



**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
June 9, 2022**

NOTICE OF HYBRID IN-PERSON AND ELECTRONIC MEETING: The Council of Park City, Utah, will hold its regular meeting with an anchor location for public participation at the Marsac Municipal Building, City Council Chambers, 445 Marsac Avenue, Park City, Utah 84060 on June 9, 2022. Council members may participate in person or connect electronically by Zoom or phone. Members of the public may attend in person or participate electronically. Public comments will also 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 attending virtually and to listen live, please go to www.parkcity.org.

CLOSED SESSION - 2:00 p.m.

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

WORK SESSION

2:30 p.m. - FY2023 City Manager's Recommended Budget: Capital Budget Presentation and Review

(A) Public Input

[City Manager's Recommended FY23 Budget - Capital Projects & Water Operations](#)

[Exhibit A: All Recommended Summary](#)

[Exhibit B: Not Recommended Summary](#)

[Exhibit C: All Capital Fund Recommended](#)

[Exhibit D: All Transportation Fund Recommended](#)

[Exhibit E: All Water Fund Recommended](#)

4:45 p.m. - 2022 Trails and Open Space Overview and Project Update

[Trails and Open Space Staff Report](#)

5:45 p.m. - Break

REGULAR MEETING - 6:00 p.m.

I. ROLL CALL

II. PRESENTATION

1. Presentation of the 2022 Historic Preservation Awards to 1141 Park Avenue; 1062 Park Avenue; 803 Norfolk Avenue; Thaynes Mine Conveyor Gallery; and the Star Hotel

(A) Public Input

[2022 Historic Preservation Awards Staff Report](#)

III. APPOINTMENTS

1. Appointment of Lee Gerstein and Sharon Serpico Hanson to Three-Year terms on the Police Complaint Review Committee Beginning June 30, 2022 until June 30, 2025

[Police Complaint Review Committee Appointment Staff Report](#)

IV. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council Questions and Comments

Staff Communications Report

1. [Thaynes Canyon Drive Overflow Parking Update](#)
[Thaynes Overflow Parking Staff Report](#)
[Exhibit A: Thaynes Overflow Parking Temporary Action Plan](#)

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

VI. CONSIDERATION OF MINUTES

1. Consideration to Approve the City Council Meeting Minutes from April 28 and May 12, 2022
[April 28, 2022 Minutes](#)
[May 12, 2022 Minutes](#)

VII. OLD BUSINESS

1. Consideration to Approve the Memorandum of Understanding Amendment between Park City Municipal and J. Fisher Development for the 1875 Homestake Drive Development
(A) Public Input (B) Action
[Homestake Affordable Housing Project Staff Report](#)
[Exhibit A: DRAFT Submittal Design Concept](#)
[Exhibit B: Estimated Homestake Fees](#)
[Exhibit C: DRAFT Homestake Schedule](#)
[Exhibit D: DRAFT Amendment to Homestake MOU and Option to Lease](#)
[Exhibit E: Leasing FAQs](#)

VIII. NEW BUSINESS

1. Consideration to Approve Ordinance No. 2022-17, an Ordinance Approving the Snow Flower Condominiums Fourth Amended Plat Amending Unit 75, Located at 401 Silver King Drive, Unit 75, Summit County, Park City, Utah
(A) Public Hearing (B) Action
[401 Silver King Drive, Unit 75 Staff Report](#)
[Exhibit A: Draft Ordinance No. 2022-17](#)
[Exhibit B: Existing Plat](#)
[Exhibit C: Project Intent](#)
[Exhibit D: Letter of Support from Snow Flower Condominium HOA Manager](#)
[Exhibit E: Amendment to Condominium Declaration](#)
2. Discuss PC Forward: Long-Range Transportation Plan
(A) Public Input
[PC Forward Staff Report](#)
[Exhibit A: PC Forward Vision Summary](#)
[Exhibit B: PC Forward Blueprint Report](#)
[Exhibit C: PC Forward Engagement Report](#)

IX. 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.**

Council Agenda Item Report

Meeting Date: June 9, 2022

Submitted by: Michelle Kellogg

Submitting Department: Budget, Debt & Grants

Item Type: Staff Report

Agenda Section: WORK SESSION

Subject:

2:30 p.m. - FY2023 City Manager's Recommended Budget: Capital Budget Presentation and Review
(A) Public Input

Suggested Action:

Attachments:

[City Manager's Recommended FY23 Budget - Capital Projects & Water Operations](#)

[Exhibit A: All Recommended Summary](#)

[Exhibit B: Not Recommended Summary](#)

[Exhibit C: All Capital Fund Recommended](#)

[Exhibit D: All Transportation Fund Recommended](#)

[Exhibit E: All Water Fund Recommended](#)



City Council Work Session Report

Subject: City Manager's Recommended FY23 Budget – Capital Projects & Water Operations
Author: Budget Team
Department: Budget, Debt, & Grants
Resources Date: June 9, 2022
Type of Item: Legislative

On May 12th, the Budget Team presented the FY23 City Manager's Recommended Budget. On May 26th, the Budget Team returned to Council with specific details on the operating budget with department managers. [The Budget webpage](#) is serving as the hub for this year's budget information, including all staff reports, future meeting agenda and timelines, additional informational reports, memos, and every official budget document. We invite the public to attend the work sessions, provide public input, and continue to monitor and review the budget website to review information.

The remaining budget schedule throughout June:

- June 9, 2022, will focus on the proposed Capital Budget with a detailed review of large capital projects, funding sources, and the FY23 Water Fund budget along with focused discussions on proposed allocation of Housing funds and Fire Mitigation;
- June 16, 2022, will focus on proposed Fee Changes, Budget Policies, and Statutory Officer Compensation; and
- On June 23, 2022, the City Council will hold a final public hearing, eliminate any remaining questions, and formally adopt a Final FY23 Budget.

Executive Summary

Park City maintains five separate funds that make material contributions to capital expenditures: the General Fund, Capital Fund, Lower Park Avenue RDA, Transportation Fund, and Water Fund. Each year, the General Fund transfers a portion of its revenue to the Capital Fund, which is referred to as the "General Fund Transfer." This annual transfer supports for the vast majority of annual pay-as-you-go capital expenditures required to maintain adequate levels of investment in our facilities, equipment, and asset management practices.

Each year, the Budget Team convenes an internal Capital Committee to review various capital projects, equipment, and maintenance requests, and ultimately make a final recommendation to the City Manager. Committee members include managers and employees with expertise in capital projects and heavy equipment, procurement and grant writing, or managing large public facilities and infrastructure, such as:

- Amanda Angevine, Ice General Manager
- Julia Collins, Transportation Planning Manager
- Troy Dayley, Public Works Director
- Ken Fisher, Recreation Manager
- Mindy Finlinson, Finance Manager
- John Robertson, City Engineer
- Scott Robertson, IT & Customer Service Director
- Matt Twombly, Senior Project Manager
- Jonathan Weidenhamer, Economic Development Manager

Capital projects, equipment, and maintenance requests are reviewed through a multi-step process:

1. Source of Revenue

- a. Projects funded by outside grants or bonds tied directly to a project receive less scrutiny than projects funded solely by the City because of their return on investment for the taxpayer.

2. Capital Improvement Project (CIP) Process Score

- a. Projects are ranked from lowest to highest in CIP score (lowest = least critical, highest = more critical, using the Critical Community Priorities as a guiding factors).
- b. CIP Scores are evaluated using five specific criteria, using a scale from 1-5, with a weighted average methodology composed of the following:
 - Criterion 1 – Critical Community Priority Alignment, weight 1.25
 - Criterion 2 – Funding Source Availability, weight 1.5
 - Criterion 3 – Need to Have vs. Nice to Have, weight 1.25
 - Criterion 4 – History of Past Support, weight 1
 - Criterion 5 – Cost/Benefit (Potential to Save Operations Costs), weight 1

3. Project Status

- a. Completed projects with remaining balances are repurposed

4. Manager Feedback

- a. Feedback from project managers provides additional context and scrutiny on project requests and prioritization.

5. CIP Committee Analysis

- a. In addition to the quantitative and qualitative metrics cited above, the CIP Committee pursues a detailed, project-by-project discussion, with each project manager requesting new resources.

As part of the FY23 budget process, Staff aligned all planned capital project expenses over five years to Council's Critical Community Priorities, in addition to maintaining investments in Core Services. For the purposes of this analysis, all investments in the City's water system are bucketed under the Environmental Priority. All investments in street and roadway maintenance were categorized as part of the Transportation Critical Community Priority. See below:

Critical Priority	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total Plan
Core Services	\$16,702,555	(\$1,029,064)	\$5,364,819	\$3,692,608	\$5,960,029	\$1,622,867	\$1,023,991	\$33,337,805
Transportation	\$17,862,875	\$34,090,114	\$26,229,744	\$16,026,238	\$17,419,262	\$18,790,000	\$3,240,000	\$133,658,233
Environmental	\$65,633,527	\$34,941,219	\$33,340,442	\$8,114,613	\$5,404,174	\$4,996,323	\$5,897,986	\$158,328,284
Housing	\$13,567,324	\$9,455,874	\$4,000,000	\$0	\$0	\$0	\$0	\$27,023,198
Social Equity	\$1,383,722	\$61,518	\$40,000	\$0	\$0	\$0	\$0	\$1,485,240
Energy	\$958,568	\$0	\$0	\$0	\$0	\$0	\$0	\$958,568
Total	\$116,108,571	\$77,519,661	\$68,975,005	\$27,833,459	\$28,783,465	\$25,409,190	\$10,161,977	\$354,791,327

In general, the use of recurring revenues into capital-related funds is restricted by Council budget policy or by law. Material revenue sources for proposed capital projects and their uses are outlined below.

1. Water Service Fees
 - a. Used for water system operations and capital projects
2. Transportation Sales Taxes
 - a. Used for transportation and transit system operations and capital projects
3. Additional Resort City Sales Tax (ARCST)
 - a. Historically used for Open Space, Old Town Infrastructure, Streets and Storm Water by ballot approval, which included flexibility to use on any other capital improvement project as Council deems necessary
 - b. This tax was enacted in November 2012 using the following ballot language:
Ordinance No.12-33
 "...the City Council intends to allocate all revenue generated with the added 0.5% Additional Resort Communities Sales Tax directly into the Capital Improvement Fund (Fund 31) to be used for but not limited to the following capital projects: Historic Park City/Main Street & Downtown Projects, OTIS (Old Town Infrastructure Streets), Storm Drain Improvements, Open Space Acquisitions and other capital improvement projects as determined appropriate by City Council."
 - c. Over time, Council may want to have a policy discussion about the future uses of this revenue source and create a specific plan for ARCST allocation – maintain use paradigm, amend, etc.
4. Transient Room Tax (TRT)
 - a. Historically used for the Bonanza Park Neighborhood Area land acquisition and associated planning, event, and site remediation and activation costs.
 - b. The [TRT was enacted in July 2017 under Ordinance No. 2017-34, which adopted the TRT with no legal constraint on use. However, the past Council, at the time of adoption, gave public commitments to use the tax in the Bonanza Park Neighborhood Area \(see page 268-269 in the linked file\).](#)

As many capital projects require potentially large one-time expenses and funding from various sources, year-over-year changes in the City's capital project program do not follow a smooth linear path as the City's year-over-year operational costs. Nevertheless, a summary of the proposed five-year capital projects plan by Fund is outlined below. Additionally, year-over-year changes from FY22 original capital budgets are provided.

These figures focus on project-level expense only and exclude fund-level expenses such as debt service or ending balances.

Fund	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total
Capital Fund	\$47,035,396	\$13,804,866	\$20,328,933	\$6,063,745	\$3,557,929	\$2,656,604	\$2,297,500	\$95,744,974
Equipment Replacement Fund	\$2,321,344	\$1,600,600	\$1,851,062	\$1,939,600	\$1,639,000	\$1,705,000	\$1,680,000	\$12,736,606
Water Fund	\$57,595,517	\$33,028,889	\$31,409,962	\$7,131,845	\$5,130,174	\$4,752,573	\$5,520,698	\$144,569,658
Transportation Fund	\$5,553,459	\$27,409,240	\$14,482,488	\$10,840,709	\$6,389,262	\$1,830,000	\$230,000	\$66,735,158
Lower Park Avenue RDA	\$2,308,979	\$255,784	\$255,000	\$605,000	\$4,430,000	\$300,000	\$0	\$8,154,763
Main Street RDA	\$386,253	\$30,000	\$0	\$0	\$0	\$0	\$0	\$416,253
Golf Course Fund	\$268,435	\$112,560	\$112,560	\$112,560	\$110,000	\$0	\$0	\$716,115
Storm Water Fund	\$604,188	\$1,120,000	\$370,000	\$460,000	\$387,100	\$405,013	\$423,779	\$3,770,080
Parking Fund	\$35,000	\$157,721	\$165,000	\$80,000	\$80,000	\$10,000	\$10,000	\$537,721
Future Unfunded	\$0	\$0	\$0	\$600,000	\$7,060,000	\$13,750,000	\$0	\$21,410,000
Total	\$116,108,571	\$77,519,661	\$68,975,005	\$27,833,459	\$28,783,465	\$25,409,190	\$10,161,977	\$354,791,327

YoY % Change in Large Capital Project Funds			
Fund	FY22 Original	FY23	% Change FY22 Original to FY23
Capital Fund	\$16,556,629	\$20,328,933	23%
Water Fund	\$37,422,575	\$31,409,962	-16%
Transportation Fund	\$19,186,993	\$14,482,488	-25%

Highlights of Significant FY22 Adjusted Project Additions Across Funds

- CP0280 Aquatics Equipment Replacement - \$400k added from General Fund Transfer to support critical maintenance of PC MARC's swimming pools and related equipment such as boilers, tile, and pool surfaces.
- CP0142 Racquet Club Program Equipment Replacement - \$150k added from General Fund Transfer to support maintenance of PC MARC's fitness equipment replacement program, which includes items such as replacing treadmills, weight equipment, elliptical machines, and other equipment.
- CP0292 Cemetery Improvements - \$123k added from General Fund Transfer to complete PC Cemetery enhancements, which includes features such as new cremation urn facilities and plots given space constraints.
- CP0412 PC MARC Tennis Court Resurface - \$100k added from General Fund Transfer to maintain and resurface tennis courts with an option to add pickleball lines on the tennis courts to meet increasing demand.

Highlights of Significant FY23 Project Additions Across Funds

- CP0540 Snow Creek Crossing – SR248 Tunnel - \$4.3M allocated from the reserved Walkability Bond proceeds to support a major construction project at Snow Creek Crossing. This budget aligns with the recommendation of Park City's Walkability Committee yet remains a discretionary Council allocation. Note, total project costs over five years are proposed in the City Manager's tentative budget at approximately \$14M. Again, these are placeholders that simply reserve capital monies until Council makes a final determination on the scope of the future capital project.
 - A breakdown of various funding sources, given the project's potential cost, is necessary and identified below:

- Capital Fund, Walkability Bond: \$4.57M, approximately \$200k from Walkability Bond Proceeds was already programmed for this project before FY23
- Transportation Fund, Transit Sales Tax: \$522k
- Transportation Fund, Beginning Balance: \$4.6M
- Transportation Fund, County TST (Grant): \$1M, funding remains less certain and pending Summit County
- Transportation Fund, UDOT Grant: \$3.5M, funding recommended by UDOT but pending final approval
- CP0150 Ice Facility Capital Replacement - \$275k added from General Fund Transfer to support ongoing maintenance and equipment replacement of Park City's Ice Arena, such as HVAC maintenance and repairs, refrigeration system maintenance, replacement plexiglass, floor scrubber and ice resurfacer maintenance, rental skate replacements, dehumidifier maintenance and other items. The cost-sharing relationship between PCMC and the Rec Basin remains uncertain.
- CP0036 Traffic Calming (NTMP) - \$140k added from General Fund Transfer to support overall traffic mitigation efforts and to enhance the collection of equipment and tools available to support the NTMP program overhaul. Note, the NTMP has multiple funding sources with revenues from the City's General Fund and Lower Park Avenue RDA. The project is projected to have an available balance of \$83k by the end of FY22, with an addition of \$150k proposed for FY23 (\$10k existing base + \$140k of new funding) to meet new neighborhood demands.
 - If approved, the FY23 project will have a balance of approximately \$233k to further the City's overhaul of the NTMP program and enhance neighborhood traffic calming efforts.

Analysis

Capital Projects by Critical Community Priorities

City-wide FY22 Adjusted capital budgets are proposed at \$77.5M, while FY23 is proposed at \$68.9M. Key drivers are investments in transportation and water infrastructure.

Critical Priority	FY22	FY23
Core Services	(\$1,029,064)	\$5,364,819
Transportation	\$34,090,114	\$26,229,744
Environmental	\$34,941,219	\$33,340,442
Housing	\$9,455,874	\$4,000,000
Social Equity	\$61,518	\$40,000
Energy	\$0	\$0
Total	\$77,519,661	\$68,975,005

While Council technically adopts budgets for FY22 and FY23 only, the City also prepares a five-year capital plan to map out a multi-year blueprint. Under this lens, in the five-year picture, the bulk of the City's investments are projected to focus on water and transportation.

Core Services

Approximately \$1M reduction in FY22 and \$5.4M budget in FY23 are proposed within the Core Services category. The \$1M reduction in FY22 is largely driven by adjustments to CP0429 Arts & Culture District. This project previously maintained a budgeted carryforward of \$6.5M from the assumed sale of land within the District to potential project partners. Given the unlikelihood that we culminate a land sale this year prior to June 30, 2022, the budget was reduced by \$6.5M.

Within the top ten projects associated with Core Services, the FY22 budget proposes \$3.5M in expenses with a similar amount proposed in FY23.

Highlighted top projects include the following:

- CP0028 5 Year CIP – \$5M reserve fund within the overall Capital Fund that proactively adds to the City’s financial strength and stability. This fund is reserved as an emergency account in the event the City was unable to repay bond obligations. It also allows the City to issue debt without insurance, backstop the City’s emergency Recession Policy, and enhances the City’s annual credit score with rating agencies. The importance of the reserve account from a credit standpoint is essential, especially during times of economic uncertainty. This, along with the General Fund balance, has occasionally been referred to as an “emergency reserve,” which is essentially accurate. No expenditures are planned from this line item, and we strongly recommend continuing the conservative financial practice of maintaining a large reserve fund ([per Council budget policy](#) (page 104)).
- CP0386 Recreation Building in Park City – targeted as a placeholder should the City contemplate replacing the small and aging recreation building in City Park. The primary funding source is the Lower Park Avenue RDA (LPA RDA), with expanded funding from increased property tax revenues in the LPA RDA boundary. Given the uncertainty of a quick base redevelopment, the project may require a different funding source if a new building or major renovation are desired in the near term.
- CP0146 Asset Management/Replacement Program – this project is a key resource for the Public Works team and necessary to maintain and replace a range of critical equipment and assets across the City’s public works and maintenance infrastructure.
- CP0402 Additional Downtown Projects – this project’s intent is to support small and medium-scale infrastructure improvements in the Main Street business district. No change is recommended.
- CP0270 Downtown Enhancements Phase II - this project’s intent is to support small and medium-scale infrastructure improvements in the Main Street business district. No change is recommended.
- CP0150 Ice Facility Capital Replacement – Ice Facility capital and equipment costs are supported by this CIP program. The City and Basin Recreation are engaged in discussions regarding the facility’s inter-local agreement and cost sharing. The Basin’s share of future maintenance costs is uncertain and the City may need to prepare alternative funding strategies to support the

facility's capital needs in the near future.

- CP0329 Main Street Infrastructure Asset Management – maintenance expenses of public infrastructure on Main Street, including planter boxes, granite sidewalks, pocket parks, benches, trash cans, etc.
- CP0075 Equipment Replacement – Computer – maintenance and replacement of City-wide physical computer resources for professional staff and City Council.
- CP0005 City Park Improvements – maintenance and improvements in City Park, such as City Park planters, playground equipment, playing fields, volleyball courts, baseball diamonds, pavilions, etc.
- CP0351 Artificial Turf Replacement Quinn's – funded via a RAP Tax grant from Summit County to offset replacement costs for the turf field at Quinn's Junction.

An overview of budgets connected to top 10 Core Services capital projects:

Core Services Top 10 Capital Projects by 5Y \$									
\$ Rank	Project	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total Plan
1	CP0028 5 Year CIP Funding	\$5,073,395	\$0	\$0	\$0	\$0	\$0	\$0	\$5,073,395
2	CP0386 Recreation Building in City Park	\$241,383	\$0	\$0	\$0	\$4,200,000	\$0	\$0	\$4,441,383
3	CP0146 Asset Management/Replacement Program	\$160,642	\$552,709	\$704,760	\$1,105,418	\$750,000	\$750,000	\$750,000	\$4,773,529
4	CP0402 Additional Downtown Projects	\$0	\$500,000	\$1,200,000	\$0	\$0	\$0	\$0	\$1,700,000
5	CP0270 Downtown Enhancements Phase II	\$152,130	\$620,810	\$327,104	\$327,104	\$327,104	\$327,104	\$0	\$2,081,356
6	CP0150 Ice Facility Capital Replacement	\$888,601	\$537,870	\$473,000	\$132,000	\$132,000	\$132,000	\$0	\$2,295,471
7	CP0329 Main Street Infrastructure Asset Managem	\$21,047	\$100,000	\$100,000	\$599,310	\$100,000	\$100,000	\$100,000	\$1,120,357
8	CP0075 Equipment Replacement - Computer	\$505,963	\$360,564	\$628,026	\$502,564	\$142,000	\$142,000	\$0	\$2,281,117
9	CP0005 City Park Improvements	\$652,013	\$90,235	\$50,000	\$100,000	\$0	\$0	\$0	\$892,248
10	CP0351 Artificial Turf Replacement Quinn's	\$0	\$715,000	\$0	\$0	\$0	\$0	\$0	\$715,000
Total		\$7,695,174	\$3,477,188	\$3,482,890	\$2,766,396	\$5,651,104	\$1,451,104	\$850,000	\$25,373,856

Energy

Within the energy Critical Priority, CP0318 Bonanza Park/RMP Substation Mitigation maintains a carryforward balance of \$959k. Budget for this project was originally programmed in FY13 and can tackle minor changes associated with or near the substation but is likely not enough to achieve any major projects associated with relocation. Rocky Mountain Power will provide a high-level substation update, as requested by Council, in the month of July.

The Water department budget also includes numerous energy enhancements and improvements. However, for the purposes of analysis, all water projects have been classified under the Environmental Critical Community Priority.

An overview of budgets connected to Energy capital projects is listed below.

Energy Top 10 Capital Projects by 5Y \$									
\$ Rank	Project	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total Plan
	CP0318 Bonanza Park/RMP								
1	Substation Mitigation	\$958,568	\$0	\$0	\$0	\$0	\$0	\$0	\$958,568
	Total	\$958,568	\$0	\$0	\$0	\$0	\$0	\$0	\$958,568

Environmental

The significant driver of projects in the Environmental Critical Community Priority is investment in the City's water system. Expenses of \$35M are proposed in FY22 with \$33M in FY23. The City's new Three Kings Treatment Plant is the top in terms of expense and priority as the facility will handle expanded water treatment capacity at modern standards. The Water Department performs hundreds of different tests on a regular basis to ensure drinking water meets or exceeds Environmental Protection Agency (EPA) and the Utah Department of Environmental Quality Division of Drinking water (DDW) standards.

Highlighted top projects include:

- CP0389 Mining Influenced Water Treatment – this project is the key vehicle for the new Three Kings Water Treatment Plant. Historical funding for the project is derived from two bonds that the City issued at record low interest rates in FY20 and FY21. By consolidating the FY20 bond into one large issuance, the cost savings to PCMC ratepayers from the Series 2020 Water Revenue Bond equaled approximately \$250k/year, or ~\$5M over a 20-year bond term.

The Series 2020 bond was funded at a True Interest Cost (TIC) of 1.85%. In FY21, the Budget Team recommended refunding older bonds as part of the Series 2021 Water Revenue Bond. Council adopted [a refunding resolution](#) to refinance the Series 2012 and 2012B bonds as part of this issuance. By refunding with lower interest rates (2.15%) and releasing the debt service reserve, the City saved approximately \$500k. The Series 2021 bond was funded as a TIC of 1.89%. Proceeds from the FY20 bond have been expended and the remaining budget is driven by proceeds from the FY21 water revenue bond. Purpose of Three Kings Water Treatment Plan:

- Improve water quality and reliability;
- Increase water treatment capacity to maximize use of available water from Judge and Spiro Tunnels;
- Increase overall City water supply resiliency and peak day capacity; and,
- Meet Utah Pollutant Discharge Elimination System (UPDES) permits and Stipulated Compliance Order for Judge and Spiro Tunnel water discharge.
- CP0040 Water Dept Infrastructure Improvement – a general-purpose Water Department allocation to make annual investments in the broader City water system, such as pipe replacements, leak detection, and system maintenance.
- CP0267 Soil Repository – a carryforward balance of \$4M, originally funded

in FY12, will remain in place unless Council directs otherwise to assist with future soil mitigation initiatives, programs, and policies.

An overview of the top 10 budgets connected to Environmental capital projects:

Environmental Top 10 Capital Projects by 5Y \$									
\$ Rank	Project	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total Plan
1	CP0389 MIW Treatment	\$38,219,228	\$28,200,000	\$20,094,153	\$250,000	\$260,000	\$270,400	\$281,216	\$87,574,997
2	CP0040 Water Dept Infrastructure Improvement	\$415,848	\$2,396,891	\$3,454,863	\$3,496,538	\$1,776,879	\$1,183,223	\$2,000,000	\$14,724,242
3	CP0178 Rockport Water, Pipeline, and Storage	\$169,876	\$4,080,796	\$1,274,570	\$1,357,520	\$1,203,543	\$1,276,958	\$1,275,201	\$10,638,464
4	CP0007 Tunnel Maintenance	\$2,749,968	\$274,750	\$2,781,619	\$292,884	\$304,599	\$319,829	\$332,622	\$7,056,271
5	CP0267 Soil Repository	\$4,068,104	\$0	\$0	\$0	\$0	\$0	\$0	\$4,068,104
6	CP0443 West Neck Tank	\$1,398,914	\$1,250,000	\$1,250,000	\$0	\$0	\$0	\$0	\$3,898,914
7	CP0390 QJWTP Treatment Upgrades	\$2,839,109	\$0	\$0	\$0	\$0	\$0	\$0	\$2,839,109
8	CP0343 Park meadows Well	\$2,678,908	\$0	\$0	\$0	\$0	\$0	\$0	\$2,678,908
9	CP0371 C1 - Quinns WTP to Boothill - Phase 1	\$0	\$2,385,750	\$0	\$0	\$0	\$0	\$0	\$2,385,750
10	CP0256 Storm Water Improvements	\$487,492	\$257,242	\$300,000	\$300,000	\$315,000	\$330,750	\$347,288	\$2,337,772
Total		\$53,027,447	\$38,845,429	\$29,155,205	\$5,696,942	\$3,860,021	\$3,381,160	\$4,236,327	\$138,202,531

Transportation

Approximately \$34M in FY22 and \$26M in FY23 are proposed in total expense within the Transportation Critical Community Priority category. The significant driver of near-term investments is acquisition of new electric busses (budgeted in FY22 but purchased in FY23). The acquisition is largely funded by Federal grants coupled with a relatively small local match (approx. 80/20 split Fed/Local). In addition, the Snow Creek Crossing project is the single-largest addition to the City's capital program recommendation. If funded, the project would peak in FY24.

Highlighted top projects include the following:

- CP0009 Transit Rolling Stock Replacement – acquisition of electric buses scheduled for delivery 11/30/2022 and under a collaborative effort between the City and Utah Transit Authority (UTA). Of the approximately \$17.2M in cost, \$11.02M will come from Federal FTA grants, \$4.27M in Volkswagen Settlement and UTA funds, with only \$1.91M coming from the City.

This project is important to replace the City's aging fleet of diesel busses that present useful life provisions due to mileage maximums in FY24. The bus acquisition is built into the Transit's operational plan for major routes, express services, and continued neighborhood services. Under the plan, the City will retain seven buses, High Valley Transit will receive four buses, and UTA will operate four as part of the PC-SLC connect. Minor adjustments may be necessary to align the tentative budget with final figures.

- CP0540 Snow Creek Crossing – SR248 Tunnel Improvement – the largest new proposed project in the FY23 capital budget. [Council received a project briefing on May 12, 2022](#), and requested additional information and study. The FY23 budget reserves funding without any major expenditures made until a Council decision is made.
- CP0074 Equipment Replacement – Rolling Stock – utilized City-wide for replacement of the City's numerous vehicle fleet. Under the Fleet Committee

and Public Works supervision, annual equipment replacements range from large and small snow removal equipment to new police vehicles. Best practices and standards are applied based upon equipment age, condition, and market opportunities for optimum replacement.

- CP0006 Pavement Management Implementation – long-standing asset management/replacement focused on maintaining street conditions and repaving programs. Under Public Works, a significant source of funding comes from the annual General Fund Transfer.
- CP0465 SR-248 Corridor and Safety Improvement – primarily funded by grants from the Transportation Sales Tax (TST) managed by the Summit County Council of Governments (COG), this was awarded for corridor and safety improvements on SR-248. The project focused on the westbound shoulder running bus lane, Kearns High School tunnel, other pedestrian safety improvements, and will continue to go towards future short-term and long-term improvements in the corridor.
- CP0541 SR248/Bonanza Pedestrian Crossing Improvements – contemplated as part of the larger series of investments in the Bonanza Park Neighborhood Area. We have requested State grant applications, and until awarded, these are placeholders for potential matching contributions and remain uncertain.
- CP0411 SR248/US 40 Park and Ride Lot – for several years, this provided funding for a park and ride facility on SR248 and US 40. Despite the current uncertainty, funds are proposed to remain as a placeholder until a final Council decision is made.
- CP0543 Bonanza and Prospector Pedestrian Crossing – contemplated as part of the larger series of investments in the Bonanza Park Neighborhood Area. Similar to above, pending the outcome of State grant applications.
- CP0385 Park Avenue Reconstruction – the last project to complete the City's OTIS streets study and plan. The primary funding source is Additional Resort City Sales Tax.
- CP0544 Bonanza/Iron Horse/Rail Trail Intersection Pedestrian Improvements - contemplated as part of the larger series of investments in the Bonanza Park Neighborhood Area. Pending the outcome of State grant applications.

An overview of the top 10 budgets connected to Transportation capital projects:

Transportation Top 10 Capital Projects by 5Y \$									
\$ Rank	Project	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total Plan
1	CP0009 Transit Rolling Stock Replacement	\$0	\$16,837,864	\$0	\$0	\$0	\$0	\$0	\$16,837,864
2	CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	\$0	\$268,107	\$4,320,365	\$7,064,619	\$2,587,288	\$0	\$0	\$14,240,379
3	CP0074 Equipment Replacement - Rolling Stock	\$1,894,309	\$1,250,000	\$1,350,000	\$1,500,000	\$1,550,000	\$1,650,000	\$1,650,000	\$10,844,309
4	CP0006 Pavement Management Implementation	\$530,969	\$1,040,000	\$1,040,000	\$1,040,000	\$1,040,000	\$1,110,000	\$1,210,000	\$7,010,969
5	CP0465 SR-248 Corridor and Safety Improvement	\$0	\$0	\$6,348,554	\$0	\$0	\$0	\$0	\$6,348,554
6	CP0541 SR248/ Bonanza Pedestrian Crossing Improvements	\$0	\$0	\$0	\$0	\$300,000	\$5,600,000	\$0	\$5,900,000
7	CP0411 SR 248/US 40 Park and Ride Lot	\$127,643	\$4,513,665	\$300,000	\$360,000	\$0	\$0	\$0	\$5,301,308
8	CP0543 Bonanza and Prospector Pedestrian Crossing Bridge or Tunnel	\$0	\$0	\$0	\$0	\$300,000	\$5,000,000	\$0	\$5,300,000
9	CP0385 Park Avenue Reconstruction	\$3,689,298	\$747,100	\$746,580	\$0	\$0	\$0	\$0	\$5,182,978
10	CP0544 Bonanza/Iron Horse/Rail Trail Intersection Pedestrian Improvements	\$0	\$0	\$0	\$0	\$300,000	\$4,000,000	\$0	\$4,300,000
Total		\$6,242,219	\$24,656,736	\$14,105,499	\$9,964,619	\$6,077,288	\$17,360,000	\$2,860,000	\$81,266,361

Housing

Approximately \$9.5M in FY22 and \$4M in FY23 are proposed within the Housing Critical Community Priority category.

Overall, the budget process sought to best align housing funds to the potential locations of project expenses in the future. In years past, the bulk of the City's housing funds were pledged to the Woodside II project. Overall, the core of the City's funding for affordable housing has not changed; most coming from bond proceeds ([2019 sales tax revenue bond, which stands at a balance of \\$22.9M. See 2019 Sales Tax Revenue Bond Preliminary Official Statement, page 24, to review Authority and Purpose](#)). The Housing and Budget Team have proposed a temporary funding plan, and plan to discuss if the proposal aligns with preliminary Council intent and project prioritization (timing, PPP's, etc.).

For the FY23 budget, the largest change is the addition of the proposed CP0557 Lite Deed Program (\$1M). The revenue comes from past sale of assets. An overview of the top budgets connected to Housing capital projects:

Housing Capital Projects by 5Y \$									
\$ Rank	Project	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total Plan
1	CP0013 Affordable Housing Program	\$765,116	\$11,196,029	\$0	\$0	\$0	\$0	\$0	\$11,961,145
2	CP0362 Woodside Phase II	\$12,802,208	(\$7,800,000)	\$0	\$0	\$0	\$0	\$0	\$5,002,208
3	CP0361 Land Acquisition/Banking Program	\$0	\$3,049,845	\$0	\$0	\$0	\$0	\$0	\$3,049,845
4	CP0358 Homestake Housing	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$3,000,000
5	CP0566 Clark Ranch Housing	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000
6	CP0557 Lite Deed Program	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
7	CP0309 Woodside Phase I	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000
Total		\$13,567,324	\$9,455,874	\$4,000,000	\$0	\$0	\$0	\$0	\$27,023,198

Social Equity

Social Equity investments are seen broadly across the organization and difficult to adequately represent in a single capital project – transportation, recreation, housing, library, boards and commissions, etc., etc. However, approximately \$61k in FY22 and \$40k in FY23 are proposed in total expense within the Social Equity Critical Community Priority category.

The largest capital project remains CP0311 Senior Community Center project (carryforward balance of \$991k). The remaining two are CP0089 Public Art and CP0019 Library Development & Donations.

Social Equity Top 10 Capital Projects by 5Y \$									
\$ Rank	Project	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total Plan
1	CP0311 Senior Community Center	\$991,390	\$0	\$0	\$0	\$0	\$0	\$0	\$991,390
2	CP0089 Public Art	\$360,749	\$50,000	\$40,000	\$0	\$0	\$0	\$0	\$450,749
3	CP0019 Library Development & Donations	\$31,583	\$11,518	\$0	\$0	\$0	\$0	\$0	\$43,101
Total		\$1,383,722	\$61,518	\$40,000	\$0	\$0	\$0	\$0	\$1,485,240

Capital Projects by Funds

In addition to viewing capital projects by Critical Community Priority, the Budget Team has

also analyzed capital projects by each fund to provide another lens for Council to review and scrutinize planned projects and initiatives.

Capital Fund Projects

Within the Capital Fund, FY22 adjusted budgets are proposed at \$13.8M and FY23 budgets at \$20.3M. The largest Capital Fund projects include Affordable Housing programs, Pavement Management, and Park Avenue Reconstruction.

The below grid shows top 10 project budgets funded from the Capital Fund only.

\$, Rank	Project	Carry Forward	2022	2023	2024	2025	2026	2027	Total 5Y CIP	Manager
1	CP0013 Affordable Housing Program	\$739,230	\$11,196,029	\$0	\$0	\$0	\$0	\$0	\$11,935,259	Glidden
2	CP0006 Pavement Management Implementation	\$478,969	\$1,040,000	\$1,040,000	\$1,040,000	\$1,040,000	\$1,110,000	\$1,210,000	\$6,958,969	Dayley
3	CP0385 Park Avenue Reconstruction	\$3,689,298	\$747,100	\$746,580	\$0	\$0	\$0	\$0	\$5,182,978	Robertson, J.
4	CP0028 5 Year CIP Funding	\$5,073,395	\$0	\$0	\$0	\$0	\$0	\$0	\$5,073,395	Briggs
5	CP0362 Woodside Phase II	\$12,800,000	-\$7,800,000	\$0	\$0	\$0	\$0	\$0	\$5,000,000	Glidden
6	CP0146 Asset Management/Replacement Program	\$160,642	\$552,709	\$704,760	\$1,105,418	\$750,000	\$750,000	\$750,000	\$4,773,529	Dayley
7	CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	\$0	\$268,107	\$4,320,365	\$0	\$0	\$0	\$0	\$4,588,472	Collins
8	CP0267 Soil Repository	\$4,068,104	\$0	\$0	\$0	\$0	\$0	\$0	\$4,068,104	Robertson, J.
9	CP0157 OTIS Phase III(a)	\$3,752,481	\$150,000	\$0	\$0	\$0	\$0	\$0	\$3,902,481	Robertson, J.
10	CP0361 Land Acquisition/Banking Program	\$0	\$3,049,845	\$0	\$0	\$0	\$0	\$0	\$3,049,845	Glidden
	Total	\$30,762,119	\$9,203,790	\$6,811,705	\$2,145,418	\$1,790,000	\$1,860,000	\$1,960,000	\$54,533,032	

Capital Fund – Additional Resort City Sales Tax

Additional Resort City Sales Tax (ARCST) is the largest revenue to the City's Capital Fund, with revenues from 0.5% of Park City's gross point of sale transactions. The ARCST is projected at \$6-7M in FY22 and FY23.

ARST has been pledged for sales tax related bonds in the past, of which proceeds were used for open space acquisition, downtown improvements, and streets projects. Debt service payments associated with ARCST stand at \$2.8M per year in FY22 and FY23. By extension, this leaves the Capital Fund with \$3-4M of cash revenue per year to fund pay-as-you-go, ARCST-related, capital project initiatives.

There are no "not-recommended" projects linked to ARCST in the FY22 and FY23 budget. All existing ARCST funding contributions to capital projects are listed below.

Additional Resort Sales Tax Linked								
Project	Carry Forward	2022	2023	2024	2025	2026	2027	Manager
CP0157 OTIS Phase III(a)	\$3,752,481	\$150,000	\$0	\$0	\$0	\$0	\$0	Robertson, J.
CP0270 Downtown Enhancements Phase II	\$0	\$327,104	\$327,104	\$327,104	\$327,104	\$327,104	\$0	Weidenhamer
CP0329 Main Street Infrastructure Asset Managem	\$21,047	\$100,000	\$100,000	\$599,310	\$100,000	\$100,000	\$100,000	Dayley
CP0361 Land Acquisition/Banking Program	\$0	\$1,049,845	\$0	\$0	\$0	\$0	\$0	Glidden
CP0385 Park Avenue Reconstruction	\$3,689,298	\$747,100	\$746,580	\$0	\$0	\$0	\$0	Robertson, J.
CP0401 Downtown Projects Plazas	\$0	\$60,605	\$0	\$0	\$0	\$0	\$0	Twombly
CP0402 Additional Downtown Projects	\$0	\$500,000	\$1,200,000	\$0	\$0	\$0	\$0	Twombly
CP0454 Prospector Sq. Rail Trail Connector	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	Robertson, J.
CP0455 Olympic Park Pathway Connector	\$0	\$0	\$113,000	\$0	\$0	\$0	\$0	Robertson, J.
CP0456 PC Heights Pathway	\$0	\$0	\$65,000	\$0	\$0	\$0	\$0	Robertson, J.
CP0556 Upper Main Street Intersection Improvements	\$0	\$1,461,562	\$750,000	\$0	\$0	\$0	\$0	Robertson, J.
Total	\$7,462,827	\$4,396,216	\$3,341,684	\$926,414	\$427,104	\$427,104	\$100,000	

Capital Fund – Transient Room Tax Linked

TRT revenues come from a 1% tax on lodging revenues within the municipality and does not have the same restrictions as a County levied TRT. TRT revenue is projected at \$2.6M-3M in FY22 and FY23.

[TRT was enacted in July 2017 under Ordinance No. 2017-34, which adopted the Transient Room Tax with no legal constraints on use. However, the past Council, at the time, gave direction to use the tax in the Bonanza Park Neighborhood Area \(Please see page 268-269 in the linked file\).](#)

As stated, the TRT was pledged to acquire land in the Bonanza Park Neighborhood Area. Debt service payments stand at \$1.4M per year in FY22 and FY23. By extension, the Capital Fund has \$1.2M-1.6M of annual TRT revenue to fund pay-as-you go capital projects. There are not any “not-recommended” projects linked to TRT in the FY22 and FY23 budget.

All TRT funding contributions to capital projects are listed below.

Transient Room Tax Linked								
Project	Carry Forward	2022	2023	2024	2025	2026	2027	Manager
CP0429 Arts and Culture District	\$0	\$326,233	\$450,000	\$0	\$0	\$0	\$0	Everitt
CP0527 HOMESTAKE ROADWAY IMP & MULTI-USE TRAIL	\$0	\$345,905	\$783,836	\$0	\$0	\$0	\$0	Robertson, J.
CP0528 MUNCHKIN EXTN/MULTI TRAIL & WOODBINE IMP	\$0	\$0	\$238,232	\$620,953	\$0	\$0	\$0	Robertson, J.
Total	\$0	\$672,138	\$1,472,068	\$620,953	\$0	\$0	\$0	

Capital Fund – General Fund Transfer Linked

Each year, the General Fund contributes to capital projects in the range of \$3M-5M, depending on economic conditions and sales tax revenues. Because the revenue is flexible, a General Fund Transfer is subject to the most competitive process in the City’s internal committee reviewing capital project and equipment needs. In FY23, the internal Committee strove to analyze requests through the lens of both the City’s Critical Community Priorities and the more near-term themes of Resort Economy Mitigation, Neighborhood Reinvestments, and Organizational Infrastructure.

