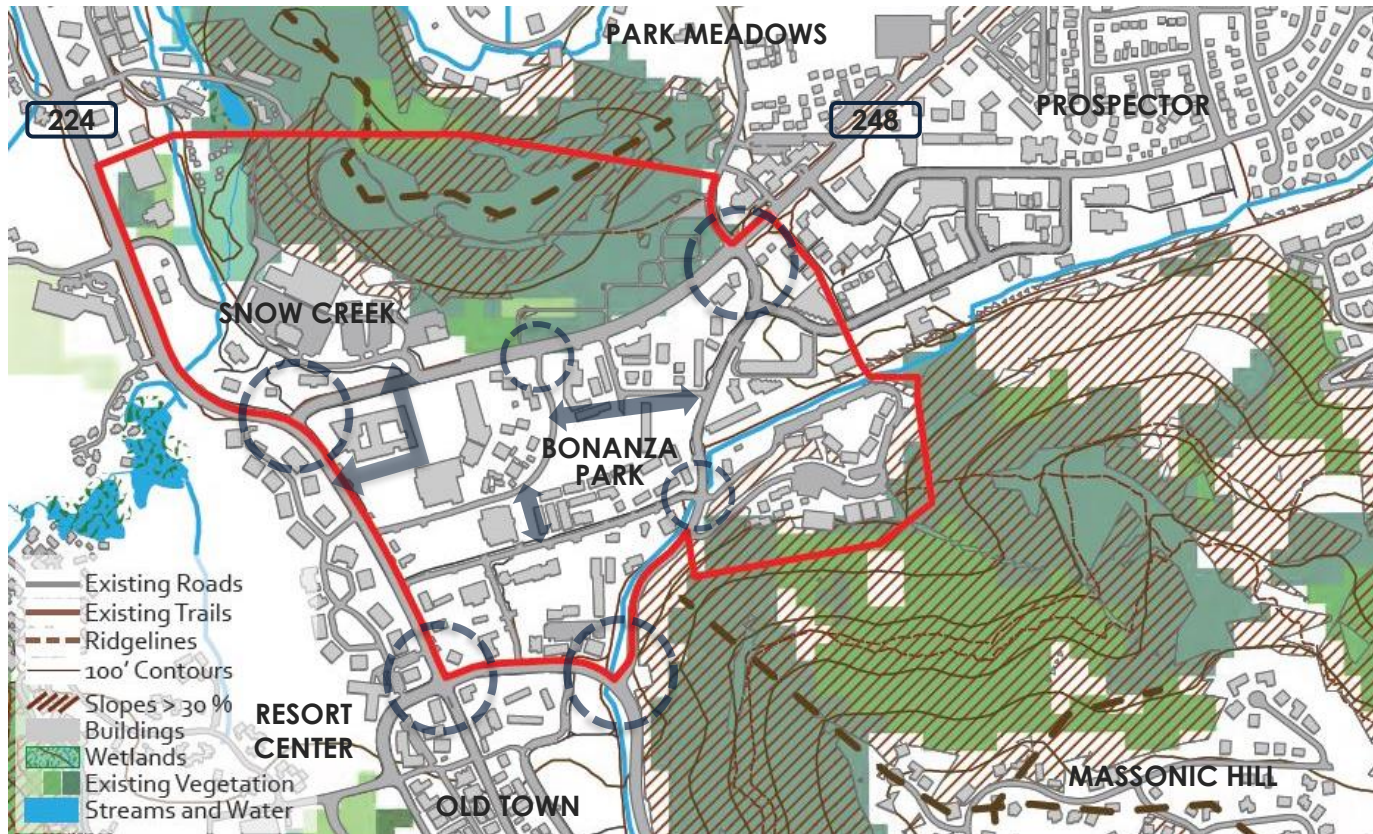


WHY **BONANZA PARK**

WHY NOW?

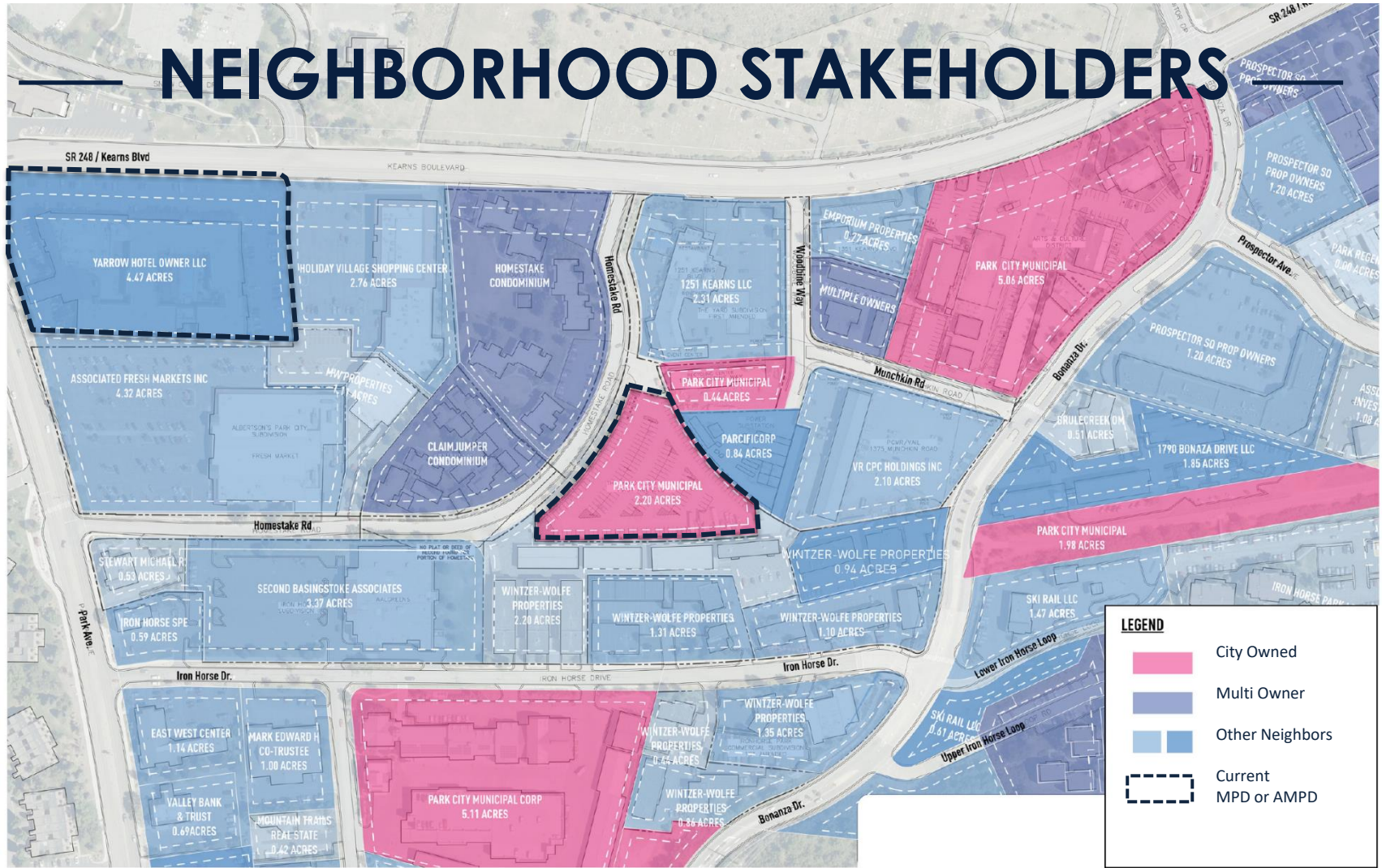
- Central Location
- Ripe for Redevelopment
- Multiple Proposed Developments
- Acute Connectivity and Parking Issues
- Identified Cultural District
- City Owned Properties
- Diverse, Local and Attainable
- Amenity Rich
- Transit, Connectivity and Parking Opportunities