The General Fund Transfer is usually deployed to maintain and serve ongoing capital maintenance needs for City facilities. The FY22 adjusted budget recommends \$5M in expenses, while FY23 recommends \$4.5M in General Fund Transfer expenses.

Recommended General Fund Transfer linked projects are listed below.

General Fund Transfer Linked - Recommended							
Project	Carry Forward	2022	2023	Score	Manager	Theme	Critical Priority
CP0075 Equipment Replacement - Computer	\$403,977	\$320,600	\$471,062	30	Robertson	Organizational Infrastructure	Core Services
CP0266 Prospector Drain - Regulatory Project	\$0	-\$3,463	\$150,000	33	Robertson, J.	Organizational Infrastructure	Core Services
CP0332 Library Technology Equipment Replacement	\$0	\$0	\$123,104	44	Robertson	Organizational Infrastructure	Core Services
CP0352 Parks Irrigation System Efficiency Imp	\$53,717	\$30,000	\$30,000	41	Dayley	Organizational Infrastructure	Energy

CP0432 Office 2016 Licenses	\$116,488	\$116,488	\$0	42	Robertson	Organizational Infrastructure	Core Services
CP0378 Legal Software for Electronic Document M	\$0	\$35,000	\$0	29	Robertson	Organizational Infrastructure	Core Services
CP0267 Soil Repository	\$1,745,093	\$0	\$0	29	Robertson, J.	Organizational Infrastructure	Core Services
CP0028 5 Year CIP Funding	\$5,000,000	\$0	\$0	45	Briggs	Organizational Infrastructure	Core Services
CP0434 GIS GeoEvent Server License	\$5,000	\$0	\$0	23	Robertson	Organizational Infrastructure	Core Services
CP0325 Network & Security Enhancements	\$33,187	\$0	\$0	27	Robertson	Organizational Infrastructure	Core Services
CP0333 Engineering Survey Monument Re-establish	\$35,000	\$0	\$0	29	Robertson, J.	Organizational Infrastructure	Core Services
CP0312 Fleet Management Software	\$53,321	\$0	\$0	38	Dayley	Organizational Infrastructure	Transportation
CP0326 Website Remodel	\$12,378	\$0	\$0	28	Robertson	Organizational Infrastructure	Core Services
CP0324 Recreation Software	\$12,000	\$0	\$0	32	Fisher	Organizational Infrastructure	Core Services
CP0435 GIS Satellite Imagery Multi-Spectral	\$6,000	\$0	\$0	26	Robertson	Organizational Infrastructure	Core Services
CP0354 Streets and Water Maintenance Building	\$100,269	\$0	\$0	32	McAfee	Organizational Infrastructure	Core Services
CP0006 Pavement Managment Implementation	\$104,802	\$630,000	\$630,000	39	Dayley	Neighborhood Reinvestments	Transportation
CP0142 Racquet Club Program Equipment Replaceme	\$217,383	\$215,000	\$65,000	32	Fisher	Neighborhood Reinvestments	Core Services
CP0567 Safety Style Soccer Goals	\$0	\$0	\$59,000	38	Dayley	Neighborhood Reinvestments	Core Services
CP0089 Public Art	\$318,000	\$50,000	\$40,000	53	Everitt	Neighborhood Reinvestments	Core Services
CP0412 PC MARC Tennis Court Resurface	\$42,500	\$130,000	\$30,000	19	Fisher	Neighborhood Reinvestments	Core Services
CP0280 Aquatics Equipment Replacement	\$13,531	\$425,000	\$25,000	30	Fisher	Neighborhood Reinvestments	Core Services
CP0457 City AED Replacement and Maintenance Fund	\$0	\$15,000	\$15,000	38	McComb	Neighborhood Reinvestments	Core Services
CP0217 Emergency Management Program	\$650	\$0	\$15,000	38	Daniels	Neighborhood Reinvestments	Core Services
CP0568 Gate for Mine bench and Judge Tunnel	\$0	\$0	\$15,000	38	Dayley	Neighborhood Reinvestments	Core Services
CP0017 ADA Implementation	\$78,568	\$0	\$5,000	35	Robertson, J.	Neighborhood Reinvestments	Core Services
CP0483 LED Upgrade Quinn's Fields	\$100,000	\$500,000	\$0	29	Fisher	Neighborhood Reinvestments	Energy
CP0292 Cemetery Improvements	\$17,423	\$170,014	\$0	36	Fisher	Neighborhood Reinvestments	Core Services
CP0475 Wildfire Risk and Mitigation Mapping	\$0	\$250,000	\$0	44	McComb	Neighborhood Reinvestments	Core Services
CP0445 Add Uphill Marsac Gate Above Chambers Av	\$50,000	\$50,000	\$0	44	Robertson, J.	Neighborhood Reinvestments	Core Services
CP0560 Forestry Plan	\$0	\$100,000	\$0	38	Deters	Neighborhood Reinvestments	Core Services
CP0250 Irrigation Controller Replacement	\$15,494	\$0	\$0	44	Dayley	Neighborhood Reinvestments	Energy
CP0335 Engineering Small Projects Fund	\$0	\$12,000	\$0	27	Robertson, J.	Neighborhood Reinvestments	Core Services
CP0003 Old Town Stairs	\$0	\$21,276	\$0	32	Twombly	Neighborhood Reinvestments	Core Services
CP0128 Quinn's Ice/Fields Phase II	\$34,296	\$0	\$0	44	Twombly	Neighborhood Reinvestments	Core Services
CP0318 Bonanza Park/RMP Substation Mitigation	\$958,568	\$0	\$0	35	Everitt	Neighborhood Reinvestments	Energy
CP0353 Remote snow storage site improvements	\$74,898	\$0	\$0	26	Dayley	Neighborhood Reinvestments	Core Services
CP0336 Prospector Avenue Reconstruction	\$294,886	\$0	\$0	33	Robertson, J.	Neighborhood Reinvestments	Core Services
CP0074 Equipment Replacement - Rolling Stock	\$1,894,309	\$1,250,000	\$1,350,000	31	Dayley	Resort Economy Mitigation	Core Services
CP0146 Asset Management/Replacement Program	\$0	\$0	\$704,760	42	Dayley	Resort Economy Mitigation	Core Services
CP0150 Ice Facility Capital Replacement	\$330,787	\$50,000	\$341,000	39	Angevine	Resort Economy Mitigation	Core Services
CP0036 Traffic Calming	\$64,806	\$20,000	\$150,000	44	Robertson, J.	Resort Economy Mitigation	Transportation
CP0092 Open Space Improvements	\$0	\$100,000	\$100,000	47	Deters	Resort Economy Mitigation	Core Services

CP0191 Walkability Maintenance	\$44,122	\$103,150	\$71,825	39	Dayley	Resort Economy Mitigation	Core Services
CP0041 Trails Master Plan Implementation	\$0	\$295,000	\$50,000	38	Twombly	Resort Economy Mitigation	Core Services
CP0535 Santy Chairs Replacement	\$0	\$0	\$33,500	23	Twombly	Resort Economy Mitigation	Core Services
CP0340 Fleet Shop Equipment Replacement	\$23,058	\$15,000	\$15,000	26	Dayley	Resort Economy Mitigation	Transportation
CP0100 Neighborhood Parks	\$0	\$75,000	\$0	42	Twombly	Resort Economy Mitigation	Core Services
CP0020 City-wide Signs Phase I	\$0	\$40,513	\$0	30	Weidenhamer	Resort Economy Mitigation	Transportation
Total	\$12,254,510	\$5,015,578	\$4,489,251				

In FY22, new requests paired to General Fund Transfer totaled \$1M and were primarily focused on adjustments to asset management and equipment replacement programs associated with Recreation. Much of the funding was programmed in the General Fund due to the Recreation team's success in generating additional RAP Tax grant funding. In turn, this freed up resources in the General Fund Transfer that otherwise would have competed for the Recreation replacement initiatives (equipment and field replacements at PC Ice Arena and Quinn's Junction). We also prioritized funding for Wildfire Risk and Mitigation Mapping, along with a new City Forestry Plan.

Project	Carry Forward	2022 Base	2022 Newly Requested	Score	Manager	Theme	Critical Priority
CP0142 Racquet Club Program Equipment Replaceme	\$217,383	\$65,000	\$150,000	31.50	Fisher	Neighborhood Reinvestments	Core Services
CP0412 PC MARC Tennis Court Resurface	\$42,500	\$30,000	\$100,000	19.20	Fisher	Neighborhood Reinvestments	Core Services
CP0280 Aquatics Equipment Replacement	\$13,531	\$25,000	\$400,000	30.00	Fisher	Neighborhood Reinvestments	Core Services
CP0457 City AED Replacement and Maintenance Fund	\$0	\$0	\$15,000	37.50	McComb	Neighborhood Reinvestments	Core Services
CP0292 Cemetery Improvements	\$17,423	\$47,014	\$123,000	36.00	Fisher	Neighborhood Reinvestments	Core Services
CP0475 Wildfire Risk and Mitigation Mapping	\$0	\$0	\$250,000	43.50	McComb	Neighborhood Reinvestments	Core Services
CP0560 Forestry Plan	\$0	\$0	\$100,000	37.50	Deters	Neighborhood Reinvestments	Core Services
CP0150 Ice Facility Capital Replacement	\$330,787	\$341,000	-\$291,000	39.00	Angevine	Resort Economy Mitigation	Core Services
CP0092 Open Space Improvements	\$0	\$0	\$100,000	46.50	Deters	Resort Economy Mitigation	Core Services
CP0191 Walkability Maintenance	\$44,122	\$71,825	\$31,325	39.00	Dayley	Resort Economy Mitigation	Core Services
CP0100 Neighborhood Parks	\$0	\$0	\$75,000	42.00	Twombly	Resort Economy Mitigation	Core Services

Each year, the Budget Team closely monitors project balances and commitments. This year, FY22 completed projects had miscellaneous balances deployed back into the City's General Fund, as outlined below.

Project	Reduction	Note
CP0336 Prospector Ave	\$ (180,000)	Reduced to \$20k, which is the remaining balance needed for sidewalk work
CP0483 LED Upgrade Quinn's	\$ (266,899)	Project is complete, zeroing out
CP0017 ADA Implementation	\$ (83,568)	Project is complete, ADA is taken care of inside each project now

In FY23, new requests totaled \$1.1M and were mixed among a variety of new and ongoing projects. The largest increases are proposed for the PC Ice Arena (+\$275k), Traffic Calming (NTMP) (+\$140k), and Open Space Improvements (+\$100k).

Project	Carry Forward	2023 Base	2023 Newly Requested	Score	Manager	Theme	Critical Priority
CP0075 Equipment Replacement - Computer	\$403,977	\$446,062	\$25,000	30.00	Robertson	Organizational Infrastructure	Core Services
CP0567 Safety Style Soccer Goals	\$0	\$0	\$59,000	37.50	Dayley	Neighborhood Reinvestments	Core Services
CP0089 Public Art	\$318,000	\$0	\$40,000	52.50	Everitt	Neighborhood Reinvestments	Core Services
CP0457 City AED Replacement and Maintenance Fund	\$0	\$0	\$15,000	37.50	McComb	Neighborhood Reinvestments	Core Services
CP0568 Gate for Mine bench and Judge Tunnel	\$0	\$0	\$15,000	37.50	Dayley	Neighborhood Reinvestments	Core Services
CP0074 Equipment Replacement - Rolling Stock	\$1,894,309	\$1,300,000	\$50,000	31.20	Dayley	Resort Economy Mitigation	Core Services
CP0150 Ice Facility Capital Replacement	\$330,787	\$66,000	\$275,000	39.00	Angevine	Resort Economy Mitigation	Core Services
CP0036 Traffic Calming	\$64,806	\$10,000	\$140,000	43.50	Robertson, J.	Resort Economy Mitigation	Transportation
CP0092 Open Space Improvements	\$0	\$0	\$100,000	46.50	Deters	Resort Economy Mitigation	Core Services
CP0535 Santy Chairs Replacement	\$0	\$0	\$33,500	22.50	Twombly	Resort Economy Mitigation	Core Services

In FY23, \$4.5M in General Transfer Revenue funded most General Fund linked projects. However, each year a certain number of projects are not recommended because of revenue constraints. Those are listed below to ensure maximum transparency. For example, the \$120K Information System Enhancement/Upgrades listed below is not recommended, yet a host of other priority IT projects were recommended as listed above. In addition, multiple information system enhancements related operating requests are reflected in the City's operations budget.

General Fund Transfer Linked - Not Recommended					
Project	Carry Forward	2022	2023	Score	Manager
0000000614 Marsac Remodel	\$0	\$0	\$1,500,000	-	Twombly
0000000615 PC MARC Expansion	\$0	\$2,000,000	\$2,000,000	-	Fisher
CP0002 Information System Enhancement/Upgrades	\$0	\$0	\$120,000	23	Robertson
CP0236 Triangle Property Environmental Remediat	\$0	\$0	\$99,779	24	Robertson, J.
CP0339 Fiber Connection to Quinn's Ice & Water	\$0	\$0	\$18,000	20	Robertson
CP0400 Guardrail Royal Street and DVD	\$0	\$0	\$0	15	Robertson, J.
	\$0	\$2,000,000	\$3,737,779		

Capital Fund – RAP Tax Linked

In FY22, the City's Recreation, Ice and Open Space raised considerable RAP Tax related grants for multiple Ice, Recreation and Open Space projects. This effort allows the City to reinvest in its recreation and open space. The revenues were received in FY22, and therefore budgeted as expense increases in FY22.

RAP Tax Linked				
Project	Carry Forward	2022	2023	Manager
CP0005 City Park Improvements	\$0	\$0	\$0	Fisher
CP0041 Trails Master Plan Implementation	\$26,874	\$520,911	\$0	Twombly
CP0100 Neighborhood Parks	\$0	\$0	\$0	Twombly
CP0142 Racquet Club Program Equipment Replaceme	\$0	\$0	\$0	Fisher
CP0150 Ice Facility Capital Replacement	\$201,464	\$80,870	\$0	Angevine
CP0160 Ice Facility Capital Improvements	\$0	\$0	\$0	Angevine
CP0351 Artificial Turf Replacement Quinn's	\$0	\$715,000	\$0	Dayley
CP0524 MARC Lifeguard Shack	\$0	\$5,000	\$0	Shaw
CP0525 MARC Cement Pad/Patio	\$0	\$30,000	\$0	Shaw
CP0531 Prospector Park Improvements	\$0	\$308,327	\$0	Shaw
Total	\$228,338	\$1,660,108	\$0	

Capital Fund – Impact Fee Linked

Each year, the City receives Impact Fees into the Capital Fund based on new development. [Park City Municipal's fee schedule is posted here](#). Non-water related impact fees are received in the Capital Fund and used to mitigate impacts of new growth. Fees are collected to help with Parks, Recreation, Open Space, and Streets, as allowed by State law. Note, Impact Fees project in FY23 are not received until after the budget process. As such, they are planned as part of the FY24 budget process.

Capital Fund Impact Fee budgets for FY22 and FY23 are listed below.

Impact Fee Linked				
Project	Carry Forward	2022	2023	Manager
CP0001 Plannng/Capital Analysis	\$51,617	\$15,000	\$0	Briggs
CP0005 City Park Improvements	\$9,765	(\$9,765)	(\$50,000)	Fisher
CP0041 Trails Master Plan Implementation	\$32,129	\$92,691	\$20,000	Twombly
CP0100 Neighborhood Parks	\$265,874	\$0	\$0	Twombly
CP0163 Quinn's Fields Phase III	\$0	\$0	\$600,000	Twombly
CP0323 Dog Park Improvements	\$15,000	\$20,000	\$5,000	Fisher
CP0364 Master Plan for Recreation Amenities	\$5,000	\$100,000	\$0	Fisher
CP0530 Splash Pad	\$0	\$275,000	\$0	Shaw
CP0531 Prospector Park Improvements	\$0	\$165,000	\$0	Shaw
Total	\$379,385	\$657,926	\$575,000	

Transportation Fund Capital Projects

The bulk of the capital projects funded by the Transportation Fund line up closely with the projects listed under the Transportation Critical Community Priority section above. However, given that some roadway and street projects are funded via the Capital Fund, the Transportation Fund capital projects list is a subset of those mentioned in the Critical Community Priority section.

In the FY22 Adjusted Budget, Transportation Fund projects are recommended at \$27.4M and FY23 project budgets are recommended at \$14.8M.

An overview of the top 10 budgets connected to Transportation Fund capital projects is listed below.

Top 10 Transportation Capital Projects by Total 5Y \$										
\$, Rank	Project	Carry Forward	2022	2023	2024	2025	2026	2027	Total 5Y CIP	Manager
1	CP0009 Transit Rolling Stock Replacement	\$0	\$16,837,864	\$0	\$0	\$0	\$0	\$0	\$16,837,864	Fjelsted
2	CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	\$0	\$0	\$0	\$7,064,619	\$2,587,288	\$0	\$0	\$9,651,907	Collins
3	CP0465 SR-248 Corridor and Safety Improvement	\$0	\$0	\$5,348,554	\$0	\$0	\$0	\$0	\$5,348,554	Collins
4	CP0411 SR 248/US 40 Park and Ride Lot	\$127,643	\$4,513,665	\$300,000	\$360,000	\$0	\$0	\$0	\$5,301,308	Collins
5	CP0108 Flagstaff Transit Transfer Fees	\$2,015,006	\$1,943,586	\$0	\$0	\$0	\$0	\$0	\$3,958,592	Knotts
6	CP0571 Long Range Transportation Capital Plan	\$0	\$0	\$3,870,762	\$0	\$0	\$0	\$0	\$3,870,762	Collins
7	CP0316 Transit Facility Capital Renewal Account	\$1,951,467	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	\$3,331,467	Collins
8	CP0572 SR-248 Park and Ride Service	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000	Fjelsted
9	CP0025 Bus Shelters Design and Capital Improve	\$0	\$117,054	\$0	\$1,251,918	\$1,411,974	\$0	\$0	\$2,780,946	Collins
10	CP0420 Enhanced Bus Stops at Fresh Market and P	\$139,957	\$1,456,131	\$0	\$0	\$0	\$0	\$0	\$1,596,088	Fjelsted
	Total	\$4,234,072	\$25,098,300	\$12,749,316	\$8,906,537	\$4,229,262	\$230,000	\$230,000	\$55,677,487	

Lower Park Avenue RDA Capital Projects

In the FY22 Adjusted Budget, Lower Park Avenue RDA (LPA RDA) projects are recommended at \$256k and FY23 project budgets are recommended at \$255k.

An overview of the top 10 budgets connected to LPA RDA capital projects is listed below.

\$, Rank	Project	Carry Forward	2022	2023	2024	2025	2026	2027	Total 5Y CIP	Manager
1	CP0386 Recreation Building in City Park	\$241,383	\$0	\$0	\$0	\$4,200,000	\$0	\$0	\$4,441,383	Fisher
2	CP0311 Senior Community Center	\$991,390	\$0	\$0	\$0	\$0	\$0	\$0	\$991,390	Weidenhamer
3	CP0005 City Park Improvements	\$642,248	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$942,248	Fisher
4	CP0003 Old Town Stairs	\$300,000	\$150,000	\$150,000	\$300,000	\$0	\$0	\$0	\$900,000	Twombly
5	CP0028 5 Year CIP Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Briggs
6	CP0546 Old Town Complete Street Improvements	\$0	\$0	\$0	\$200,000	\$200,000	\$0	\$0	\$400,000	Collins
7	CP0041 Trails Master Plan Implementation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Twombly
8	CP0042 Property Improvements Gilmore O.S.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Twombly
9	CP0545 Mobility as a Service Curb Side Improvements	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0	\$300,000	Collins
10	CP0167 Skate Park Repairs	\$14,749	\$5,000	\$5,000	\$5,000	\$30,000	\$0	\$0	\$59,749	Fisher
Total		\$2,189,771	\$255,000	\$255,000	\$605,000	\$4,430,000	\$300,000	\$0	\$8,034,771	

Water Fund Capital Projects

The bulk of the capital projects in the Water Fund line up closely with those projects listed under the Environmental Critical Community Priority section above. However, given that some Environmental projects are not water-related, the Water Fund capital projects list is a subset of those mentioned in the Critical Priority section.

In the FY22 Adjusted Budget, Water Fund projects are recommended at \$33M and FY23 project budgets are recommended at \$31M. An overview of the top 10 budgets connected to Water Fund capital projects is listed below.

Top 10 Water Capital Projects by Total 5Y \$										
\$, Rank	Project	Carry Forward	2022	2023	2024	2025	2026	2027	Total 5Y CIP	Manager
1	CP0389 MIW Treatment	\$38,219,228	\$28,200,000	\$20,094,153	\$250,000	\$260,000	\$270,400	\$281,216	\$87,574,997	McAfee
2	CP0040 Water Dept Infrastructure Improvement	\$415,848	\$2,396,891	\$3,454,863	\$3,496,538	\$1,776,879	\$1,183,223	\$2,000,000	\$14,724,242	McAfee
3	CP0178 Rockport Water, Pipeline, and Storage	\$169,876	\$4,080,796	\$1,274,570	\$1,357,520	\$1,203,543	\$1,276,958	\$1,275,201	\$10,638,464	McAfee
4	CP0007 Tunnel Maintenance	\$2,749,968	\$274,750	\$2,781,619	\$292,884	\$304,599	\$319,829	\$332,622	\$7,056,271	McAfee
5	CP0443 West Neck Tank	\$1,398,914	\$1,250,000	\$1,250,000	\$0	\$0	\$0	\$0	\$3,898,914	McAfee
6	CP0390 QJWTP Treatment Upgrades	\$2,839,109	\$0	\$0	\$0	\$0	\$0	\$0	\$2,839,109	McAfee
7	CP0343 Park meadows Well	\$2,678,908	\$0	\$0	\$0	\$0	\$0	\$0	\$2,678,908	McAfee
8	CP0371 C1 - Quinns WTP to Boothill - Phase 1	\$0	\$2,385,750	\$0	\$0	\$0	\$0	\$0	\$2,385,750	McAfee
9	CP0304 Quinn's Water Treatment Plant Asset Repl	\$691,424	\$220,500	\$231,525	\$238,471	\$245,625	\$252,994	\$263,114	\$2,143,653	McAfee
10	CP0301 Scada and Telemetry System Replacement	\$0	\$0	\$1,000,000	\$200,000	\$206,000	\$212,180	\$218,545	\$1,836,725	McAfee
Total		\$49,163,276	\$38,808,687	\$30,086,730	\$5,835,413	\$3,996,646	\$3,515,584	\$4,370,698	\$135,777,034	

Water Fund Operations

FY23 Proposed Operations Increase (Excluding Capital and Debt Service) - \$1.7M

The bulk of the increase in Water Fund operations costs is related to the new 3Kings Water Treatment Plant to acquire new chemicals, testing, equipment, vehicles, technology, and services. Park City's water system maintains a wide variety of infrastructure including tanks, pump stations, pressure reducing valves, technology, and water treatment facilities in addition to the standard infrastructure such as pipelines and fire hydrants.

Unplanned work such as emergency water breaks, active leaks, and other system failures requires contractors to fill the workforce gap. Specialized skill sets are also needed for our electrical, telemetry, and SCADA systems.

Additional costs are attributable to both inflation and increased focus on asset management to reduce water breaks and water loss throughout the City. This includes materials and services to repair failing water infrastructure and water leak detection. To help locate leaks, additional metering and pressure monitoring infrastructure continue to be added. In addition, field surveys have been successful in identifying leaks that otherwise were not visible. This effort has increased the need for material purchases to support metering, pressure monitoring, and a higher volume of repairs.

Key Operating Increases:

- Supplies - \$103,000
- Uniforms - \$5,000
- Software Licenses/Technology - \$50,000
- Contract Services -\$370,000
- Materials - \$30,000
- Equipment - \$45,000
- Chemicals - \$220,000
- Vehicles - \$233,000

Overall, the stability of the City's Water Fund remains strong with the fund meeting its expected debt service coverage ratios while continuing make capital and operational investments. A detailed breakdown of projected revenues and budgeted expenses for FY22 and FY23 in the Water Fund are provided below.

Water Fund FY22 Projected Expenses vs. Revenues Ex Capital			
Revenues		Expenses	
Water Charges for Services	\$19,819,145	Personnel	\$3,760,132
Planning Building & Engineering Fees	\$1,183,938	Materials, Supplies and Services	\$343,896
Federal Revenue	\$456,274	Utilities	\$1,208,900
Misc. Revenues	\$203,002	Contract Services/Consulting/Software	\$1,383,542
		Parts/Maintenance Supplies	\$1,060,905
		Special Service	
		Contract/Misc. Charges	\$112,000
		Debt Service	\$6,547,947
		Interfund Transfer	\$1,807,429

Water Fund FY23 Projected Expenses vs. Revenues Ex Capital			
Revenues		Expenses	
Water Charges for Services	\$20,392,268	Personnel	\$4,471,634
Planning Building & Engineering Fees	\$1,219,456	Materials, Supplies and Services	\$479,911
Federal Revenue	\$469,962	Utilities	\$1,219,298
Misc. Revenues	\$209,092	Contract Services/Consulting/Software	\$1,850,331
		Parts/Maintenance Supplies	\$1,407,280
		Special Service	
		Contract/Misc. Charges	\$122,542
		Debt Service	\$9,313,682
		Interfund Transfer	\$1,834,448

Total Revenue Ex Bond Proceeds	\$21,662,359	Total Expense Ex Capital	\$16,224,751	Total Revenue Ex Bond Proceeds	\$22,290,778	Total Expense Ex Capital	\$20,699,126
		Net Revenues Available for Debt & Cash Capital	\$11,985,555			Net Revenues Available for Debt & Cash Capital	\$10,905,334
		Net Operating Revenue After Debt Service for Cash Capital	\$5,437,608			Net Operating Revenue After Debt Service for Cash Capital	\$1,591,652
		Debt Service Coverage Ratio FY22	1.8			Debt Service Coverage Ratio FY23	1.2

An illustration of detailed operational expense increases is included below as a year-over-year comparison.

Water Fund Operations FY22 vs. FY23 YoY% Change			
	FY22 Expense	FY23 Expense	YoY% Change
Personnel	\$3,760,132	\$4,471,634	18.9%
Materials, Supplies and Services	\$343,896	\$479,911	39.6%
Utilities	\$1,208,900	\$1,219,298	0.9%
Contract Services/Consulting/Software	\$1,383,542	\$1,850,331	33.7%
Parts/Maintenance Supplies	\$1,060,905	\$1,407,280	32.6%
Special Service Contract/Misc. Charges	\$112,000	\$122,542	9.4%
Debt Service	\$6,547,947	\$9,313,682	42.2%
Interfund Transfer	\$1,807,429	\$1,834,448	1.5%

In addition to recent major capital initiatives funded by bond proceeds, the broader ongoing capital maintenance needs of the water system are served by net operating revenue remaining after operational costs and debt service. We project that 3% annual water service fee increases will continue to maintain fund stability while also providing capacity for cash-funded or pay-as-you-go projects. Note that adjustments in FY22 and utilization of bond proceeds for capital projects results in a reduction of the need for cash-funded budget of -\$4.5M in FY22.

A five-year projection of pay-as-you go capital project amounts in the Water Fund and cash revenues to fund these projects is listed below.

Cash Capital Project Expenses vs. Cash Available for Capital Projects by FY						
	2022	2023	2024	2025	2026	2027
Cash Capital Projects Expense by FY	(\$4,526,323)	\$6,421,945	\$3,635,307	\$5,130,174	\$4,752,573	\$5,520,698
Projected Cash Available for Capital by FY	\$5,437,608	\$1,591,652	\$4,979,043	\$5,447,168	\$6,011,860	\$3,762,957
Net	\$9,963,931	(\$4,830,293)	\$1,343,736	\$316,994	\$1,259,287	(\$1,757,741)
Running Projected Balance	\$9,963,931	\$5,133,638	\$6,477,374	\$6,794,368	\$8,053,655	\$6,295,914

Use of Existing Bond Proceeds

Within the City's Capital Fund and Water Fund, multiple capital projects depend on existing bond proceeds. Bond related budgets FY22-FY24 are below with no remaining proceeds planned after FY24.

Instrument	Budget FY22- FY24
2017 Sales Tax Revenue Bond	\$1,821,066
2013 Walkability GO Bond	\$4,938,522
2015 Sales Tax Revenue Bond	\$231,649
2019 Sales Tax Revenue Bond	\$22,946,374
2020 GO Bond	\$720,847
2021 Water Revenue Bond	\$66,039,767

These proceeds are outlined by project and fiscal year below as well.

City-wide Bond Proceed Allocation by Project										
Project	Instrument	Carryforward	2022	2023	2024	2025	2026	2027	Total Remaining Proceeds	Manager
CP0527 HOMESTAKE ROADWAY IMP & MULTI-USE TRAIL	2017 Sales Tax Revenue Bond	\$0	\$132,218	\$1,052,523	\$0	\$0	\$0	\$0	\$1,184,741	Robertson, J.
CP0528 MUNCHKIN EXTN/MULTI TRAIL & WOODBINE IMP	2013 Walkability GO Bond	\$0	\$0	\$50	\$0	\$0	\$0	\$0	\$50	Robertson, J.
CP0528 MUNCHKIN EXTN/MULTI TRAIL & WOODBINE IMP	2015 Sales Tax Revenue Bond	\$0	\$0	\$108,842	\$122,807	\$0	\$0	\$0	\$231,649	Robertson, J.
CP0528 MUNCHKIN EXTN/MULTI TRAIL & WOODBINE IMP	2017 Sales Tax Revenue Bond	\$0	\$0	\$0	\$636,325	\$0	\$0	\$0	\$636,325	Robertson, J.
CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	2013 Walkability GO Bond	\$0	\$268,107	\$4,320,365	\$0	\$0	\$0	\$0	\$4,588,472	Collins
CP0553 Main St. Roadway Diet	2013 Walkability GO Bond	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$350,000	Robertson, J.
CP0566 Clark Ranch Housing	2019 Sales Tax Revenue Bond	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000	Glidden
CP0430 Treasure Hill & Armstrong	2020 GO Bond	\$720,847	\$0	\$0	\$0	\$0	\$0	\$0	\$720,847	Briggs
CP0013 Affordable Housing Program	2019 Sales Tax Revenue Bond	\$0	\$11,196,029	\$0	\$0	\$0	\$0	\$0	\$11,196,029	Glidden
CP0358 Homestake Housing	2019 Sales Tax Revenue Bond	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$3,000,000	Glidden
CP0361 Land Acquisition/Banking Program	2019 Sales Tax Revenue Bond	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000	Glidden
CP0362 Woodside Phase II	2019 Sales Tax Revenue Bond	\$12,800,000	-\$9,337,847	\$0	\$0	\$0	\$0	\$0	\$3,462,153	Glidden
CP0430 Treasure Hill & Armstrong	2019 Sales Tax Revenue Bond	\$0	\$288,192	\$0	\$0	\$0	\$0	\$0	\$288,192	Briggs
CP0040 Water Dept Infrastructure Improvement	2021 Water Revenue Bond	\$0	\$0	\$3,954,863	\$3,496,538	\$0	\$0	\$0	\$7,451,401	McAfee
CP0301 Scada and Telemetry System Replacement	2021 Water Revenue Bond	\$0	\$0	\$939,001	\$0	\$0	\$0	\$0	\$939,001	McAfee
CP0371 C1 - Quinns WTP to Boothill - Phase 1	2021 Water Revenue Bond	\$0	\$1,002,474	\$0	\$0	\$0	\$0	\$0	\$1,002,474	McAfee
CP0389 MIW Treatment	2021 Water Revenue Bond	\$0	\$36,552,738	\$20,094,153	\$0	\$0	\$0	\$0	\$56,646,891	McAfee
CP0390 QJWTP Treatment Upgrades	2021 Water Revenue Bond	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	McAfee
		\$13,520,847	\$45,451,911	\$33,469,797	\$4,255,670	\$0	\$0	\$0	\$96,698,225	

Long-term Unfunded Capital Initiatives

While the City is building a robust capital budget plan for the next several years based on Council and community goals, the focus remains on core capital maintenance and medium-term infrastructure. Large capital projects may require new funding sources or debt issuance due to their magnitude.

Some of the most talked-about major capital project ideas are:

1. Bonanza Park Neighborhood Area – Parking, Housing, Transportation and Transit
2. Long-Range Transportation Plan – a list of 90 implementation projects tops out at over \$87M. Projects vary in scale and scope and fall into categories such as:

- a. Active Transportation including tunnels, sidewalks and bike lanes
- b. Parking and Transportation Demand Management including a regionally significant park and ride
- c. Roadways and Goods Movement including roadway acquisition and/or improvements
- d. Shared Mobility
- e. Technology and Innovation
- f. Transit including Bus Rapid Transit, Micro-transit, aerial transit, etc.
- 3. Relocation of the Rocky Mountain Power Substation
- 4. Soils Ordinance remediation and relocation
- 5. Affordable housing development expansion
- 6. Recreation facility expansion

If Council is interested in pursuing a major or transformational list of capital project(s), a prioritization process will be necessary to develop a responsible (and creative) financial strategy. For example, the City can raise considerable resources to finance capital projects using a variety methods, as listed below. Even then, funding multiple projects at the same time will remain a challenge:

- 1. Pay-as-You-Go: This method pays for annual and short-term capital projects with funds on-hand or through saving up over time. We are already deploying this strategy effectively.
- 2. General Obligation Debt: Property tax increase targeted toward specific projects and must be voter-approved in a general election. We have a successful history of deploying this strategy on large community issues.
- 3. Property Tax Increase: This tool has not been used to our knowledge due to the strength of the tourism economy and imbalance in favor of year-round residential property owners. Council discussed the pros and cons most recently at your Annual Council Retreat.
- 4. Revenue Debt: Issue bonds paid back through ongoing revenues. Historically, we used sales taxes but could source other areas, such as water revenues. Also, the City's debt capacity through sales taxes to issue bonds for new projects is considerable and relatively underutilized.
 - a. Today, based upon a 20-year maturity, the City could conservatively bond upwards of \$60M. We could also evaluate our conservative bonding policy that goes restricts Park City further than required by Utah Law and most other Utah municipalities.
- 5. Grants/Other Government Agencies: Grant opportunities for local governments from other government agencies remain a focus of staff. However, in order to fund large capital projects, we have been the most successful in securing grants for transportation projects. The City has a handful of current transportation capital projects set to be paid for partially with grant funding and is continuously applying for more, such as the monies we are awarded to replace vehicles and support the Quinn's Junction Park and Ride. We plan to continue our aggressive use of the tool.
- 6. Economic Development Tools: There are numerous economic development tools that the City could utilize. The most common are Community Reinvestment

Agencies (CRA) [or Public Improvement Districts \(PID, see August 2021 staff report for further details\)](#). Both tools leverage new property tax revenue generated from new development for capital investment in those areas or outside the project area. A more aggressive use of this tool may be recommended in the future. Often the hardest part of using these tools is identifying a project and sustaining the purpose and commitment from the community and from one Council to the next.

7. Public-private Partnerships (P3s): Public-private partnerships involve collaboration and partnership between a government agency and a private-sector company to finance, build, and operate projects. These partnerships work well when private-sector incentives combine with public sector goals, and the private sector incurs much of the financial risk. We are likely to have no choice but to increase our use of this tool, given the rise in construction costs and workforce pressure. This tool is most commonly criticized for allowing the private sector to obtain too much profit or limit access to difficult and sensitive negotiation.

Summary

Overall, Park City's General, Capital Improvement, Transportation and Water Funds remain strong and well-positioned to continue to invest in City infrastructure while also initiating several new investments in programs, policies, and projects. Strong and conservative funding projections support the City's plans for capital project investments, departmental operating improvements, competitive compensation, and keeping up with inflationary increases.

The proposed Capital Budget reflects stability and growth; increasing tourism and visitation year-round, drive-traffic and overnight lodging; and increasing pressure on our facilities, infrastructure, neighborhoods, and employees. To the extent possible, the City seeks to address critical needs and make strategic investments in capital project opportunities to meet community demands.

Department Review

This report has been reviewed by the City Attorney's Office and the City Manager's Office.