CONDITIONS & CONNECTIVITY

NEIGHBORHOOD STAKEHOLDERS



GENERAL PLAN

UPDATE

Blueprint for Future Land Use and Sustainable Development

Opportunity to Engage with the Community

Identifies Community Goals, Values and Objectives

Addresses Land Use, Transportation and Housing Issues

Establishes Strategies to Achieve Desired Outcomes

Provides Plan Prioritization and Implementation Strategies

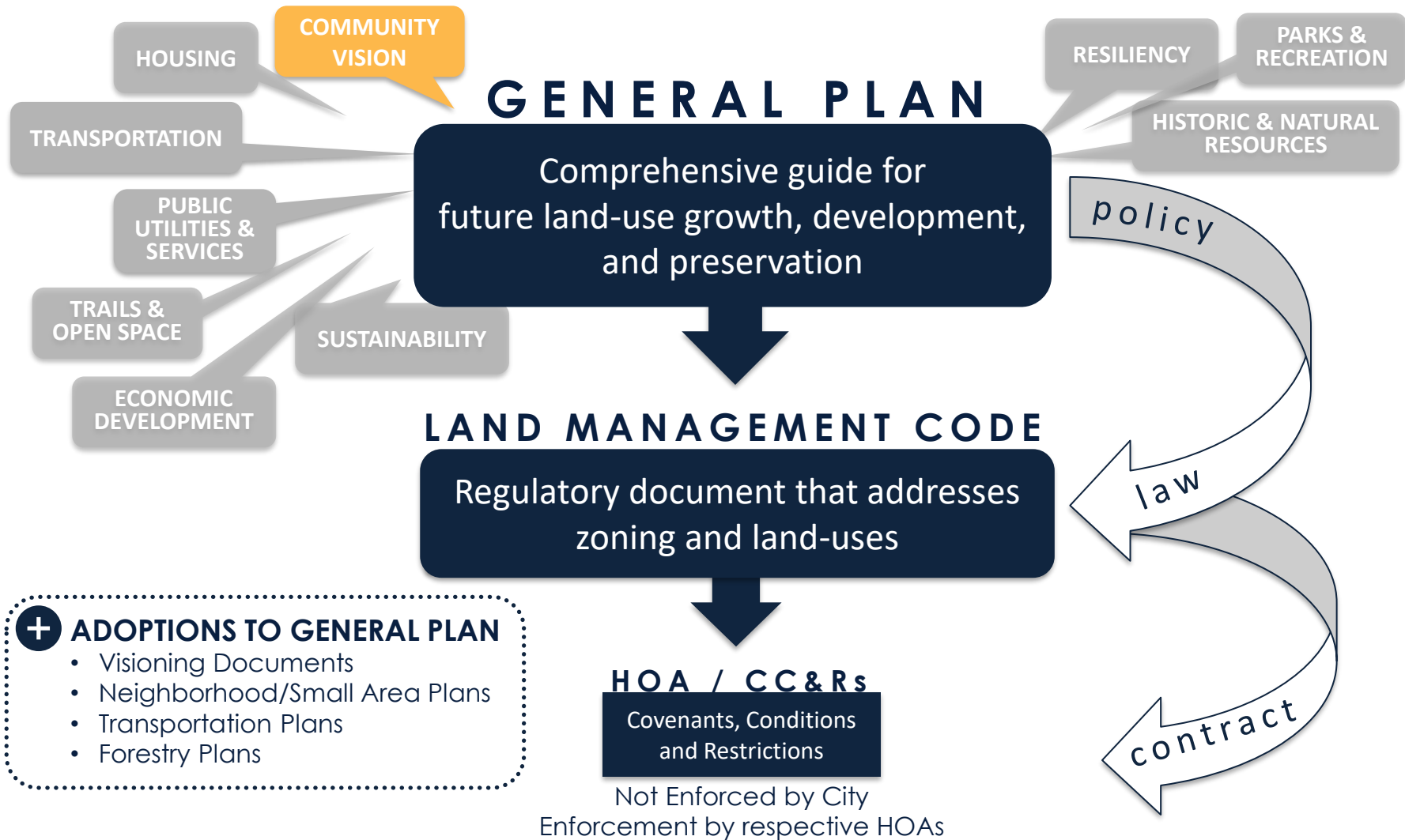
Collaboration and Coordination with our Regional Partners



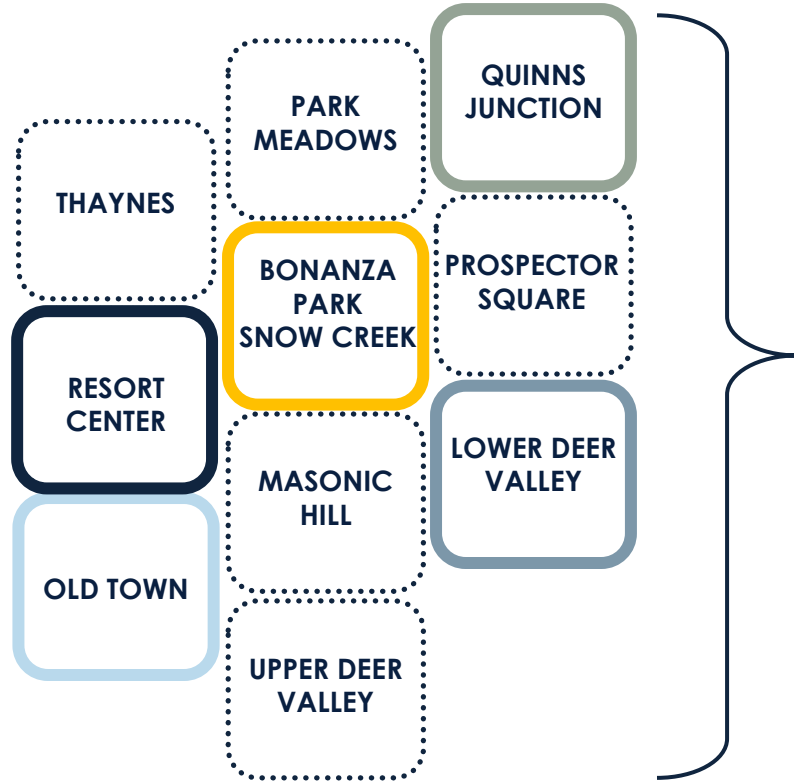
CURRENT GENERAL PLAN

GOALS

1. Protect undeveloped lands, discourage sprawl, **direct growth inward** to strengthen neighborhoods
2. Preserve sense of place and collaborate with Wasatch Back and Salt Lake regions
3. **Encourage alternative modes of transportation** to maintain our small-town character
4. Conserve a connected, healthy network of open space
5. Lead in energy efficiency and conservation of natural resources
6. Implement climate adaptation strategies
7. Create a diversity of primary housing opportunities
8. **Increase affordable housing opportunities** and services for the workforce
9. Provide unparalleled parks and recreation opportunities
10. Provide world-class recreation and public infrastructure
11. Support multi-seasonal tourism economy while preserving community character
12. **Foster diversity of jobs**
13. **Grow as an arts and culture hub**
14. **Live within limits**
15. Preserve the historic fabric
16. Maintain the Historic Main Street District as the heart



SMALL AREA/ NEIGHBORHOOD PLANNING



VISION 2020
CRITICAL COMMUNITY
PRIORITIES



GENERAL PLAN
UPDATE



LAND MANAGEMENT CODE
AMENDMENTS

UPDATING THE GENERAL PLAN

PUBLIC OUTREACH AND ENGAGEMENT

1

BACKGROUND
ASSESSMENT &
DATA ANALYSIS

2

PLAN
DEVELOPMENT

3

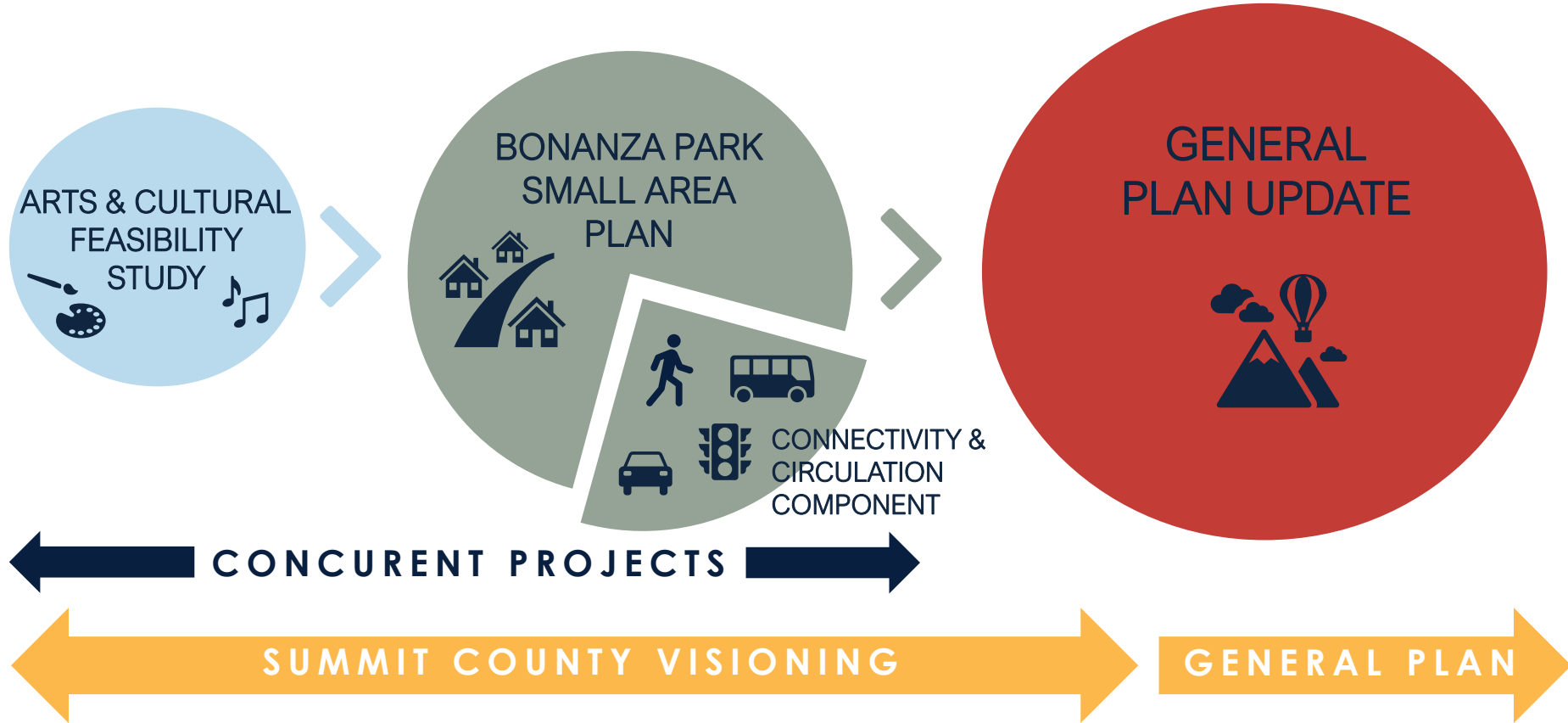
FINALIZATION
OF DRAFT

4

ADOPTION
PROCESS



—IMPLEMENTATION STRATEGY—



FY23 Mid-year Council Retreat



———— **Strategic Objective Prioritization Exercise** ————

1. Collaborate on collective future or path forward
2. Initiate critical conversation
3. Understand better where Council is at on key topics
4. Help staff to better allocate resources (time, money, etc.)
5. Use data to inform budget process