Attachments:

[A – Capital Projects - All Recommended Summary](#)

[B – Capital Projects - Not Recommended Summary](#)

[C – Capital Projects – All Capital Fund Recommended](#)

[D – Capital Projects – All Transportation Fund Recommended](#)

[E – Capital Projects – All Water Fund Recommended](#)

[F – Capital Projects - Budget Document Report Volume II](#)

PCMC All Recommended Capital Projects											
Project	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total	Category	Score	Manager
CP0028 5 Year CIP Funding	\$5,073,395	\$0	\$0	\$0	\$0	\$0	\$0	\$5,073,395	Core Services	45	Briggs
CP0009 Transit Rolling Stock Replacement	\$0	\$16,837,864	\$0	\$0	\$0	\$0	\$0	\$16,837,864	Transportation	33	Fjelsted
CP0389 MIW Treatment	\$38,219,228	\$28,200,000	\$20,094,153	\$250,000	\$260,000	\$270,400	\$281,216	\$87,574,997	Environmental	31	McAfee
CP0013 Affordable Housing Program	\$765,116	\$11,196,029	\$0	\$0	\$0	\$0	\$0	\$11,961,145	Housing	35	Glidden
CP0311 Senior Community Center	\$991,390	\$0	\$0	\$0	\$0	\$0	\$0	\$991,390	Social Equity	38	Weidenhamer
CP0318 Bonanza Park/RMP Substation Mitigation	\$958,568	\$0	\$0	\$0	\$0	\$0	\$0	\$958,568	Energy	35	Everitt
CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	\$0	\$268,107	\$4,320,365	\$7,064,619	\$2,587,288	\$0	\$0	\$14,240,379	Transportation	29	Collins
CP0146 Asset Management/Replacement Program	\$160,642	\$552,709	\$704,760	\$1,105,418	\$750,000	\$750,000	\$750,000	\$4,773,529	Core Services	42	Dayley
CP0040 Water Dept Infrastructure Improvement	\$415,848	\$2,396,891	\$3,454,863	\$3,496,538	\$1,776,879	\$1,183,223	\$2,000,000	\$14,724,242	Environmental	40	McAfee
CP0089 Public Art	\$360,749	\$50,000	\$40,000	\$0	\$0	\$0	\$0	\$450,749	Social Equity	53	Everitt
CP0362 Woodside Phase II	\$12,802,208	-\$7,800,000	\$0	\$0	\$0	\$0	\$0	\$5,002,208	Housing	42	Glidden
CP0074 Equipment Replacement - Rolling Stock	\$1,894,309	\$1,250,000	\$1,350,000	\$1,500,000	\$1,550,000	\$1,650,000	\$1,650,000	\$10,844,309	Transportation	31	Dayley
CP0386 Recreation Building in City Park	\$241,383	\$0	\$0	\$0	\$4,200,000	\$0	\$0	\$4,441,383	Core Services	29	Fisher
CP0019 Library Development & Donations	\$31,583	\$11,518	\$0	\$0	\$0	\$0	\$0	\$43,101	Social Equity	35	Juarez
CP0178 Rockport Water, Pipeline, and Storage	\$169,876	\$4,080,796	\$1,274,570	\$1,357,520	\$1,203,543	\$1,276,958	\$1,275,201	\$10,638,464	Environmental	36	McAfee
CP0361 Land Acquisition/Banking Program	\$0	\$3,049,845	\$0	\$0	\$0	\$0	\$0	\$3,049,845	Housing	42	Glidden
CP0150 Ice Facility Capital Replacement	\$888,601	\$537,870	\$473,000	\$132,000	\$132,000	\$132,000	\$0	\$2,295,471	Core Services	39	Angevine
CP0007 Tunnel Maintenance	\$2,749,968	\$274,750	\$2,781,619	\$292,884	\$304,599	\$319,829	\$332,622	\$7,056,271	Environmental	39	McAfee
CP0061 Economic Development	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Social Equity	33	Weidenhamer
CP0358 Homestake Housing	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$3,000,000	Housing	33	Glidden
CP0566 Clark Ranch Housing	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000	Housing	38	-
CP0006 Pavement Managment Implementation	\$530,969	\$1,040,000	\$1,040,000	\$1,040,000	\$1,040,000	\$1,110,000	\$1,210,000	\$7,010,969	Transportation	39	Dayley
CP0075 Equipment Replacement - Computer	\$505,963	\$360,564	\$628,026	\$502,564	\$142,000	\$142,000	\$0	\$2,281,117	Core Services	30	Robertson
CP0267 Soil Repository	\$4,068,104	\$0	\$0	\$0	\$0	\$0	\$0	\$4,068,104	Environmental	29	Robertson, J.
CP0465 SR-248 Corridor and Safety Improvement	\$0	\$0	\$6,348,554	\$0	\$0	\$0	\$0	\$6,348,554	Transportation	38	Collins
CP0270 Downtown Enhancements Phase II	\$152,130	\$620,810	\$327,104	\$327,104	\$327,104	\$327,104	\$0	\$2,081,356	Core Services	26	Weidenhamer
CP0443 West Neck Tank	\$1,398,914	\$1,250,000	\$1,250,000	\$0	\$0	\$0	\$0	\$3,898,914	Environmental	51	McAfee
CP0557 Lite Deed Program	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000	Housing	38	-
CP0541 SR248/ Bonanza Pedestrian Crossing Improvements	\$0	\$0	\$0	\$0	\$300,000	\$5,600,000	\$0	\$5,900,000	Transportation	24	Collins
CP0303 Empire Tank Replacement	\$0	\$1,807,165	\$0	\$0	\$0	\$0	\$0	\$1,807,165	Environmental	29	McAfee
CP0390 QJWTP Treatment Upgrades	\$2,839,109	\$0	\$0	\$0	\$0	\$0	\$0	\$2,839,109	Environmental	43	McAfee
CP0411 SR 248/US 40 Park and Ride Lot	\$127,643	\$4,513,665	\$300,000	\$360,000	\$0	\$0	\$0	\$5,301,308	Transportation	26	Collins
CP0309 Woodside Phase I	\$418,505	\$10,000	\$0	\$0	\$0	\$0	\$0	\$428,505	Housing	38	Glidden
CP0402 Additional Downtown Projects	\$0	\$500,000	\$1,200,000	\$0	\$0	\$0	\$0	\$1,700,000	Core Services	27	Twombly
CP0343 Park meadows Well	\$2,678,908	\$0	\$0	\$0	\$0	\$0	\$0	\$2,678,908	Environmental	26	McAfee
CP0543 Bonanza and Prospector Pedestrian Crossing, Bridge or Tunnel	\$0	\$0	\$0	\$0	\$300,000	\$5,000,000	\$0	\$5,300,000	Transportation	24	Collins
CP0359 Arts & Culture District Housing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Housing	27	Everitt
CP0329 Main Street Infrastructure Asset Managem	\$21,047	\$100,000	\$100,000	\$599,310	\$100,000	\$100,000	\$100,000	\$1,120,357	Core Services	30	Dayley
CP0371 C1 - Quinns WTP to Boothill - Phase 1	\$0	\$2,385,750	\$0	\$0	\$0	\$0	\$0	\$2,385,750	Environmental	39	McAfee
CP0385 Park Avenue Reconstruction	\$3,689,298	\$747,100	\$746,580	\$0	\$0	\$0	\$0	\$5,182,978	Transportation	29	Robertson, J.
CP0005 City Park Improvements	\$652,013	\$90,235	\$50,000	\$100,000	\$0	\$0	\$0	\$892,248	Core Services	38	Fisher
CP0256 Storm Water Improvements	\$487,492	\$257,242	\$300,000	\$300,000	\$315,000	\$330,750	\$347,288	\$2,337,772	Environmental	35	McAfee
CP0544 Bonanza/Iron Horse/Rail Trail Intersection Pedestrian Improvement	\$0	\$0	\$0	\$0	\$300,000	\$4,000,000	\$0	\$4,300,000	Transportation	24	Collins
CP0108 Flagstaff Transit Transfer Fees	\$2,015,006	\$1,943,586	\$0	\$0	\$0	\$0	\$0	\$3,958,592	Transportation	33	Knotts
CP0304 Quinn's Water Treatment Plant Asset Repl	\$691,424	\$220,500	\$231,525	\$238,471	\$245,625	\$252,994	\$263,114	\$2,143,653	Environmental	29	McAfee
CP0429 Arts and Culture District	\$6,529,896	-\$6,203,663	\$450,000	\$0	\$0	\$0	\$0	\$776,233	Core Services	47	Everitt
CP0157 OTIS Phase III(a)	\$3,752,481	\$150,000	\$0	\$0	\$0	\$0	\$0	\$3,902,481	Transportation	41	Robertson, J.
CP0266 Prospector Drain - Regulatory Project	\$0	\$853,249	\$1,006,712	\$150,000	\$0	\$0	\$0	\$2,009,961	Environmental	33	Robertson, J.
CP0396 Park Ave SD	\$0	\$750,000	\$0	\$0	\$0	\$0	\$0	\$750,000	Environmental	36	McAfee
CP0301 Scada and Telemetry System Replacement	\$0	\$0	\$1,000,000	\$200,000	\$206,000	\$212,180	\$218,545	\$1,836,725	Environmental	24	McAfee
CP0351 Artificial Turf Replacement Quinn's	\$0	\$715,000	\$0	\$0	\$0	\$0	\$0	\$715,000	Core Services	39	Dayley
CP0571 Long Range Transportation Capital Plan	\$0	\$0	\$3,870,762	\$0	\$0	\$0	\$0	\$3,870,762	Transportation	38	-
CP0276 Water Quality Study	\$54,269	\$361,359	\$350,000	\$300,000	\$250,000	\$250,000	\$260,000	\$1,825,628	Environmental	33	McAfee

CP0316 Transit Facility Capital Renewal Account	\$1,951,467	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	\$3,331,467	Transportation	38	Collins
CP0397 Vehicle and Equipment Replacement	\$140,000	\$70,000	\$70,000	\$160,000	\$72,100	\$74,263	\$76,491	\$662,854	Core Services	39	McAfee
CP0091 Golf Maintenance Equipment Replacement	\$253,785	\$98,000	\$98,000	\$98,000	\$98,000	\$0	\$0	\$645,785	Core Services	44	Robinson
CP0393 Energy Projects	\$318,944	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$208,000	\$1,526,944	Environmental	24	McAfee
CP0538 Deer Valley Drive Complete Streets and Transit Access Project	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$3,000,000	Transportation	25	Collins
CP0572 SR-248 Park and Ride Service	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000	Transportation	38	-
CP0092 Open Space Improvements	\$300,906	\$400,000	\$385,000	\$400,000	\$0	\$0	\$0	\$1,485,906	Environmental	47	Deters
CP0163 Quinn's Fields Phase III	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0	\$600,000	Core Services	35	Twombly
CP0142 Racquet Club Program Equipment Replaceme	\$217,383	\$215,000	\$65,000	\$65,000	\$0	\$0	\$0	\$562,383	Core Services	32	Fisher
CP0372 Regionalization Fee	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,400,000	Environmental	30	McAfee
CP0539 Empire Ave, Park Ave, SR224 Intersection and Street Improvemen	\$0	\$0	\$0	\$300,000	\$2,500,000	\$0	\$0	\$2,800,000	Transportation	23	Collins
CP0025 Bus Shelters Design and Capital Improve	\$0	\$117,054	\$0	\$1,251,918	\$1,411,974	\$0	\$0	\$2,780,946	Transportation	42	Collins
CP0041 Trails Master Plan Implementation	\$60,755	\$908,602	\$70,000	\$70,000	\$0	\$0	\$0	\$1,109,357	Environmental	38	Twombly
CP0191 Walkability Maintenance	\$44,122	\$103,150	\$71,825	\$78,825	\$78,825	\$82,500	\$82,500	\$541,747	Core Services	39	Dayley
CP0280 Aquatics Equipment Replacement	\$13,531	\$425,000	\$25,000	\$25,000	\$0	\$0	\$0	\$488,531	Core Services	30	Fisher
CP0430 Treasure Hill & Armstrong	\$1,720,847	-\$711,808	\$0	\$0	\$0	\$0	\$0	\$1,009,039	Environmental	47	Briggs
CP0547 Iron Horse Complete Street Improvements	\$0	\$0	\$0	\$300,000	\$2,200,000	\$0	\$0	\$2,500,000	Transportation	21	Collins
CP0342 Meter Replacement	\$149,488	\$150,000	\$150,000	\$150,000	\$50,000	\$150,000	\$156,000	\$955,488	Environmental	26	McAfee
CP0527 HOMESTAKE ROADWAY IMP & MULTI-USE TRAIL	\$0	\$478,123	\$1,836,359	\$0	\$0	\$0	\$0	\$2,314,482	Transportation	42	Robertson, J.
CP0531 Prospector Park Improvements	\$0	\$473,327	\$0	\$0	\$0	\$0	\$0	\$473,327	Core Services	21	Shaw
CP0010 Water Department Service Equipment	\$77,647	\$80,000	\$200,000	\$133,200	\$136,528	\$139,989	\$146,000	\$913,364	Environmental	33	McAfee
CP0483 LED Upgrade Quinn's Fields	\$100,000	\$233,101	\$0	\$0	\$0	\$0	\$0	\$333,101	Core Services	29	Fisher
CP0556 Upper Main Street Intersection Improve	\$0	\$1,461,562	\$750,000	\$0	\$0	\$0	\$0	\$2,211,562	Transportation	38	-
CP0203 China Bridge Event Parking	\$1,194,121	\$340,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$2,159,121	Transportation	33	Knotts
CP0344 PRV Improvements for Fire Flow Storage	\$0	\$805,000	\$0	\$0	\$0	\$0	\$0	\$805,000	Environmental	26	McAfee
CP0474 Upper Main Street Bollards Phase II	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000	Core Services	26	Twombly
CP0244 Transit Contribution to County	\$0	\$2,072,668	\$0	\$0	\$0	\$0	\$0	\$2,072,668	Transportation	32	Fjelsted
CP0418 JSSD Interconnection Improvements	\$146,686	\$0	\$0	\$90,000	\$180,000	\$180,000	\$180,000	\$776,686	Environmental	30	McAfee
CP0530 Splash Pad	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0	\$275,000	Core Services	23	Shaw
CP0347 Queen Esther Drive	\$0	\$669,143	\$0	\$0	\$0	\$0	\$0	\$669,143	Environmental	35	McAfee
CP0432 Office 2016 Licenses	\$121,108	\$116,488	\$0	\$0	\$0	\$0	\$0	\$237,596	Core Services	42	Robertson
CP0528 MUNCHKIN EXTN/MULTI TRAIL & WOODBINE IMP	\$0	\$0	\$347,124	\$1,511,701	\$0	\$0	\$0	\$1,858,825	Transportation	24	Robertson, J.
CP0100 Neighborhood Parks	\$265,874	\$75,000	\$0	\$0	\$0	\$0	\$0	\$340,874	Environmental	42	Twombly
CP0325 Network & Security Enhancements	\$33,187	\$0	\$85,000	\$85,000	\$0	\$0	\$0	\$203,187	Core Services	27	Robertson
CP0420 Enhanced Bus Stops at Fresh Market and P	\$139,957	\$1,706,131	\$0	\$0	\$0	\$0	\$0	\$1,846,088	Transportation	33	Collins
CP0240 Quinn's Water Treatment Plant	\$186,378	\$118,807	\$0	\$0	\$0	\$0	\$0	\$305,185	Environmental	32	McAfee
CP0412 PC MARC Tennis Court Resurface	\$42,500	\$130,000	\$30,000	\$0	\$0	\$0	\$0	\$202,500	Core Services	19	Fisher
CP0536 Arts and Culture Exterior Bus Stops	\$0	-\$330,000	\$0	\$1,300,000	\$420,000	\$0	\$0	\$1,390,000	Transportation	21	Collins
CP0003 Old Town Stairs	\$584,253	\$171,276	\$150,000	\$300,000	\$0	\$0	\$0	\$1,205,529	Transportation	32	Twombly
CP0292 Cemetery Improvements	\$17,423	\$170,014	\$0	\$0	\$0	\$0	\$0	\$187,437	Core Services	36	Fisher
CP0475 Wildfire Risk Mitigation and Mapping	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000	Environmental	26	-
CP0248 Middle Silver Creek Watershed	\$234,297	\$0	\$0	\$0	\$0	\$0	\$0	\$234,297	Environmental	44	Robertson, J.
CP0332 Library Technology Equipment Replacement	\$0	\$0	\$123,104	\$24,387	\$0	\$0	\$0	\$147,491	Core Services	44	Robertson
CP0546 Old Town Complete Street Improvements	\$0	\$0	\$300,000	\$400,000	\$400,000	\$0	\$0	\$1,100,000	Transportation	24	Collins
CP0352 Parks Irrigation System Efficiency Imp	\$53,717	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$233,717	Environmental	41	Dayley
CP0401 Downtown Projects Plazas	\$62,490	\$60,605	\$0	\$0	\$0	\$0	\$0	\$123,095	Core Services	36	Twombly
CP0545 Mobility as a Service Curb Side Improvements	\$0	\$0	\$0	\$0	\$0	\$1,050,000	\$0	\$1,050,000	Transportation	24	Collins
CP0334 Repair of Historic Wall/Foundation	\$113,254	\$0	\$0	\$0	\$0	\$0	\$0	\$113,254	Core Services	36	Robertson, J.
CP0478 Pathways along Silver King, Three Kings and Thaynes	\$0	\$0	\$0	\$0	\$960,000	\$0	\$0	\$960,000	Transportation	29	Robertson, J.
CP0563 Zero Emissions Transportation Transition	\$0	\$0	\$130,000	\$0	\$0	\$0	\$0	\$130,000	Environmental	38	-
CP0118 Transit GIS/AVL System	\$100,000	\$517,465	\$0	\$0	\$0	\$0	\$0	\$617,465	Transportation	44	Collins
CP0354 Streets and Water Maintenance Building	\$100,269	\$0	\$0	\$0	\$0	\$0	\$0	\$100,269	Environmental	32	McAfee
CP0364 Master Plan for Recreation Amenities	\$5,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$105,000	Core Services	30	Fisher
CP0403 Kimball Junction Transit Center	\$0	\$482,240	\$0	\$0	\$0	\$0	\$0	\$482,240	Transportation	32	Knotts
CP0535 Santy Chairs Replacement	\$0	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$100,000	Core Services	23	Twombly

CP0560 Forestry Plan	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000	Environmental	38	-
CP0562 Emergency Response Trailer	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000	Core Services	5	-
CP0369 Paid Parking Infrastructure for Main St.	\$0	\$477,716	\$0	\$0	\$0	\$0	\$0	\$477,716	Transportation	27	Knotts
CP0422 Electrical Generator Upgrades	\$0	\$0	\$0	\$64,000	\$34,000	\$0	\$0	\$98,000	Environmental	45	Robertson
CP0457 City AED Replacement and Maintenance	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$90,000	Core Services	48	-
CP0552 TDM Capital Improvement Projects	\$0	-\$280,000	\$180,000	\$180,000	\$0	\$0	\$0	\$80,000	Environmental	27	Collins
CP0553 Main St. Roadway Diet	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$350,000	Transportation	23	Robertson, J.
CP0569 Replace vehicle wash	\$0	\$175,000	\$175,000	\$0	\$0	\$0	\$0	\$350,000	Transportation	38	-
CP0046 Golf Course Improvements	\$13,000	\$12,000	\$12,000	\$12,000	\$12,000	\$0	\$0	\$61,000	Environmental	38	Fonnesbeck
CP0466 Scheduling Software	\$1,500	\$68,500	\$0	\$0	\$0	\$0	\$0	\$70,000	Core Services	32	Collins
CP0001 Planng/Capital Analysis	\$53,177	\$15,000	\$0	\$0	\$0	\$0	\$0	\$68,177	Core Services	38	Briggs
CP0312 Fleet Management Software	\$320,840	\$0	\$0	\$0	\$0	\$0	\$0	\$320,840	Transportation	38	Dayley
CP0375 LED Streets Lights Phase I	\$6,917	\$50,000	\$0	\$0	\$0	\$0	\$0	\$56,917	Environmental	30	Dayley
CP0020 City-wide Signs Phase I	\$27,156	\$40,513	\$0	\$0	\$0	\$0	\$0	\$67,669	Core Services	30	Weidenhamer
CP0428 Electric Bus Charging Station at Old Tow	\$0	\$317,393	\$0	\$0	\$0	\$0	\$0	\$317,393	Transportation	47	Knotts
CP0454 Prospector Sq. Rail Trail Connector	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000	Environmental	47	Robertson, J.
CP0167 Skate Park Repairs	\$14,749	\$5,000	\$5,000	\$5,000	\$30,000	\$0	\$0	\$59,749	Core Services	38	Fisher
CP0450 Prospector Square/Rail Trail 2019	\$31,000	\$0	\$0	\$0	\$0	\$0	\$0	\$31,000	Environmental	33	Twombly
CP0469 Deer Valley Drive Bicycle and Pedestrian	\$0	\$2,179	\$300,000	\$0	\$0	\$0	\$0	\$302,179	Transportation	39	Collins
CP0392 Distribution Zoning Meters	\$0	\$13,055	\$0	\$0	\$0	\$0	\$0	\$13,055	Environmental	32	McAfee
CP0439 Bonanza Drive Multi-Modal and Street Imp	\$29,000	\$271,000	\$0	\$0	\$0	\$0	\$0	\$300,000	Transportation	41	Collins
CP0567 Safety Style Soccer Goals	\$0	\$0	\$59,000	\$0	\$0	\$0	\$0	\$59,000	Core Services	38	-
CP0036 Traffic Calming	\$104,651	\$20,000	\$150,000	\$10,000	\$0	\$0	\$0	\$284,651	Transportation	44	Robertson, J.
CP0217 Emergency Management Program	\$661	\$0	\$15,000	\$15,000	\$15,000	\$0	\$0	\$45,661	Core Services	38	Daniels
CP0451 Round Valley Trail 2019	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	Environmental	45	Twombly
CP0152 Parking Equipment Replacement	\$0	\$70,000	\$70,000	\$70,000	\$70,000	\$0	\$0	\$280,000	Transportation	46	Knotts
CP0323 Dog Park Improvements	\$15,000	\$20,000	\$5,000	\$5,000	\$0	\$0	\$0	\$45,000	Core Services	33	Fisher
CP0444 SR 248 New Tunnel	\$1,485,156	-\$1,475,339	\$0	\$0	\$0	\$0	\$0	\$9,817	Environmental	30	Collins
CP0171 Upgrade OH Door Rollers	\$33,267	\$6,000	\$0	\$0	\$0	\$0	\$0	\$39,267	Core Services	38	Dayley
CP0275 Smart Irrigation Controllers	\$4,353	\$0	\$0	\$0	\$0	\$0	\$0	\$4,353	Environmental	38	McAfee
CP0388 Parking Deck Coating Replacement	\$161,000	\$55,000	\$55,000	\$0	\$0	\$0	\$0	\$271,000	Transportation	30	Knotts
CP0330 Spiro/Judge Pre-treatment	\$0	\$2,500	\$0	\$0	\$0	\$0	\$0	\$2,500	Environmental	39	McAfee
CP0333 Engineering Survey Monument Re-establish	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	Core Services	29	Robertson, J.
CP0378 Legal Software for Electronic Document M	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$35,000	Core Services	29	Robertson
CP0426 Electric Bus Charger at Kimball Junction	\$0	\$269,014	\$0	\$0	\$0	\$0	\$0	\$269,014	Transportation	47	Fjelsted
CP0391 QJWTP Capacity Upgrades	\$0	\$710	\$0	\$0	\$0	\$0	\$0	\$710	Environmental	29	McAfee
CP0441 Transportation Demand Management Program	\$63,990	\$10,754	\$70,000	\$70,000	\$0	\$0	\$0	\$214,744	Transportation	26	Collins
CP0140 Emergency Power	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Environmental	39	McAfee
CP0141 Boothill Transmission Line	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Environmental	33	McAfee
CP0277 Rockport Capital Facilities Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Environmental	33	McAfee
CP0302 Deer Valley Drive - Water Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Environmental	35	McAfee
CP0306 Open Space Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Environmental	36	Briggs
CP0331 Micro-Hydro/Thaynes Pump Station	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Environmental	41	McAfee
CP0395 QWTP Micro-Hydro	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Environmental	30	McAfee
CP0408 Storm Water Asset Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Environmental	36	McAfee
CP0409 Sports Field- Turf Aerator	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Environmental	36	Dayley
CP0452 9,000 ft. Trail Phase 1 2019	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Environmental	39	Twombly
CP0525 MARC Cement Pad/Patio	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000	Core Services	26	Shaw
CP0550 Active Transportation Master Plan	\$0	\$95,000	\$65,000	\$0	\$0	\$0	\$0	\$160,000	Transportation	21	Collins
CP0415 Mobile Control	\$29,900	\$0	\$0	\$0	\$0	\$0	\$0	\$29,900	Core Services	42	Robertson
CP0564 Transportation Data Reporting	\$0	\$0	\$60,000	\$90,000	\$0	\$0	\$0	\$150,000	Transportation	38	-
CP0565 Park City Parking Needs Assessment	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000	Transportation	38	-
CP0434 GIS GeoEvent Server License	\$18,000	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000	Core Services	23	Robertson
CP0554 Emerging Tech in Transit	\$0	\$0	\$130,000	\$0	\$0	\$0	\$0	\$130,000	Transportation	29	Collins
CP0568 Gate for Mine bench and Judge Tunnel	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000	Core Services	38	-

CP0336 Prospector Avenue Reconstruction	\$294,886	-\$180,000	\$0	\$0	\$0	\$0	\$0	\$114,886	Transportation	33	Robertson, J.
CP0416 Windows 10 Client Licenses	\$13,480	\$0	\$0	\$0	\$0	\$0	\$0	\$13,480	Core Services	44	Robertson
CP0326 Website Remodel	\$12,378	\$0	\$0	\$0	\$0	\$0	\$0	\$12,378	Core Services	28	Robertson
CP0340 Fleet Shop Equipment Replacement	\$23,058	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$113,058	Transportation	26	Dayley
CP0406 Central Park	\$21,819	-\$9,671	\$0	\$0	\$0	\$0	\$0	\$12,148	Core Services	36	Glidden
CP0455 Olympic Park Pathway Connector	\$0	\$0	\$113,000	\$0	\$0	\$0	\$0	\$113,000	Transportation	38	Robertson, J.
CP0324 Recreation Software	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$12,000	Core Services	32	Fisher
CP0335 Engineering Small Projects Fund	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0	\$12,000	Core Services	27	Robertson, J.
CP0460 Bus lift	\$50,000	\$59,000	\$0	\$0	\$0	\$0	\$0	\$109,000	Transportation	48	Dayley
CP0440 Bike Share Improvements	\$125,000	-\$24,939	\$0	\$0	\$0	\$0	\$0	\$100,061	Transportation	39	Knotts
CP0435 GIS Satellite Imagery Multi-Spectral	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000	Core Services	26	Robertson
CP0445 Add Uphill Marsac Gate Above Chambers Av	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$100,000	Transportation	44	Robertson, J.
CP0294 Spriggs Barn	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	Core Services	27	Dayley
CP0442 MIW Offsite Improvements	\$6,494,153	-\$9,494,153	\$0	\$0	\$0	\$0	\$0	-\$3,000,000	Environmental	39	McAfee
CP0524 MARC Lifeguard Shack	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$5,000	Core Services	30	Shaw
CP0555 Mcpolin and Meadows Bus Stop Improvement	\$0	\$0	\$87,000	\$0	\$0	\$0	\$0	\$87,000	Transportation	27	-
CP0570 Replace fuel pump system	\$0	\$0	\$0	\$78,000	\$0	\$0	\$0	\$78,000	Transportation	38	-
CP0196 Downtown Projects - Phase III	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Core Services	39	Weidenhamer
CP0456 PC Heights Pathway	\$0	\$0	\$65,000	\$0	\$0	\$0	\$0	\$65,000	Transportation	48	Robertson, J.
CP0405 Golf Building	\$714,616	-\$714,616	\$0	\$0	\$0	\$0	\$0	\$0	Core Services	36	McAfee
CP0453 Old Town Access and Circulation Plan	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$60,000	Transportation	44	Collins
CP0042 Property Improvements Gilmore O.S.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Core Services	36	Twombly
CP0047 Downtown Enhancements/Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Core Services	38	Gustafson
CP0264 Security Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Core Services	41	Daniels
CP0357 Private Land Acquisition #1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Core Services	33	Glidden
CP0382 Transit Onboard Security Cameras	\$98,684	-\$48,684	\$0	\$0	\$0	\$0	\$0	\$50,000	Transportation	29	Collins
CP0446 Loader	\$300,000	-\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	Core Services	42	Dayley
CP0526 MARC Leisure Pool Water Feature	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Core Services	24	Shaw
CP0297 Parking Wayfinding	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	Transportation	35	Knotts
CP0226 Walkability Implementation	\$44,531	\$0	\$0	\$0	\$0	\$0	\$0	\$44,531	Transportation	30	Everitt
CP0363 Traffic Management Cameras	\$0	\$38,458	\$0	\$0	\$0	\$0	\$0	\$38,458	Transportation	42	Knotts
CP0137 Transit Expansion	\$0	\$22,507	\$0	\$0	\$0	\$0	\$0	\$22,507	Transportation	47	Fjelsted
CP0419 VMS Signs	\$26,903	-\$21,152	\$0	\$0	\$0	\$0	\$0	\$5,751	Transportation	30	Collins
CP0449 Roadside Trailhead Signage 2019	\$2,411	\$0	\$0	\$0	\$0	\$0	\$0	\$2,411	Transportation	33	Twombly
CP0017 ADA Implementation	\$80,523	-\$80,523	\$0	\$0	\$0	\$0	\$0	\$0	Transportation	35	Robertson, J.
CP0265 Crescent Tramway Trail	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Transportation	27	Robertson, J.
CP0381 Transit and Transportation Land Acq	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Transportation	29	Fjelsted
CP0383 Transit Onboard Wi-Fi	\$44,000	-\$44,000	\$0	\$0	\$0	\$0	\$0	\$0	Transportation	29	Collins
CP0410 SR 248/Richardson Flat Intersection Impr	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Transportation	30	Collins
CP0417 Swede Sidewalks	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Transportation	42	Twombly
CP0458 Paddington Euston Intersection Streetlight	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Transportation	48	Robertson, J.
CP0529 Downtown Active Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Transportation	18	Twombly
CP0537 Park City Base Area Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Transportation	23	Collins
CP0551 Short Range Transit Plan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Transportation	27	Collins
CP0438 Remodel for Transit Driver Housing	\$333,895	-\$359,451	\$0	\$0	\$0	\$0	\$0	-\$25,556	Transportation	54	Fjelsted
CP0289 Ironhorse Transit Facility Asset Managem	\$0	-\$180,000	\$0	\$0	\$0	\$0	\$0	-\$180,000	Transportation	36	Collins
CP0549 Electric Bus Charging Infrastructure	\$0	-\$1,296,000	\$0	\$0	\$0	\$0	\$0	-\$1,296,000	Transportation	21	Collins
Total	\$116,527,076	\$77,519,661	\$68,975,005	\$27,833,459	\$28,783,465	\$25,409,190	\$10,161,977	\$355,209,832			

General Fund Transfer Linked - Not Recommended					
Project	Carry Forward	2022	2023	Score	Manager
0000000614 Marsac Remodel	\$0	\$0	\$1,500,000	-	Twombly
0000000615 PC MARC Expansion	\$0	\$2,000,000	\$2,000,000	-	Fisher
CP0002 Information System Enhancement/Upgrades	\$0	\$0	\$120,000	23	Robertson
CP0236 Triangle Property Environmental Remediat	\$0	\$0	\$99,779	24	Robertson, J.
CP0339 Fiber Connection to Quinn's Ice & Water	\$0	\$0	\$18,000	20	Robertson
CP0400 Guardrail Royal Street and DVD	\$0	\$0	\$0	15	Robertson, J.
	\$0	\$2,000,000	\$3,737,779		

Capital Fund 5Y Capital Projects															
Project	Carry Forward	2022 Base	2022 Newly Requested	2023 Base	2023 Newly Requested	2024 Base	2024 Newly Requested	2025 Base	2025 Newly Requested	2026 Base	2026 Newly Requested	2027 Base	2027 Newly Requested	Score	Manager
CP0013 Affordable Housing Program	\$739,230	\$0	\$11,196,029	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	35	Glidden
CP0006 Pavement Management Implementation	\$478,969	\$1,040,000	\$0	\$1,040,000	\$0	\$1,040,000	\$0	\$1,040,000	\$0	\$1,110,000	\$0	\$0	\$1,210,000	39	Dayley
CP0385 Park Avenue Reconstruction	\$3,689,298	\$747,100	\$0	\$2,250,000	(\$1,503,420)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	29	Robertson, J.
CP0028 5 Year CIP Funding	\$5,073,395	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	45	Briggs
CP0362 Woodside Phase II	\$12,800,000	\$8,100,000	(\$15,900,000)	\$1,300,000	(\$1,300,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	42	Glidden
CP0146 Asset Management/Replacement Program	\$160,642	\$552,709	\$0	\$704,760	\$0	\$1,105,418	\$0	\$750,000	\$0	\$700,000	\$50,000	\$0	\$750,000	42	Dayley
CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	\$0	\$0	\$268,107	\$0	\$4,320,365	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	29	Collins
CP0267 Soil Repository	\$4,069,104	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	29	Robertson, J.
CP0157 OTIS Phase II(a)	\$3,752,481	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	41	Robertson, J.
CP0361 Land Acquisition/Banking Program	\$0	\$274,845	\$2,775,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	42	Glidden
CP0358 Homestake Housing	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	33	Glidden
CP0566 Clark Ranch Housing	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	--
CP0527 HOMESTAKE ROADWAY IMP & MULTI-USE TRAIL	\$0	\$478,123	\$0	\$1,836,359	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	42	Robertson, J.
CP0150 Ice Facility Capital Replacement	\$888,601	\$682,000	(\$144,130)	\$132,000	\$341,000	\$132,000	\$0	\$132,000	\$0	\$132,000	\$0	\$0	\$0	39	Angevine
CP0556 Upper Main Street Intersection Improve	\$0	\$0	\$1,461,562	\$0	\$750,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	--
CP0203 China Bridge Event Parking	\$1,194,121	\$340,000	\$0	\$340,000	(\$215,000)	\$340,000	(\$215,000)	\$0	\$125,000	\$0	\$125,000	\$0	\$125,000	33	Knotts
CP0270 Downtown Enhancements Phase II	\$152,130	\$327,104	\$293,706	\$327,104	\$0	\$327,104	\$0	\$327,104	\$0	\$327,104	\$0	\$0	\$0	26	Weidenhamer
CP0266 Prospector Drain - Regulatory Project	\$0	\$853,249	\$0	\$1,006,712	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	33	Robertson, J.
CP0528 MUNCHKIN EXTN/MULTI TRAIL & WOODBINE IMP	\$0	\$0	\$0	\$347,124	\$0	\$1,511,701	\$0	\$0	\$0	\$0	\$0	\$0	\$0	24	Robertson, J.
CP0402 Additional Downtown Projects	\$0	\$500,000	\$0	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	27	Twombly
CP0092 Open Space Improvements	\$300,906	\$300,000	\$100,000	\$300,000	\$85,000	\$300,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	47	Deters
CP0329 Main Street Infrastructure Asset Managem	\$21,047	\$100,000	\$0	\$100,000	\$0	\$599,310	\$0	\$100,000	\$0	\$100,000	\$0	\$0	\$100,000	30	Dayley
CP0041 Trails Master Plan Implementation	\$60,755	\$315,000	\$593,602	\$70,000	\$0	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	Twombly
CP0430 Treasure Hill & Armstrong	\$1,720,847	\$0	(\$711,808)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	47	Briggs
CP0465 SR-248 Corridor and Safety Improvement	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	Collins
CP0557 Life Deed Program	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	--
CP0478 Pathways along Silver King, Three Kings and Thaynes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$960,000	\$0	\$0	\$0	\$0	\$0	29	Robertson, J.
CP0318 Bonanza Park/RMP Substation Mitigation	\$958,568	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	35	Everitt
CP0429 Arts and Culture District	\$6,529,896	\$0	(\$6,203,663)	\$0	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	47	Everitt
CP0351 Artificial Turf Replacement Quinn's	\$0	\$625,000	\$0	\$0	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	39	Dayley
CP0163 Quinn's Fields Phase III	\$0	\$0	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	35	Twombly
CP0142 Racquet Club Program Equipment Replaceme	\$217,383	\$65,000	\$150,000	\$65,000	\$0	\$65,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	32	Fisher
CP0191 Walkability Maintenance	\$44,122	\$71,825	\$31,325	\$71,825	\$0	\$78,825	\$0	\$78,825	\$0	\$82,500	\$0	\$0	\$82,500	39	Dayley
CP0280 Aquatics Equipment Replacement	\$13,531	\$25,000	\$400,000	\$25,000	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	30	Fisher
CP0531 Prospector Park Improvements	\$0	\$0	\$473,327	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	21	Shaw
CP0309 Woodside Phase I	\$418,505	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	Glidden
CP0089 Public Art	\$318,000	\$50,000	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	53	Everitt
CP0553 Main St. Roadway Diet	\$0	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	23	Robertson, J.
CP0100 Neighborhood Parks	\$265,874	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	42	Twombly
CP0483 LED Upgrade Quinn's Fields	\$100,000	\$500,000	(\$266,899)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	29	Fisher
CP0474 Upper Main Street Bollards Phase II	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	26	Twombly
CP0530 Splash Pad	\$0	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	23	Shaw
CP0420 Enhanced Bus Stops at Fresh Market and P	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	33	Collins
CP0475 Wildfire Risk Mitigation and Mapping	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	26	--
CP0036 Traffic Calming	\$64,806	\$20,000	\$0	\$10,000	\$140,000	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	44	Robertson, J.
CP0248 Middle Silver Creek Watershed	\$234,297	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	44	Robertson, J.
CP0352 Parks Irrigation System Efficiency Imp	\$53,717	\$30,000	\$0	\$30,000	\$0	\$30,000	\$0	\$30,000	\$0	\$30,000	\$0	\$0	\$30,000	41	Dayley
CP0432 Office 2016 Licenses	\$116,488	\$116,488	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	42	Robertson
CP0412 PC MARC Tennis Court Resurface	\$42,500	\$30,000	\$100,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	19	Fisher
CP0292 Cemetery Improvements	\$17,423	\$47,014	\$123,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	36	Fisher
CP0332 Library Technology Equipment Replacement	\$0	\$0	\$0	\$123,104	\$0	\$24,387	\$0	\$0	\$0	\$0	\$0	\$0	\$0	44	Robertson
CP0401 Downtown Projects Plazas	\$62,490	\$60,605	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	36	Twombly
CP0336 Prospector Avenue Reconstruction	\$294,886	\$0	(\$180,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	33	Robertson, J.
CP0334 Repair of Historic Wall/Foundation	\$113,254	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	36	Robertson, J.
CP0455 Olympic Park Pathway Connector	\$0	\$0	\$0	\$0	\$113,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	Robertson, J.
CP0364 Master Plan for Recreation Amenities	\$5,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	30	Fisher
CP0354 Streets and Water Maintenance Building	\$100,269	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	32	McAfee
CP0535 Santy Chairs Replacement	\$0	\$0	\$0	\$27,000	\$23,000	\$27,000	\$23,000	\$0	\$0	\$0	\$0	\$0	\$0	23	Twombly
CP0445 Add Uphill Marsac Gate Above Chambers Av	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	44	Robertson, J.
CP0560 Forestry Plan	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	--
CP0001 Plannng/Capital Analysis	\$53,177	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	48	Briggs
CP0456 PC Heights Pathway	\$0	\$0	\$0	\$0	\$65,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	Robertson, J.
CP0567 Safety Style Soccer Goals	\$0	\$0	\$0	\$0	\$59,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	--
CP0375 LED Streets Lights Phase I	\$6,917	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	30	Dayley
CP0312 Fleet Management Software	\$53,321	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	Dayley
CP0217 Emergency Management Program	\$661	\$0	\$0	\$15,000	\$0	\$15,000	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	38	Daniels
CP0323 Dog Park Improvements	\$15,000	\$5,000	\$15,000	\$5,000	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	33	Fisher
CP0226 Walkability Implementation	\$44,531	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	30	Everitt
CP0019 Library Development & Donations	\$31,583	\$0	\$11,518	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	35	Juarez
CP0020 City-wide Signs Phase I	\$0	\$40,513	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	30	Weidenhamer
CP0454 Prospector Sq. Rail Trail Connector	\$0	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	47	Robertson, J.
CP0333 Engineering Survey Monument Re-establish	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	29	Robertson, J.
CP0378 Legal Software for Electronic Document M	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	29	Robertson
CP0325 Network & Security Enhancements	\$33,187	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	27	Robertson
CP0450 Prospector Square/Rail Trail 2019	\$31,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	33	Twombly
CP0525 MARC Cement Pad/Patio	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	26	Shaw
CP0003 Old Town Stairs	\$0	\$21,276	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	32	Twombly
CP0568 Gate for Mine bench and Judge Tunnel	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	--
CP0326 Website Remodel	\$12,378	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	28	Robertson
CP0324 Recreation Software	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	32	Fisher

CP0335 Engineering Small Projects Fund	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	27	Robertson, J.
CP0406 Central Park	\$20,455	\$0	(\$10,455)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	36	Glidden
CP0451 Round Valley Trail 2019	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	45	Twombly
CP0444 SR 248 New Tunnel	\$1,485,156	\$0	(\$1,475,339)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	30	Collins
CP0256 Storm Water Improvements	\$50,304	\$0	(\$42,758)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	35	McAffee
CP0435 GIS Satellite Imagery Multi-Spectral	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	26	Robertson
CP0294 Spriggs Barn	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	27	Dayley
CP0434 GIS GeoEvent Server License	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	23	Robertson
CP0524 MARC Lifeguard Shack	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	30	Shaw
CP0449 Roadside Trailhead Signage 2019	\$2,411	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	33	Twombly
CP0469 Deer Valley Drive Bicycle and Pedestrian	\$0	\$0	\$2,179	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	39	Collins
CP0005 City Park Improvements	\$9,765	\$0	(\$9,765)	(\$50,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	Fisher
		2022 Base + New	\$13,804,866	2023 Base + New	\$20,328,933	2024 Base + New	\$6,063,745	2025 Base + New	\$3,557,929	2026 Base + New	\$2,656,604	2027 Base + New	\$2,297,500		

Transportation Fund 5Y Capital Projects															
Project	Carry Forward	2022 Base	2022 Newly Requested	2023 Base	2023 Newly Requested	2024 Base	2024 Newly Requested	2025 Base	2025 Newly Requested	2026 Base	2026 Newly Requested	2027 Base	2027 Newly Requested	Score	Manager
CP0009 Transit Rolling Stock Replacement	\$0	\$14,468,523	\$2,369,341	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	33	Fjelsted
CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	\$0	\$0	\$0	\$0	\$0	\$0	\$7,064,619	\$0	\$2,587,288	\$0	\$0	\$0	\$0	29	Collins
CP0465 SR-248 Corridor and Safety Improvement	\$0	\$0	\$0	\$0	\$5,348,554	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	Collins
CP0411 SR 248/US 40 Park and Ride Lot	\$127,643	\$0	\$4,513,665	\$300,000	\$0	\$2,400,000	(\$2,040,000)	\$0	\$0	\$0	\$0	\$0	\$0	26	Collins
CP0108 Flagstaff Transit Transfer Fees	\$2,015,006	\$0	\$1,943,586	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	33	Knotts
CP0571 Long Range Transportation Capital Plan	\$0	\$0	\$0	\$0	\$3,870,762	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	-
CP0316 Transit Facility Capital Renewal Account	\$1,951,467	\$230,000	\$0	\$230,000	\$0	\$230,000	\$0	\$230,000	\$0	\$230,000	\$0	\$0	\$230,000	38	Collins
CP0572 SR-248 Park and Ride Service	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	-
CP0025 Bus Shelters Design and Capital Improve	\$0	\$167,053	(\$49,999)	\$0	\$0	\$0	\$1,251,918	\$0	\$1,411,974	\$0	\$0	\$0	\$0	42	Collins
CP0244 Transit Contribution to County	\$0	\$1,000,000	\$1,072,668	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	32	Fjelsted
CP0420 Enhanced Bus Stops at Fresh Market and P	\$139,957	\$0	\$1,456,131	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	33	Collins
CP0547 Iron Horse Complete Street Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,540,000	\$0	\$0	\$0	\$0	21	Collins
CP0536 Arts and Culture Exterior Bus Stops	\$0	\$0	(\$330,000)	\$0	\$0	\$0	\$1,300,000	\$0	\$420,000	\$0	\$0	\$0	\$0	21	Collins
CP0541 SR248/ Bonanza Pedestrian Crossing Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000	\$0	\$0	\$0	24	Collins
CP0543 Bonanza and Prospector Pedestrian Crossing_Bridge or Tunnel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000	\$0	\$0	\$0	24	Collins
CP0546 Old Town Complete Street Improvements	\$0	\$0	\$0	\$0	\$300,000	\$0	\$200,000	\$0	\$200,000	\$0	\$0	\$0	\$0	24	Collins
CP0118 Transit GIS/AVL System	\$100,000	\$0	\$517,465	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	44	Collins
CP0403 Kimball Junction Transit Center	\$0	\$0	\$482,240	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	32	Knotts
CP0369 Paid Parking Infrastructure for Main St.	\$0	\$0	\$477,716	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	27	Knotts
CP0569 Replace vehicle wash	\$0	\$0	\$175,000	\$0	\$175,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	-
CP0428 Electric Bus Charging Station at Old Tow	\$0	\$0	\$317,393	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	47	Knotts
CP0439 Bonanza Drive Multi-Modal and Street Imp	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	41	Collins
CP0469 Deer Valley Drive Bicycle and Pedestrian	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	39	Collins
CP0426 Electric Bus Charger at Kimball Junction	\$0	\$0	\$269,014	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	47	Fjelsted
CP0312 Fleet Management Software	\$250,212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	Dayley
CP0441 Transportation Demand Management Program	\$63,990	\$70,000	(\$59,246)	\$70,000	\$0	\$70,000	\$0	\$70,000	(\$70,000)	\$70,000	(\$70,000)	\$0	\$0	26	Collins
CP0550 Active Transportation Master Plan	\$0	\$0	\$95,000	\$0	\$65,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	21	Collins
CP0564 Transportation Data Reporting	\$0	\$0	\$0	\$0	\$60,000	\$0	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	38	-
CP0554 Emerging Tech in Transit	\$0	\$0	\$0	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	29	Collins
CP0563 Zero Emissions Transportation Transition	\$0	\$0	\$0	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	-
CP0388 Parking Deck Coating Replacement	\$161,000	\$55,000	(\$87,721)	\$55,000	(\$55,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	30	Knotts
CP0565 Park City Parking Needs Assessment	\$0	\$0	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	-
CP0440 Bike Share Improvements	\$125,000	\$60,000	(\$84,939)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	39	Knotts
CP0562 Emergency Response Trailer	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	5	-
CP0075 Equipment Replacement - Computer	\$48,064	\$16,172	\$0	\$16,172	\$0	\$16,172	\$0	\$0	\$0	\$0	\$0	\$0	\$0	30	Robertson
CP0555 Mcpolin and Meadows Bus Stop Improvement	\$0	\$0	\$0	\$0	\$87,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	27	-
CP0552 TDM Capital Improvement Projects	\$0	\$0	(\$280,000)	\$0	\$180,000	\$0	\$180,000	\$0	\$0	\$0	\$0	\$0	\$0	27	Collins
CP0570 Replace fuel pump system	\$0	\$0	\$0	\$0	\$0	\$0	\$78,000	\$0	\$0	\$0	\$0	\$0	\$0	38	-
CP0466 Scheduling Software	\$1,500	\$0	\$68,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	32	Collins
CP0460 Bus lift	\$0	\$0	\$59,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	48	Dayley
CP0382 Transit Onboard Security Cameras	\$98,684	\$0	(\$48,684)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	29	Collins
CP0171 Upgrade OH Door Rollers	\$33,267	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	Dayley
CP0363 Traffic Management Cameras	\$0	\$0	\$38,458	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	42	Knotts
CP0137 Transit Expansion	\$0	\$0	\$22,507	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	47	Fjelsted
CP0434 GIS GeoEvent Server License	\$13,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	23	Robertson
CP0415 Mobile Control	\$9,750	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	42	Robertson
CP0419 VMS Signs	\$26,903	\$0	(\$21,152)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	30	Collins
CP0416 Windows 10 Client Licenses	\$5,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	44	Robertson
CP0432 Office 2016 Licenses	\$4,620	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	42	Robertson
CP0438 Remodel for Transit Driver Housing	\$333,895	\$0	(\$359,451)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	54	Fjelsted
CP0289 Ironhorse Transit Facility Asset Managem	\$0	\$0	(\$180,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	36	Collins
CP0549 Electric Bus Charging Infrastructure	\$0	\$0	(\$1,296,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	21	Collins
		2022 Base + New	\$27,409,240	2023 Base + New	\$14,482,488	2024 Base + New	\$10,840,709	2025 Base + New	\$6,389,262	2026 Base + New	\$1,830,000	2027 Base + New	\$230,000		

Water Fund 5Y Capital Projects															
Project	Carry Forward	2022 Base	2022 Newly Requested	2023 Base	2023 Newly Requested	2024 Base	2024 Newly Requested	2025 Base	2025 Newly Requested	2026 Base	2026 Newly Requested	2027 Base	2027 Newly Requested	Score	Manager
CP0389 MIW Treatment	\$38,219,228	\$28,200,000	\$0	\$10,600,000	\$9,494,153	\$0	\$250,000	\$0	\$260,000	\$0	\$270,400	\$0	\$281,216	31	McAfee
CP0040 Water Dept Infrastructure Improvement	\$415,848	\$2,395,250	\$1,641	\$3,454,863	\$0	\$3,496,538	\$0	\$1,776,879	\$0	\$1,183,223	\$0	\$0	\$2,000,000	40	McAfee
CP0178 Rockport Water, Pipeline, and Storage	\$169,876	\$1,458,700	\$2,622,096	\$1,458,700	(\$184,130)	\$1,498,200	(\$140,680)	\$1,391,306	(\$187,763)	\$1,460,871	(\$183,913)	\$0	\$1,275,201	36	McAfee
CP0007 Tunnel Maintenance	\$2,749,968	\$274,750	\$0	\$281,619	\$2,500,000	\$292,884	\$0	\$304,599	\$0	\$319,829	\$0	\$0	\$332,622	39	McAfee
CP0443 West Neck Tank	\$1,398,914	\$1,250,000	\$0	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	51	McAfee
CP0390 QJWTP Treatment Upgrades	\$2,839,109	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	43	McAfee
CP0343 Park meadows Well	\$2,678,908	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	26	McAfee
CP0371 C1 - Quinns WTP to Boothill - Phase 1	\$0	\$1,110,000	\$1,275,750	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	39	McAfee
CP0304 Quinn's Water Treatment Plant Asset Repl	\$691,424	\$220,500	\$0	\$231,525	\$0	\$238,471	\$0	\$245,625	\$0	\$252,994	\$0	\$0	\$263,114	29	McAfee
CP0301 Scada and Telemetry System Replacement	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$200,000	\$0	\$206,000	\$0	\$212,180	\$0	\$218,545	24	McAfee
CP0276 Water Quality Study	\$54,269	\$350,000	\$11,359	\$350,000	\$0	\$300,000	\$0	\$250,000	\$0	\$250,000	\$0	\$0	\$260,000	33	McAfee
CP0303 Empire Tank Replacement	\$0	\$0	\$1,807,165	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	29	McAfee
CP0393 Energy Projects	\$318,944	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$0	\$208,000	24	McAfee
CP0372 Regionalization Fee	\$200,000	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$0	\$200,000	30	McAfee
CP0342 Meter Replacement	\$149,488	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$50,000	\$0	\$150,000	\$0	\$0	\$156,000	26	McAfee
CP0010 Water Department Service Equipment	\$77,647	\$80,000	\$0	\$80,000	\$120,000	\$83,200	\$50,000	\$86,528	\$50,000	\$89,989	\$50,000	\$0	\$146,000	33	McAfee
CP0344 PRV Improvements for Fire Flow Storage	\$0	\$805,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	26	McAfee
CP0418 JSSD Interconnection Improvements	\$146,686	\$0	\$0	\$0	\$0	\$0	\$90,000	\$0	\$180,000	\$0	\$180,000	\$0	\$180,000	30	McAfee
CP0347 Queen Esther Drive	\$0	\$669,143	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	35	McAfee
CP0075 Equipment Replacement - Computer	\$53,921	\$21,232	\$0	\$21,232	\$117,000	\$21,232	\$117,000	\$0	\$117,000	\$0	\$117,000	\$0	\$0	30	McAfee
CP0240 Quinn's Water Treatment Plant	\$186,378	\$0	\$118,807	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	32	McAfee
CP0341 Regional Interconnect	\$186,244	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	26	McAfee
CP0325 Network & Security Enhancements	\$0	\$0	\$0	\$0	\$85,000	\$0	\$85,000	\$0	\$0	\$0	\$0	\$0	\$0	27	McAfee
CP0312 Fleet Management Software	\$17,307	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	McAfee
CP0392 Distribution Zoning Meters	\$0	\$0	\$13,055	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	32	McAfee
CP0415 Mobile Control	\$13,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	42	McAfee
CP0275 Smart Irrigation Controllers	\$4,353	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	38	McAfee
CP0330 Spiro/Judge Pre-treatment	\$0	\$0	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	39	McAfee
CP0416 Windows 10 Client Licenses	\$1,480	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	44	McAfee
CP0391 QJWTP Capacity Upgrades	\$0	\$0	\$710	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	29	McAfee
CP0442 MIW Offsite Improvements	\$6,494,153	\$0	(\$9,494,153)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	39	McAfee
		2022 Base + New	\$33,028,889	2023 Base + New	\$31,409,962	2024 Base + New	\$7,131,845	2025 Base + New	\$5,130,174	2026 Base + New	\$4,752,573	2027 Base + New	\$5,520,698		

Council Agenda Item Report

Meeting Date: June 9, 2022

Submitted by: Michelle Kellogg

Submitting Department: Sustainability

Item Type: Work Session

Agenda Section: WORK SESSION

Subject:

4:45 p.m. - 2022 Trails and Open Space Overview and Project Update

Suggested Action:

Attachments:

[Trails and Open Space Staff Report](#)

City Council Staff Communications Report

Subject: 2022 Spring Trails and Open Space Update
Author: Heinrich Deters
Department: Sustainability
Date: June 9, 2022
Type of Item: Work Session

Summary

The Trails and Open Space Team will provide a comprehensive 2022 seasonal update on our various programs, projects, initiatives, and workplans.

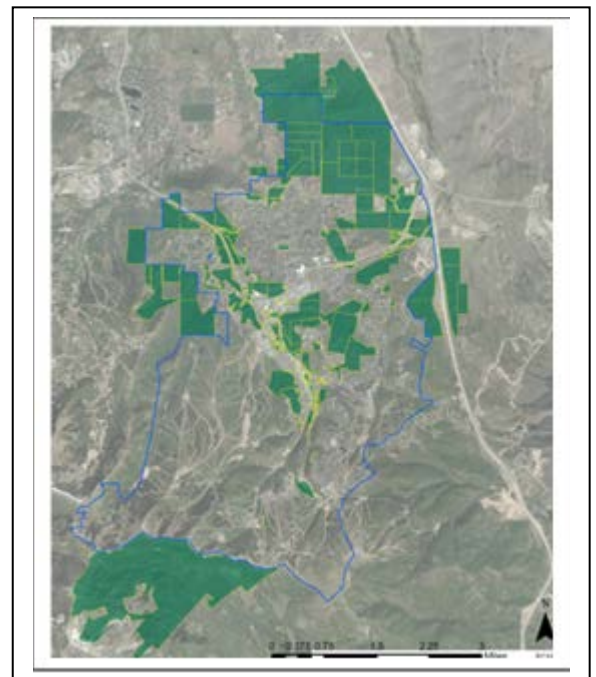
Background

The preservation of open space and prioritization of recreational trail use opportunities are best represented in the [General Plan- Natural Setting Goals](#). The General Plan provides the overall policy guidance, while numerous additional documents, including the [2008 Trails Master Plan](#) (trails), [2015 Noxious Weed Plan](#) (weed abatement), and the proposed Community Wildfire Risk Assessment (wildfire mitigation), guide annual project prioritization.

Coordinated planning efforts are developed and adopted by City Council in association with each property's conservation easement. Some of the most recent and active include the [Bonanza Flat Adaptive Management Plan](#), [Armstrong Snow Ranch Pastures](#), and the proposed Treasure Hill Conservation Easement. These initiatives and expanded code and parking enforcement at neighborhood trailheads remain the bulk of this year's work plan.

Over time, the City Council approves specific use agreements, whether agricultural leases or a concessionaire agreement, for some of the lands under City ownership. Changes to trails, trailheads, maintenance, and open space management practices typically incorporate community input, stakeholder collaboration, and pursuit of grants and private donations. Finally, Trail creation within the Recreational and Open Space Zone ([ROS](#)) requires an Administrative Conditional Use Permit before implementation or construction.

Park City consists of nearly 12,794 acres, 10,000 of which are preserved as open space by acquisition or public planning. Open space preserves our natural resources, protects scenic viewsheds, and often provides a variety of recreational opportunities, such as trails. The Trails and Open Space Team is responsible for acquisition, planning, and management of open space and recreational trails. The Team also supports a variety of noxious weed abatement and wildfire mitigation on roughly 5,960 acres owned by PCMC.



Annually, the Team's workplan includes:

- Compliance with conservation easements- 24 easements;
- Managing summer trails- 172 miles;
- Managing winter trails- 70 kilometers;
- Managing agricultural leases- 5 leases;
- Monitoring trailheads/kiosks- 19 structures;
- Managing the golf course winter nordic concession;
- Supporting trails and open space events- 12 events; and
- Management and maintenance of vault toilets- 6 toilets.

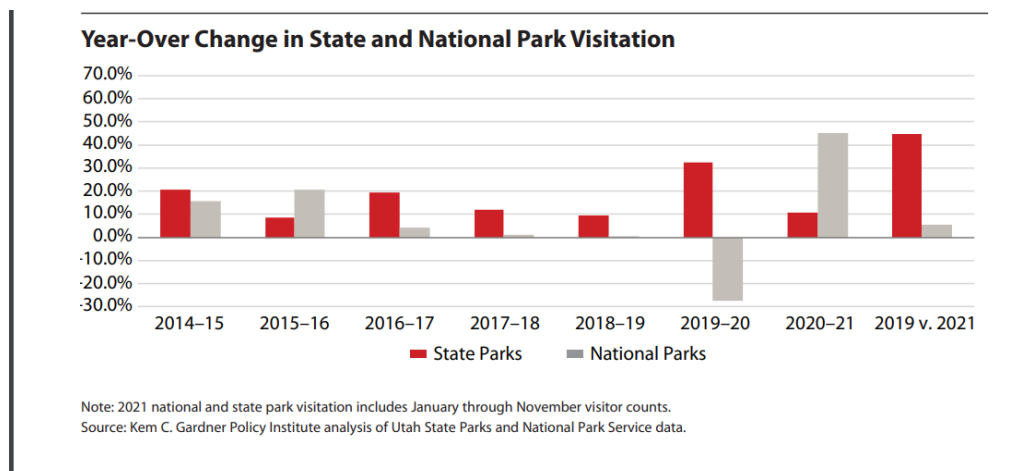
The Team's success relies heavily on our partnerships with local and regional stakeholders and private property owners, including:

- Mountain Trails Foundation (MTF)- Lora Smith, Executive Director;
- Summit Land Conservancy (SLC)- Cheryl Fox, Executive Director;
- Utah Open Lands (UOL)- Wendy Fisher, Executive Director;
- Private property owners and businesses (White Pine Touring, Deer Valley, Park City Mountain, etc.); and
- Snyderville Basin Special Recreation District (SBSRD)- Dane Jones, Executive Director
- Summit County, Utah – Jess Kirby

In addition, PCMC works closely with Wasatch County (Doug Smith), Mountainlands Association of Governments (Don Taylor), Wasatch Mountain State Park, and the Cooperative Weed Management Area (CWMA). This collaboration reduces the overall operating costs incurred by Park City and considerably expands our array of programs and initiatives. This is most evident in the cooperative relationship between PCMC and MTF, as MTF serves as the 'Back Country Trail Maintenance' contractor and utilizes the City's approved 'Adopt a Trail' program to secure approximately \$80,000 annually.

Analysis

Utah's tremendous population growth, specifically in the Wasatch Back, is well-documented in visitation to recreational areas, parks, and trails. The growth has created numerous impacts to the Park City community, such as trailhead crowding, parking issues, trash, and trail wear and tear. The chart below notes the year-over-year visitation growth of Utah State Parks. Sand Hollow (St. George), Wasatch Mountain, and the Jordanelle are the top three visited State Parks in all of Utah.



Trails and Open Space- Sustainable Tourism and Impact Mitigation

In order to mitigate some of the impacts noted above, we are implementing several best practice 'tools' in 2022, including a concerted focus on neighborhood parking and trailheads, increased code enforcement, and a new [Park City Ranger Program](#). This year we proposed two new full-time summer seasonal positions to enhance our level of services. Additional mitigation measures include:

- Major Trailheads: Providing a world-class, sustainable trail system requires resources at public access points, or trailheads, to mitigate the impacts on the surrounding area and to encourage better trail etiquette.
 - o *Restrooms for trail users* – Essential for remote trailheads and encouraged at most trailheads.
 - o *Kiosks/Information*- Clear rules and regulations associated with open space and trail systems, including trail etiquette, emergency information, wildlife information, maps, sanitation, and wayfinding.
 - o *Dog waste stations*- Regular maintenance of facilities (mutt mitts, waste/recycling receptacles).
 - o *Bike Racks*- Installation of additional bike racks is underway in the Round Valley trailhead area.
- Public Outreach: Educating residents and visitors on rules, regulations, and resources at public access areas or trailheads is a significant initiative in 2022, so users can make better decisions when planning their outings.
 - o PCMC, in conjunction with local stakeholders, will implement a public outreach campaign through public service announcements, informative videos, social media, and our website. We anticipate utilizing existing funding and a proposed sustainable tourism grant.
 - o Three new webcams at Bloods Lake, Bonanza Flat, and Mid-Mountain trailheads will take a photo of the trailhead approximately every 15 minutes. Images will be available on numerous local websites, including PCMC, UOL, and MTF.
 - Users can watch/check trailhead capacity/parking to plan accordingly.
 - o PCMC, MTF, and SBSRD are seeking funding to create a single 'Trails' website where information and trail conditions are updated regularly.
 - MTF is seeking a sustainable tourism grant for this project.
 - o PCMC and MTF proactively omit specific trails and trailheads from public maps to prevent overuse and trail capacity issues. Though not ideal, this practice is commonly used in other locations throughout the mountain west.
- Parking Enforcement: PC Rangers will provide additional daily monitoring and enforcement of neighborhood trails and trailheads. Prioritization is based on data collection and complaints.
 - o PCMC will provide bi-monthly Council updates, including parking and enforcement data, trail counts, and other related project and programming updates.
 - o In conjunction with Wasatch County and the Wasatch Sheriff, PC Rangers hope to patrol and enforce civil parking infractions along Guardsman Pass and Pine Canyon Roads this summer within the Bonanza Flat Conservation Area (BFCA).
 - PC Rangers will also administer information associated with the Conservation Easement and promote restrictions on motorized uses, camping, campfires, and overnight parking.

- Transit to Trails Program: T2T will occur this summer between July 1-October 15.
 - o An RFP is currently being advertised, with the intent to award the contract at the June 23rd City Council meeting.
 - o Service levels, routes, and times are subject to funding and bids.
 - o The program will operate again out of the Bonanza Park Neighborhood Area.

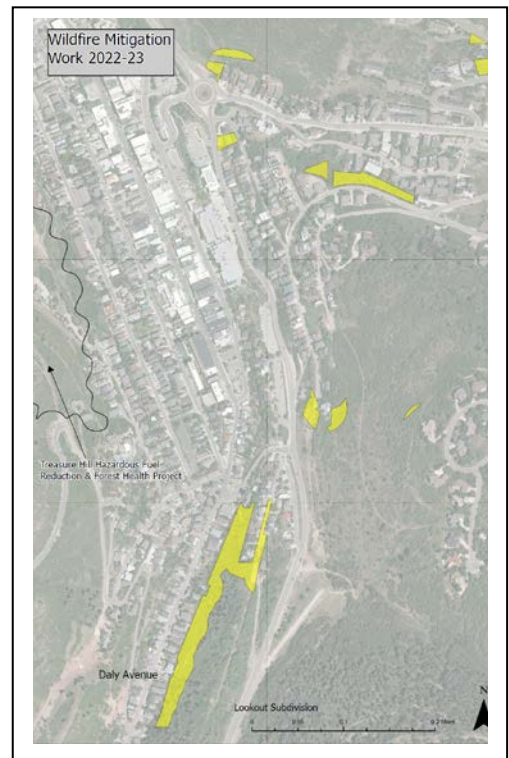
Current Programs and Partnership Projects

Wildfire Mitigation Program

The Wildfire Mitigation Program includes planning, organization, and mitigation projects. PCMC working with the Western Summit County Fuels Reduction Team, to provide a coordinated and cost effective approach to hardening our community against wildfire. In addition, we are extending our coordination with partners, including the PC Fire District (PCFD), Summit County, and major land owners (DV, PCM, and Empire Pass), to maximize efforts. This year's efforts build upon previous defensible space projects on City owned property, where crews removed vegetation within 100' of adjacent structures.

2022 Update-

- Treasure Hill Mitigation Plan: Alpine Forest LLC completed the DRAFT Treasure Hill Wildfire Mitigation Plan, which identifies mitigation 'prescriptions':
 - o On June 2nd, the draft Plan will be presented to the Forestry Board. (This is after publication of this report)
 - o 'Prescriptions' on approximately 55 acres of the Treasure Hill Open Space are scheduled to start in August, when a larger mitigation crew is available.
- Defensible Space: Defensible space clearing on the remainder of the Treasure Hill property above Woodside, Norfolk, and King Road, as well as in the Rossi Hill area and from Daly Avenue to Prospect Ridge will begin in early June.
 - o Smaller 'incentive' projects, are being coordinated with private landowners, including targeted neighborhoods:
 - Ontario Canyon- East side of Marsac Avenue between Prospect Avenue and Wheaton Way;
 - Upper Daly Canyon; and
 - Rossi Hill
- The Community Wildfire Risk Assessment: (CWRA) The initial project kickoff meeting will be held on June 7th, and the following steps will be discussed:
 - o Establishing the community stakeholder committee, including residents, PCFD, ski resorts, and other individuals critical to the discussion;
 - o Public outreach plan and timeline;
 - o Existing data collection and mapping are underway; and



- o Supplemental data gathering, mapping, and ground-proofing.
- FEMA/BRIC Grant Coordination with Summit County: Summit County submitted a notice of interest (NOI) for a [BRIC grant](#) (Building Resilient Infrastructures and Communities) to provide a large-scale wildfire funding source for all of Summit County. The goal is to create a funding mechanism for community grants, which could foster county-wide wildfire mitigation projects on public and private lands. This initiative may come with future financial implications and responsibilities for PCMC. The Trails and Open Space Team recommends you consider an update at your Joint City-County Council meeting in June.

Snyderville Basin Special Recreation District Collaboration (SBSRD)

We regularly collaborate with SBSRD on trailhead parking, Ranger programs, code enforcement, transit to trails, bike parks, and electric-assist mountain bike policy. Our goal is to promote best practices, share data, and provide a 'seamless' trail network in which the levels of maintenance, construction, signage, and, when possible, policies mirror one another to the benefit of the user, irrespective of jurisdiction. In 2012, Park City was identified as the world's first 'Gold Level Ride Center' by the International Mountain Bike Association ([IMBA](#)), and our integration is a major component of our success.

2022 Update-

- SBSRD is exploring a Commercial Trail policy to help mitigate commercial uses occurring at neighborhood trailheads and trails. We are interested in discussing a similar approach and look forward to future Council input.

Cooperative Weed Management Area CWMA - Noxious Weed Abatement

Utah adopted a Noxious Weed Act enforced under the [Utah Department of Agriculture and Food- Noxious Weed Program](#). The Department also provides Invasive Species Mitigation Grant funds of approximately \$1-2 million in weed control across the State. Summit County and Park City both have ordinances requiring the removal of noxious weeds. Each year, we contract to provide 'abatement' of noxious weeds on various City-owned land. A link to the [Summit County Weed Guide](#).

In collaboration with Summit County and other partners, the Summit CWMA secured funding since 2014 to help control noxious weed, restore lands, and provide outreach. The Summit CWMA secured \$189,825.70, split amongst partners, for FY22/23. An additional \$15,000 was secured from the Utah Weed Supervisors Association USFS grant. These efforts target garlic mustard, knapweeds (spotted, diffuse, Russian), yellow starthistle, leafy spurge, Myrtle spurge, and Phragmites. The Summit CWMA uses an integrated weed management approach that includes mowing, hand weeding, mulching, biological control agents, herbicide, and restoration to control noxious weeds long-term.



2022 Update-

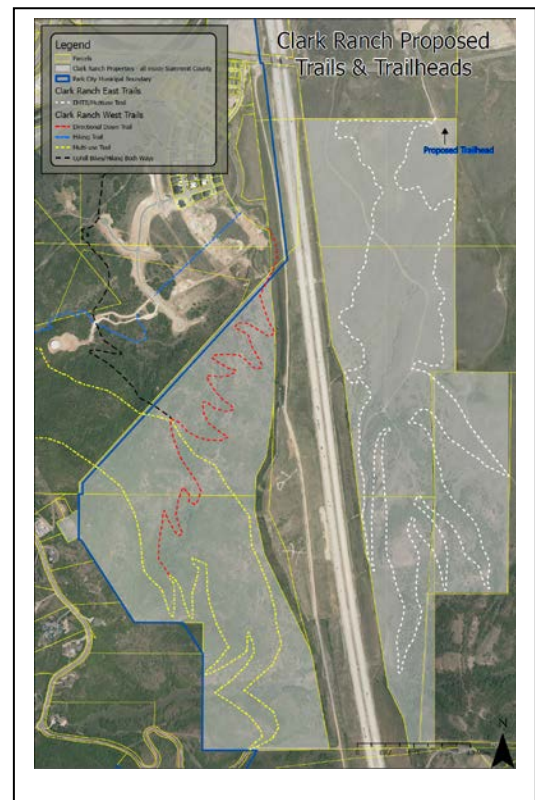
- Herbicide Free: We continue implementing an herbicide-free program whenever and wherever possible. This requires hand pulling throughout the City, which incurs additional costs but benefits the natural environment.
 - o In addition, other cultural methods such as mulching, mowing, and revegetation are used to control noxious weeds and minimize herbicide.
- Efforts to Support Non-Chemical Weed Control Research: Graduate researchers from USU established research plots at PC Hill to test the effectiveness of a fungal biological control for Canada Thistle. This fungus is naturally occurring, but rarely occurs dense enough to impact Canada thistle. The ongoing study tests the effectiveness of the fungus at a greater density in comparison to other control methods and is anticipated to be completed in 2023.

Programming and Projects- Mountain Trails Foundation Projects (MTF)

PCMC and MTF have a long history of collaboration through grants, trails management, construction, and management. Our partnership has resulted in over \$700,000 for trails and related projects.

2022 Update-

- Treasure Hill: The lower half of the Mother Urban trail, located on Treasure Hill open space, provides a new four-mile, uphill biking and multi-directional hiking trail to Old Town area. This project is funded by the Treasure Hill Open Space account and a matching private donation.
- Clark Ranch (east): Improved access and trails are proposed for the Clark Ranch (east) properties. The property is currently within Summit County, which requires compliance with the SBSRD Trails Master Plan. Programming for the trail system meets prior goals identified in previous Council discussions and include:
 - o 'No Dogs', consistent with resident feedback as part of the Round Valley 'off-leash area.'
 - o 'Equestrian Friendly' parking is provided, and existing dirt roads maintain equestrian use.
 - o 'Electric Mountain Bike Friendly' to provide trails to various user groups. Further, the property is adjacent to existing e-Mtb trails in Wasatch County, and will allow users to access more uninterrupted mileage.
 - o Potential 'Venue for Trail events', in an effort to disperse events from Round Valley, this system and the adjacent Park n Ride provides a unique opportunity to disperse user intensity.
 - o The trails are partially funded by a Utah Office of Outdoor Recreation Grant.



- **Round Valley/Big Easy Trail:** As part of an ongoing initiative to disperse uses and provide safer trails for various abilities, including adaptive/hand-cycle trail users, and input received by the trails community, the Trails and Open Space Team and MTF are planning to construct a new five-mile year-round trail circumnavigating Round Valley.
 - o The new trail uses low grades and a wide tread creating a safe and fun trail experience.
 - o A section of the trail, located in Summit County, was constructed in 2021.
 - o The new trail received Planning approval through the administrative conditional use process with the condition that PCMC review all trailhead signage and supplement if necessary (underway), place bike racks at all Round Valley trailheads (underway), utilize Rangers for additional parking enforcement, and monitor/edit crowd sourced trail applications (ongoing).
 - o Trail construction is supported with donor funding and a State of Utah Recreation Trails Program grant to the MTF.

Utah Open Lands PCMC and Utah Open Lands (UOL) have partnered on eight open space projects starting in 1992 with a Willow Ranch property. On January 9, 2020, Council adopted the Bonanza Flat [Bonanza Flat Conservation Easement and Adaptive Management Plan](#), which serves as the guiding management document for the property. Since then, UOL and PCMC have constructed and maintained trailheads, rerouted trails to more environmentally sustainable areas, and rerouted some traditional travel routes through the property consistent with the conservation easement and values.

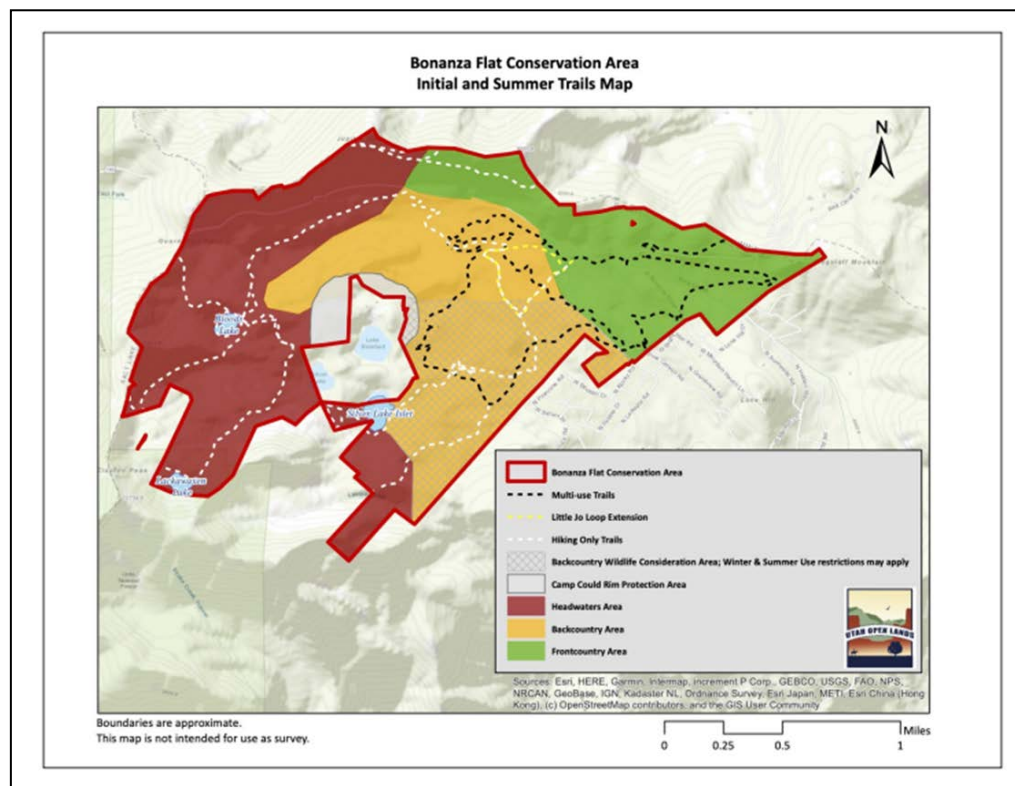


- Data collection, code enforcement, implementing the Management Plan, and collaborating with Wasatch County, Utah State Parks, and Brighton Estates remain our focus.
- The Team recommends a Council site visit to the Bonanza Flat property this spring with UOL to experience the property in person, review work conducted to date, and deepen engagement with important area stakeholders and private property owners. The Team will work with the Executive Department to schedule a site visit at a convenient time.

2022 Update -

- **Church of Dirt-** A well-loved and revered locals wedding location, has seen increasing challenges to manage its desirability. The area will be included in your site visit to discuss the challenges moving forward with continued access and associated impacts.
- **Motorized Trespass-** Motorized trespassing and camping on the Bonanza Flat property remains an ongoing concern and management issue.
 - o Three internal gates were constructed to control motorized cut-through traffic. The gates will be included in your site visit.
- **Trail and Restoration Projects-** Several projects are planned this summer, including:
 - o **Bonanza Deck and Accessibility Project-** As identified in the Management Plan, improvements associated with an accessible trail connection from Pine Canyon to the Bonanza Deck (approx 100 yards west of the road) is contemplated. The project will also improve the overall safety and useability of the existing deck. Implementation is scheduled for either late 2022 or 2023 and funded through grants and private donations.

- o Bloods and Lackawaxen Lake Restoration Projects- Located along the shorelines and intended to improve water quality and focus users away from sensitive wetlands. Scheduled for summer 2022.
- o Trail Restoration: Continued revegetation of numerous social trails within the property to discourage unsustainable trail usage and balance recreational and conservation values. These efforts are ongoing.
 - Multi-Use Loop: PCMC, in conjunction with MTF and UOL, is planning to finalize the multi-use loop alignment and construct this summer. The Loop is identified in the Adaptive Management Plan and started in 2020. (Map below)
 - This will provide a directional bike trail in the backcountry area of the property, subject to seasonal wildlife closures. The Loop is funded through grants.
- o Regional Trail Connection to Wasatch State Parks: The [Bonanza Flat Adaptive Management Plan](#) (Page 26) anticipated regional trail connections from and through Bonanza Flat.
 - o The WOW connector trail is being pursued in conjunction with MTF, UOL, Wasatch State Parks, and Wasatch Trails Foundation (WTF). WTF and MTF received grant funding to begin a planning process on Wasatch State Parks and PCMC property.
 - The Team met with Wasatch Mountain State Parks and Wasatch Trails Foundation on initial project planning and, more recently, on May 10th, held a zoom call with impacted stakeholders.
 - The Team intends to continue the planning and review process with City Council, Utah Open Lands, and Community throughout 2022.
 - If approved, trail construction is contemplated for 2023.



Summit Land Conservancy

Since 2002, the Summit Land Conservancy has partnered with the City on 19 conservation easement projects, advocated for the City's open space and walkability bonds, and helped raise funds to purchase Bonanza Flat and Treasure Hill.

2022 Update-

- McPolin Eco-Plan: SLC and PCMC continue to work with the McPolin Farm's grazing pastures leaseholder, Bill White Ranches LLC., on eco-planning to promote sustainable grazing and soil health. The planning efforts, delayed by last season's drought, remain in draft form. The planning efforts, are in conjunction with the City's Sustainability Department, and intend to increase carbon sequestration on City-owned open spaces aid the City's environmental goals.
- Treasure Hill Conservation Easement: SLC and PCMC are finalizing and ground proofing formal field survey work on the Treasure Hill property. Additionally, SLC is reviewing the title and reserved rights identified in recorded documents for the easement baseline. Once completed, SLC and PCMC will develop a draft conservation easement and adaptive management plan to present to City Council for review and adoption.
- Iron Mountain Conservation Easement: SLC continues to work with Iron Mountain Associates, 'The Colony,' to transfer additional open space on the east face of Iron Mountain. The new property would be consolidated with existing city-owned properties in that area and placed under one conservation easement.

Conclusion

Park City continues to provide world-class trails and open space amenities to residents and visitors. Similar to the National Park System and peer mountain communities, PCMC has added a focus on recreational management, which requires dedicated resources and personnel to mitigate impacts associated with recreational facilities.

Council Agenda Item Report

Meeting Date: June 9, 2022

Submitted by: Michelle Kellogg

Submitting Department: Executive

Item Type: Staff Report

Agenda Section: WORK SESSION

Subject:

5:45 p.m. - Break

Suggested Action:

Attachments:

City Council Staff Report



Subject: 2022 Historic Preservation Awards
Application: GI-21-00481
Author: Aiden Lillie, Planner I
Date: June 9, 2022

Recommendation

The Planning Team recommends that the City Council partner with the Historic Preservation Board (HPB) and present the 2022 Historic Preservation Award. Local artist [Morgan McCue](#) was commissioned to create an art piece depicting 1141 Park Avenue, which will become part of the City's official collection and rotated throughout out facilities. Additionally, recognition plaques will be presented to all four 2022 preservation award winners —1062 Park Avenue, 803 Norfolk Avenue, Thaynes Mine Conveyor Gallery, and The Star Hotel on Main Street.

HPB Historic Preservation Board

Terms that are capitalized as proper nouns throughout this staff report are defined in LMC § [15-15-1](#).

Summary

The Historic Preservation Board (HPB) selected five recipients for the 2022 Historic Preservation Awards. The Landmark Historic Site at 1141 Park Avenue was chosen as the primary award winner for Excellence in Restoration. The HPB commissioned an art piece to recognize the recipient. The HPB chose a total of five winners and each building will receive a plaque to commemorate the historic preservation efforts. This year's award recipients are:

- [1141 Park Avenue](#), constructed in 1905;
- [1062 Park Avenue](#), constructed in 1922;
- [803 Norfolk Avenue](#), constructed in 1916;
- [Thaynes Mine Conveyor Gallery](#), constructed in 1937; and
- [The Star Hotel](#), constructed in 1885.

Background

The HPB started the Historic Preservation Awards in 2011 with the intent to honor a Project that utilized the Historic Design Guidelines under the Land Management Code (LMC) Chapter [15-13](#). Properties selected are based on the following categories:

- Adaptive Re-Use;
- Infill Development;
- Excellence in Restoration;
- Sustainable Preservation;
- Embodiment of Historical Context; and
- Connectivity of Site

After a three-year pause beginning in 2018, the program was reactivated, making 2022 the ninth year that the HPB is honoring projects in the Historic District.

Past Historic Preservation Award winners include:

- 2011: High West Distillery (artist Sid Ostergaard);
- 2012: Washington School House Hotel (artist Jan Perkins);
- 2013: House at 929 Park Avenue (artist Dori Pratt) and Talisker on Main/515 Main Street (artist Bill Kranstover);
- 2014: Garage at 101 Prospect (artist Bill Kranstover);
- 2015: 562 Main Street (artist Cara Jean Means);
- 2016: California Comstock (painting by Hilary Honadel). Additionally, plaques were awarded to 264 Ontario Avenue, 81 King Road, 257 McHenry, and 1102 Norfolk;
- 2017: Egyptian Theatre, 328 Main Street (artist Marianne Cone); and
- 2018: Glenwood Cemetery, (artist Anna Leigh Moore).

These paintings are commonly showcased on the second level of City Hall. The HPB commissions a work of art “depicting the project that best illustrates the Design Guidelines and achieves excellence in adaptive reuse, infill development, excellence in restoration, sustainable preservation, embodiment of historic context, or connectivity of site”. The main award winners are awarded a print of the commissioned art piece and all five award winners awarded with a plaque.

On January 5, 2022, the HPB held a Work Session on the 2022 Historic Preservation Awards ([Staff Report](#); [Minutes](#), Page 2). On February 2, 2022, the HPB chose 1141 Park Avenue as the recipient of the 2022 Historic Preservation Awards ([Staff Report](#); [Minutes](#), Page 3). Additionally, the HPB chose 1062 Park Avenue, 803 Norfolk Avenue, Thaynes Mine Conveyor Gallery, and the Start Hotel to receive plaques in honor of the 2022 Historic Preservation Awards.

On February 14, 2022, the Planning Department published a Request for Proposals ([RFP](#)) for the 2022 Historic Preservation Awards. On March 14, 2022, the RFP closed at 5:00 p.m. with three proposals from local Park City artists. On March 16, 2022, the Artist Selection Committee, composed of Historic Preservation Board Member Puggy Holmgren, Historic Preservation Board Member John Hutchings, and Historic Preservation Board Member Lola Beatlebrox, and Public Arts Advisory Board Member Lara Carlton, met to review the applications. After reviewing the proposals, the Artist Selection Committee chose a finalist to interview on March 22, 2022. On March 23, 2022, the Artist Selection Committee chose artist Morgan McCue as the commissioned artist for the 2022 Historic Preservation Awards.

Funding Source

The Planning Department finances the art pieces and plaques out of its budget.

Department Review

The Planning and Legal Departments reviewed this application.

Public Input

The Planning Team did not receive any public input at the time this report was published but hopes to promote the artist selection and rendering when appropriate.

Council Agenda Item Report

Meeting Date: June 9, 2022

Submitted by: Michelle Kellogg

Submitting Department: Executive

Item Type: Staff Report

Agenda Section: APPOINTMENTS

Subject:

Appointment of Lee Gerstein and Sharon Serpico Hanson to Three-Year terms on the Police Complaint Review Committee Beginning June 30, 2022 until June 30, 2025

Suggested Action:

Attachments:

[Police Complaint Review Committee Appointment Staff Report](#)



City Council Staff Report

Subject: Police Complaint Review Committee Appointment
Author: Michelle Downard, Resident Advocate &
Chairperson of the Police Complaint Review Committee
Department: Executive Department
Date: June 9, 2022
Type of Item: Administrative

Summary Recommendation

Consider the Mayor's appointment recommendation of Lee Gerstein and Sharon Serpico Hanson to three-year terms on the Police Complaint Review Committee (PCRC) beginning June 30, 2022 until June 30, 2025.

Background

To increase community involvement and accountability, the Park City Police Complaint Review Committee was established through [Resolution 35-03](#) in 2003 and was last updated on September 17, 2020 by [Resolution 19-2020](#). The Committee consists of 5 voting community members, a non-voting staff chairperson, a legal advisor, a city council liaison, the Chief of Police (ex-officio), and the Chief's Administrative Assistant. The Committee acts as an advisory body, which reviews proposed dispositions of complaints filed against police personnel and provides recommendations to the Chief of Police and City Manager.

Analysis

Staff received 6 applications to the recent recruitment. Interviews were conducted by Mayor Worel, Chief of Police Carpenter, Beth Bynan (Assistant to the Chief), Michelle Downard (Chairperson), and Austin Lau (Committee Member) on May 9 and 10, 2022.

Lee Gerstein and Sharon Serpico Hanson are recommended for appointment to three-year terms beginning June 30, 2022 until June 30, 2025.

In accordance with the PCRC Policies and Procedures, successful candidates will be required to provide background checks confirming eligibility.

Department Review

The Police, Legal, and Executive departments have reviewed this report.

Council Agenda Item Report

Meeting Date: June 9, 2022

Submitted by: Michelle Kellogg

Submitting Department: Executive

Item Type: Staff Report

Agenda Section: COMMUNICATIONS AND DISCLOSURES FROM
COUNCIL AND STAFF

Subject:

Thaynes Canyon Drive Overflow Parking Update

Suggested Action:

Attachments:

[Thaynes Overflow Parking Staff Report](#)

[Exhibit A: Thaynes Overflow Parking Temporary Action Plan](#)

City Council Staff Report



Subject: Overflow Parking on Thaynes Canyon Drive
Author: Michelle Downard, Heinrich Deters, Vaughn Robinson
Department: Executive, Sustainability, Golf
Date: June 9, 2022
Type of Item: Informational

Informal overflow parking along Thaynes Canyon Drive, adjacent to the Municipal Golf Course driving range, has been used for decades. Over time, the demand for overflow parking has increased and become more prevalent.