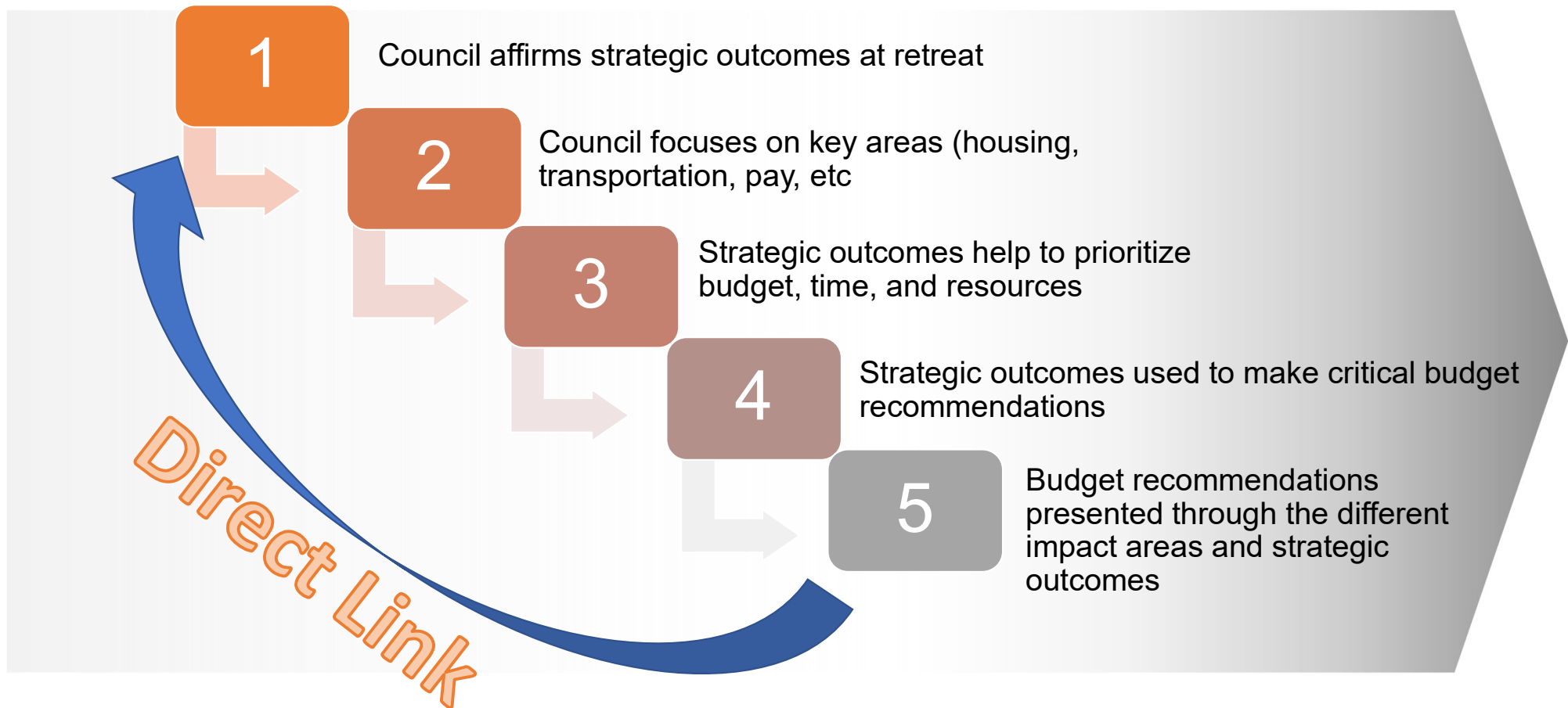
Strategic Objectives

1. Focus on key areas, not comprehensive
2. Competing interests (money, labor, time, stakeholders, etc.)
3. Some intentionally conflict with another, while others may complement each other

Strategic Budgeting



Strategic Budgeting



Strategic Budgeting



Strategic Impact Areas

Housing

Equity

Transportation

Environment

Organizational
Infrastructure

Resort
Economy
Balance

Recreation

Housing



Housing

Other Ideas

- Any tools available to increase pressure on private developments to provide onsite affordable housing. Essentially the LMC piece but expanded beyond parking and height.
- I think we need more information on how a regional housing authority could be used. Park City should look for opportunities to redevelop older housing/condos/townhomes/ hotels into affordable housing.
- Rental assistance type programs ownership buy downs.
- Affordable workforce housing outside city limits for 84060 employees

Transportation

Park City should establish a regional transportation task force (city/county, resorts, chamber, etc.) to identify bold collaborative solutions and...

4.5

Pursue new/additional funding sources to pay for increased transit service and maintain transportation fund balance for capital projects - HIGH

4.33

Park City should pursue a bold one-way traffic flow concept, from Bonanza/Kearns/Park Ave/DVD, to accommodate transit and BRT lanes,...

3.5

Park City should create a regional traffic 5-year plan – intercept lots (park & rides), expand microtransit, and increase regional services - MID

3.5

Park City should pursue ownership and operations of SR-248 corridor - MID

3.17

Keep transportation operation expenses within existing revenue resources - LOW

2.83

Park City should build public parking within City limits, and shuttle locations as close to in-town destinations as possible - LOW

2.83

Park City should forego capital solutions and focus on temporary and operational solutions to mitigate peak day traffic and congestion - LOW

2.17

0 0.5 1 1.5 2 2.5 3 3.5 4 4.5 5

■ (1) Not Important (3) Somewhat Important (5) Very Important

Transportation

Other Ideas

- More on walkability and connectivity
- More buses are a band-aid fix we should be thinking long-term, on a solution that doesn't involve our overcrowded roads
- While Park City should leave regional planning to the County, we should still be trying to catch cars outside of PC limits
- Would have to learn more