Trails and Open Space, Golf, Planning, and Engineering conducted a brief analysis of the overflow parking location, its historical use, and related planning documents and covenants. The overflow parking area is critical to the operations of the Municipal Golf Course and has served as overflow parking for approximately 20 years. Conversely, the parking area is not expressly permitted in the property's development agreement.

On [April 28, 2022](#), City Council supported researching options to accommodate the additional overflow parking demand, either onsite or offsite. As a result, Park City Municipal, in coordination with the Hotel Park City HOA, is implementing short-term actions focused on managing the overflow parking and mitigating neighborhood impacts (Exhibit A).

Concurrent with the implementation and ongoing management of the short-term measures, a long-term solution will be identified based on community feedback and a technical parking assessment. Community outreach will be conducted to discuss and identify long-term solutions for Thaynes Canyon Drive. A [project webpage](#) was created and an Open House will be conducted at the Park City Golf Course on Thursday, June 2, 2022, from 5:00-6:30 p.m. For the technical assessment, the HOA will also seek a parking demand study to understand the current and future parking needs, identify ways to reduce the parking demand, and options to provide needed parking. The community feedback and technical assessment will guide the long-term approach which is likely to require land use applications and site modifications.

Exhibit

Exhibit A Short-term Overflow Parking Management



Thaynes Canyon Drive Overflow Parking Temporary Action Plan

Incentives to adjust parking behavior include:

- Designate 8-10 carpool parking spots within the established parking lot
- Ongoing Communications to Golf Leagues to encourage carpooling/bus/bike/walk and transit route information, complete with the following incentives (adjusted over time):
 - 10% discount off green fee if carpool, walk or ride a bike; and
 - 15% discount off green fee and unlimited range balls for proof of riding transit.

Overflow Parking Area Management

The overflow parking area will only be utilized when necessary and prioritized for youth and local programming, and scheduled tournaments:

- Overnight parking (after 11:00 p.m.) is prohibited in the overflow parking area;
- Proactive monitoring and enforcement will be conducted by Golf, Parking, and Police;
- Street repainting was conducted to improve pedestrian crossing and better control vehicle speed;
- Signage will restrict use to the Golf Course/Hotel parking; and
- Signage and chains were added to control temporary access to the overflow parking area.

Weekly Parking Schedule for Overflow Parking Area:

- Monday- Closed
- Tuesday- Open (Women's League) 7:30 a.m.-11:00 p.m.
- Wednesday- Open (Men's league) 9:30 a.m.- 11:00 p.m.
- Thursday- Closed
- Friday- Open noon-11:00 p.m. (only if Parking lot full)
- Saturday- Open noon-11:00 p.m. (only if Parking lot full)
- Sunday- Open noon-11:00 p.m. (only if Parking lot full)

2022 Tournament Dates- Overflow Parking Opens at 7:00 a.m. or later:

- June 5 Men's League
- June 17 Unified Police
- June 18 Rick Morris
- June 24 UMCA
- June 26 Men's League
- July 14 Restaurant Association
- July 15-17 Men's League Member Guest
- July 31 Adam Klock Tournament
- August 4 MSCI

EXHIBIT A- Short-Term Overflow Parking Management

- August 11 UAFS
- August 18 Arctic Circle
- August 20-21 Men's and Ladies Club Championship
- Sept 9 Oakland Construction
- Sept 11 Men's League
- Sept 22 High School Region Tournament
- Oct 1 No Name Saloon
- Oct 2 Men's League

*Additional tournament dates may be added.

Council Agenda Item Report

Meeting Date: June 9, 2022

Submitted by: Michelle Kellogg

Submitting Department: Executive

Item Type: Staff Report

Agenda Section: CONSIDERATION OF MINUTES

Subject:

Consideration to Approve the City Council Meeting Minutes from April 28 and May 12, 2022

Suggested Action:

Attachments:

[April 28, 2022 Minutes](#)

[May 12, 2022 Minutes](#)



PARK CITY COUNCIL MEETING MINUTES - DRAFT
445 MARSAC AVENUE
PARK CITY, SUMMIT COUNTY, UTAH 84060

April 28, 2022

The Council of Park City, Summit County, Utah, met in open meeting on April 28, 2022, at 2:45 p.m. in the City Council Chambers.

Council Member Gerber moved to close the meeting to discuss litigation and property at 2:57 p.m. Council Member Doilney seconded the motion.

RESULT: APPROVED

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

EXCUSED: Council Member Dickey

CLOSED SESSION

Council Member Gerber moved to adjourn from Closed Meeting at 4:15 p.m. Council Member Doilney seconded the motion.

RESULT: APPROVED

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

EXCUSED: Council Member Dickey

WORK SESSION

Special Service Contracts Overview and Discussion:

Jed Briggs, Budget Director and Kirsten Darrington, the Grants and Contracts coordinator with the Budget department, presented this item. The goal was to review and consider any changes to the existing regular Services Contracts process and to include funding for mental health services. Background was given to Council about both the special services contracts and mental health service funding. Special services contracts provide funding for community needs through partnering with non-profits. These special service contracts are evaluated through a special services committee comprised of two Council members, Budget staff and community members as needed, and they can be awarded on a one to four-year cycle depending on the scope. Regular service contracts are essential to the City's goals such as affordable day care services with PC Tots, and these were approved in FY 21 on a four-year contract. Up to \$250,000 a year was budgeted to seven organizations. In FY 21, a new category of Diversity, Equity and Inclusion (DEI) contracts was created, which are shorter and they

1 are focused on providing a demonstrated focus on DEI that provides a direct benefit to
2 the community. There may be a cross-over between them which is allowable under the
3 policy. Council Member Gerber reminded Council that the goal of special service
4 contracts was building programs, new pilot programs, or innovations not existing in
5 programs that are already consistently funded. Special services contracts were
6 awarded to 13 organizations on two-year cycles and over \$250,000 each year had been
7 allocated. Clarification took place as to the cycles and payment schedules. Council
8 Member Toly asked how many applied for a special services contract but didn't receive
9 any monies and why. The answer was a total of 19 applicants and six were not funded
10 either for being outside of the DEI scope of the RFP, the timing was off, or as Council
11 Member Gerber clarified, they didn't meet the specific requirement as a new, innovating,
12 or pilot program.

13
14 Background was given on Mental Health Services: The Summit County Mental Health
15 Alliance was formed in 2017, recognizing the need in our community for mental health
16 and substance abuse issues. Communities That Care was brought on to provide the
17 targeted needs based on the priorities established. Summit County and Park City put
18 funds towards mental health through an MOU that went to Summit County and then it
19 shifted to an annual one-time donation. For the past 3 years, the City has contributed
20 \$60,000 annually to Communities that Care (CTC) through the Park City Community
21 Foundation. There were two options to consider: Option One was to continue to award
22 a one-time donation to selected community organizations to provide these services.
23 Considerations were to set collaborative precedent with partners to support CTC, other
24 mental services could be supported here, and they were limited to funding only one year
25 at a time. Option Two would formalize things more by requiring an RFP with
26 recommendations from the Special Service Contracts Committee which then go to
27 Council for approval. It ensures consistency with other nonprofits and service providers,
28 allows the City to contract for multi-year funding like the Regular Service contracts, and
29 other mental health service providers could be considered also. The funding would not
30 be guaranteed between cycles and would be more competitive. Next steps for each
31 option are Option One: continue to award the annual donation and staff would bring it
32 back to Council in August and then the recipients would receive this in the fall. Option
33 Two: award funding for mental health services through the Regular Special Services
34 Contract which would open in late May, evaluate the applications in June, then bring the
35 recommendations to Council in July with the award being made to applicants later in
36 July.

37
38 Mayor Worel inquired how City Council would go about the competitive process for
39 Option One. Darrington clarified that recipients would be those that Council identified,
40 and staff would go through the process which would not be as prescribed as the regular
41 service contracts process. Council Member Gerber clarified that they are reviewing just
42 the mental health piece of the contracts. Her recommendation was to have a third
43 option of \$60,000 for mental health and \$60,000 for Communities That Care and not

1 have it necessarily tied to the Special Services Contract, but it can have its own review
2 process.

3
4 Council Member Doilney concurred with Council Member Gerber as he wanted to see
5 continuity of care and didn't believe that \$60,000 was enough for mental health services
6 in our community. The Special Services contract is a great way to find more
7 organizations that leverage the money to get more. He was pleased to hear about a
8 gap analysis coming where the City can get more funding to address those gaps. The
9 only part of the system he didn't like was that it must come back every year which
10 seemed like a lot. They already knew they wanted continuity of care, yet they need to
11 review every couple of years to make sure that the care is at the level they would like.
12 He agreed that once more information and a gap analysis is done, they will contribute
13 more money. It would be irresponsible to not continue Option One since it maintains
14 our status but develop Option Three as the City goes forward. Council Member Rubell
15 asked for clarification on the cycles. DEI were on a two-year cycle being approved in
16 December and funded in July. The service contracts were four-year cycles.

17
18 Jed Briggs confirmed that they end in the FY 24. The DEI's will be this time next year
19 and the regular service contracts will be two years from now. Further, he added that the
20 key distinctions are that the DEI's are money geared towards Diversity, Equity and
21 Inclusion and the regular service contracts are in specific categories that the City
22 designated so one needs to apply within those categories. Mental health will be
23 budgeted in the FY 22 in the General Fund and Council can donate out of budgets that
24 have been approved by Council, but a budget can only be adopted for one fiscal year.
25 Discussion took place as to how to consolidate the process for efficiency. Reasons
26 were given as to the two- and four-year cycles and the pros and cons. Council Member
27 Rubell preferred that they run a single process for everything for efficiency and agreed
28 that mental health is a huge priority and to allocate enough money.

29
30 Mayor Worel was excited about the increase of mental health services over the last five
31 years and was sent a list of 14 mental health related organizations who would love the
32 chance to apply for City grants. At present, there really is no mechanism for those
33 groups, who are already providing mental health services, to apply for a special services
34 contract and suggested that they include mental health in category Two or create a
35 mental health category. She asked about the amount of money that can be allocated for
36 special services contracts. Briggs said it is up to Council discretion to change the
37 numbers for funding to be included in a budget recommendation. Briggs confirmed that
38 yes, they could increase the amount of money in a category. Council Member Toly
39 wanted to see a more competitive process that keeps things fresh, innovative and
40 sends a message that the City supports all types of mental health initiatives and actions
41 with the schools or workforce, Connect Summit County, The Clubhouse, Live Like Sam,
42 LGBTQ+ outreach group and Summit County Recovery. These are all important groups
43 to our community, and they need a voice with how we spend the money for mental

1 health. There is an amount for regular service contracts (RSC), one amount for DEI
2 and one amount for mental health. Council Members Toly and Doilney made clear that
3 they do not want to see any gaps in service in this process. Briggs clarified that Council
4 is not adopting a budget tonight, but they can recommend an amount for May 12. In
5 addition, Council can fund services in a separate process until they get in alignment with
6 category One or Two. Council Members Toly and Gerber recommended an amount of
7 \$120,000.

8
9 **Homestake Drive Housing Project Presentation and Discussion:**

10 Rory Murphy, J. Fisher applicant, began that they were taking input and were far from a
11 complete plan. Jason Glidden, Housing Development Manager, stated that it is a
12 partnership, and they shared more information with Council to answer questions. Peter
13 Tomai, Park City representative, Rory Murphy, applicant, Chimso Onwuegbu architect,
14 Ryan Davis with J Fisher Companies, and developer Jake Wood with J Fisher
15 Companies were introduced.

16
17 Background was given to the process to get to this point. Public private partnership has
18 benefits such as fast delivery of housing goals, to leverage financial resources, preserve
19 human resources, and operational efficiency. J Fisher Companies was the identified
20 developer. Glidden added that there was a budget request to do a revision to the
21 General Plan which is expected to take 10 – 12 months to draft, not including the
22 approval process and part of that will be small neighborhood plans and they will
23 prioritize this neighborhood. In addition, City Engineering has conducted extensive
24 planning to improve the road networks in that area, specifically the Munchkin extension,
25 and the redesign of Homestake Rd. This will help with circulation and walkability in this
26 area with large sidewalks from Kearns to Park Avenue.

27
28 Another concern was the electric and magnetic fields (EMF) with the location adjacent
29 to Rocky Mountain Power's substation. Tomai explained about different frequencies
30 and radiation. Electricity is at 60 Hz which is considered ultra-low frequency in contrast
31 to a cell phone which operates in the 600 – 800 mega Hz range otherwise 600 to 900
32 million Hz so most of the concern is around ionizing radiation, which is the extremely
33 high radiation like microwaves, 5G, etc. There are currently no regulations in the US or
34 Europe around low frequency radiation and they have gone to local firms and experts
35 and found no body of knowledge about it. He stated that there is no relation between
36 these low frequencies and health concerns. They will continue to look for more
37 research and information about this however and pointed out that there were links in the
38 staff report for further information. Glidden pointed out that there is a big difference
39 between the substation and satellite/cell phone output.

40
41 Ryan Davis advised there were 120 units with 80% affordable and 20% at market value
42 like Council requested with affordability being 60% of area median income. That got
43 them to the rents in the table of the 2021 area median income published by HUD, but

1 the 2022 rents have been published since then. They will do a professional market
2 study to dictate the market rate units as well. There were 1, 2, 3-bedroom floor plans.

3
4 Parking: In order to maximize the buildable residential density of the site which drives
5 the parking underground, the proposed plan was a single level of underground parking.
6 The balancing act was the cost of underground parking and meeting the LNC with the
7 needs of the residents. This initial concept allowed them to get 120 parking stalls and
8 then maybe some public parking.

9
10 Architect Chimso Onwuegbu talked about the vibrant community fabric. He mentioned
11 walkability, being close to public transit, the idea to strengthen the sense of community
12 and remain vibrant, and to keep members of the community here as all general idea
13 concepts. The architect made it clear that these are design concepts to give the general
14 vibe of the space with the center area as a community magnet where people can
15 gather. These were just ideas of places where people could be part of the
16 neighborhood such as rooftop decks, BBQ spaces, dog washes, and other ideas. As
17 the Master Plan develops, they will think about how to connect to the Windsor property
18 or the substation area. Lastly, they wanted to show some initial concept sketches of
19 how to integrate the green spaces and not impose on the street therefore they put most
20 of the massing at the back of the property.

21
22 The Affordable Housing Resolution was referenced which was passed by the City and
23 particularly Section 16 which defines how the city selects tenants compared with what
24 was allowable in federal guidelines in subsidized projects. It was proposed to meet the
25 goals of the housing resolution with a qualified employment categorization of applicants,
26 If the applicants meet the employment requirement of 30 hours within the boundary
27 given by the City they would be in a preferenced category. During the pre-leasing
28 section a pre-leasing list would be used and then after a period it would be opened to
29 general applicants who meet the broader income eligibility criteria. During the waitlist
30 process this would be the same procedure. Two points made were: it cannot be a
31 requirement to be employed. Preference can only be given if they meet the
32 employment requirement so it would be structured as a prioritization. The second
33 restriction is time-based employment, so one needs to consider how this would be
34 memorialized in the ground lease so that this tenant selection process runs with the life
35 of the asset. The governing document is the ground lease structure which will dictate all
36 the terms, the operating expectations and all the contributions including soil mitigation,
37 public parking, and deeper affordability. The assets will become the property of Park
38 City Municipal (PCM) at the end of the lease which would be 50+ years. The developer
39 takes on the payment terms, the talent and experience, all the design and capital
40 necessary to design, build, operate and maintain the property into perpetuity.

41
42 Council Member Rubell said the unit mix makes sense, but he deferred to the housing
43 team on what the community needs. He did not wish to offer comment on the

1 architecture or design. Commercial seemed like a lot at 5,000 SF but he was ok with
2 some small support for resident services, and he suggested to get the affordability down
3 with whatever would work, and he would be open to adding another floor, more capital
4 contributions, and loans. He prefers to not drop down on mix of affordable and market
5 rate units. He asked, How do people stay qualified for the unit? Can we ratchet up the
6 rent to match the income? Then would it go to market rate? He suggested that the
7 excess dollars go back into a housing fund to reinvest in the affordable goal of the
8 project and won't incentivize those situations. One parking space per unit was what he
9 envisioned so he struggled with the number of units. He would first rank those who
10 work within Park City and second within the school district boundaries. He asked where
11 the time of employment restriction comes from and indicated he would like that
12 information in the future. He prioritized public service jobs. If there are mitigation
13 techniques for EMFs, it would be important to him to hear about them to see if they
14 make sense.

15
16 Council Member Toly has a lot of contradictory info from France and Europe about
17 EMFs that she would like to share. She continued that our AMI has increased by
18 almost \$20,000 in one year so she questioned where the rates come from. It was
19 answered that those rates are set by the state every year based off that guidance and
20 that is the rate that gets passed through to the project. The new 2022 AMI rates for a
21 family of four is \$80,000 in household income. The rates for specific units will change in
22 the future based on the federal guidelines and there is a cap on how much you can
23 increase rates year over year which is typically the maximum of 5% or double the
24 national average. There is a lot of guidance on setting rent from HUD and the Utah
25 Housing Association. She wanted to look more at parking since they are losing parking
26 in that area. She agreed with leaving the design and unit mix to the team. With regards
27 to the tenant selection, she mentioned her desire to contact the people who are
28 currently on waitlists to buy in Park City and educate them about renting also.

29
30 Council Member Doilney offered no specific feedback on design or the affordability
31 guidelines and deferred to staff. He didn't want to consider more parking since they are
32 trying to get to a walkable community, and he didn't want to save parking for private
33 businesses over affordable housing. As far as the proposed tenant selection, he agreed
34 that he would like to have more people like teachers, police, etc. and agreed with
35 Council Member Toly to prioritize the list. Council Member Gerber had no comment on
36 the project design and liked the unit mix. She suggested 40% and 80% AMI and to
37 move some around to hit a wider range of units. She was fine with parking and stated
38 that it's an ideal place for bus lines and bike storage. She was concerned that a part of
39 the population may be left out of the selection process such as the Latinx and
40 immigrants, and she wanted to set a goal to get more of this population into those units
41 in addition to outreach and translating information. Council Member Rubell got
42 clarification that 80% of the units are set at the 60% AMI rate. In addition, clarification

took place as to the upper limits of income to qualify tenants and he requested more data and trends in ranges to understand the targets in rent structure.

Tomai wanted to bring an amendment to the existing MOU with the principal feature being to insert a formal option to lease the property to the J Fisher Company if they continue to make progress on the project. They expressed the desire to have an application ready at the beginning of June and to go to Planning Commission by mid-July.

REGULAR MEETING

I) ROLL CALL

Attendee Name	Status
Mayor Nann Worel Council Member Max Doilney Council Member Becca Gerber Council Member Jeremy Rubell Council Member Tana Toly - via Zoom Matt Dias, City Manager Margaret Plane, City Attorney Paige Galvin, Deputy City Recorder	Present
Council Member Ryan Dickey	Absent

II) PRESENTATION

1. White Pine Touring 2022 Season Report - Presented by Jack Walzer, General Manager of White Pine Touring:

Heinrich Deters, Trails and Open Space Manager, introduced Jack Walzer from White Pine Touring and stated there are two items in this staff report: the parking along Thaynes Canyon Drive and the White Pine report.

Jack Walzer from White Pine Touring summarized what they do at the White Pine Touring Center. This is the 41st year at the golf course and he gave an overview of services such as groomed classic and skate skiing tracks which are uniquely skiing only trails. They sell day and season passes, ski lessons, snowshoe tours, Nordic rentals, tuning, sales of equipment and accessories, they host races, promote, and facilitate school programs and teams. They employ citizens and are the top 10% of the Nordic centers for user days overall in the country and cross country is popular with tourists. Numbers of individual season passes sold: 163 family season passes, 245 10 punch passes, 354 teams/coaching passes, 7 fire/police/education passes, 6 military, 25 senior 65 + passes, 160 free for 75 and older, Day passes: 236 6 - 12 adults, 4,384

1 adult evenings, 639 nights, senior day passes 631. Rentals: 3,127 classic packages,
2 846 skate packages and 264 kids' packages of skis, boot, and poles. Also, rented 364
3 snowshoes and 48 kid's packages; Lessons: 1336 privates, 188 group lessons and their
4 growth was 10 - 12 % growth over last year.

5
6 Council feedback was very positive and appreciative of the report and the service to the
7 community. The range of ages that is served is wonderful.

8
9 Deters indicated City Council direction is needed for a separate issue regarding parking
10 along Thaynes Canyon Drive for the PC Golf Club. The City as a user is not in
11 compliance with their own land management code and it is critical to the operation of
12 the golf course. Staff requested direction to explore a possible amendment to formalize
13 this or to hold another meeting. Vaughn Robinson, Golf Manager, stated that in 2002
14 they moved into the Hotel Park City and early on overflow parking was rarely used until
15 later in the evening until about 5 years ago. When the project was approved the
16 parking overflowed into the neighborhood, SR 224, and then into The Market. UDOT
17 shut down the overflow on SR 224. Then the homeowners in the neighborhood couldn't
18 pick up their mail, garbage couldn't get picked up, emergency vehicles couldn't get in
19 and out, and overtime overflow parking went to the side of the driving range.
20 Unfortunately, the whole place was under- parked coupled with three very successful
21 businesses at this site (Ruth Chris, Hotel Park City, and the Golf Club). Before COVID,
22 the highest number of golf rounds were 32,400 and two years ago it was 40,600 and
23 last year they did 36,500 rounds so it has really exploded the last couple of years.
24 Parking along the driving range wasn't common due to the possibility of cars getting hit
25 by golf balls until the last couple of years when cars are parked all the way to the
26 entrance to the new maintenance building which is unheard of. It has impacted the
27 neighbors much more recently and there were no complaints until the last couple of
28 years. Time is needed to come up with a solution to make the neighbors happy and get
29 into code. It will have huge negative impacts to shut it down as well as for the hotel and
30 restaurant. The Park City Golf Club already has reservations booked and to call and
31 cancel the guests because of parking will be difficult. Staff would like to have about
32 four to six months to make amendments and formalize this through the public process
33 to come up with a plan.

34
35 Council Member Gerber recommended staff to find good long-term solutions and do
36 short-term outreach work with the neighborhood in advance of the summer. Council
37 Member Doilney agreed that the golf course must continue as a non-conforming use
38 until there are some creative solutions. Council Member Toly recommended outreach
39 with the neighbors as well as involving the hotel and restaurant in their parking needs
40 and plans. She also stated she would like to address trailhead parking for the Silver
41 Star area because she believed that may be impacting this parking also. Council
42 Member Rubell agreed with having short-term and long-term solutions. He stated he
43 lives in the neighborhood and the City must clean up the side effects and then take

significant action for the long-term. The City needs to come up with true overflow use like Deer Valley does for their street parking on their busiest days. The development agreement doesn't permit the use by the zoning and the Land Management Code, so he struggled with consistency in the application of codes. There is an urgency to solve this problem, but it needed to be a safe long-term solution. The road is unsafe right now with the number of cars going up the street to look for parking. There was a Neighborhood Traffic Management Plan (NTMP) done on the road and the cars back into traffic and the already failing street. Perhaps the City could investigate striping spots with paint and signs. There are no sidewalks either, so the school kids must walk in the street to and from the bus stop. So, there is a confluence that makes the case for a real long-term solution. He thought the permit idea for overflow is a good one and making sure the City uses it as best as it can. Also, look for other places on the property in the short term which may change by season and the hours to match the operation hours of the property. This property was put into the UPZ zone last year, so he wanted to clarify that the City is trying to solve a problem not set a precedent here to preserve open space and park. Lastly, he agreed to get Hotel Park City involved in the discussions. Consensus from City Council was to perform outreach to the neighbors and inform them of the process forward, short term solutions to lead to long-term solutions and to engage the public in both of those solutions. Mayor Worel requested to hold public comment until specifics come from staff on this issue.

III) COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council Questions and Comments:

Council Member Toly disclosed for the topic of the Park Silly Sunday Market that in the past she was the vice-president of the Historical Park City Alliance (HPCA) and last year she walked the street with City Council and the Park City Silly Market to discuss future ideas. She recently went to Sedona, Arizona, and they have a great transit to trails program that she used three times and would love to implement more here; She also went to the Utah League of Cities and Towns (ULCT) Conference in St George with City Council and Park City staff last weekend, and it was so great to meet and discuss opportunities to partner together. She pointed out that Monday is the Snyderville Basin Water symposium at the Park City Hospital and on Tuesday, the Wildland Urban Interface Code and Wildlife Awareness Panel Discussion at the Santy Auditorium.

Council Member Gerber expressed her desire to discuss the Quinn's Junction Park & Ride before the bid has expired and to get it back on the agenda soon and all agreed.

Council Member Doilney concurred that it was great to go to the ULCT Conference. He commended the Chamber of Commerce in the Definition Stewardship Council process, which is still ongoing, but they wrapped up most of the work yesterday and today. His quote today is: "If I sang the praises of your hard work, I would lose my voice pretty

1 quickly". He praised the Park City Municipal staff specifically and the community in
2 general with how hard they have worked to get up to speed with a new Council, new
3 mayor and the staff has worked hard re-presenting things and going back to the drawing
4 board. It isn't easy to get new direction and they have taken a lot of criticism that should
5 probably be shared more among the City Council.

6
7 Council Member Rubell wanted to see a forward look of Council topics and it was
8 clarified by Sarah Pearce, Assistant City Manager, that May 12 will be the new date for
9 the new packet timeline. He would like to be able to share a date for the fractional
10 ownership and Margaret Plane, Park City Special Counsel, clarified that topic is going to
11 Planning Commission in May. The paid parking at the resort will be impactful citywide
12 where parking and buses exist, and he would like to prioritize this and be ready before
13 next winter. He asked staff for an update on whether the resorts' bills have been paid.
14 He explained that he will be abstaining from a conversation later in the agenda.

15
16 Mayor Worel asserted that the ULCT conference was great. She has been working
17 closely with Malena Stephens from the Summit County Council and they are getting
18 close to a process about the public weigh in on the potential Olympic bid.

19
20 **IV) PUBLIC INPUT (ANY MATTER OF CITY BUSINESS NOT SCHEDULED ON**
21 **THE AGENDA)**

22
23 Mayor Worel opened the meeting for any who wished to speak or submit comments on
24 items not on the agenda.

25
26 Bill Ciraco lives in the Aspen Springs area and he stated that he believes that this would
27 be a perfect opportunity for Park City to dialog with Vail to communicate with their pass
28 holders who live in Heber, Silver Creek, Silver Summit and the outer reaches of the
29 area to park at Richardson's Flat for free and the resort will provide transportation to the
30 mountain to see if that will work as a longer term solution before the City spends money
31 to build another park and ride out there.

32
33 Deb Rentfrow: With the Quinn's Park and Ride up in the air, it was suggested to use
34 Richardson flat as a pilot program which she thought was a great idea. If the City
35 activated a pilot program for Richardson Flat, it wouldn't be difficult to implement a
36 needed stop at Park City Heights. Perhaps the funds could be reallocated for that and
37 test it from July to December to get to the resort. She argued that there is enough time
38 to try this, and it would be time and money well spent.

39
40 Mike McComb, Park City Emergency Manager and Derek Siddoway, Communications
41 and Public Engagement Director for Summit County spoke. The Parley's Fire showed
42 the need to alert residents in emergency situations and improve processes and
43 procedures specifically to the Spanish speaking population, for not just emergencies but

1 alerts for weather, road closures, hazmat spills, etc. There are two components to this:
2 one is working at a high level with PCPD, Emergency Management, and the Sheriff's
3 Office to improve the processes to translate the message as quickly as possible. The
4 second part of that is the text line to communicate to the Spanish speaking community
5 quickly and effectively.
6

7 Jay Burke eComment: "I want to be on record as opposing the new perimeter trail in
8 Round Valley. As well, living on the Rail Trail, we oppose the "improvement" project for
9 that trail. Round Valley first. I'm in Round Valley 2 - 3 times a week in the summer, and
10 a little less in the winter. All I'm hearing/reading lately is how overused our trails are.
11 Please do not create more reasons for attracting more users to Round Valley. I've been
12 riding and recreating in RV for over 20 years now, my how it has changed. Originally, I
13 thought the change was for the better, but as the City (and Heinrich) push to jam more
14 and more trails in there...is drastically headed downhill to being experientially terrible.
15 PLEASE STOP...there are more than enough trails and trailheads, just stop. As for the
16 Rail Trail, it doesn't need completely re-invented - it needs some slight modifications.
17 Re-pave it completely (not just a resurface) and add a 2 -3' soft surface side trail to it.
18 Plus, it could be re-striped. By making wider the hwy 248, you're only creating more
19 user conflict issues, and you'd be surprised what we hear/see living right on the trail.
20 Please, stop wasting the money and time (I hear your staff is over-taxed currently).
21 There is no benefit to this project. Water flow...one of the promises of the project is
22 wetlands viewing. Going to be a disappointment when folks roll down there to see a
23 mud pit once the creek flow source disappears. The flow out of Park Meadows is
24 meager at best come July/August...I wish we could determine a way to keep a
25 sustainable flow going to the ponds (either from park meadows or from upper silver
26 creek)."
27

28 V) CONSIDERATION OF MINUTES

29 30 1. Consideration to Approve the City Council Meeting Minutes from March 29 and 31 31, 2022:

32 Council Member Gerber: March 30 Page 8 line 26: Amend to strike "rope drop" and on
33 page 23 line 40 she was asking why a pad was being put there because it didn't seem
34 like it should be a priority and I was told why it was.
35

36 Council Member Doilney moved to approve the City Council meeting minutes from
37 March 29 and 31, 2022 as amended. Council Member Gerber seconded the motion.

38 **RESULT: APPROVED AS AMENDED**

39 **AYES:** Council Members Doilney, Gerber, Rubell, and Toly

40 **EXCUSED:** Council Member Dickey

41 42 VI) CONSENT AGENDA

1. Request to Authorize the City Manager to Execute Three (3) Professional Service Provider Agreements for Noxious Weed Abatement, in a Form Approved by the City Attorney, with Ecology Bridge LLC - \$30,000; Jesus Rea Landscaping - \$175,000; Ground Solutions LLC - \$25,000, for a Total Amount Not to Exceed \$235,000:

2. Request to Adopt Resolution 05-2022, a Proclamation Recognizing Child Care Provider Appreciation Day on May 6, 2022:

3. Request to Adopt Resolution 06-2022, a Proclamation Recognizing April 2022 as Child Abuse Prevention Month:

4. Request to Adopt Resolution 07-2022, a Proclamation Recognizing May 2022 as Mental Health Awareness Month:

5. Request to Authorize a Contract with Alpine Forestry, in a Form Approved by the City Attorney, for the Community Wildfire Risk Assessment Plan in the Amount of \$250,000:

Council Member Rubell moved to remove Items One and Five from the Consent Agenda. Council Member Doilney seconded the motion.

RESULT: APPROVED

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

EXCUSED: Council Member Dickey

Council Member Rubell moved to approve Items Two, Three, and Four from the Consent Agenda. Council Member Doilney seconded the motion.

RESULT: APPROVED

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

EXCUSED: Council Member Dickey

1. Request to Authorize the City Manager to Execute Three (3) Professional Service Provider Agreements for Noxious Weed Abatement, in a Form Approved by the City Attorney, with Ecology Bridge LLC - \$30,000; Jesus Rea Landscaping - \$175,000; Ground Solutions LLC - \$25,000, for a Total Amount Not to Exceed \$235,000:

Council Member Doilney moved to authorize the City Manager to execute three (3) professional service provider agreements for noxious weed abatement, in a form approved by the City Attorney, with Ecology Bridge LLC - \$30,000; Jesus Rea

Landscaping - \$175,000; Ground Solutions LLC - \$25,000, for a total amount not to exceed \$235,000. Council Member Gerber seconded the motion.

RESULT: APPROVED

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

EXCUSED: Council Member Dickey

5. Request to Authorize a Contract with Alpine Forestry, in a Form Approved by the City Attorney, for the Community Wildfire Risk Assessment Plan in the Amount of \$250,000:

Heinrich Deters, Trails and Open Space Manager, presented this item. The community adopted the Community Wildfire Preparedness Plan in 2021 which set the foundation for implementation, action, planning and preparedness. One of the action items is to do a comprehensive risk assessment of the community which is what this contract is for. It is a resource identification priority wildfire concern areas and high value assets such as economics, social and the natural environment. One of the deliverables is a map for fuel reduction areas and it provides an analysis and standard of how those high value resources play into a mitigation effort. This will be a community asset for the city as well as the HOAs, the resorts, etc., but this will give them a guiding principle to implement that. Lastly, the City can use this to apply for federal grants. Further, this is a tool that the Building Department can complement the WUE code aspect and create regulations for identifying high risk areas. The timeline for the plan is one year to set up for next fire season. The City typically does about five acres worth of work every year. This year, 60 acres of work is planned with the bulk of that on Treasure Hill this summer. The City also targeted some areas on Rossie Hill and Daley Canyon/Prospect Ridge as priorities. Lastly, Marsac Canyon is probably a high priority area even though the City does not own the land there. UDOT has a right of way in that area, and the City will encourage the landowners to take some steps. The goal is to be efficient with resources between the City and HOAs.

Council Member Rubell fully supported this and requested to do more knowing that it will cost more. He wanted to see from staff what other things can be done this summer while this plan is being completed; perhaps hiring a backup firm to do additional area identification. He suggested a city program that would help people be fire wise compliant and subsequently reduce the risk to our whole community as well as their own property and he would like to see this prioritized. Council Member Doilney desired to do more for community safety and agreed that this type of report will be more impactful and can influence behavior for landowners. Council Member Gerber asked what is the next big step up to do more? Also, she asked if the resorts are working on their property also? Deters answered yes.

Deters clarified that there are not many contractors available to do this now and the City has been doing their own work for a long time. Right now, the City does not have a

program set up to provide money for private property owners to do work and the City does not do work on private property, but they work with private property owners. He stated that would be a policy discussion for Council and Deters asked for direction whether he should put together a grant program of taxpayer's money to fund private property owners fire protection costs. Council Member Rubell suggested working with the fire district to do a rebate program as soon as possible. The Council members were supportive of Deters to explore and return with a plan.

Council Member Doilney moved to authorize a contract with Alpine Forestry, in a form approved by the City Attorney, for the Community Wildfire Risk Assessment Plan in the amount of \$250,000. Council Member Rubell seconded the motion.

RESULT: APPROVED**AYES:** Council Members Doilney, Gerber, Rubell, and Toly**EXCUSED:** Council Member Dickey**VII) OLD BUSINESS**

1. Consideration to Approve Ordinance No. 2022-08, an Ordinance Approving Amendments to Land Management Code § 15-2.1-2, § 15-2.2-2, § 15-2.3-2, § 15-2.4-2, § 15-2.5-2, § 15-2.6-2, § 15-2.7-2, § 15-2.9-2, § 15-2.10-2, § 15-2.11-2, § 15-2.12-2, § 15-2.13-2, § 15-2.14-2, § 15-2.15-2, § 15-2.16-2, § 15-2.17-2, § 15-2.18-2, § 15-2.19-2, § 15-2.23-2, For Zoning District Use Tables, § 15-15-1 Definitions, and Enacting a New §15-4-22, Outdoor Pickleball Courts in Residential Areas:

Browne Sebright, Park City Planner, and Gretchen Milliken, Park City Planning Director, presented this item. They kept the 300 foot public notice radius because that is already the standard for all the Park City's Conditional Use Permits and secondly, the purpose was to notify neighbors impacted by the noise. The City believed that the 450 – 900 foot range was sufficient to receive notice of a CUP application. Setbacks remained the same as last time, minimum of 600 feet and reductions to no less than 150 feet when they demonstrated noise mitigation. The 300 foot public notice radius on top of the required setbacks would be sufficient to cover all potentially impacted neighbors. Minimum lot size of 1 acre was originally included as Sebright explained to reduce court concentrations, however, based on Council feedback that the requirement may be duplicative, staff removed the provision. The changes proposed under the code were that the HOA would get noticed at the time of the building permit therefore was moved to earlier in the process to provide for more community engagement. The provision for the hours of play remained to make sure that pickleball aligns with the code and noise ordinance and to make sure it doesn't exceed the maximum of noise level for day times of operation no more than 6 AM to 10 PM but 8 AM – 8 PM seems

more realistic for the neighborhood impacts. The parking requirement already existed in the land management code, and they were clarifying that this is a requirement, and they did remove the maximum number of guests. Outdoor lighting and landscaping remained the same. A new portion was added that allows the CUP to be revoked with an appeal process if the site is no longer in compliance. Applicants are required to submit a construction mitigation plan is still included with this ordinance. There were two new public comments which were included. The recommendation from staff was to review, conduct a public hearing and adopt the ordinance.

Council Member Toly mentioned she was fine with playing before 8 AM and it was clarified that lighting was still prohibited. It was also confirmed that all property owners from all sides are notified. Council Member Rubell asked whether people would be able to put up noise reduction walls and he was told yes, and that those noise reduction walls would be considered under the Conditional Use Permit review.

Mayor Worel opened the public hearing. No comments were given. Mayor Worel closed the public hearing.

Council Member Gerber stated that staff has gone above and beyond and thanked them for their thoroughness. She was supportive with the hours of operation of 8 am to 8 pm.

Council Member Doilney moved to approve Ordinance No. 2022-08, an ordinance approving amendments to Land Management Code § 15-2.1-2, § 15-2.2-2, § 15-2.3-2, § 15-2.4-2, § 15-2.5-2, § 15-2.6-2, § 15-2.7-2, § 15-2.9-2, § 15-2.10-2, § 15-2.11-2, § 15-2.12-2, § 15-2.13-2, § 15-2.14-2, § 15-2.15-2, § 15-2.16-2, § 15-2.17-2, § 15-2.18-2, § 15-2.19-2, § 15-2.23-2, for zoning district use tables, § 15-15-1 Definitions, and enacting a new §15-4-22, Outdoor Pickleball Courts in Residential Areas. Council Member Gerber seconded the motion.

RESULT: APPROVED

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

EXCUSED: Council Member Dickey

2. Consideration to Approve Resolution No. 08-2022, a Resolution of Park City Municipal Corporation Appointing the "Deed Restriction Advisory Committee" to Negotiate and Make Recommendations Regarding the Acquisition of Deed Restrictions in the City and Authorizing the City Manager to Approve and Execute all Necessary Documents in Accordance with Adopted Budget Policies:

Jason Glidden, Housing Development Manager, presented the next item and credited Elyse Kats for much of the work. He presented the Live Local Park City Lite Deed Restriction Program. The recommendation was to receive the briefing, take public

comment and approve the proposed Live Local Park City Lite Deed Restriction program with its corresponding Advisory Committee Resolution. Background was given on the program which was first brought to Council in July 2021. It has had success in Vail and Breckenridge, and it gives cash payments to property owners to place a deed restriction on their property in perpetuity, which would be restricted to full time residents working 30 hours per week within the city limits, retirees, or long-term renters (greater than 6 months). This program would promote more full-time residents by providing a down payment assistance program and assist current homeowners to maintain their property for permanent community residents. Some parts that changed were a requirement to work 30 hours within the school district boundary as well as to include seniors and retirees with at least 2 years worked within the Park City area before retirement. Staff also brought the length required for a long-term lease to 6 months. The city would make a cash payment to a property owner to put a deed restriction on their property. There were variables considered such as location, property conditions, and the appraised value of the property. The deed restrictions in Park City would be in the 20% range. The restrictions would mirror the City's existing deed restriction language with changed criteria for net worth, income, and household size requirements. The benefits were to encourage full time residency in the Park City area, allow staff to take a more mixed approach to the housing program and to open it to various economic classes. It also addressed traffic, and employee turnover. The users of this program would be existing and future homeowners, property investors for long term renters (not short-term renters), retirees, and employers. An advisory committee is recommended to help steer timelines and to speed up the process which would be approved by Council. It would only be authorized to recommend purchases of up to \$200,000 with City Manager final approval and Council would approve anything above that amount. The committee would be composed of local industry experts. The application process was then outlined step by step. Staff suggested a pilot program and listed areas to consider for future review such as pre-authorization for specific areas and consideration of homes that are affordable by nature. He proposed to allocate \$1,000,000.00 from the sales of assets and he noted that the housing team would return to Council on May 5 to get approval for the budget ordinance for the pilot program and they are aiming for June 1st to begin accepting applications.

Mayor Worel was fully supportive of this but asked how to measure success on December 1. The answer given was based on the number of units secured that were no longer empty or short term rented. The cost to invest in this/per unit cost analysis to make sure this is efficient would be another way. Mayor Worel recommended that there would be developed a way to measure success. Council Member Gerber discussed bringing as many deed restrictions in as possible, asked for clarification about including retirees and offered to be a Council liaison in the future. Council Member Doilney commended staff with bringing this in line with other existing programs. He offered they will know the success of this program based on how quickly they run out of money. Council Member Rubell asked about enforcement and Glidden responded with the

1 definitions of default, how to identify it, investigate and deal with it. They already have a
2 compliance program in place which is largely based on complaints by citizens. Housing
3 fraud is an offence in our city. Council Member Rubell asked about the legality of deed
4 restrictions and the answer is yes, they have been reviewed by the legal department but
5 legal will take one more look.

6
7 Council Member Toly asked about advertising this since most of our target audience
8 don't live here. Glidden answered that they would be working with the Board of
9 Realtors, existing homeowners, and property managers. Council Member Toly asked if
10 for a 4-bedroom unit would one person have to work 30 hours a week or all four people
11 would work 30 hours a week. Glidden addressed the main point is no short-term
12 rentals, but they will have one main qualified applicant who must work 30 hours a week
13 even though they would like to have all four residents working 30 hours per week.
14 Council Member Toly coaxed a big push with the small local businesses.