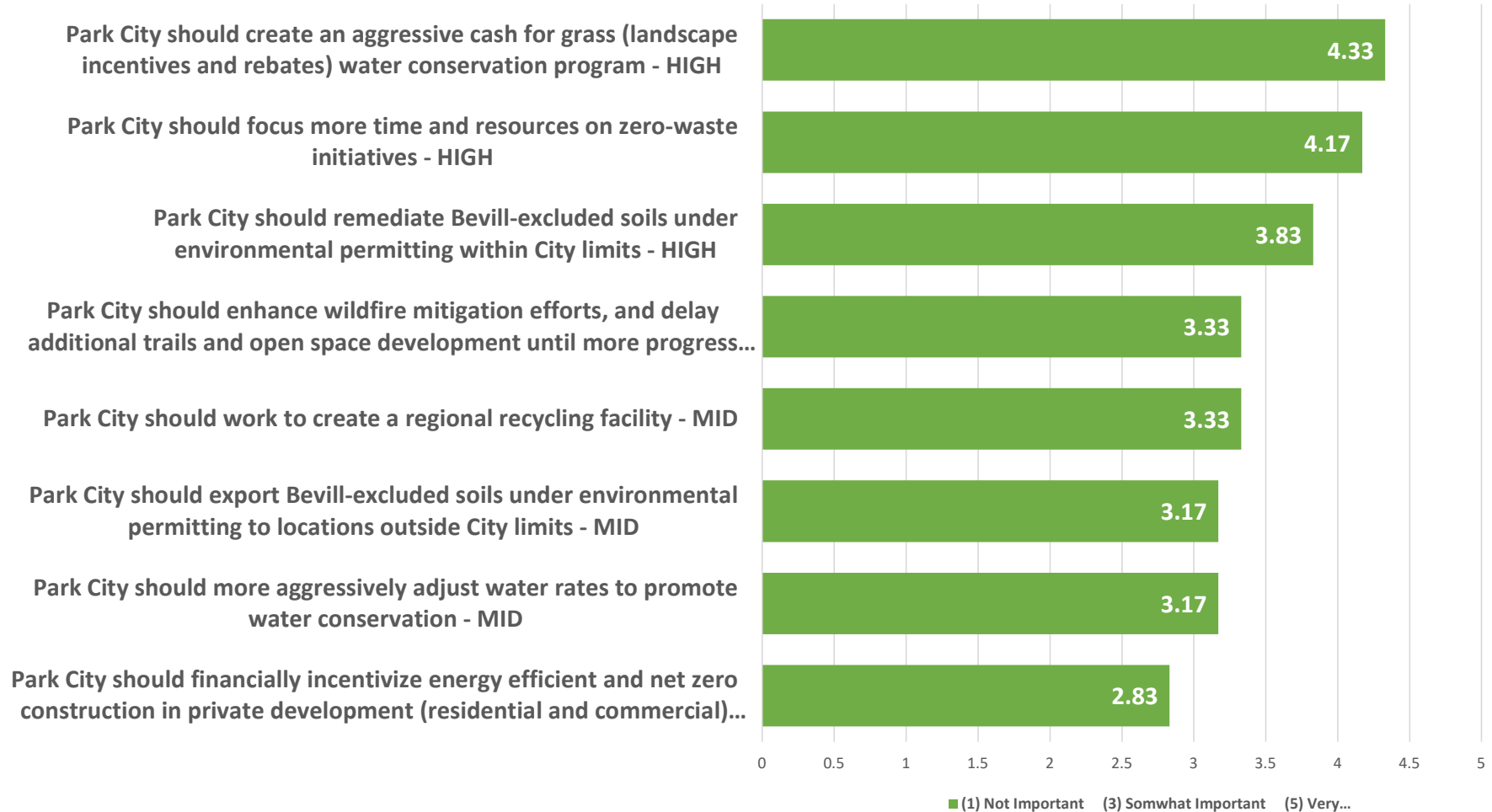
Park City should pursue a bold one-way traffic flow concept, from Bonanza/Kearns/Park Ave/DVD, to accommodate transit and BRT lanes, expand sidewalks, and create bike lanes

- Answered as best I could, but need more meat on the bones to really answer these. Some of these concepts are new. For example, wasn't sure what this one was getting at.

Park City should establish a regional transportation task force (city/county, resorts, chamber, etc.) to identify bold collaborative solutions and financial partnerships

- Yes to regional solutions, no to Park City owning them

Environment



Environment

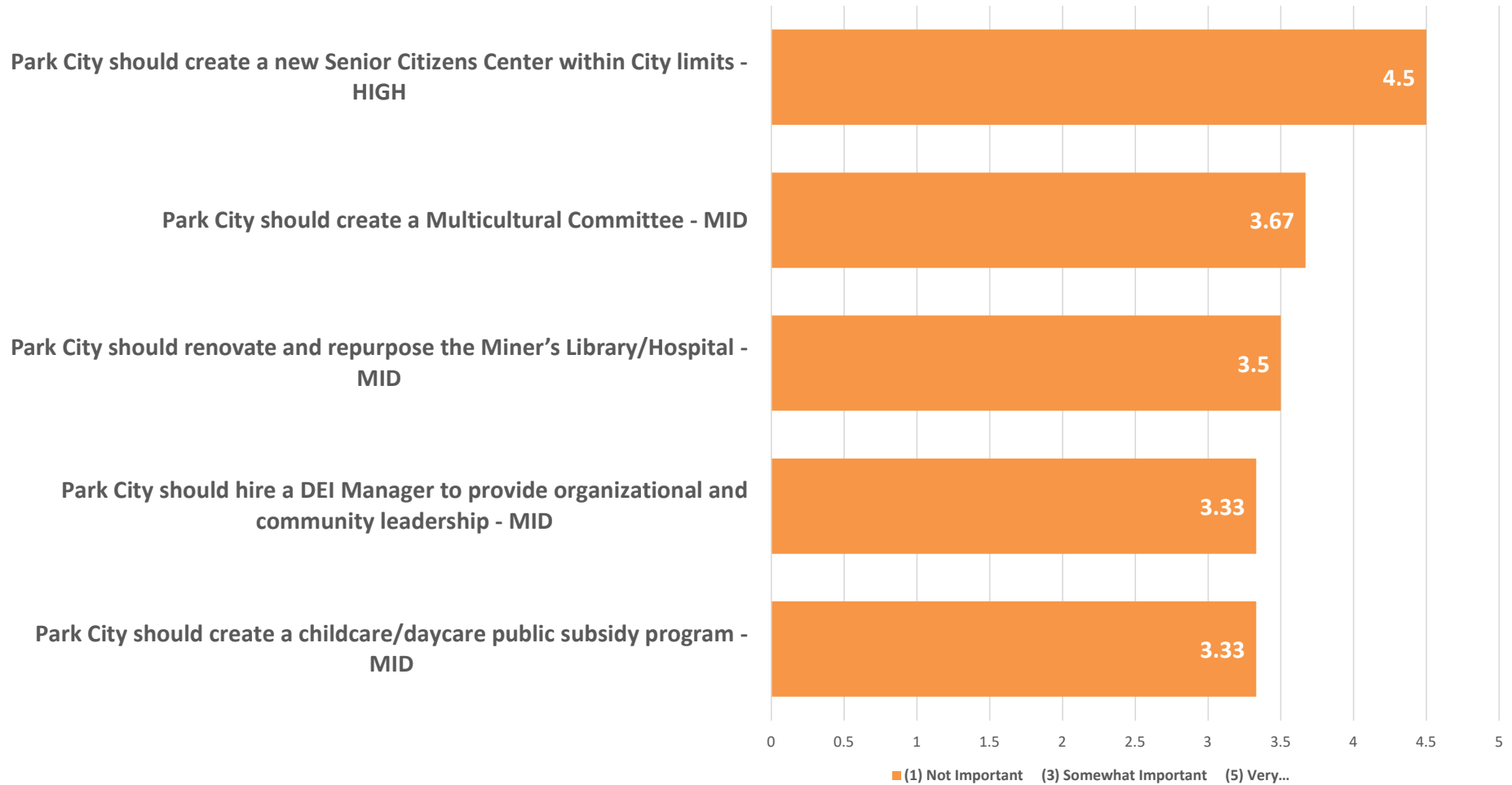
Other Ideas

- Dark sky initiatives
- Construction waste
- Regenerative farming
- Not removing old historic trees during construction
- More programs geared towards growing and buying in our own area, even our own state
- I'd like to see the cash for grass and water rate initiatives work in tandem. Seems like the idea was to target small residential homes with it, but they aren't the largest users. This isn't where I'd really spend aggressively given our ability to regulate sprinkler operations and water usage by code and rates.

Park City should more aggressively adjust water rates to promote water conservation

- Residential no. Other rate classes yes.

Equity

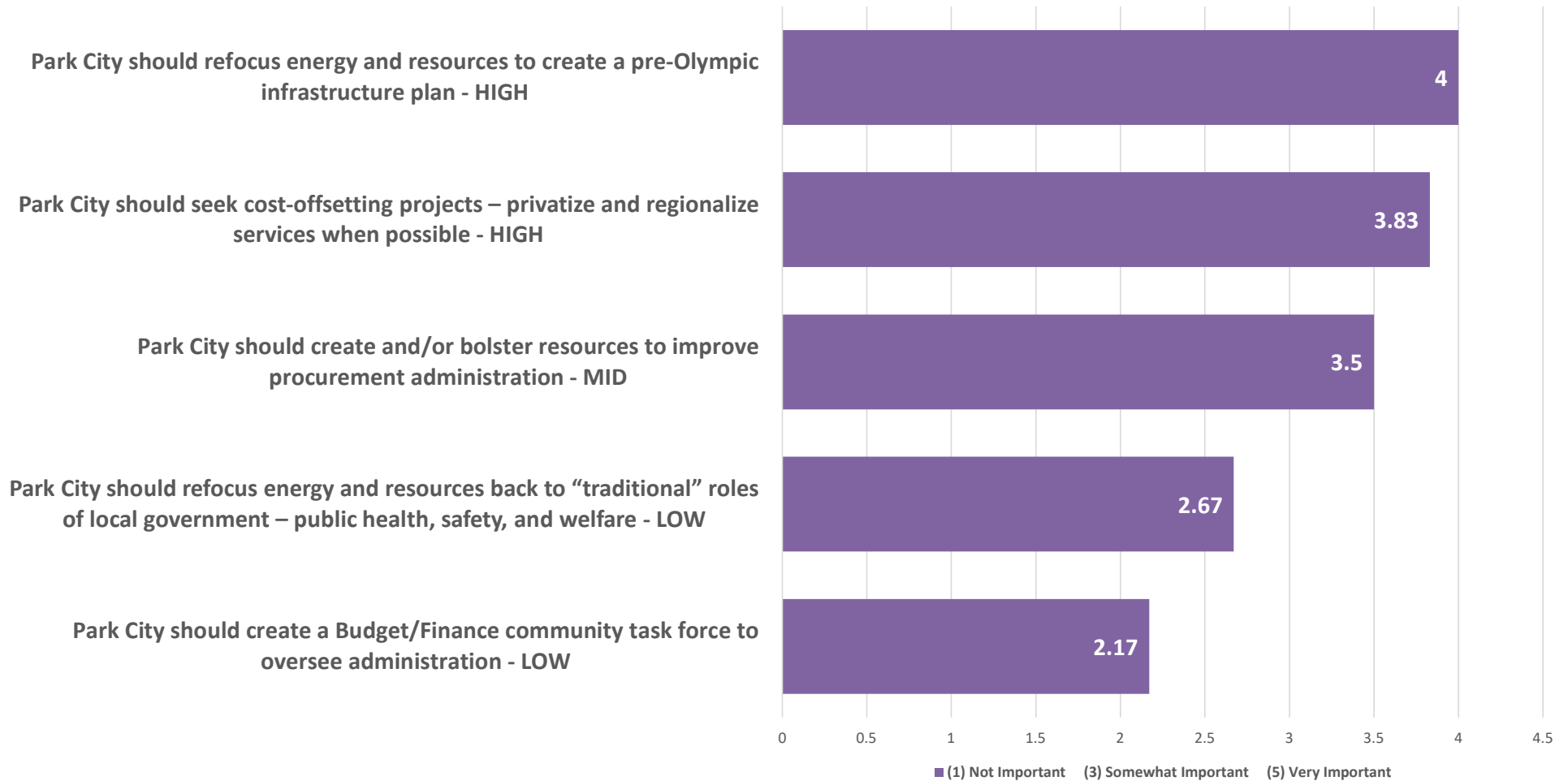


Equity

Other Ideas

- Mental Health
- Alcohol/Drug Groups
- Neuro-diverse
- What should Miner's Hospital be used for?
- This is an area where I need the ideas more fleshed out to really react