15
16 Mayor Worel opened the public hearing. No comments were given. Mayor Worel closed
17 the public hearing.

18
19 Council Member Rubell moved to approve Resolution No. 08-2022, a resolution of Park
20 City Municipal Corporation appointing the "Deed Restriction Advisory Committee" to
21 negotiate and make recommendations regarding the acquisition of deed restrictions in
22 the City and authorizing the City Manager to approve and execute all necessary
23 documents in accordance with adopted budget policies with the following changes: 1.
24 To clarify language on rentals to mirror Vail's with no gap of rentals or previous City
25 approval to do so 2. To target employment and properties within Park City limits 3. To
26 change provision to be more flexible such as city priorities 4. To lower the City Manager
27 authority up to \$75,000.00 and above that would be approved by City Council

28
29 The motion failed with no second.

30
31 Council Member Rubell amended the motion by dropping requirement #4, Council
32 Member Doilney seconded the motion.

33 **RESULT: APPROVED**

34 **AYES:** Council Members Doilney, Gerber, Rubell, and Toly

35 **EXCUSED:** Council Member Dickey

36
37 **3.Discuss Park Silly Sunday Market Contract Negotiations:**

38 Jenny Diersen, Director of Special Events, introduced Kate McChesney, Executive
39 Director of Park Silly Market, and Jonathan Weidenhamer, Economic Development
40 Manager. They started the conversation about Park Silly Market and outlined the
41 history and background. The three items of focus that staff would like answered were:
42 Is Council interested in pursuing this conversation, if they are interested then give

feedback about the proposed terms and outreach, or if they aren't ready, should staff just focus on community outreach? Park Silly Market requested a new contract to be 7 - 10 years, the fees to be decreased at the current rate, which is \$60,000, the venue to remain the same and to continue 14 Sundays. McChesney reminded the Council of the businesses that have been created at Park Silly Markets in the past 15 years such as Nosh, Cade & Co., Pink Elephant Coffee, Red Bicycle Breads to name a few in addition to the child musicians that have played their music and the community goals which have been successful.

The Council expressed an interest to continue discussions. Council Member Doilney added that he wanted to get all the details now, so he chose Option One. Council Member Gerber supported Option Two with the outreach first and replied that she felt more comfortable with a 4-year contract, not 7 – 10 years.

Council Member Doilney suggested the stakeholder and outreach process was good and left it up to staff as to when to bring it back to Council. Council Member Toly responded to Diersen's request for specific stakeholders with HPCA, the Restaurant association, the Chamber of Commerce, residents in Deer Valley and Old Town. She also pointed out that maybe the community should rethink the whole thing such as do you want it on a different day, different location, time of day, etc. so she urged all kinds of questions. Council Member Rubell chose Option Two.

Mayor Worel opened the item for public input.

John Helton is a 35-year town resident and he believed that the Park Silly Market is a nuisance at the bottom of Main Street, and he doesn't think the town needs it anymore. He didn't think locals attend it and it may prevent people from coming to Main Street as it seems like all tourists from Salt Lake. It is not a unique event. He loved other festivals and activities on Main Street. He suggested holding Park Silly Market in a parking lot or a town park. Park City has never been busier so there is no need to have it on Main Street anymore. He mentioned he liked Car Free Sundays.

Michael Sweeney online:

He started the Park Silly Market in 2007 and what it has done for the community and lower Main Street was tremendous. He remained a supporter.

Mayor Worel closed the public input portion of the item.

Diersen summarized that Council was going with Option Two which is to commence the stakeholder group and most of Council was willing to rethink the terms proposed and not stick to the current terms.

VIII) NEW BUSINESS

1. Discuss City Programming at the Arts District:

Jenny Diersen and Jonathan Weidenhamer presented this proposal. Diersen explored the Park City programming at the Arts District. Background was given as to how the program went last summer. Does Council want to explore public input on the arts district?

Council Member Toly asked if the funding included the Transit to Trails program but that is funded separately. Does this proposal include non-profits to use this space? Diersen said that there was interest in renting the space with a Special Event Permit as well as having them participate in the City programming depending on what Council directs.

Council Member Rubell was not a fan of the money spent on this last year but entertained the minor level of \$60,000 where the City sponsored something once a month and then opened it to someone else on the other weeks. Council Member Doilney agreed with the moderate level of programming and reminded them about the decision to keep it small and community focused. Conversation continued about the level of usage, success and enjoyability of the event last summer. The Transit to Trails part is huge and will only grow. Council Member Gerber remembered that it was intentional to start small and she loved the active art. She answered with at least the moderate level with picnic tables and games. She didn't want to see active programming there all summer. Dates were clarified to do this from August to October geared more for locals. Council Member Toly felt better with the minor level. She also advised that the place be presentable and safe. Council Member Rubell offered he was most comfortable in the \$50,000 – 60,000 range and advised that it should not be city staff programming it all. He encouraged the community to do more. Mayor Worel recalled great community programming with some of the art forms and music but heard negative feedback about the costs, so she proposed a program once a week for a shorter period.

Diersen offered to come back to City Council using this feedback and she will return with another option with the focus on late summer early fall time frame. There was also discussion about the budget timeline and how to get this back quickly.

Mayor Worel opened the item for public input.

Angela Moschetta, Old Town resident, suggested that the case being made of the success was disingenuous as she thought it was a lot of money and not a lot for it. She addressed the attendance as city staff, city Councilors and their families, and the artists' friends every week. She backed up Council Member Rubell's suggestion to spend less and program more lightly. It had been the idea in Park City that non-profits need to be subsidized, but that isn't always true and asserted that if somebody really wanted to activate then they should put together the program. Furthermore, if this can't be figured out then that is a sure sign that Park City has no business pursuing an arts and culture

district. In terms of safety, there was not a path to walk into this area and she walked over rubble and excavated soils to enter so she wasn't sure it was safe with chain link fences. She advised to hold a more legitimate and substantive discussion than last year.

Deb Rentfrow echoed Council Members Rubell, Toly and Angela Moschetta's comments. She supported the timeframe geared more towards the locals in late summer into fall and concluded that is the maximum that the City needs to spend on this. She referenced past reports and it costs a lot per person. She urged the Kimball Art Center and Sundance to step in and have the City do a minimal amount.

Mayor Worel closed the item for public input.

2. Consideration to Adopt Ordinance No. 2022-09, an Ordinance Approving the Kings Crown Re-Subdivision Third Amended Lot Combination Plat, Located at 1281 Rothwell Road, Park City, Utah:

Spencer Cawley with the Planning Department presented this issue. The existing conditions were a single-family home on Lot 23 and a vacant lot on Lot 24. It is owned by the same owner. The applicants wanted to combine these lots to accommodate an 800-SF addition and some landscaping to buffer the neighboring property. On March 23, 2022, a positive recommendation was made for approval by Planning commission. It allowed a less intense use of the property while it complied with the RC zoning requirements. No easements or public street or right of ways were amended or vacated. This did require a CUP for abandoning the sewer and water laterals at the main line and the sealing must be supervised by a service provider. Also, the unit density will be forfeited by the lot combination and may not be used or transferred to a different part of the subdivision. It was noticed on March 9th and no public input had been received. The recommendation was to review, hold a public hearing and approve this lot combination plat.

Mayor Worel opened the public hearing. No comments were given. Mayor Worel closed the public hearing.

Council Member Gerber moved to approve Ordinance No. 2022-09, an ordinance approving the Kings Crown Re-Subdivision Third Amended Lot Combination Plat, located at 1281 Rothwell Road, Park City, Utah. Council Member Doilney seconded the motion.

RESULT: APPROVED

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

EXCUSED: Council Member Dickey

3. Consideration to Approve Ordinance 2022-10, an Ordinance Approving 1304 Park Avenue Plat Amendment, Located at 1304 Park Avenue, Park City, Utah:

Aiden Lillie presented the plat amendment for 1304 Park Avenue. The applicant proposed to remove the existing internal block line in an existing historic structure to create a single lot of record in the historic Residential Medium Density zoning district. History is presented and the ways that the proposal complied. On March 23, 2022, the Planning Commission reviewed and unanimously forwarded a positive recommendation to City Council. The proposal complied with the HRM zoning requirements in the district. Due to the Land Management Code, it is considered a valid noncomplying land management structure, so it complied with the code. Staff found good cause because it resolved existing issues and it preserved the character of the neighborhood. It allowed lot lines to be cleaned up and resolved existing encroachments into city right of ways. There were a few issues with the proposed plat which were in the Conditional Use Permit and the report. There were no public comments and staff recommended the proposal be approved.

Mayor Worel opened the public hearing. No comments were given. Mayor Worel closed the public hearing.

Council Member Gerber moved to approve Ordinance 2022-10, an ordinance approving 1304 Park Avenue Plat Amendment, located at 1304 Park Avenue, Park City, Utah. ?? seconded the motion.

RESULT: APPROVED

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

EXCUSED: Council Member Dickey

4. National Community Survey Overview:

Linda Jager presented this topic. The National Community Survey would take five months from start to finish which can start at any time. Jager asked if City Council would like to support participation in the National Community Survey in this upcoming year and how to customize this. There are specific areas that can be included in the customized section such as Park City's areas of priority: social equity, housing, environment, and transportation. The City can identify specific regions to benchmark against too. Lastly, a group can be brought in at additional cost to present the results.

Council Member Gerber supported participation in the survey and liked the idea of having housing, social equity, transportation, environment, and mental health access as key areas. Jager acknowledged they can present and interpret the results without an outside group. Jager has a survey now called the Utah State University Wellness survey which has close to 500 responses and feedback will be expected soon. Discussion took place as to the frequency of surveys and it was cautioned to not over survey residents. The last survey was done in 2017 and therefore Council Member

1 Doilney conceded that it is due. Council Member Rubell disagreed and opined that it is
2 a waste of money, and no new information will come from it. A lot of surveys have been
3 done recently and he suggested a look at it next year. Council Member Toly concurred
4 with Council Member Rubell and cited the recent housing, sustainability, and wellness
5 surveys. \$20,000 was too much and she was not in favor. Mayor Worel valued the
6 survey because it compared people's opinions on similar topics, and it included. "How
7 welcome do you feel in this community?", where there was a big drop between 2015
8 and 2017 therefore, she supported the survey if that specific parameter was included.
9 Council Member Gerber conceded that not all of them are relevant, yet it is a good
10 snapshot of the community where you can see patterns, and the ability to benchmark
11 against other communities was useful.

12
13 **IX) ADJOURNMENT**

14
15 With no further business, the meeting was adjourned.
16
17
18

Paige Galvin, Deputy City Recorder



PARK CITY COUNCIL MEETING MINUTES - DRAFT
445 MARSAC AVENUE
PARK CITY, SUMMIT COUNTY, UTAH 84060

May 12, 2022

The Council of Park City, Summit County, Utah, met in open meeting on May 12, 2022, at 2:45 p.m. in the City Council Chambers.

WORK SESSION

Discuss Snow Creek Crossing Feasibility Analysis:

Heinrich Deters, Trails and Open Space Manager, and John Robertson, City Engineer, presented this item. Deters reviewed the history of this project and indicated it was the last project recommended in the 2007 Walkability Study. In 2021, Council directed staff to perform a feasibility study of this project and staff was reporting back on those results. Deters stated this area was a key connection for the City's and County's regional connectivity goal. Robertson indicated staff was looking to activate this area of town and he displayed several planned trails and projects for the area. Deters updated Council on the public outreach efforts with businesses, utilities, and the Utah Department of Transportation (UDOT).

Robertson displayed the pedestrian counts for the area over six days and noted the northbound and southbound crossings were not at crosswalks. He also discussed the accidents at the intersection. The consultants arrived at several options and when those were taken to the Walkability (WALC) Committee, they narrowed it down to two options: a tunnel or a bridge at Snow Creek crossing. Robertson indicated the budget for the tunnel would be approximately \$13,479,000, and the budget for the bridge, including aesthetics, would be \$12,394,000. Deters asserted staff and the WALC committee agreed this was the right place for a crossing.

Ian Hartley, WALC Committee member, stated the committee observed people crossing amongst traffic and there was a need for a bridge or tunnel.

Bo Pitkin stated the tunnel was originally planned for the intersection of SR224/SR248, but that was not feasible because of the utilities. He thought the tunnels in other parts of the City were very successful and he favored the continuity of tunnels throughout the City.

Council Member Rubell asked for clarification on the three tunnels. Deters displayed the renderings and stated the tunnels would go under the driveways into the shopping

1 centers and under SR248. Council Member Rubell asked if the project could be scaled
2 back to include a tunnel only under SR248. Robertson stated the project total for only the
3 tunnel under SR248 would be \$9.3 million. Council Member Rubell asked if there were
4 summer counts of crossings. Deters explained winter counts were collected and summer
5 data could be collected this summer. This was the area where there were significant
6 crossings and the important aspect was that it was the area that connected the regional
7 paths. The intersection was the prime location, but since there was so much
8 infrastructure, this location was the best option.

9
10 Council Member Rubell asked if there were other crosswalk safety solutions that were
11 analyzed. Robertson stated this was a UDOT road and they would have to weigh in and
12 approve it. He saw a couple concerns for a crosswalk in this location. There would be a
13 significant number of people and bikes coming to the crossing and traffic would back up.
14 He thought it would be a challenge to get UDOT approval. There was also a potential
15 conflict with pedestrian/car collisions with a crosswalk option. Council Member Rubell
16 asked if UDOT would have to approve the tunnels under the shopping entrances, to
17 which Robertson stated no. Council Member Rubell asked how confident staff was with
18 the cost estimates. Robertson indicated the consultant gathered hard data including the
19 depth of the utilities and the costs were estimated as close as possible. Council Member
20 Rubell favored looking at intersection safety improvements at the intersection of
21 SR224/SR248 and at other locations. He asked for options for crossing signals, blinking
22 lights, or right turn only arrows. He also supported putting out an RFP for the SR248
23 tunnel. Deters stated the purpose of this discussion was to get approval from Council to
24 move forward with the project and whether Council wanted a bridge or a tunnel.

25
26 Council Member Gerber favored the tunnel and asked for a cost breakdown for the three
27 different tunnels so the public could see the economies of scale. She witnessed people
28 crossing at Snow Creek and she knew a tunnel was needed there. She requested more
29 education for the community on the trails and paths in that area.

30
31 Council Member Doilney also requested the cost breakdown. He favored the tunnel
32 option and thought connecting the three spots was important. He noted a guaranteed
33 maximum price (GMP) might make sense for this project so the project could be
34 completed in a timely manner. He stated walkability was an important element for the
35 community and this was a big piece to completing the puzzle.

36
37 Council Member Dickey preferred the tunnel as well. He was surprised at the cost
38 estimate and thought people needed to understand the cost and what other alternatives
39 were considered for getting pedestrians across SR248. Deters stated the committee
40 didn't consider other options, but if Council directed, they would consider different
41 alternatives. Council Member Dickey asked the committee to look at solutions for the
42 intersection. He asked if the RFP would be put together in-house or if another engineer
43 would put the package of construction documents together to go out to bid. It was

1 indicated that cost was part of the total project cost and would total \$800,000-\$900,000
2 for the three tunnels. If fewer tunnels went to bid, the price would go down. Council
3 Member Dickey preferred putting all three tunnels out to bid to see what the economies
4 of scale would be. Robertson stated he could send Council the cost breakdown per
5 tunnel from the consultant's estimate. Council Member Dickey was also interested in
6 pursuing alternatives for options at the SR224/SR248 intersection.

7
8 Council Member Toly asked if other tunnels the City constructed cost \$5 million each.
9 Deters stated those were between \$4 million and \$5 million, but that was a while ago.
10 Council Member Toly asked if the stakeholders knew the costs for the tunnel versus the
11 bridge. Deters stated the public didn't have the numbers. Council Member Toly wanted
12 the public to know the costs. She asked what opportunities there were for funding.
13 Daenitz stated the approach the Capital Projects committee took was to fund the entire
14 project now and indicated that would be discussed at the meeting on June 9th. There
15 were funding sources for this project in the tentative budget, but those could be removed
16 before the final budget was approved if Council desired. Council Member Toly stated she
17 thought the City would have to look for additional funding sources, so she was glad to
18 hear this was covered by the City. She favored moving forward with the tunnel and
19 requested looking at the breakdown for the three tunnels and giving the public those
20 numbers.

21
22 Council Member Rubell requested looking at alternatives for the minor crossings around
23 the proposed project. Council agreed any safety measures that could be implemented at
24 grade would be favorable.

25
26 **FY2022-23 City Manager's Recommended Budget: Presentation and Review:**

27 Jed Briggs, Erik Daenitz, and Penny Frates, Budget Department, presented this item.
28 Briggs reviewed the timeline for budget discussions prior to approving the final budget on
29 June 23rd. Council Member Dickey asked what the objectives were for the tentative
30 budget. Margaret Plane, City Attorney, explained State law dictated the tentative budget
31 would be passed at the first regular meeting in May. This was a procedural step in case
32 Council was not at the point where they could approve a final budget by the last meeting
33 in June. The tentative budget would be in effect until the final budget was passed.

34
35 Briggs reviewed the City had seen historic highs in sales tax revenue and his team
36 projected a 26% increase over last year. He noted the bond ratings for the City were very
37 solid. He indicated as the budget was compiled, four areas of importance were
38 manifested: organizational infrastructure, neighborhood investment, resort economy
39 mitigation, and workforce support, as well as ongoing core and essential services.
40 Daenitz summarized the General Fund transfer and noted they could transfer \$5 million
41 this year for infrastructure and recurring projects. Daenitz displayed a five-year Capital
42 Projects plan for the City's critical priorities.

1 Briggs reviewed the Budgeting for Outcomes process that Council and staff went through
2 to reach a budget. He indicated the allocation of resources would help the community
3 reach their goals and budget requests were evaluated based on the critical priorities.
4 Council Member Dickey asked if it was based on critical priorities or the key areas, to
5 which Briggs stated it was a mixture of both. He noted the themes came out of the work
6 sessions and the Council retreat. Another part was inflation and workforce
7 recruitment/retention. Staff tried to evaluate everything going on in the City and
8 committees scored the programs and made recommendations. He displayed the criteria
9 used to evaluate each budget request. Council Member Rubell thought there had been a
10 discussion on making changes to the criteria. Briggs indicated that would be a good
11 discussion for the next Council retreat and he would discuss how the criteria worked at
12 the next meeting. Council Member Rubell favored changing the weighting measures at
13 the summer retreat for next year's budget. Matt Dias, City Manager, indicated staff could
14 walk Council through the process and then they would take notes on the output the
15 process created and if it was aligned with Council's priorities and the initiatives that were
16 planned. That would help inform whether the scoring criteria was reflective of the Council
17 and community's needs and if not, it could be amended at the retreat.

18
19 Briggs explained the budget allocation by quartiles. Budget drivers taken into account for
20 this budget cycle were inflation, increased demand for services, labor challenges and big
21 solutions for transportation, housing, recreation, and the cultural district. Daenitz
22 reviewed the economic indicators and stated travel to Utah was at a high and people
23 moving to the Wasatch Front was the fourth highest in the nation since COVID, which
24 were boosts to the economy. The new trend he followed was the growth during the
25 shoulder season and indicated this led to the record sales tax revenue. He explained
26 some reasons for his assessment that there would be a mild recession in the next 15
27 months. Staff projected a 16% revenue increase over last year and the fundamental
28 growth was real and sustainable. Also, sales tax was not the City's only revenue source.

29
30 Briggs displayed the General Fund revenue projections and stated the sales tax revenue
31 was slightly reduced because of the recession prediction. He indicated there was \$5
32 million in increased revenue for this year and it would go to the pay plan and to the key
33 themes. Frates reviewed approved budget requests by department. Daenitz reviewed
34 funding was allocated for data science and financial software. Council Member Rubell
35 stated there was an IT budget and then IT components in different departments. Scott
36 Robertson, IT Manager, indicated IT was centralized for the most part. But there were
37 separations in Transit. Council Member Rubell asked about the IT needs in the Water
38 Department. Robertson stated the IT help desk was still servicing the Water Department,
39 but he saw a need to diversify the skillsets within some of the business units because of
40 the depth involved. Council Member Rubell asked to discuss the departments' IT needs
41 in more depth in terms of technology maintenance and investment. Briggs stated some
42 departments were supported by Enterprise Funds. The departments were supported by
43 the General Fund and then the Enterprise Funds were billed for the different services.

Daenitz stated there were travel impacts and some of the budget was allocated to mitigate traffic congestion. Briggs proposed a resort and peak traffic mitigation plan. Dias indicated staff proposed creating a traffic division, but they agreed the responsibility should be spread around by having investments across the organization. The result would be to add a traffic coordination manager, two additional peak traffic positions, one event vehicle, one additional parking officer, one additional traffic officer and vehicle, one Transit Technology Coordinator and two Transit Supervisors. Council Member Gerber was concerned that the City was spending \$1 million to clean up the resorts' mess. She asked if the resorts paid the bill the City sent out. Dias stated the problem was not solely the responsibility of the resorts. There was traffic from events throughout the winter, Main Street was a driver, and the other hotels and lodging properties also contributed to the congestion. The City sent a bill to the resorts and that had not been paid yet. Council Member Gerber stated there was a shared effort, but special events were required to mitigate the impacts and she wanted more sharing with the resorts. Mayor Worel noted residents had concerns with trailhead parking and other impacts. Residents asked for more enforcement. There were other impacts besides the resorts. Dias thought these additional allocations would help the community overall, while being efficient with City resources.

Council Member Rubell asked to understand how the peak traffic mitigation plan integrated with the Neighborhood Traffic Management Program (NTMP). He also wanted to hear from the Police Department since they petitioned for a traffic division to see if they thought the new plan would be effective. He wanted to define the resort's responsibility and be clear on what was trying to be accomplished by this effort. Before he got on board with this approach, he wanted to discuss this more and hear from the Police. Council Member Doilney thought this proposal was a good start, but it wouldn't be enough long-term. He wanted the partners to realize the position was created to tie in the other components. If the traffic coordination manager was overworked, then the City could expand. Mayor Worel asked what department the traffic coordination manager would be in, to which Dias speculated it could be with the Emergency Manager, Law Enforcement, or the Public Works Transportation area. The Traffic Coordinator would call on resources from each department.

Council Member Toly thought this could also grow into construction mitigation. Council Member Dickey agreed with the comments and noted the Council was told it would take \$3 million and now it was scaled back to \$1 million and he didn't know how effective it would be. Dias indicated this was balancing the competing interests of the entire City, and this was a compromise. Mayor Worel asked to discuss this further on May 26th.

Briggs explained the Transportation Fund would have a \$2 million revenue increase, part of which came from the County. Frates stated some funding requests included staff, the Short-Range Transportation Plan implementation, Trails employees, and the Transit to Trails program. Council Member Toly asked if the program would be extended, to which

1 Deters stated it would expand a little. Council Member Rubell asked to see what it would
2 take to expand it to the winter. Deters indicated staff would need to analyze how to
3 access some of the roads. There was access to the mid-mountain area but going higher
4 was not in the City's control. He could bring back a scope and an idea of how to make
5 that possible.

6
7 Council Member Rubell asked about the two new Transportation supervisors. He didn't
8 understand the need since Park City just split from the County. Frates stated that would
9 be discussed on May 26th. Council Member Dickey asked if adding a bus line would be
10 funded by Transportation Operations to which Frates affirmed. Pearce indicated there
11 was a placeholder for the microtransit pilot and there was a placeholder in the Capital
12 Budget for other park and ride potential projects. Daenitz displayed a slide on
13 Transportation Capital Projects. He noted the projects depended on grants and this
14 budget assumed the grants would be awarded. He noted the funding breakdown for the
15 proposed \$14.2 million SR248 Snow Creek Tunnel: \$4.57 million Walkability Bonds,
16 \$522,000 Transit Sales Tax, \$4.6 million Transportation Fund, \$225,000 Third Quarter
17 County Tax Grant, and \$3.5 million UDOT as recommended to their committee but not
18 yet approved. Council Member Toly asked where the money would come from if the City
19 could not get a grant from UDOT, to which Daenitz indicated it would come from the
20 Transportation Fund balance. He noted staff sought Council's guidance on the proposed
21 project.

22
23 Frates stated there were many components to the NTMP included in the budget,
24 including software, personnel, etc. She noted Housing was adding an FTE to support the
25 public/private partnerships and other collaborative projects. Council Member Rubell
26 asked for more discussion to understand the duties of the additional housing FTE. He
27 asked if the NTMP budget was to do the projects. John Robertson indicated the funds
28 were for analysis, signage and striping, and for Citywide or neighborhood projects
29 instead of one-offs, in order to make it a more effective program. Council Member Rubell
30 asked to discuss this more. Council Member Dickey asked to know what didn't get
31 funded in the Planning Department. Frates explained the department had an internal
32 reorganization and the requests were postponed.

33
34 Daenitz reviewed the Housing Capital projects outline. He noted \$1 million had been
35 allocated for the Lite Deed pilot program. Council Member Gerber asked to discuss the
36 development of a Housing Fund. She didn't expect it this year, but felt a way needed to
37 be found to implement the program. Council Member Rubell agreed with Council
38 Member Gerber and asked for a deeper discussion.

39
40 Frates reviewed workforce requests as well as workforce support, including benefits.
41 Council Member Council Gerber asked if the City included fertility benefits, to which
42 Frates stated she would look into that. Member Rubell asked about the notation that no
43 study was done for staff compensation. Frates explained the Consumer Price Index

(CPI) was used rather than going out to get the market data. Dias reviewed that once every two or three years a consultant was hired to perform a wage analysis. Council Member Rubell indicated the budget for the pay plan increased 20%. Frates explained that was across all funds and included the pay plan plus new positions. Council Member Rubell thought it would be good to understand what made up that figure and if the CPI adjustment was to the pay ranges or how that would apply to the positions. Frates indicated employees would be given raises based on performance and more detail would be given at the next meeting.

Frates reviewed a new Environmental Manager was hired and resources were added to the budget to support him. She noted a big part of the budget requests was for water leak repairs. Daenitz stated part of mapping capital improvement projects (CIP) was to help with studies and grants for wildfire mitigation. One CIP was for Treasure Hill because it encompassed funding that was constrained to Treasure Hill. Deters stated the wildfire mitigation plan would be a resource for the community. This was also a step to apply for Federal Emergency Management Act (FEMA) grants. Also, the City could create ordinances if residents did not take action. But this wasn't physically cutting down trees, except for Treasure Hill. Council had given direction to work on private property, but that was currently unfunded. Some funding was secured for defensible space on Rossie Hill and Daly Avenue. He would give more details at the next meeting. Council Member Rubell asked if incentive programs would be presented then. Deters indicated an incentive plan was based on the plan staff would complete that Council and the community would agree to. He was working to incentivize property owners who were working on their property by committing that the City would work on adjacent City-owned property. Council Member Rubell asked if money was needed in the budget to do more before the study was completed. Deters stated a lot had been done on City property. He wanted to come back with a good plan. Daenitz asked if Council was willing to allocate funds to projects that hadn't traditionally been done and noted Council had authority to do that and it would be discussed at future budget meetings. Council Member Rubell requested a future discussion on the Water Fund operating funds.

Frates reviewed the Recreation budget requests. Council Member Rubell didn't see many things budgeted around recreation for the residents and wanted to discuss this later.

REGULAR MEETING

I) ROLL CALL

Attendee Name	Status
Mayor Nann Worel Council Member Ryan Dickey	Present

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	
None	Absent

1
2 **II) COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF**
3

4 **Council Questions and Comments:**

5 Council Member Toly thanked the board members and commissioners who attended the
6 social. She also thanked those who applied and were interviewing for the City boards.
7 She noted Tuesday night was the Spring Projects open house and it went well.
8

9 Council Member Dickey attended Catch up with Council at the Pie bar and indicated
10 there was a good conversation with those who came out.
11

12 Council Member Doilney stated Saturday at 4:00p.m. there would be an event on the
13 Roe v. Wade conversation. He felt it was necessary to highlight this because equal rights
14 was something the City stood for.
15

16 Mayor Worel stated it had been a busy week with all the above-mentioned events. She
17 noted the Catch up with Council would be held monthly. Linda Jager, Community
18 Engagement Manager, stated the next one would be June 14th, 9:00-10:30 a.m.
19

20 **Staff Communications Reports:**
21

22 **1. 2022 Parking Summary:**
23

24 **2. Park Avenue Bus Shelter Design:**

25 Council Member Dickey asked if this design was final or if it would come back to Council.
26 Robertson stated Council wanted something rural. This design had a mining feel and
27 they would move forward with it unless Council objected.
28

29 **3. Marsac (SR 224) Roadway Safety Improvements:**

30 Council Member Rubell noted the report had enforcement data for October 2021, but
31 indicated there was enforcement earlier this year. Dias stated he would look into that.
32 Council Member Toly asked if all development at Empire Pass would continue to be
33 reviewed for compliance. Dias affirmed the Building Official visited every active site with
34 a permit that was in the City's jurisdiction as well as amended and updated the

1 construction mitigation plans. Also this spring, Building rolled out a proactive reminder
2 program. Council Member Toly asked what the scope of UDOT maintenance projects in
3 that area were. John Robertson stated the road would be ground down and a new
4 overlay would be applied. At that time, he hoped the pullout lane would be extended for
5 trucks. Council Member Toly asked when the road opened each year. Dias stated it
6 changed every year based upon the weather conditions.

7
8 **III) PUBLIC INPUT (ANY MATTER OF CITY BUSINESS NOT SCHEDULED ON THE**
9 **AGENDA)**

10
11 Mayor Worel opened the meeting for any who wished to speak or submit comments on
12 items not on the agenda.

13
14 Bill Ciraco stated he read a lot regarding the Snow Creek Crossing Tunnel or Bridge
15 proposal. He agreed that area needed to be improved and asked Council to consider a
16 couple things. The Double Tree Hotel was almost obsolete and would probably be
17 developed at some point. He didn't want to spend money and then have a conflict with
18 that property. Also, the Holiday Village Shopping Center had many vacant spaces. If the
19 City was included as an Olympic venue, those properties would be utilized. He thought
20 one option could be a traffic light at that site. He also noted the Homestake property was
21 being developed and that would bring more vehicles.

22
23 Jo Ann Stack asserted the walkability study was a passion for her. She turned at the SR
24 224/SR248 intersection and it was dangerous because drivers focused on oncoming
25 traffic and not on pedestrians. She noted other communities were walkable for residents
26 and visitors and she hoped for the same for Park City.

27
28 Mayor Worel closed the public input portion of the meeting.

29
30 **IV) CONSENT AGENDA**

31
32 **1. Request to Approve Settlement of the Katrina Kmak v. PCMC Personal Injury**
33 **Litigation in the Amount of \$75,000.00:**

34
35 Council Member Gerber moved to approve the Consent Agenda. Council Member
36 Doilney seconded the motion.

37 **RESULT: APPROVED**

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

39
40 **V) NEW BUSINESS**
41

1. Consideration to Approve Ordinance No. 2022-12, an Ordinance Adopting a Tentative Revised Budget for Fiscal Year 2022 and a Tentative Budget for Fiscal Year 2023 for Park City Municipal Corporation and Its Related Agencies and Authorizing the Computation of the Property Tax Rate at a No Tax Increase Rate, and Set Public Hearings to Consider Adoption of the Final Budget on June 23, 2022, at a Regular City Council Meeting:

Jed Briggs and Erik Daenitz, Budget Department, continued the budget discussion. Daenitz indicated some large capital projects were not funded, such as the Arts and Culture District, the Long-Range Transportation Plan, a Rocky Mountain Power substation move, the soils remediations program, the housing program expansion, and recreation expansion. He stated these or other projects could be funded upon Council's request. He could custom shape debt structures to fund these projects. Other tools included the Transient Room Tax (TRT) and the general obligation debt. He noted the majority of Council was not interested in increasing property tax rates. Briggs stated there were enough revenues to further the City goals through bonding with the City's current debt capacity. That would give the City an opportunity to do major projects. Council Member Gerber stated there was no current bonding against the TRT revenue. Daenitz stated there was bonding against the TRT, but not over 65% of the revenue stream.

Council Member Rubell favored looking at the Bonanza District holistically and he didn't want to call it the Arts and Culture District. Mayor Worel indicated she met with the City's partners and they did not have an issue with the district being renamed. Council Member Rubell suggested Bonanza Park Neighborhood.

Briggs asked if Council had any changes before the tentative budget was adopted. Council Member Rubell requested more detail on the Flagstaff Fund.

Mayor Worel opened the public hearing. No comments were given. Mayor Worel closed the public hearing.

Council Member Gerber moved to approve Ordinance No. 2022-12, an ordinance adopting a Tentative Revised Budget for Fiscal Year 2022 and a Tentative Budget for Fiscal Year 2023 for Park City Municipal Corporation and its related agencies and authorizing the computation of the property tax rate at a no tax increase rate, and set public hearings to consider adoption of the Final Budget on June 23, 2022, at a regular City Council Meeting. Council Member Toly seconded the motion.

RESULT: APPROVED

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

2. Consideration to Approve Ordinance 2022-13, an Ordinance Approving the 45 Daly Avenue Subdivision, Located at 45 Daly Avenue, Summit County, Park City, Utah:

Lillian Lederer, Planner, presented this item and indicated the ordinance was to combine a lot and a portion of another lot, which would allow for a single family home on the combined lot.

Mayor Worel asked if the Planning Commission approved the lot combination unanimously. Council Member Gerber affirmed the unanimous vote was noted in the packet. Council Member Rubell asked about the remainder lot and stated there was concern it was noncomplying. Lederer affirmed it was noncomplying.

Mayor Worel opened the public hearing. No comments were given. Mayor Worel closed the public hearing.

Council Member Doilney moved to approve Ordinance 2022-13, an ordinance approving the 45 Daly Avenue Subdivision, located at 45 Daly Avenue, Summit County, Park City, Utah. Council Member Gerber seconded the motion.

RESULT: APPROVED

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

3. Review the Mine Bench Work Plan:

Jason Glidden, Affordable Housing Manager, presented this item and stated Council directed staff to draft an RFP for this property. The developable property was 10 acres. Some challenges included possible soil mitigation, a plat amendment, a rezone, and a steep slope. It also needed UDOT access, utility realignment, and trail realignment. It was proposed this be developed as workforce housing, ranging from 40%-80% area median income (AMI). He hoped the entire development would be affordable. The RFP would also request resident amenities, bus service, parking reductions, a cultural preservation analysis (mining), and possible commercial space such as a residential market. The RFP would require a lease to construct and operate the development.

Council Member Gerber asked if there was a way to include a requirement for dorms in the RFP to reduce the AMI%. Glidden stated staff could include what Council directed, but dorms were not popular. Council Member Gerber indicated the J1s had a hard time finding lodging and requested exploring dorms. She also favored having housing for both seasonal and year-round workforce. Council Member Doilney supported pushing all the work on the developer with parameters being 100% workforce housing and not affordable housing. He didn't think it was an ideal location for people looking for affordable housing, but it was ideal for the employees for those businesses up there. He thought the employers would come with creative ideas.

1 Council Member Toly agreed with Council Member Doilney that the project should be for
2 workforce. She asked how the AMI would work since many employers just provided the
3 housing. Glidden stated it could be another developer who developed the project, so he
4 wanted the parameters in the RFP. Council Member Toly asked what the process would
5 be if multiple employers wanted to do the project. She didn't want to give special
6 treatment.

7
8 Council Member Dickey asked what the entitlement process meant. Glidden stated the
9 land would need to be rezoned, then they would go through the Master Planned
10 Development (MPD) process. Council Member Dickey suggested the City could do the
11 plat amendment so the developer knew the lot of record was certain. With regard to
12 prioritization, he was hesitant to create housing for businesses, since they could provide
13 housing on their own. He stated he would like to go on a site visit before discussing this
14 further.

15
16 Council Member Rubell stated the report referred to moving structures to develop the
17 north end of the property. Glidden explained at one time he told Council there was a
18 building that could be moved, but it wasn't ideal. There was also a mine shaft. Staff
19 proposed using the lower area only. The City currently used part of the site for Public
20 Works storage. Council Member Rubell requested putting out the RFP for longer than
21 the proposed time since the City was asking for conceptual drawings, unit counts, etc.
22 He agreed the City shouldn't do the work on this. He preferred rentals over ownership
23 and it should be for workforce. He hoped the AMI% would be as low as possible and
24 noted he was open to building dorms. He wanted a private company to work with the
25 developer to have a block of the development for workforce. Glidden stated there could
26 be a stipulation of a maximum percentage of units per business.

27
28 Council Member Doilney thought those were valid eventualities, but if they were all built
29 into the RFP, they reduced the likelihood of the project happening. These companies
30 had access to the capital market and they fell short of providing housing. Council
31 Member Toly stated an affordability component should be required. Glidden indicated
32 waterfall provisions could be included to prioritize employees in the area. Council
33 Member Rubell suggested having a scoring if the project was not a single purpose
34 building. Mayor Worel asked if parameters could be placed on who the developer leased
35 to. Glidden indicated parameters could be set on who could not lease the units. He
36 indicated the more restrictions put into the RFP, the less appealing it would be to
37 developers. Council Member Doilney asked if the workforce designation would allow for
38 leniency. He gave the example of managers who would live there and help create
39 community, which he supported, even though they exceeded the AMI%.

40
41 Council Member Gerber gave examples of workforce who, over time, exceeded the
42 AMI%, and noted Mountainlands Community Housing had set a high wage limit the
43 tenant had to exceed before the tenant had to leave. She favored letting the developer

bring creative proposals, and not setting many restrictions in the RFP other than the AMI% and the workforce requirement, and then have geo boundaries set around the north part of the property. She would like to see the proposals that came in. Dias suggested putting together a draft RFP, talking with other cities to determine best practices, and have another work session to discuss this. Council Member Gerber asked for a deed restriction on the finished units.

Mayor Worel opened the item for public input. No comments were given. Mayor Worel closed the item for public input.

VI) ADJOURNMENT

With no further business, the meeting was adjourned.

Michelle Kellogg, City Recorder

Council Agenda Item Report

Meeting Date: June 9, 2022

Submitted by: Michelle Kellogg

Submitting Department: Community Development

Item Type: Staff Report

Agenda Section: OLD BUSINESS

Subject:

Consideration to Approve the Memorandum of Understanding Amendment between Park City Municipal and J. Fisher Development for the 1875 Homestake Drive Development

(A) Public Input (B) Action

Suggested Action:

Attachments:

[Homestake Affordable Housing Project Staff Report](#)

[Exhibit A: DRAFT Submittal Design Concept](#)

[Exhibit B: Estimated Homestake Fees](#)

[Exhibit C: DRAFT Homestake Schedule](#)

[Exhibit D: DRAFT Amendment to Homestake MOU and Option to Lease](#)

[Exhibit E: Leasing FAQs](#)



City Council Staff Report

Subject: Homestake Affordable Housing Project
Progress Update
Authors: Jason Glidden, Affordable Housing Manager
Department: Housing
Date: June 9, 2022
Type of Item: Administrative

Recommendation

- Review the project information that will be included in a submission of a proposed Master Planned Development and Conditional Use Permit application prepared to enable an affordable housing rental project in compliance with the Affordable Master Planned Development (AMPD) code.
- Consider an amendment to the Memorandum of Understanding (MOU) between PCMC and J.F. Companies to include an option to lease the 1.86 Acre Homestake Lot, in a form approved by the City Attorney's Office, in order to continue to move the project forward in the entitlement process. The amendment would provide an option to lease the property and increase the reimbursement clause from \$50,000 to \$250,000.

Executive Summary

Over the last year, the Housing Team has pursued an affordable housing development through a Public-Private Partnership (PPP) on City-owned land located at 1875 Homestake Road. Today, the PPP requests Council review and consider a draft LMC code-compliant affordable housing rental project. The proposal delivers 96 affordable housing units in one, two, and three-bedroom configurations within about 24 months from approval.

The City Council is being asked to:

1. Review and provide feedback on the project information that will be included in an MPD/CUP application. The team is hopeful to receive Council support to submit the information to the Planning Commission so they can begin their deliberations; and
2. Consider amending the existing MOU with J. Fisher to create an Option to Lease the land at the 1875 Homestake Road and increase the reimbursement clause from \$50,000 to \$250,000.
 - a. The MOU will remain in place until execution of a long-term ground lease for the property, provided the project continues to move through the entitlement process and, ultimately, receives approval.

Historical Background

- 2016: City Council passes Resolution HA 01-2016, establishes a goal to create 800 new affordable units by 2026.
- 2017: PCMC buys land at 1875 Homestake Road to advance the City's housing and transportation needs.

- 2019: Council identifies public/private partnerships as a key strategy to help accelerate affordable housing progress.
- 2020: PCMC forms PPP Task Force to explore the components necessary to promote the creation of significant affordable housing by private developers.
- February 11, 2021: ([Staff Report](#), [Minutes](#)) City Council directs staff to seek Requests for Qualifications from developers interested in developing affordable housing on the Homestake lot.
- February 25, 2021: ([Staff Report](#), [Minutes](#)) Council approves Ordinance No. 2021-10, designed to incentivize developers who propose 50% or more affordable housing (AMPD code.)
- December 9, 2021: ([Staff Report](#), [Minutes](#)) Council approves an MOU with JFCRM.
- January 27, 2022: ([Staff Report](#), [Minutes](#)) PCMC executes a professional services contract with Specific Performance, Inc (SPI) to structure and negotiate a PPP and to advance the development due diligence necessary to prepare the Homestake property for affordable housing development.
- March 17, 2022: ([Staff Report](#), [Minutes](#)) As part of a larger housing update, Council received a progress update and provided feedback on the Homestake project.
- April 28, 2022: ([Staff Report](#), [Audio](#)) Council holds a work session to review proposed Homestake massing studies and project information.