Organizational Infrastructure

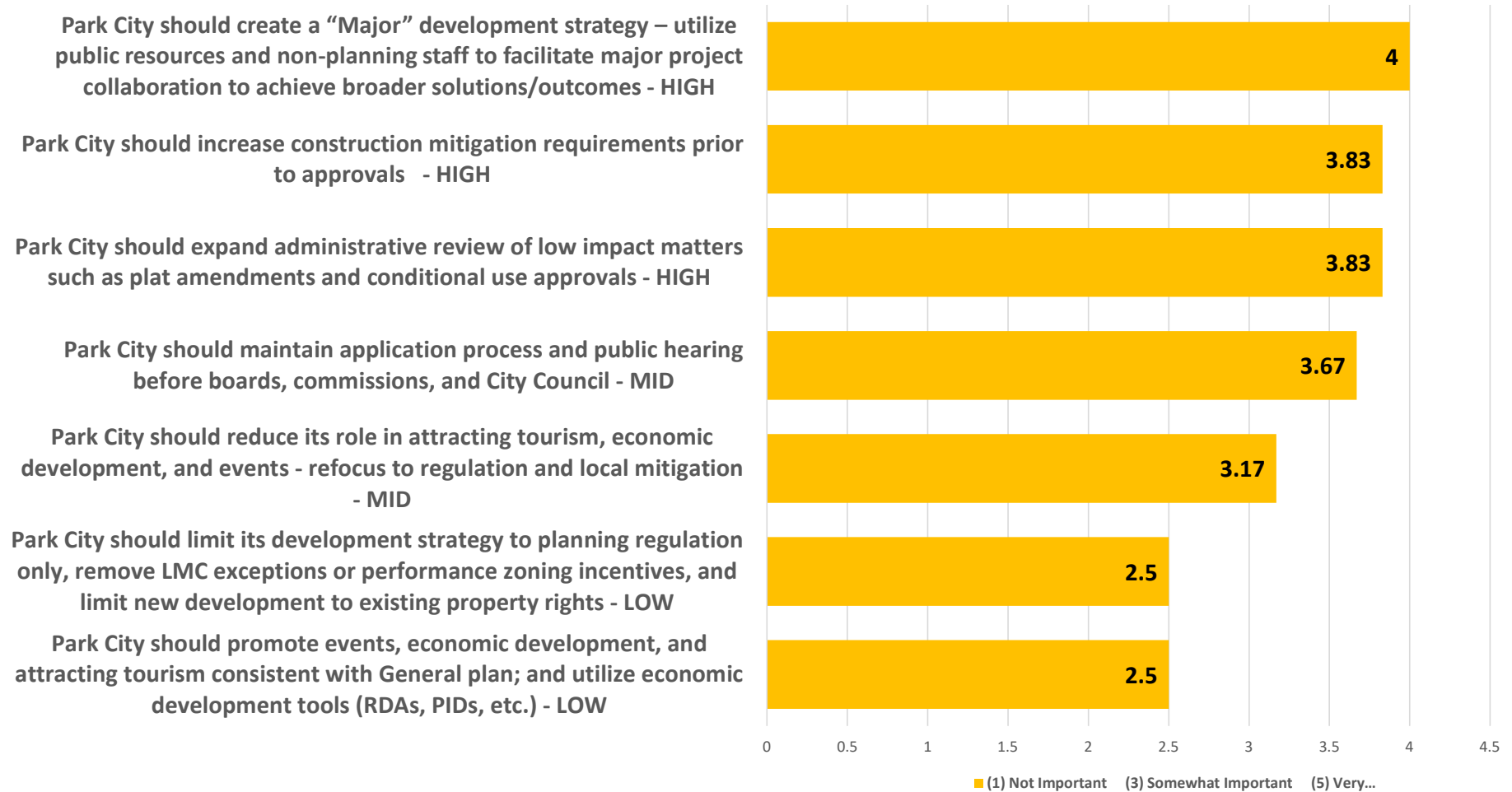


Organizational Infrastructure

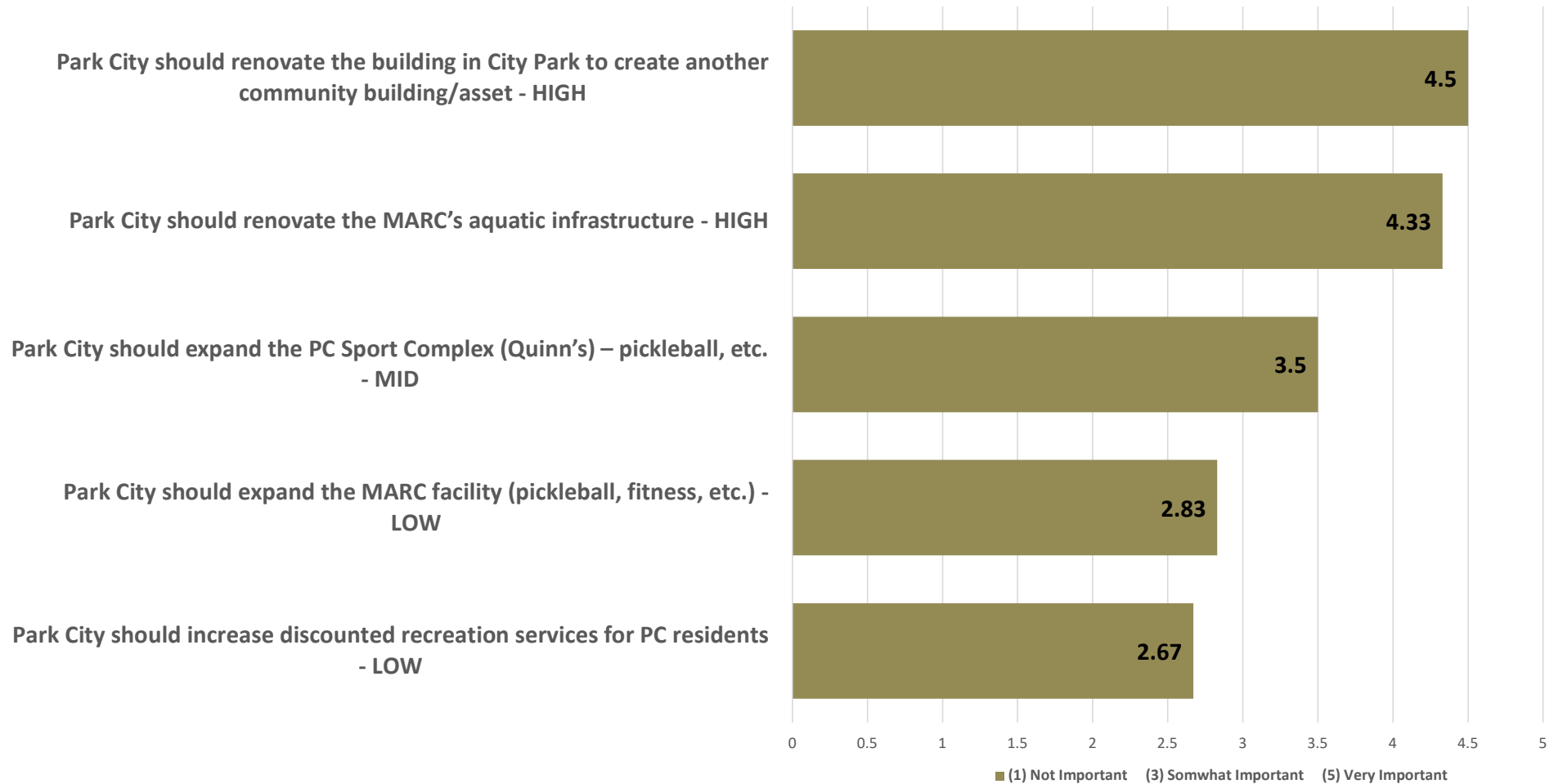
Other Ideas

- I'd like to see investment in skill development for all staff. As we promote them through the ranks, make sure we are providing lots of professional development opportunities in areas like communication, presentations, etc. The soft stuff they might not get at say a topic-focused conference