Project Development Updates

Project Design:

Since the April 28 Council meeting, draft project design and engineering progressed based upon Council and stakeholder feedback. The PPP team carefully evaluated the cost, benefits, and entitlement risks to arrive at the draft submittal design concept (Exhibit A). The PPP Team seeks Council review and consideration before submitting both the CUP and MPD applications to the Planning Commission. If favorable, the project is anticipated to take at least six months to navigate the entitlement process, with potential construction planned for spring 2023.

Height, Open Space

As proposed, the project design complies with the [AMPD code](#) and seeks no variances. The maximum height is 45 feet, with the top floor of the project set back from the face of the building by 10 feet. By placing most of the required parking underground, the Project contains 35% open space, exceeding the 20% required by the LMC. The proposed design includes the following unit types and sizes.

Unit Mix		
1 Bed Market	45	600
2 Bed Market	72	900
3 Bed Market	3	1,200
Total	120	95,400

The PPP Team studied numerous ways to consider maximizing public benefit from the site. Ultimately, the PPP Team kept the proposal within the rules of the AMPD code. Though the Team received inquiries about whether additional height could accommodate more units, it was determined a materials change that would require considerable

structural engineer adjustments, raising the per unit cost of all units, which would negatively impact the desired affordability. In other words, raising the Project height by an additional story would not provide enough return on investment to warrant the variance request. In addition, increasing the number of units also requires additional parking, raising project costs even higher.

Based on these facts, the development team does not recommend increased heights over what is currently allowed by the LMC.

Project Parking

The Project design contains 120 parking stalls for 120 units. The AMPD allows for a parking reduction down to one-half-space per unit with Planning Commission approval. If the Planning Commission were to approve the proposed reduction, the amount of parking would exceed the residential parking ratios required. To meet the criteria for a parking reduction, the Project features indoor bike parking and storage for residents, and enhanced sidewalks and transit access. The Team also hopes to facilitate an additional Summit Bike Share station on-site to reduce vehicle dependence and trips.

HOMESTAKE PROPOSED PARKING PLAN	
UNDERGROUND RESIDENTIAL	75
SURFACE COMMERCIAL	5
UNDERGROUND COMMERCIAL	10
UNDERGROUND PUBLIC	30
TOTAL	120

Questions were raised has been about increasing the proposed parking on-site to serve the neighborhood and nearby local businesses' parking needs. The current design provides essentially one parking space per unit, plus additional parking to support minor commercial uses contemplated within the Project. Creating parking beyond what is currently proposed would diminish project open space or require more excavation with additional below-grade parking for uses beyond construction of affordable housing. In other words, to maintain the desired affordability targets, the construction of additional public parking would demand additional cost to the City and would need to be raised from alternative funding sources.

The Team is focused on producing affordable housing, and therefore does not recommend locating public parking for nearby businesses at this predominantly residential location, unless Council directs otherwise.

Project Retail Component

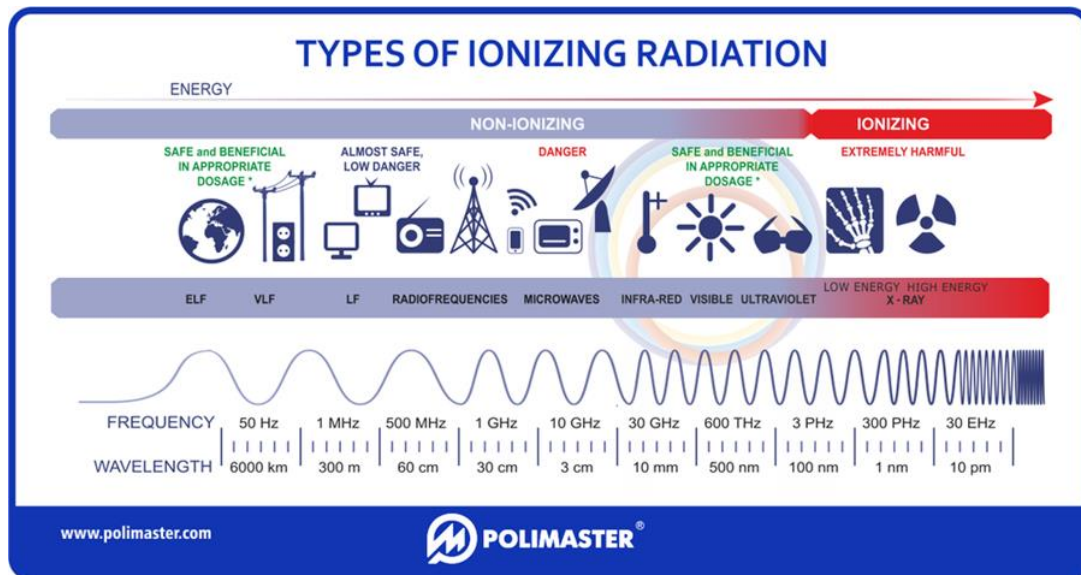
In response to Council input, the Project was revised to include 3,500 SF of flexible retail space designed to be neighborhood serving (a reduction down from 5,000 SF). In addition, the Developer continues to engage local vendors focused on a community marketplace or support commercial, as a potential retail tenant (food, services, daycare, etc.).

Project Site Safety

In addition to the standard site due diligence conducted by the City and Development Partner, the Project location presents additional considerations due to proximity to the Rocky Mountain Power (RMP) Substation. On May 3, 2022, City representatives met with RMP and a power sector engineering professional to assess the presence of Electro

Magnetic Fields (EMF) or other safety concerns. Field engineers from PacifiCorp measured EMF levels at the site, with measurements taken approximately every 30' along the property lines, with most measuring between 1.8 and 3.7 milliGauss. The three highest readings ranged from 9.1-34 milliGauss.

Utah does not presently have powerline EMF regulations. Still, by reference, 300 milliGauss is the maximum allowed at the edge of powerline easements according to the most stringent state guidelines existing in other states. Even in the highest observed reading area (34 milliGauss), the measured EMF dramatically diminished with distance from the property line. The reading observed at 15' from the property line in the same area was 5.6. At 30 feet away, the reading was down to 1.0 milliGauss, which is essentially considered background levels similar to what is found in a single-family home.



Given the concern raised by Council, the Team procured an outside expert, conducted additional research, and conducted the on-site field tests described above. We remain committed to any additional research or outside expertise if desired by Council.

Project Financials

Project Affordability

Pursuant to the MOU, 80% of the affordable rental units will achieve an average affordability of 60% of Area Median Income (AMI). The remaining 20% of units will be market-rate units to help subsidize the costs of the affordable units. At the April 28 work session, the Developer presented a proposed rental structure (chart below) that priced all the affordable units at 60% AMI and all market rate units at 120% AMI.

Unit Mix & Rent Matrix				
Unit Type	Unit Count	Unit Size	Rent	AMI %
1 Bed (60% AMI)	37	600	\$ 1,344	60%
1 Bed (Market)	9	600	\$ 2,800*	125%
2 Bed (60% AMI)	57	900	\$ 1,614	60%
2 Bed (Market)	14	900	\$ 3,400*	126%
3 Bed (60% AMI)	2	1,200	\$ 1,864	60%
3 Bed (Market)	1	1,200	\$ 3,900*	126%
Total	120	95,100		

*Market rates rents are currently estimated at 125% of AMI, but will be determined by a professional market survey.

In response to the Council's desire to accommodate a broad range of affordability needs within the project, the Developer explored an income averaging approach in the designated affordable units. The proposed mix could provide units in the 40% AMI range and 60% AMI range, and if blended, can continue to meet the original intent of the MOU without requiring an amendment. However, to structure an income averaging unit mix and accomplish Section 42 requirements per the Internal Revenue Code, tax credit equity partners require the project's affordable rents to average 58% AMI.

While this modification would achieve deeper affordability than the 60% AMI targeted in the MOU, it also opens a gap in the financial pro forma. This shortfall will need to be negotiated if Council seeks the lower AMI blend.

Detailed Unit Mix & Rent Matrix			
Unit Type	Unit Count	Unit Size	AMI Rent
1 Bed (40% AMI)	8	600	\$ 1,003
1 Bed (60% AMI)	24	600	\$ 1,504
1 Bed (80% AMI)	4	600	\$ 2,005
1 Bed Market	9	600	\$ 2,800
2 Bed (40% AMI)	15	900	\$ 1,204
2 Bed (60% AMI)	35	900	\$ 1,806
2 Bed (80% AMI)	8	900	\$ 2,408
2 Bed Market	14	900	\$ 3,400
3 Bed (40% AMI)	1	1,200	\$ 1,390
3 Bed (60% AMI)	1	1,200	\$ 2,085
3 Bed (80% AMI)	0	1,200	\$ 2,780
3 Bed Market	1	1,200	\$ 3,900
Total	120		
Average Affordable Units AMI %			58%

Project Budget

Based on conceptual designs, anticipated underground parking and current construction cost estimates, the Developer expects the total project development to cost approximately \$45M. The Developer will source debt, equity, and gap financing to fund the Project, including private activity bonds from the State, conventional loans, tax credit equity, Olene Walker Housing Loan Fund, Intermountain Healthcare social impact capital, and direct Developer investment thru a deferral of their developer fee. The estimated Project funding sources and uses are outlined in the table below. As mentioned, the financial pro forma reflects an average 58% AMI to accommodate the Council's request of deeper affordability, instead of a blanket 60% AMI.

The City's development partner, JFCRM, has extensive experience with Low Income Housing Tax Credit's. The Utah Housing Corporation manages tax credit financing in Utah. Due to the intense need for low-income housing statewide, the State modified and expanded its program. An unscheduled allocation of funds was recently announced for July 2022. Working with the Housing Team, the Developer quickly submitted a non-binding application for Private Activity Bonds on May 26, 2022. Funding awards are based upon a variety of project merits. The current round of funding is over-subscribed, in which case not all projects will receive funding. In the event this funding round is unsuccessful, the next round is scheduled for January 2023. If awarded, the bonds must be placed within 18 months of award.

Sources & Uses	
Land Cost	\$ -
Soft Cost	\$ 10,823,597
Hard Cost	\$ 34,055,455
Total Uses	\$ 44,879,052
Private Activity Bonds	\$ 24,500,000
Conventional Loan	\$ 4,516,811
Tax Credits	\$ 11,642,383
IHC/City	\$ 1,000,000
Olene Walker	\$ 1,000,000
Deferred Developer Fee	\$ 1,000,000
Total Sources	\$ 43,659,194

Fee Waivers

City policies allow for a request for fees to be waived or reduced for affordable housing projects. Therefore, a project fee waiver is important and requested to waive/minimize project costs and increase affordability. The estimated total fees (EXHIBIT B) for the project total over \$1.2 million. The fee waiver request will go through the established approval process, including evaluation and recommendation from an internal City team, and final consideration from the City Council.

Project Schedule

Due to the complexity of future design work, land use approvals and financing, careful consideration was taken to develop a potential project delivery schedule. The Team created a chart (EXHIBIT C) that shows an approximate timeline, assuming the Project maintains progress toward finalizing design and approvals. The major milestones of the project are listed below:

- AMPD/CUP Application Submittal – June 2022
- Application for Low-Income Tax Credit – July 2022
- Planning Commission Approval of AMPD – November 2022
- Close on financing – January 2023

- Start Construction - April 2023
- Complete Construction – September 2024

Proposed Amendment to the MOU

The City and J. Fisher executed an MOU to ensure that Council's goals were met before negotiating a Development Agreement. The existing MOU outlines the overall goals of the partnership, a proposed timeline, and general terms and conditions. The MOU helps provide assurances for both parties, provides minimal financial commitments, and is intended to inform the final negotiation of the Development Agreement.

In addition, the City procured SPI. to represent the Council and Housing Team as the City's Owner's Representative. SPI has considerable experience in land use entitlement, mixed use development, and affordable housing construction.

With considerable progress underway and several work sessions held with favorable project continuation, SPI and the Housing Team recommend the Council consider two MOU amendments (Exhibit D) requested by J. Fisher:

1. Consider a lease option for the Homestake property for one year to J. Fisher. This option would facilitate the J. Fisher to source and obtain real capital sources necessary to secure future financing for project construction.
2. Consider increasing the City's reimbursement threshold not to exceed \$250,000 to J. Fisher to cover costs incurred if the City unilaterally discontinues the partnership.
 - a. The MOU includes a reimbursement clause up to \$50,000. Since execution in December of 2021, J. Fisher has invested a significant amount of funds to cover site testing, land surveying, and architectural design. The costs now total over several hundred thousand dollars.
 - b. SPI negotiated with J. Fisher and believes the amendment request is reasonable and consistent with collaborative PPP's.
 - c. SPI negotiated that the City would retain ownership of J. Fisher's development materials and manifests (technical reports, surveys, architectural designs, etc.).
 - d. SPI negotiated an approval process to vet future project expenditures made by J. Fisher prior to execution in order to maintain project budgetary and expenditure controls.

The PPP Team is excited to share the progress made towards an affordable housing rental project on the Homestake Lot. Significant advancement has been made to date, including investments of professional time, money, and study and analysis. In order to continue our progress, the Team recommends Council:

1. Review and provide feedback on the project information that will be included MPD/CUP application. The team is hopeful to receive Council support to submit the information to the Planning Commission so they can begin their deliberations; and
2. Consider amending the existing MOU with J. Fisher to create an Option to Lease the land at the 1875 Homestake Road.
 - a. The MOU will remain in place until execution of a long-term ground lease for the property, provided the project continues to move through the

entitlement process and, ultimately, receives approval.

Exhibits

- A- DRAFT Submittal Design Concept
- B- Estimated Project Fees
- C- DRAFT – Homestake Schedule Chart
- D- DRAFT Amendment to MOU and Option to Lease – Homestake Lot
- E- Leasing FAQs

the concepts, ideas, drawings and specifications herein are an original unpublished work and the property of WOW Atelier, LLC and shall not be used on any other work. do not scale drawings. all conditions shall be verified on site. discrepancies shall be brought to the attention of the architect before proceeding.
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A1 ARCHITECTURAL SITE PLAN
SCALE: 1" = 20'-0"

LEGEND

--- PROPERTY LINE

--- SETBACK LINE

EXTERIOR AMENITY/OPEN SPACE/ LANDSCAPE AREA

PRELIMINARY
NOT FOR
PERMIT OR
CONSTRUCTION

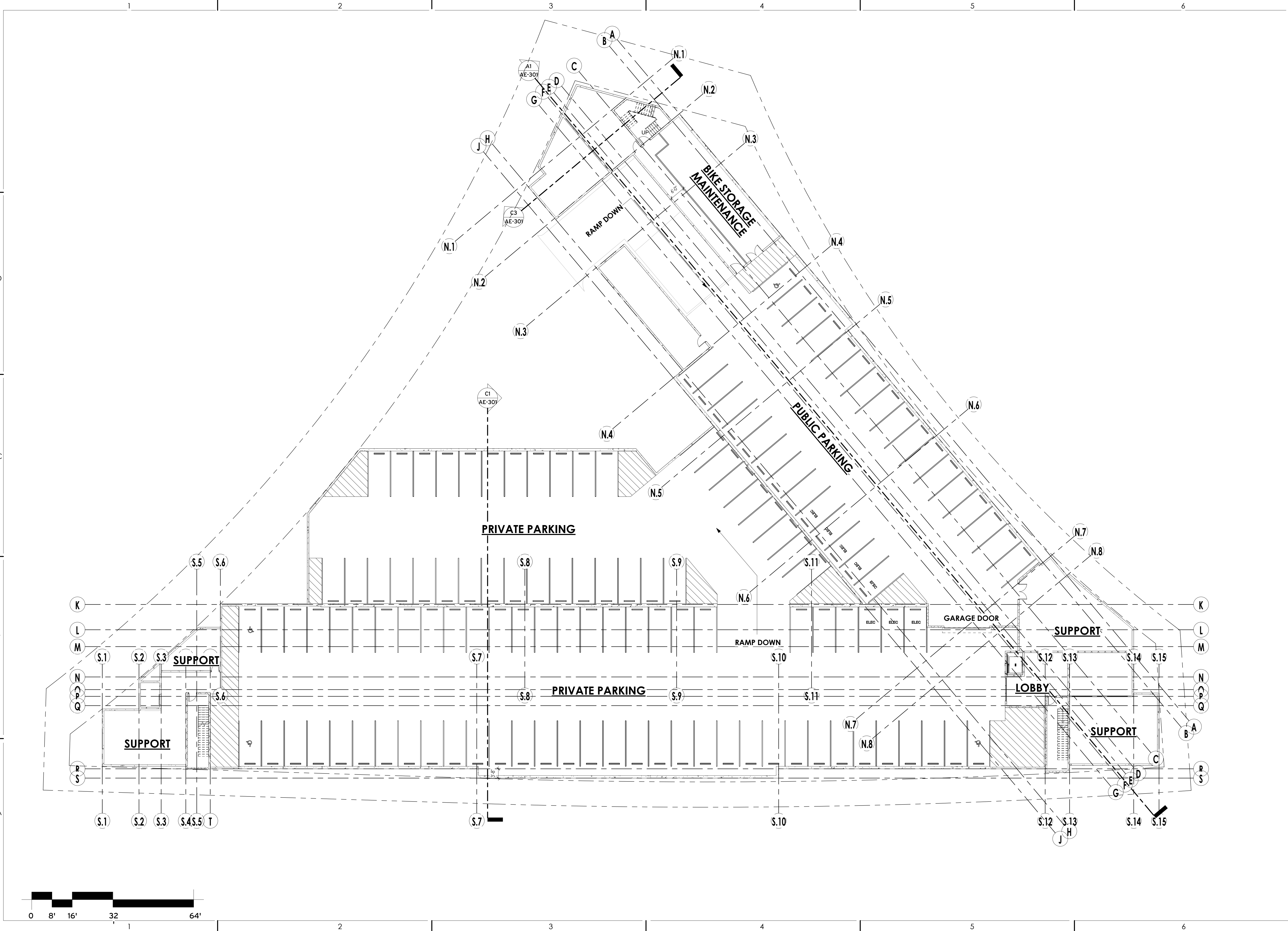
CIVIL:
TALISMAN
STRUCTURAL:
MECHANICAL:
ELECTRICAL:
LANDSCAPE:
INTERIOR:

HOMESTAKE MPD
AFFORDABLE HOUSING
1875 Homestake Road
Park City, Utah

PROJECT #:
210036
ISSUE DATE:
05/24/2022
ISSUE:
CONCEPT
REVISIONS

ARCHITECTURAL SITE
PLAN
AS-101
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CIVIL:
TALISMAN
STRUCTURAL:
MECHANICAL:
ELECTRICAL:
LANDSCAPE:
INTERIOR:

HOMESTAKE MPD
AFFORDABLE HOUSING
1875 Homestake Road
Park City, Utah

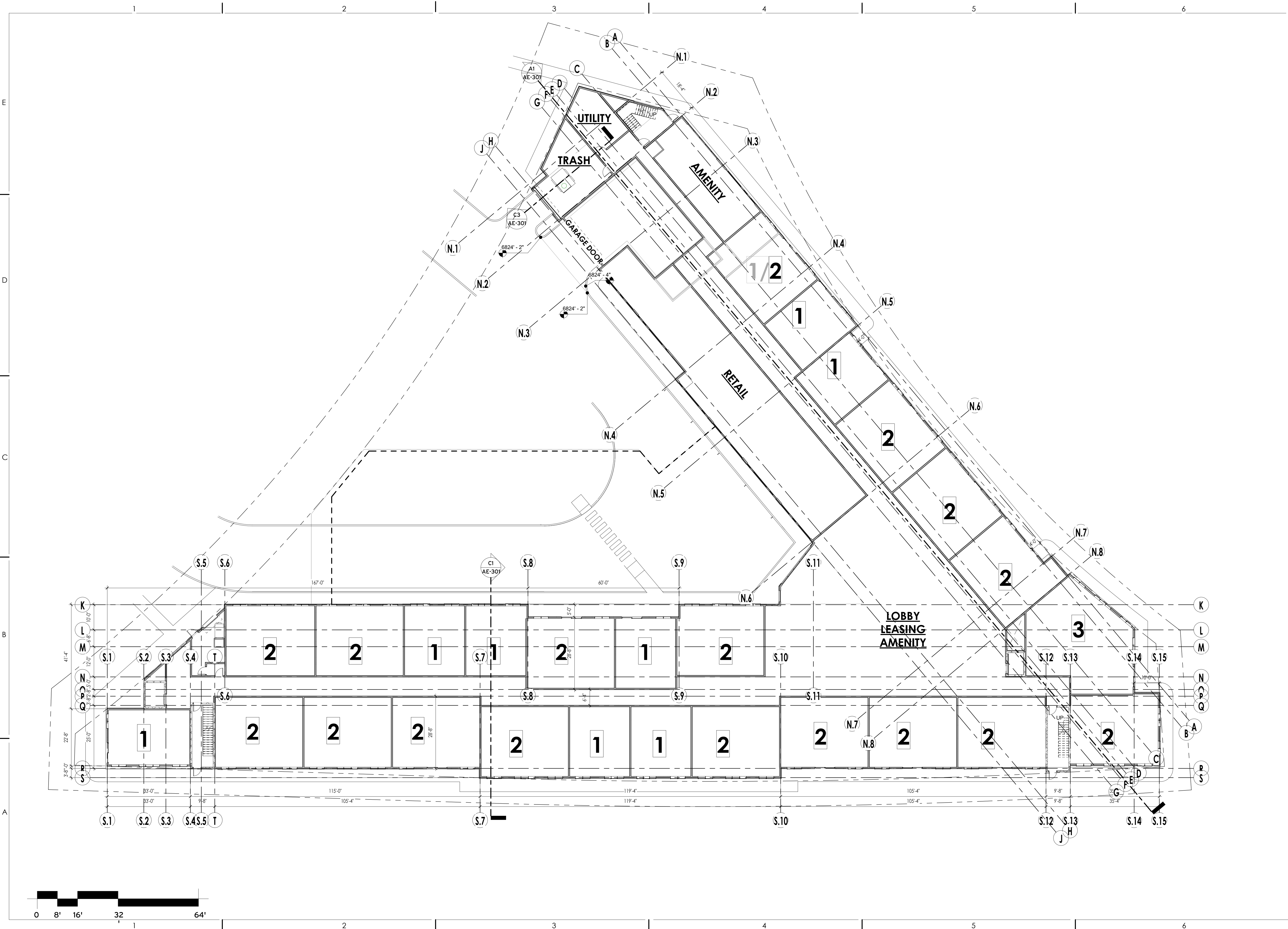
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ISSUE DATE:
05/24/2022
ISSUE:
CONCEPT
REVISIONS

PARKING LEVEL PLAN

AE-101

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WOW



GROUND LEVEL FLOOR PLAN

AE-102

HOMESTAKE MPD
AFFORDABLE HOUSING

1875 Homestake Road
Park City, Utah

CIVIL:
TALISMAN
STRUCTURAL:

MECHANICAL:

ELECTRICAL:

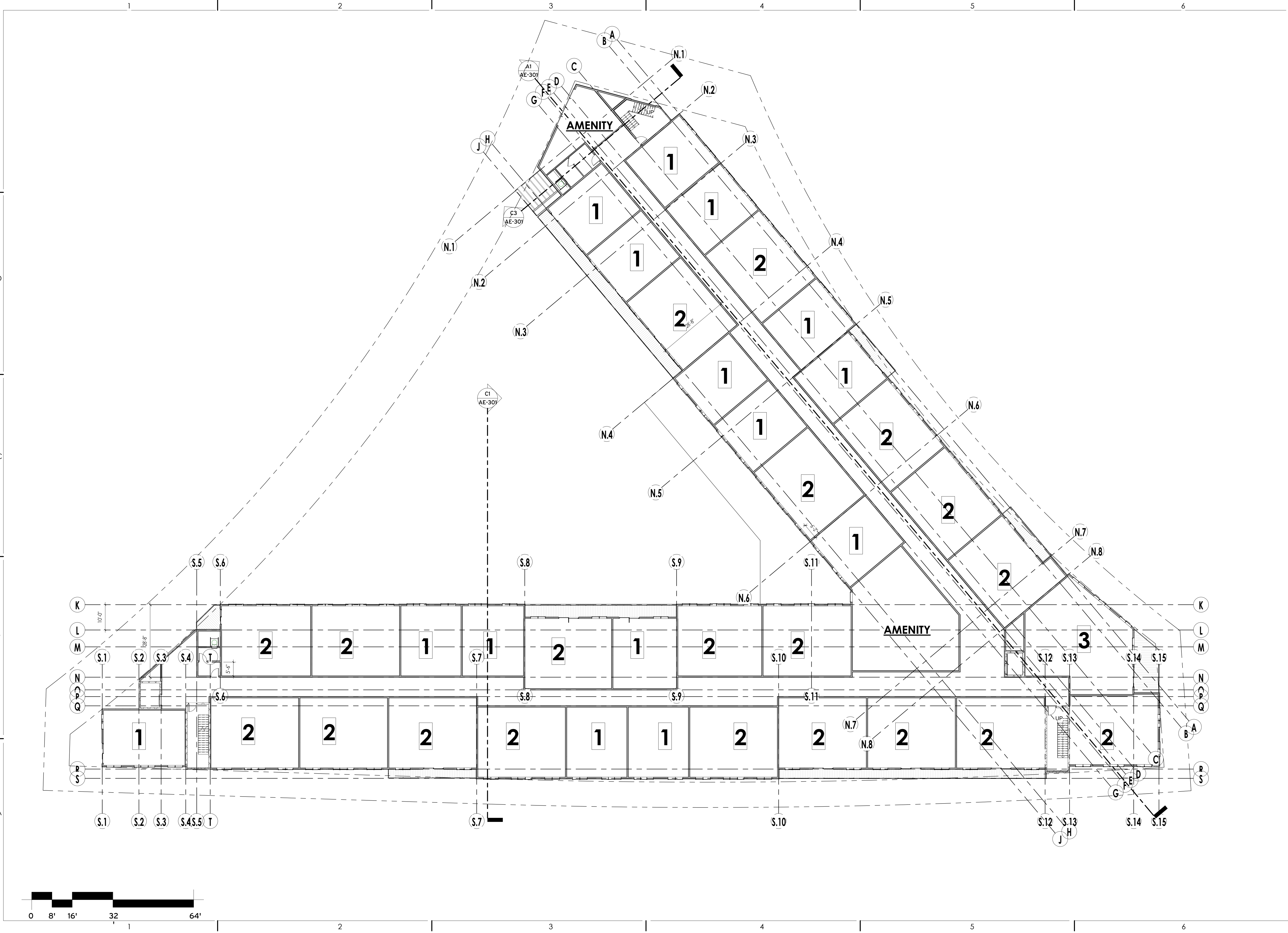
LANDSCAPE:

INTERIOR:

PROJECT #:
210036
ISSUE DATE:
05.24.2022
ISSUE:
CONCEPT
REVISIONS

PI
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WOW



SECOND LEVEL FLOOR
PLAN

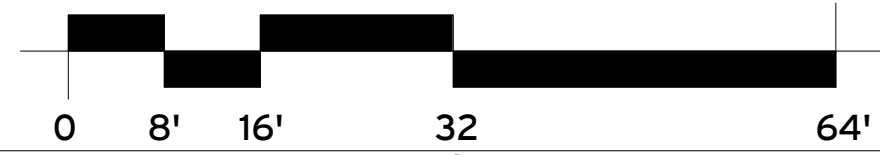
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PROJECT #:
210036
ISSUE DATE:
05/24/2022
ISSUE:
CONCEPT
REVISIONS

HOMESTAKE MPD
AFFORDABLE HOUSING
1875 Homestake Road
Park City, Utah

CIVIL:
TALISMAN
STRUCTURAL:
MECHANICAL:
ELECTRICAL:
LANDSCAPE:
INTERIOR:

WOW



CIVIL:
TALISMAN
STRUCTURAL:

MECHANICAL:

ELECTRICAL:

LANDSCAPE:

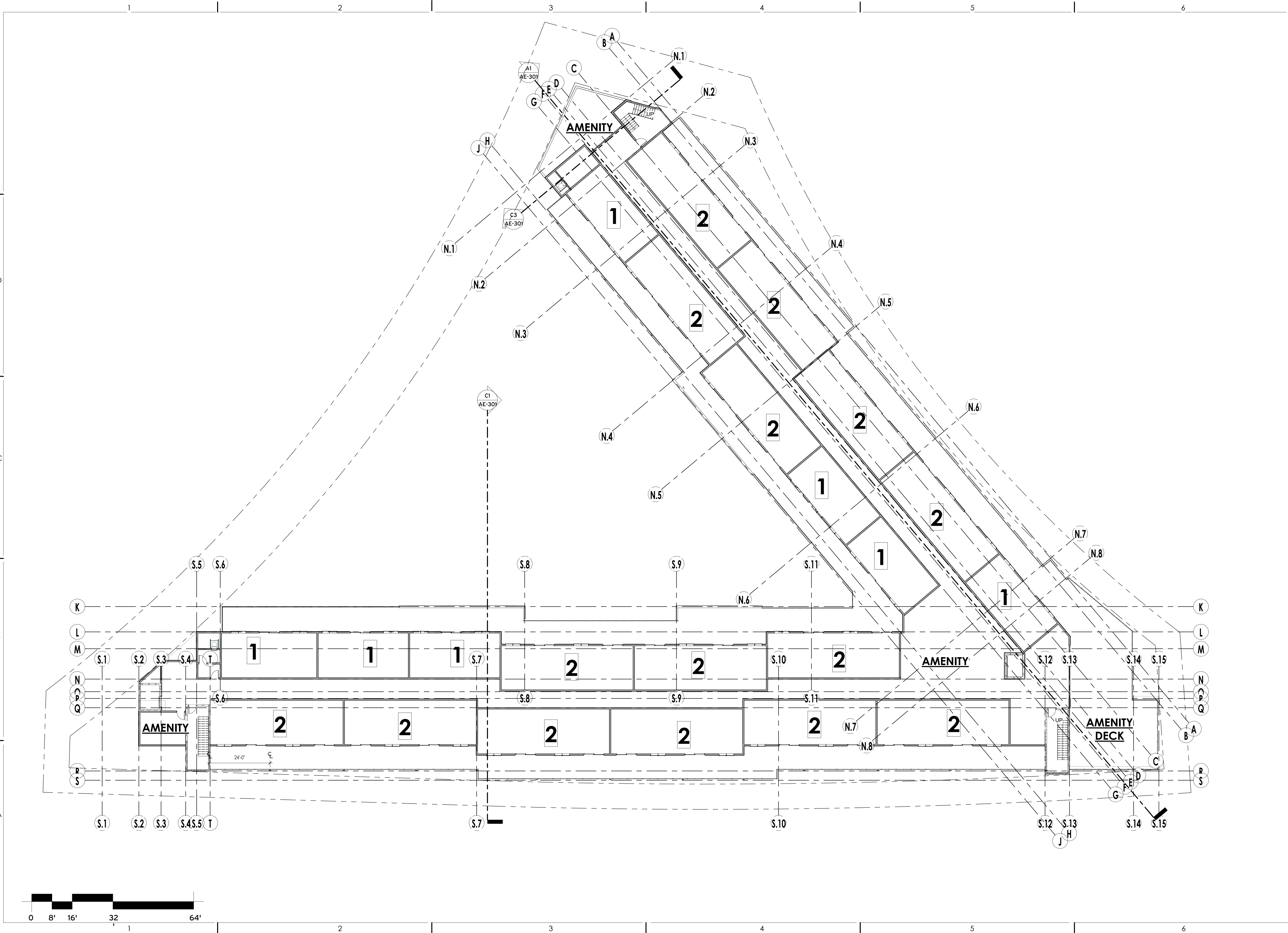
INTERIOR:

AE-104

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WOW



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LANDSCAPE:
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HOMESTAKE MPD
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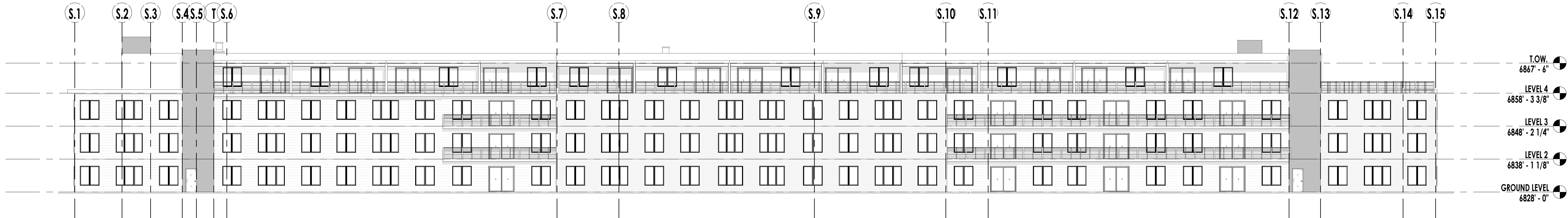
FOURTH LEVEL FLOOR
PLAN

AE-105

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WOW

the concepts, ideas, drawings and specifications herein are an original unpublished work and the property of WOW Atelier, LLC and shall not be used on any other work. do not scale drawings. all conditions shall be verified on site. discrepancies shall be brought to the attention of the architect before proceeding.
plot date: 5/24/2022 4:27:36 PM
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B1 SOUTH ELEVATION
SCALE: 1/16" = 1'-0"



A1 NORTH ELEVATION
SCALE: 1/16" = 1'-0"

**HOMESTAKE MPD
AFFORDABLE HOUSING**
1875 Homestake Road
Park City, Utah

PROJECT #:
210036
ISSUE DATE:
02/24/2022
ISSUE:
CONCEPT
REVISIONS

ELEVATIONS

AE-201

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STRUCTURAL:
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LANDSCAPE:
INTERIOR:

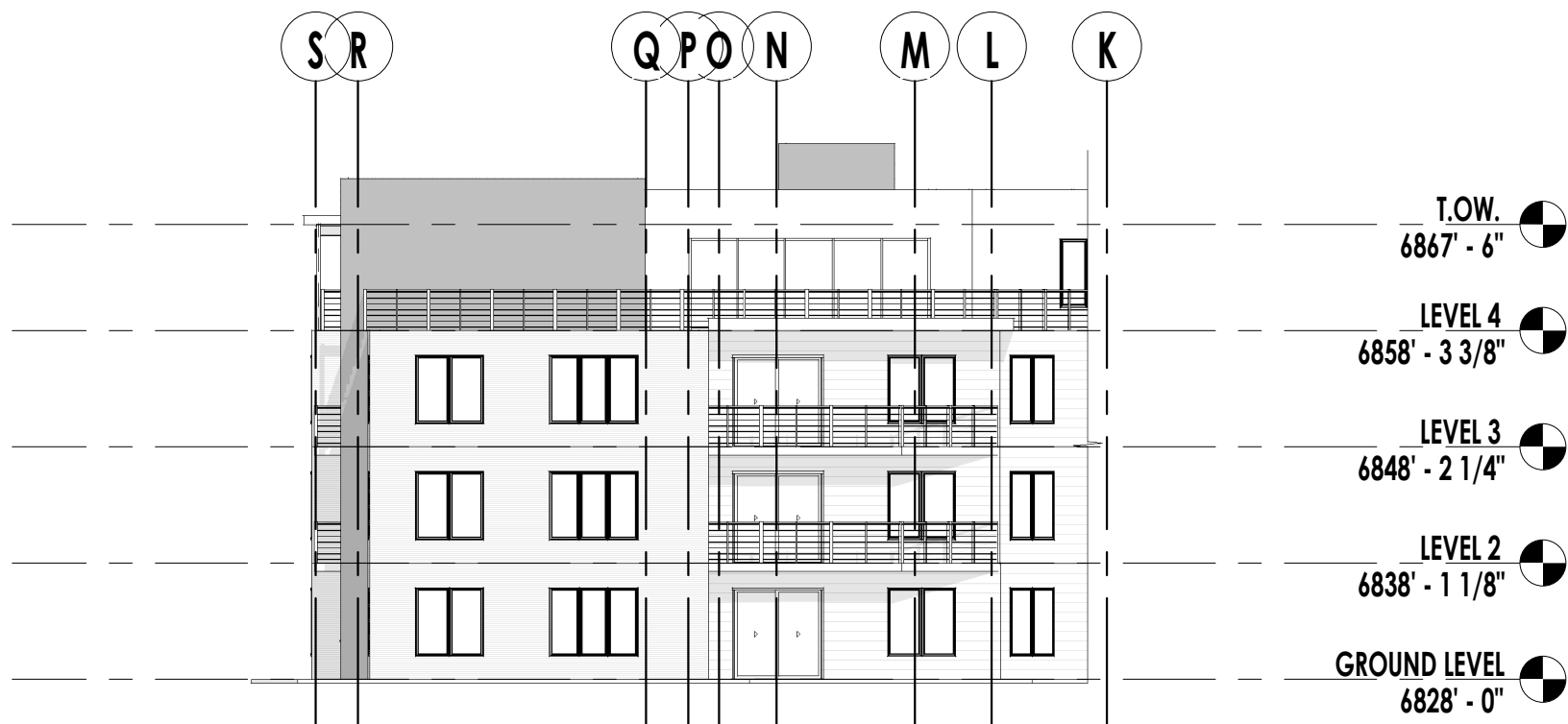
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NOT FOR
PERMIT OR
CONSTRUCTION**

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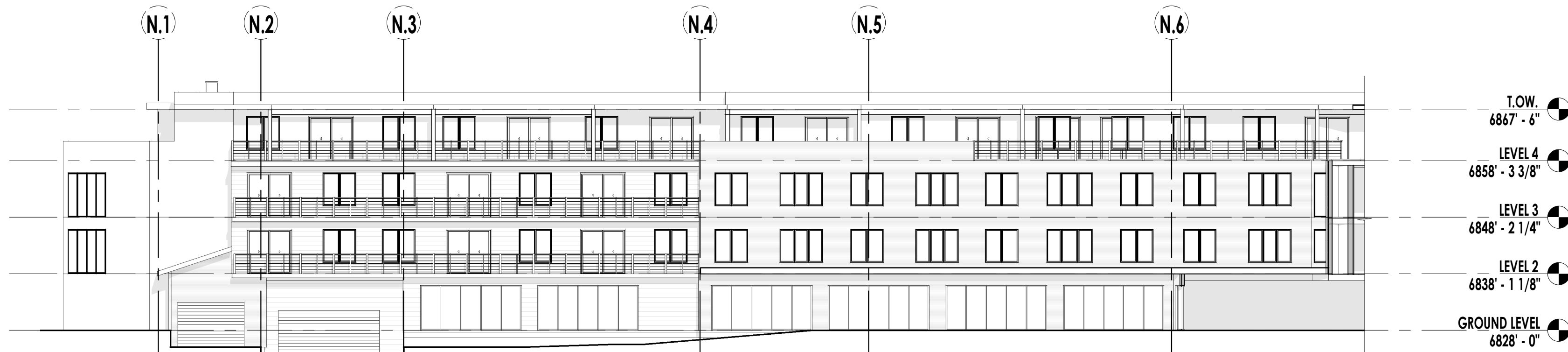
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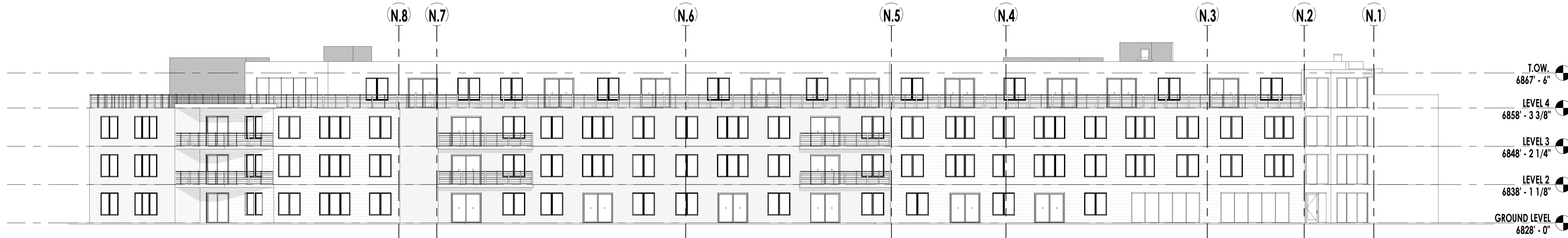
D1 NORTH INTERIOR ELEVATION
SCALE: 1/16" = 1'-0"



B1 EAST PARTIAL ELEVATION
SCALE: 1/16" = 1'-0"



B3 WEST INTERIOR ELEVATION
SCALE: 1/16" = 1'-0"



A1 EAST ELEVATION
SCALE: 1/16" = 1'-0"