Balance Resort Economy with Community



Recreation



Recreation

Other Ideas

- Parking at trail heads

Strategic Objectives – Top Third

Category	Strategic Objective	Value
Housing	Park City's should develop and construct affordable housing using the private sector, or via public-private partnerships.	4.83
Equity	Park City should create a new Senior Citizens Center within City limits	4.5
Recreation	Park City should renovate the building in City Park to create another community building/asset	4.5
Transportation	Park City should establish a regional transportation task force (city/county, resorts, chamber, etc.) to identify bold collaborative solutions and financial partnerships	4.5
Environment	Park City should create an aggressive cash for grass (landscape incentives and rebates) water conservation program	4.33
Recreation	Park City should renovate the MARC's aquatic infrastructure	4.33
Transportation	Pursue new/additional funding sources to pay for increased transit service and maintain transportation fund balance for capital projects	4.33
Environment	Park City should focus more time and resources on zero-waste initiatives	4.17
Balancing Resort Economy with Community	Park City should create a "Major" development strategy – utilize public resources and non-planning staff to facilitate major project collaboration to achieve broader solutions/outcomes	4
Housing	Park City's should strive to retain 15% of its workforce housing within City limits	4
Housing	Park City should create regional authority within 3 years, and deprioritize City-centric approach	4
Organizational Infrastructure	Park City should refocus energy and resources to create a pre-Olympic infrastructure plan	4
Balancing Resort Economy with Community	Park City should expand administrative review of low impact matters such as plat amendments and conditional use approvals	3.83
Balancing Resort Economy with Community	Park City should increase construction mitigation requirements prior to approvals	3.83
Environment	Park City should remediate Beville-excluded soils under environmental permitting within City limits	3.83
Organizational Infrastructure	Park City should seek cost-offsetting projects – privatize and regionalize services when possible	3.83

Strategic Objectives – Middle Third

Category	Strategic Objective	Value
Balancing Resort Economy with Community	Park City should maintain application process and public hearing before boards, commissions, and City Council	3.67
Equity	Park City should create a Multicultural Committee	3.67
Equity	Park City should renovate and repurpose the Miner's Library/Hospital	3.5
Housing	Park City should create a new funding source dedicated to creating more affordable housing	3.5
Housing	Park City should increase density and height and reduce parking requirements in the LMC to increase affordable housing development	3.5
Organizational Infrastructure	Park City should create and/or bolster resources to improve procurement administration	3.5
Recreation	Park City should expand the PC Sport Complex (Quinn's) – pickleball, etc.	3.5
Transportation	Park City should create a regional traffic 5-year plan – intercept lots (park & rides), expand microtransit, and increase regional services	3.5
Transportation	Park City should pursue a bold one-way traffic flow concept, from Bonanza/Kearns/Park Ave/DVD, to accommodate transit and BRT lanes, expand sidewalks, and create bike lanes	3.5
Environment	Park City should work to create a regional recycling facility	3.33
Environment	Park City should enhance wildfire mitigation efforts, and delay additional trails and open space development until more progress is made	3.33
Equity	Park City should create a childcare/daycare public subsidy program	3.33
Equity	Park City should hire a DEI Manager to provide organizational and community leadership	3.33
Balancing Resort Economy with Community	Park City should reduce its role in attracting tourism, economic development, and events - refocus to regulation and local mitigation	3.17
Environment	Park City should more aggressively adjust water rates to promote water conservation	3.17
Environment	Park City should export Bevil-excluded soils under environmental permitting to locations outside City limits	3.17
Transportation	Park City should pursue ownership and operations of SR-248 corridor	3.17

Strategic Objectives – Bottom Third

Category	Strategic Objective	Value
Environment	Park City should financially incentivize energy efficient and net zero construction in private development (residential and commercial)	2.83
Recreation	Park City should expand the MARC facility (pickleball, fitness, etc.)	2.83
Transportation	Park City should build public parking within City limits, and shuttle locations as close to in-town destinations as possible	2.83
Transportation	Keep transportation operation expenses within existing revenue resources	2.83
Organizational Infrastructure	Park City should refocus energy and resources back to “traditional” roles of local government – public health, safety, and welfare	2.67
Recreation	Park City should increase discounted recreation services for PC residents	2.67
Balancing Resort Economy with Community	Park City should promote events, economic development, and attracting tourism consistent with General plan; and utilize economic development tools (RDAs, PIDs, etc.)	2.5
Balancing Resort Economy with Community	Park City should limit its development strategy to planning regulation only, remove LMC exceptions or performance zoning incentives, and limit new development to existing property rights	2.5
Housing	Park City should develop and construct its own affordable housing projects within City limits	2.5
Housing	Park City should fund an affordable housing buy-down program to retain existing housing stock instead of focusing on new affordable development	2.5
Organizational Infrastructure	Park City should create a Budget/Finance community task force to oversee administration	2.17
Transportation	Park City should forego capital solutions and focus on temporary and operational solutions to mitigate peak day traffic and congestion	2.17

What's next?

-  1. Move to implement highest scoring strategic objectives, incorporate scoring into FY24 budget process
-  2. Retake survey after Retreat
 - Refine strategic objectives based on Council feedback
 - Add categories not included in survey
 - Remove lower scoring strategic objectives from updated survey
-  3. Focus on staff proposals
 - Don't retake survey
 - Have staff come back in work sessions to propose plans on how to achieve highest scoring strategic objectives
 - Budget informed by work sessions
-  4. Disregard

Citywide Top Strategic Objectives

- Focus on the top Strategic Objectives
- These are the most important to City Council
- Staff develops proposals
- Budget is developed from these



Strategic Objectives

1	Red	Blue
2	Blue	Orange
3	Orange	Green
4	Green	Red
5	Red	Blue
6	Blue	Orange
7	Orange	Green
8	Green	Red
9	Red	Blue
10	Blue	Orange
11	Orange	Green
12	Green	Red

Citywide Middle Strategic Objectives

- Need to determine if these are a priority or not
- These are somewhat important to City Council
- Staff may develop proposals
- Budget may be developed from these



Strategic Objectives

1	Red	Blue
2	Blue	Orange
3	Orange	Green
4	Green	Red
5	Red	Blue
6	Blue	Orange
7	Orange	Green
8	Green	Red
9	Red	Blue
10	Blue	Orange
11	Orange	Green
12	Green	Red

Citywide Bottom Strategic Objectives

- These are not important to City Council
- Staff won't develop proposals
- Budget won't be developed from these



Strategic Objectives

1	Red	Blue
2	Blue	Orange
3	Orange	Green
4	Green	Red
5	Red	Blue
6	Blue	Orange
7	Orange	Green
8	Green	Red
9	Red	Blue
10	Blue	Orange
11	Orange	Green
12	Green	Red

Strategic Budgeting Timeline