HOMESTAKE MPD
AFFORDABLE HOUSING
1875 Homestake Road
Park City, Utah

PROJECT #:
210036
ISSUE DATE:
05/24/2022
ISSUE:
CONCEPT
REVISIONS

ELEVATIONS

AE-202

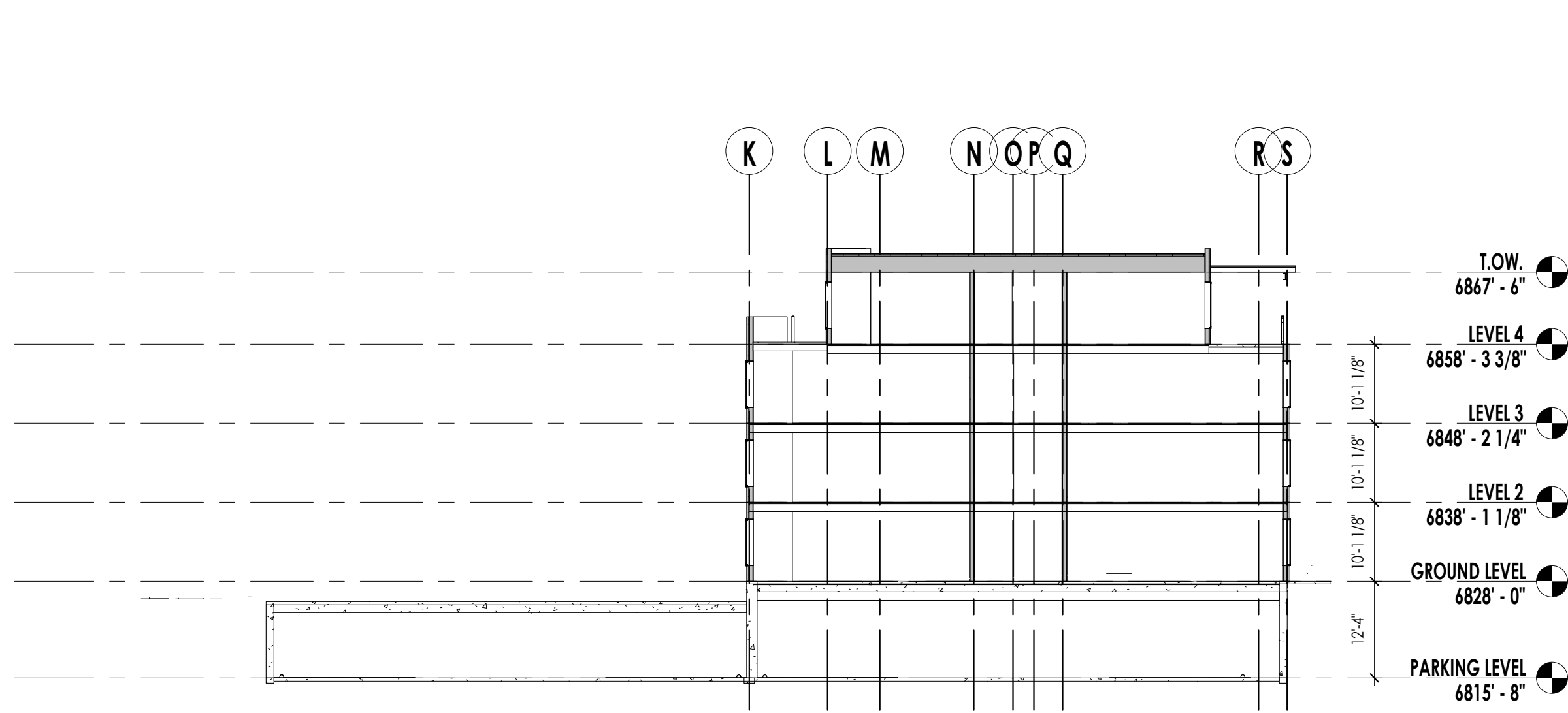
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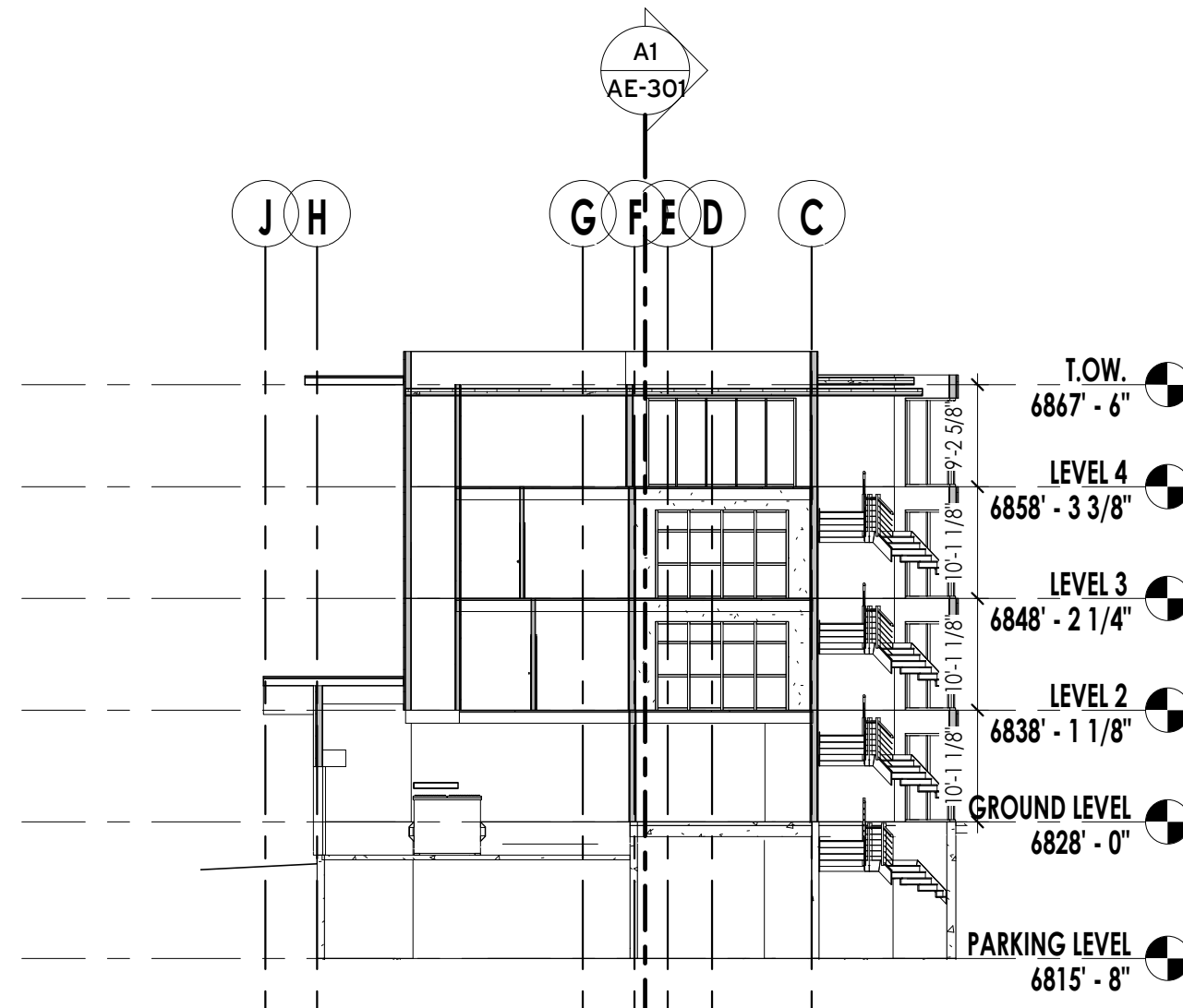
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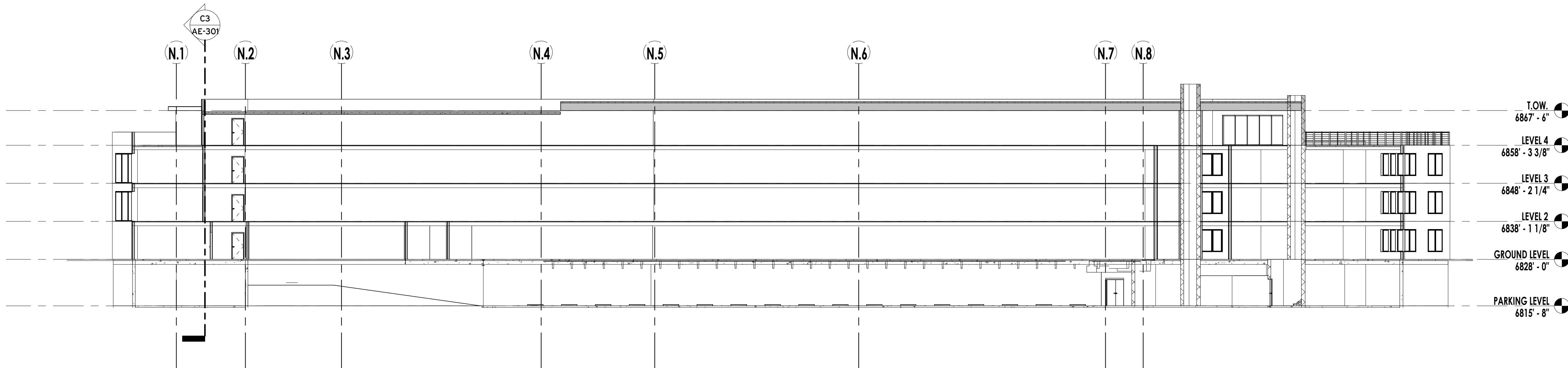
the concepts, ideas, drawings and specifications herein are an original unpublished work and the property of WOW Atelier, LLC and shall not be used on any other work. do not scale drawings. all conditions shall be verified on site. discrepancies shall be brought to the attention of the architect before proceeding.
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C1 SOUTH CROSS SECTION
SCALE: 1/16" = 1'-0"



C3 NORTH CROSS SECTION
SCALE: 1/16" = 1'-0"



A1 RAMP SECTION
SCALE: 1/16" = 1'-0"

HOMESTAKE MPD
AFFORDABLE HOUSING
1875 Homestake Road
Park City, Utah

PROJECT #:
210036
ISSUE DATE:
05/24/2022
ISSUE:
CONCEPT
REVISIONS

BUILDING SECTIONS

AE-301

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CIVIL:
TALISMAN
STRUCTURAL:
MECHANICAL:
ELECTRICAL:
LANDSCAPE:
INTERIOR:

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PERMIT OR
CONSTRUCTION

WOW



HOMESTAKE MPD
CONCEPT DIAGRAMS





HOMESTAKE MPD
CONCEPT DIAGRAMS





HOMESTAKE MPD

CONCEPT DIAGRAMS





HOMESTAKE MPD
CONCEPT DIAGRAMS



May 9, 2022

To: Jason Glidden, Peter Tomai, Jake Wood, Ryan Davis

From: Rory Murphy

RE: Review of Impact Fees/Other City Fees for Homestake Project

Assumptions:

- 120 Units.
- 5 Commercial Units (1,000 sf/unit).
- All units less than 1,000 sf.
- 3,000 sf irrigated area.
- \$25M total build cost/valuation
- MEP 30% of total cost
- Grading 10% of total cost
- Permit/Plan Check based on 1% and 0.65% of total build cost.

Planning Fees:

We assume we will have to fill out both an MPD and a CUP application for submittal.

Item	Estimated Cost
CUP	\$1,140
MPD Housing (\$560/unit X 120 units)	\$67,200
MPD Commercial (\$560/unit X 5 units)	\$2,800
Master Sign Review	\$ 320
Total:	\$71,460

Building Department Fees:

Item	Estimated Cost
Permit (1% of valuation of \$25M)	\$250,000
Plan Check (65% of Permit)	\$162,500
Mechanical (\$5,608 for first \$1M + \$3.65/\$1,000 thereafter.	\$13,820
Electrical (\$5,608 first \$1M + \$3.65/\$1,000 thereafter.	\$13,820

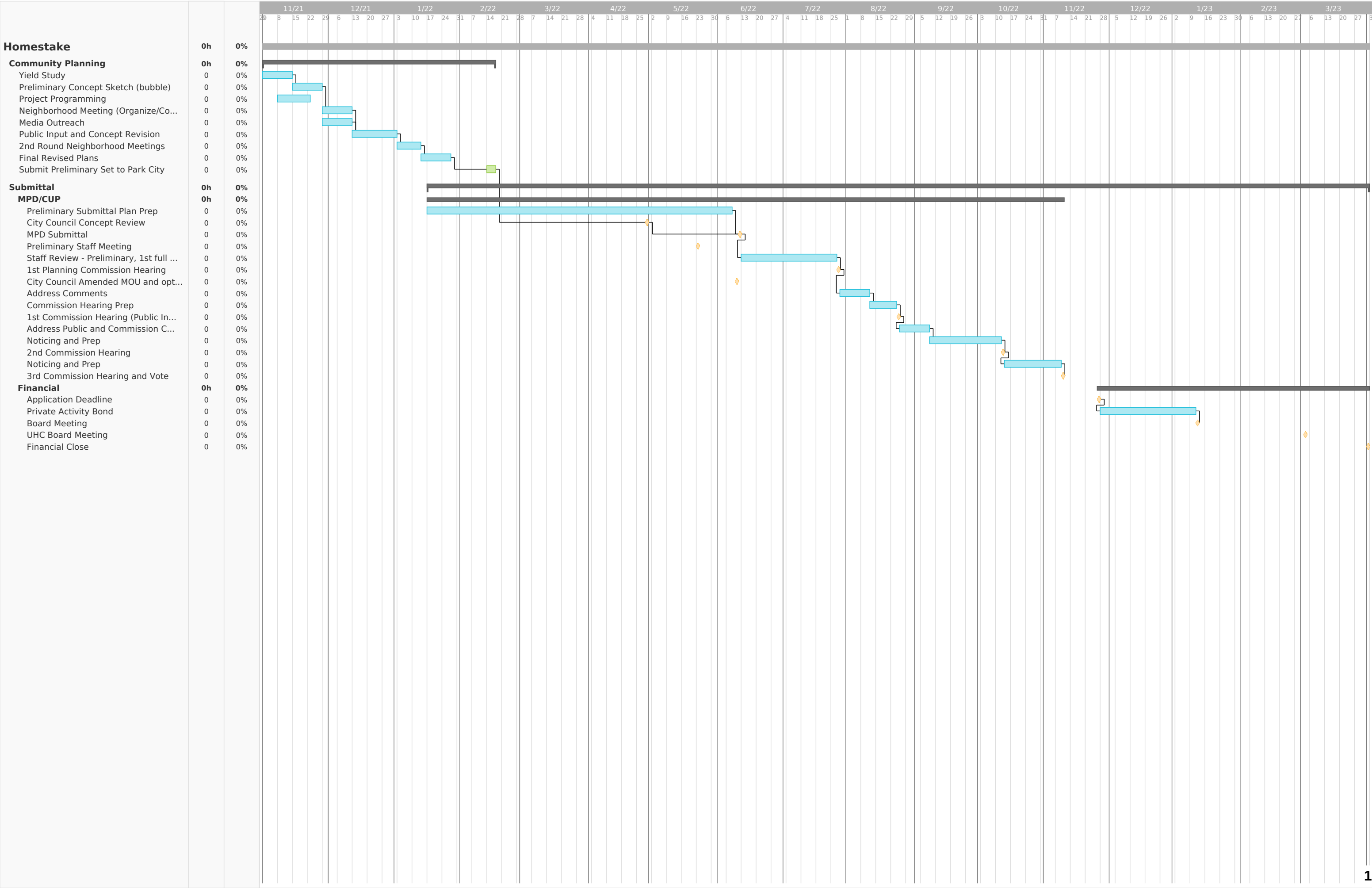
Plumbing (\$5,608 first \$1M + \$3.65/\$1,000 thereafter.	\$13,820
Grading (\$5,608 first \$1M + \$3.65/\$1,000 thereafter.	\$13,820
Total:	\$467,780

Impact Fees:

Item	Estimated Cost
Parks, Police & Roads (\$4,629.27/unit X 120 residential units)	\$578,659
Parks, Police & Roads (\$2,994.28/unit X 5 commercial units)	\$14,971
Water (\$3,428/unit X 120 residential units)	\$411,360
Water (5,000 sf commercial X \$287.84/50 sf commercial)	\$28,784
Water (3,000 sf irrigation X \$1,598/1,000 sf irrigation)	\$4,794
Total:	\$668,368

Total City Fees for Homestake Project as Proposed:

\$1,207,608



**AMENDMENT TO MEMORANDUM OF UNDERSTANDING AND OPTION TO
LEASE**

This Amendment to Memorandum of Understanding and Option to Lease Agreement (this “Amendment and Option ”) is entered into as of this ____ day of _____, 2022 (the “Effective Date”), by and between JF Development Group, LLC, a Utah limited liability company (“J Fisher” or “Developer”), located at 1216 W Legacy Crossing Blvd., Centerville, Utah 84014, and Park City Municipal Corporation, a Utah municipal corporation, located at P.O. Box 1480, Park City, Utah 84060 (“City”). Developer and City may be referred to individually as (the "Party", or collectively, the "Parties").

RECITALS

A. The Parties entered into that certain Memorandum of Understanding (the “MOU”), dated December 9, 2021 (the “MOU Effective Date”), pursuant to which they summarized their mutual agreements relating to the proposed development of a mixed-use, mixed income affordable housing development (the “Project”) on the 1.86-acre property owned by the City located at 1875 Homestake Road, Park City, Utah (the “Land”). A legal description of the Land is attached hereto as “Exhibit A” and incorporated herein. This MOU reflects the Parties’ negotiations and is intended to outline the terms of a potential development agreement and/or ground lease.

B. Pursuant to the MOU, the Parties have commenced negotiating the terms of a definitive ground lease for the Project (the “Ground Lease.”) The Ground Lease will be a recorded document memorializing all material terms and conditions governing the finance, construction, and operation of the proposed project for the duration of the Project, a period contemplated to be at least 50 years. As such, the parties will not have sufficient information to complete the Ground Lease until the project has been further defined and receives all necessary approvals and land use entitlements.

Pursuing approvals and entitlements for the project require the Developer to expend significant funds and resources designing and engineering the project, working with professional staff and the public, the Planning Commission and City Council. The MOU is cancellable by either Party upon 60 days’ notice to the other Party. In the event the MOU is cancelled by the City, the City agrees to reimburse Developer the actual Predevelopment Costs incurred, not to exceed \$50,000.

C. The Parties desire and intend to use good faith efforts to reach mutual agreement on the terms and form of the Ground Lease within thee (3) months of City Council approval of the Project.

D. Given the complexity of the Project and the Ground Lease, the Parties desire to negotiate and Amend to the MOU to provide the Developer with an Option to Lease the Project Site upon terms and conditions of the MOU and further refined by this Amendment and Option. The Option to Lease along with an increased reimbursement amount is intended to provide the Developer the confidence necessary to expend more resources and funds necessary to advance the extensive entitlement process for the Project during the negotiations of the Ground Lease. Advancing the entitlement process requires additional studies, investigations, architecture,

engineering, and other work customarily associated with Project design and approval. The Option to Lease is also intended to provide firm evidence and sufficient interest in the Land to enable the Developer to begin to arrange their long-term capitalization (financing) plan to fund the project.

NOW, THEREFORE, in consideration of the foregoing and for other good and valuable consideration, the receipt and sufficiency of which the Parties acknowledge and intending to be legally bound, the Parties agree as follows:

1. Recitals; Capitalized Terms. The recitals are incorporated herein by reference. Capitalized terms not otherwise defined herein shall have the meaning set forth in the MOU.

2. Option to Lease. City hereby grants Developer an option to lease the Land (the “Option”) on the following terms:

2.1 So long as City has not elected to terminate this MOU by delivering written notice to Developer pursuant to Section 1 of the MOU, then at any time after the twelve (12) month anniversary date of the MOU Effective Date and before the eighteen (18) month anniversary of the MOU Effective Date, and so long as Developer has submitted completed applications for the affordable housing master plan development (the “MPD Application”) and the conditional use permit for the Project (the “CUP Application”), Developer may deliver written notice to City that Developer elects to exercise the Option pursuant to the terms of this Agreement and the MOU. (the “Option Exercise Notice”).

2.2 If the Developer fails to timely exercise the Option pursuant to Section 2.1 above, the Option shall terminate and be of no further force and effect.

2.3 If the Developer timely exercises the Option, the Parties shall promptly proceed to negotiate and finalize the terms and conditions of the Ground Lease within one hundred eighty days of the date of Developer’s Option Exercise Notice (the “Option Period”), consistent with the terms of the MOU and this Agreement and Option, which the Parties agree shall require their best and good faith efforts. Unless otherwise agreed upon by the Parties in writing, in the event that the Parties have failed to agree in writing on the final form of the Ground Lease prior to the expiration of the Option Period, then Developer may elect to terminate this Agreement and Option and the MOU by delivering written notice to City and this Agreement and Option and the MOU shall terminate on the date that is ten (10) days after the date City receives the termination notice.

2.4 Once executed, the Option is intended to bind the Parties until the Ground Lease is executed or the Option Period expires without completing the Ground Lease. The City shall not have the right to unilaterally terminate the MOU, and by extension, this Agreement and Option once the Option is exercised. If the Option Period expires and the Ground Lease is not executed prior thereto, the City may thereafter exercise its termination rights under Section 1 of the MOU.

3. Term and Extension of Term of MOU. The term of this Agreement shall commence on the Effective Date. Unless otherwise agreed upon by the Parties in writing, both this Agreement

and the MOU shall expire and terminate on the date that is the earlier to occur of: (i) the date that the Parties enter into the Ground Lease (or the Agreements as defined under the MOU); (ii) the date that either Party terminates this Agreement or the MOU as permitted hereunder or thereunder; or (iii) the two (2) year anniversary date of MOU Effective Date. The Parties agree that the Agreements (as defined in the MOU) will supersede and terminate the MOU and this Agreement.

4. Cost Reimbursement. Section 10 of the MOU is hereby deleted and replaced with the following terms, which shall apply in the case of the expiration or termination of the MOU and/or this Agreement:

As part of Developer's due diligence to deliver the Project and as part of its performance of the development activities in accordance with the milestone schedule reflected in the MOU and this Agreement, Developer may incur additional environmental, geotechnical, civil engineering, architectural, and other predevelopment costs ("Predevelopment Costs"). Accordingly, the Parties agree that, dependent upon the timing of any termination of the MOU and this Agreement, and Developer's performance and incurring of Predevelopment Costs, the City shall reimburse the Developer as follows:

(i) (x) in the event the City, through no fault of the Developer, elects to terminate the MOU (and by extension, this Agreement) pursuant to Section 1 of the MOU or (y) the MOU and this Agreement expire by their terms, and Developer has not submitted the completed MPD Application and the completed CUP Application at the time the City delivers its termination notice, then City shall, within sixty (60) calendar days of written notice from Developer, reimburse Developer the actual Predevelopment Costs incurred, not to exceed \$50,000.

(ii) (x) in the event the City, through no fault of the Developer, elects to terminate the MOU (and by extension this Agreement) pursuant to Section 1 of the MOU or (y) the MOU and this Agreement expire by their terms, and Developer has submitted the completed MPD Application and the completed CUP Application at the time the City delivers its termination notice, then City shall, within sixty (60) calendar days of written notice from Developer, reimburse Developer the actual Predevelopment Costs incurred, not to exceed \$250,000.

In all cases where Developer seeks reimbursement hereunder, Developer will provide invoices and documentation to support the Predevelopment Costs with its written request for reimbursement. In the event Developer seeks reimbursement pursuant to (i) or (ii) above, Developer shall assign all third-party work product to the City for the City's use on at the Project site.

5. Not an "Agreement" under the MOU. For the avoidance of doubt, this Agreement shall not be considered within the meaning of the term "Agreement" under and as used in the MOU and only the Ground Lease or any other definitive written agreement that by its terms identifies the same as an "Agreement" under the MOU shall be considered an "Agreement" under and as used in the MOU.

6. Memorandum of Option to Lease Agreement. Promptly after the Effective Date and notwithstanding Section 11 of the MOU, the Parties shall execute the Memorandum of Option to

Lease Agreement, in the form attached hereto as Exhibit B, and Developer shall thereafter record the same in the recorder's office of Summit County, Utah.

7. Legal Compliance. The Parties acknowledge and understand that they must be able to fulfill their responsibilities under this Agreement and the MOU in accordance with the terms and conditions hereof and the provisions of the law and regulations that govern their activities. Nothing in this Agreement or the MOU is intended to negate or otherwise render ineffective any such provisions or operating procedures. The Parties assume full responsibility for their performance under the terms of this Agreement and the MOU, and acknowledge time is of the essence.

If at any time either Party is unable to perform their duties or responsibilities under this Agreement or the MOU as required hereunder, the affected Party shall immediately provide written notice to the other Party to establish a date for resolution of the matter.

8. Notices. Any notice or communication required or permitted under this Agreement shall be sufficiently given if delivered in person, by email, or by certified mail, return receipt requested, to the address set forth below or to such address that has been furnished to the other in writing.

City: Park City Municipal Corporation:
445 Marsac Ave.
Park City, Utah 84060
Attn: Jason Glidden, Housing Development Manager
Email: jglidden@parkcity.org

Developer: JF Development Group, LLC
1216 W Legacy Crossing Blvd., Suite 300
Centerville, UT 84014
Attn: Ryan Davis, Partner
Email: ryan.davis@jfisherco.com

9. Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Utah.

10. Confidentiality. Except as specifically set forth herein, Section 11 of the MOU shall apply to this Agreement.

11. Assignability. The terms of Section 14 of the MOU shall apply to this Agreement.

12. Conflict. In the event of any conflict between the terms of the MOU and this Agreement, the terms of this Agreement shall apply.

13. Full Force and Effect. Except as specifically amended herein, all of the terms, provisions, covenants and conditions of the MOU shall continue in full force and effect without amendment or modification.

14. Counterparts. This Agreement may be executed in counterparts, each of which will be deemed an original and all of which together will constitute one and the same instrument.

15. Electronic Signature. Each party agrees that the signatures of the parties included in this Agreement, whether affixed on an original document manually and later electronically transmitted or whether affixed by an electronic signature through an electronic signature system such as DocuSign, are intended to authenticate this writing and to create a legal and enforceable agreement between the parties hereto.

[SIGNATURE PAGE FOLLOWS]

J FISHER:

JF DEVELOPMENT GROUP, LLC, a Utah
limited liability company

By: _____

Its: _____

CITY:

PARK CITY MUNICIPAL CORPORATION, a
Utah municipal corporation

By: _____

Its: _____

EXHIBIT A
LAND

EXHIBIT B
MEMORANDUM OF OPTION TO LEASE AGREEMENT

Section 42 Leasing FAQ

- **How are rental rates set?**
Rental rates are set based on the county's area median income ("AMI"). HUD releases annual AMI updates in April each year. New rents go into effect the day that they are released by HUD. Any new leases signed after the effective date are offered at the increased rates. Any existing leases assisted by housing vouchers receive a 60-day notice of rental increase. All other existing leases require a 30-day notice of rental increase. Rents will not be increased within the first 12 months of a new lease signing. HUD limits annual rental increases to the maximum of (i) 5% from the prior year or (ii) twice national average increase.
- **What is included in rent?**
For Section 42 units, the rent includes the units itself plus water, sewer, and trash. Additionally, the resident receives an electricity and gas utility allowance which is set by the housing authority. If parking is funded through tax credits, then parking may not be an additional charge to the resident. There are no HOA fees charged to the residents. All community amenities are included as part of the lease. A cable/internet package is offered to residents as an optional monthly for-purchase service.
- **What does initial income verification consist of?**
Applicants provide their initial income and assets estimates in the leasing application for the entire household, which then must be verified and evidenced. This process includes verification of income, assets (bank statements), child support, unemployment, VA benefits, social security, etc. All verification of employment ("VOE") must be faxed or emailed (phone conversations do not meet requirement for VOE). Pay stubs are only acceptable evidence if employer is non-responsive. Management must show that they have attempted to obtain income verification a minimum of three times before pay stubs are acceptable evidence (in which case applicants must provide six consecutive pay stubs). This must be documented in the resident's lease file for future audits.
- **How does on-going income verification work?**
After approval and move-in the resident will complete a recertification every one-year anniversary of occupancy. This is the same application and verifications that are completed in the initial verification. In the event a resident intentionally misrepresents income or assets to qualify for a deed-restricted unit, the lease will be terminated.
- **What audits are completed for compliance?**
Quadel Consulting completes all initial certification reviews and re-certifications. Utah Housing Corporation ("UHC") acts as Asset Manager for tax credits and monitors all leasing and application activity on the property. UHC will inspect files quarterly along with financial information that must be submitted through their online reporting program. In addition to this on-going monitoring, UHC will also complete lease file audits and physical inspections.
- **What happens if a resident starts earning more than 60% AMI after qualifying?**
Following initial certification, an eligible household's income can increase up to 140% of the applicable income limit. When a household income increases to more than 140% of the applicable

income limit, then the unit is considered an “Over-Income Unit.” Once a unit becomes an Over-Income Unit, then the Next Available Unit Rule applies.

The Next Available Unit Rule requires that the owner must rent the next available market rate unit of similar size as rent-restricted to replace the Over-Income Unit. Once the market rate unit becomes rent-restricted, the owner may convert the Over-Income Unit to market rate. If there are no market rate units available for the Next Available Unit Rule, then the owner must continue to rent the Over-Income Unit at the rent-restricted rate until a market rate unit of similar size becomes available.

- What if a resident gets married and the combined income is overqualified?
No changes to the household can be made within six months of moving in a unit. Assuming the change in the household takes place after six months and the new household income does not qualify, then the Next Available Unit Rule (see above) would apply.

Additional information on lease and compliance can be found in the Utah Housing Corporation [Housing Credit Compliance Manual](#).

City Council Staff Report



Subject: Snow Flower Condominiums Fourth Amended Plat (Unit 75)
Application: PL-22-05167
Author: Spencer Cawley
Date: June 9, 2022
Type of Item: Administrative – Plat Amendment

Recommendation

(I) Review the Snow Flower Condominiums Fourth Amended Plat, Amending Unit 75, (II) hold a public hearing, and (III) consider approving Ordinance No. 2022-17 based on the Findings of Fact, Conclusions of Law, and Conditions of Approval (Exhibit A).

Description

Applicant: The Palombo Family Trust;
Alliance Engineering, Applicant Representative
Location: 401 Silver King Drive, Unit 75
Zoning District: Recreation Commercial
Adjacent Land Uses: Resort; Recreation and Open Space
Reason for Review: Plat Amendments require Planning Commission recommendation and City Council final action¹

LMC: Land Management Code
HOA: Homeowners Association
PUD: Planned Unit Development
RC: Recreation Commercial

Terms that are capitalized as proper nouns throughout this staff report are defined in LMC § [15-15-1](#).

Summary

On May 11, 2022, the Planning Commission reviewed the Condominium Plat Amendment, to accurately depict the existing conditions of Unit 75 ([Staff Report](#); [Meeting Recording](#)). The Planning Commission discussed the options Staff put forth for the Applicant to satisfy the current Parking requirements. The Planning Commission does not have the authority to grant a reduction in parking in relation to this application. However, Condition of Approval 3 requires the Applicant and HOA to acknowledge the parking non-conformity through some other means (e.g., Conditional Use Permit, HOA approval, etc.). In the end, the Commissioners forwarded a unanimous positive recommendation for City Council's consideration.

¹ LMC [§ 15-12-15\(B\)\(9\)](#)

Background

The Snowflower Condominiums is an 82-unit Multi-Unit Dwelling located in the Recreation Commercial (RC) Zoning District. The original Plat was approved in 1978. In 1992 the HOA amended Exhibit C of the Condominium Declaration to convert attic space from common ownership to private ownership for unit 75. This conversion increased the square footage from 1,682 square feet to 2,387 square feet (see Exhibit E). The current owner of Unit 75 built out a portion of the loft Area identified on the Plat as “open to living below.” This Area is identified on the Plat as private ownership. The attic Area was built into by the previous owner of Unit 75. The attic area is shown on the plat as common area. However, the existing Plat does not reflect the ownership change to the attic Area.

The current owner purchased unit 75 in 2020. In 2021, they applied for a building permit to remodel the unit’s interior Area. A separate building permit to remodel the attic Area is pending approval of this Plat Amendment. The proposed remodel does not increase the number of bedrooms or living space. However, because the attic Area is still identified on the Plat as common ownership, the property owner is requesting to amend the Plat to accurately show the private ownership to align with the HOA approved changes made in 1992.

The following images compare the existing Plat and the proposed Plat. This amendment is within the existing unit and does not alter the exterior. The amendment will show the ownership conversion approved by the HOA in 1992.

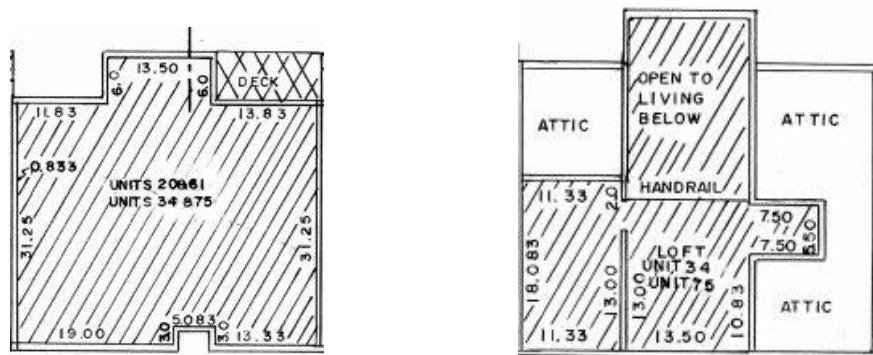


Figure 1: Existing Plat Representing Unit 75 Main Level (left) and Loft Level (right).

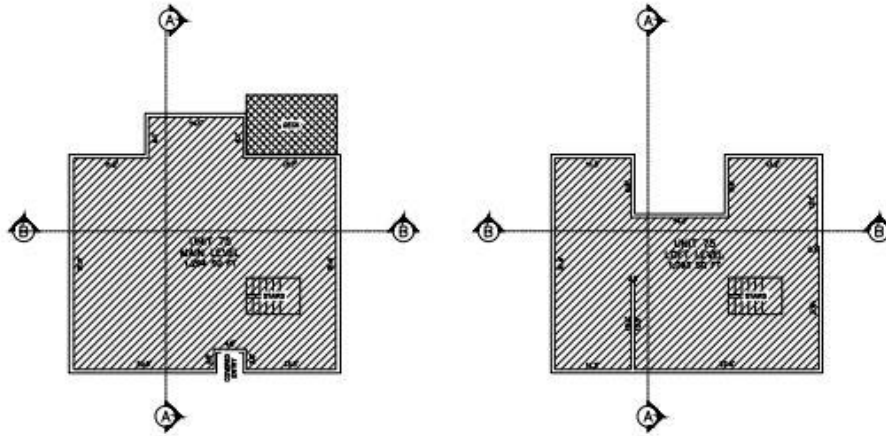


Figure 2: Proposed Plat Amendment for Unit 75 Main Level (left) and Loft Level (right).

Analysis

(I) The proposed Plat Amendment complies with the Recreation Commercial (RC) Zoning District Requirements.

The proposed Plat Amendment is consistent with the Lot and Site requirements of the RC Zoning District. All proposed changes to the Plat are restricted to the building's interior Area and will not change the existing condominium structure.

(II) The proposal, as conditioned, complies with LMC [§ 15-3-6](#), *Parking Ratio Requirements*.

The recorded plat indicates 102 underground parking spaces for Snow Flower Condominiums (Exhibit B). However, according to the HOA, Snow Flower Condominiums has one (1) Off-Street parking space per unit and four (4) Off-Street guest parking spaces for a total of 86 Off-Street parking spaces. In 1978, the governing LMC required 115 parking spaces—a minimum of eight (8) spaces, with 1.5 spaces for each additional unit over five (5) for a Multi-Unit Dwelling. However, pursuant to the 1978 LMC:

Parking requirements for PUDs shall be determined by the Planning Commission prior to final approval of the PUD in its entirety, or for a separate project within the PUD at the time of its review and approval.

Staff could not locate the 1978 staff report, but the original approval may have been approved as a PUD with Planning Commission discretion regarding final required parking.

The following table outlines the current parking requirements required by LMC [§ 15-3-6](#):

Residential Parking Ratio Requirements for Multi-Unit Dwellings	Parking Ratio
Floor Area no greater than 1,000 sq. ft.	1 per Dwelling Unit
Floor Area greater than 1,000 sq. ft. and less than 2,000 sq. ft.	1.5 per Dwelling Unit
Floor Area greater than 2,000 sq. ft.	2 per Dwelling Unit

Unit 75 in its original configuration was 1,682 square feet. The proposed amendments to reflect what is built shows 2,387 square feet. Under today's code, Unit 75 triggers two (2) parking spaces. Because there is only one parking space available for Unit 75, staff recommends Condition of Approval 3 requiring the HOA to satisfy the parking requirement for Unit 75 prior to recordation. Otherwise, the Applicant shall seek a determination of substantial compliance from the Planning Director and affirmatively limit the parking to one (1) space.

(III) The proposal complies with LMC [§ 15-7.1-3\(B\)](#), *Plat Amendment*.

Changes to platted elements including conversion of common Area/limited common Area to private Area within a condominium requires a Plat Amendment. Plat Amendments shall be reviewed according to the requirements of LMC § 15-7-1.6, *Final Subdivision Plat*, and approval shall require a finding of Good Cause.

LMC [§ 15-15-1](#) defines Good Cause as “[providing positive benefits and mitigating negative impacts, determined on a case by case basis to include such things as: providing public amenities and benefits, resolving existing issues and nonconformities, addressing issues related to density, promoting excellent and sustainable design, utilizing best planning and design practices, preserving the character of the neighborhood and of Park City and further the health, safety, and welfare of the Park City Community.”

Staff finds Good Cause for this Plat Amendment because existing conditions are memorialized, the 1992 HOA changes of common Area into private Area allow the property owner to complete a remodel, and the Conditions of Approval will resolve the parking non-compliance.

Department Review

The Development Review Committee, Planning, Engineering, and Legal Departments reviewed this application and no significant issues were raised.

Notice

Staff published notice on the City's website, the Utah Public Notice website, and posted

notice to the property on April 27, 2022. Staff mailed courtesy notice to property owners within 300 feet on April 27, 2022. The *Park Record* published notice on April 27, 2022. LMC [§ 15-1-21](#).

Public Input

Staff did not receive any public input related to this application, and no public comments were made at the Planning Commission's public hearing.

Alternatives

- The City Council may adopt Ordinance No. 2022-17; or
- The City Council may deny Ordinance No. 2022-17 and direct staff to make Findings for this decision; or
- The City Council may continue the discussion to a date certain.

Exhibits

Exhibit A: Draft Ordinance 2022-17 and Proposed Plat
Exhibit B: Existing Plat
Exhibit C: Project Intent
Exhibit D: Letter of Support from Snow Flower Condominium HOA Manager
Exhibit E: Amendment to Condominium Declaration

Ordinance No. 2022-17

AN ORDINANCE APPROVING THE SNOW FLOWER CONODMINIUMS FOURTH AMENDED PLAT AMENDING UNIT 75, LOCATED AT 401 SILVER KING DRIVE, UNIT 75, SUMMIT COUNTY, PARK CITY, UTAH

WHEREAS, the owners of the property at 401 Silver King Drive, Unit 75 petitioned the City Council for approval of the Snow Flower Condominiums Fourth Amended Plat Amending Unit 75;

WHEREAS, on April 27, 2022, the Park Record published notice for the Planning Commission and City Council public hearings; and

WHEREAS, on April 27, 2022, staff mailed courtesy notice to property owners within 300 feet, posted notice to the Utah Public Notice Website and City Website, and posted notice to the property for the Planning Commission and City Council public hearings; and

WHEREAS, on May 11, 2022, the Planning Commission reviewed the proposed Plat Amendment, held a public hearing, and forwarded a positive recommendation to the City Council;

WHEREAS, on June 9, 2022, the City Council reviewed the Snow Flower Condominiums Fourth Amended Plat Amending Unit 75 and held a public hearing; and

WHEREAS, the Snow Flower Condominiums Fourth Amended Plat Amending Unit 75 is consistent with the Park City Land Management Code, including § 15-7.1-3(B), § 15-7.1-6, and Chapters 15-2.16, and 15-7.

NOW, THEREFORE BE IT ORDAINED by the City Council of Park City, Utah, as follows:

SECTION 1. APPROVAL. The Snow Flower Condominiums Fourth Amended Plat Amending Unit 75 is approved subject to the following Findings of Facts, Conclusions of Law, and Conditions of Approval:

Findings of Fact

1. Snow Flower Condominiums Plat was approved in 1978.
2. The property is located at 401 Silver King Drive, Unit 75.
3. The property is listed with Summit County as Parcel number SFL-75.
4. The property is in the Recreation Commercial (RC) Zoning District.
5. In 1992, the Snow Flower Condominium HOA amended Exhibit C of the Condominium Declaration to convert attic space from common ownership to private ownership for Unit 75.
6. This Plat Amendment accurately identifies the Area of private ownership for the Unit 75.
7. The total Area of Unit 75 is 2,387 square feet.

8. The proposal complies with Land Management Code Chapter 15-2.16, *Recreation Commercial (RC) District*.
9. In 1978, Parking requirements for PUDs were guided by the LMC but Planning Commission approval was not limited to these requirements.
10. At the time of development, the parking requirement for the Snow Flower Condominiums was 115 parking spaces—a minimum of eight (8) spaces, with 1.5 spaces for each additional unit over five (5) for a Multi-Unit Dwelling.
11. The current LMC requires two (2) parking spaces per Dwelling Units with a Floor Area greater than 2,000 square feet in a Multi-Unit Dwelling.

Conclusions of Law

1. There is Good Cause for this plat amendment because existing conditions are memorialized and the 1992 HOA changes of common Area into private Area.
2. The Plat Amendment is consistent with Land Management Code Section 15-7.1-3(B), Section 15-7.1-6, and Chapters 15-2.16 and 15-7.
3. Neither the public nor any person will be materially injured by the proposed Plat Amendment.
4. Approval of the Plat Amendment, subject to the conditions stated below, does not adversely affect the health, safety, and welfare of the citizens of Park City.

Conditions of Approval

1. The City Planner, City Attorney, and City Engineer will review and approve the final form and content of the plat for compliance with State law, the Land Management Code, and the Conditions of Approval, prior to recordation of the plat.
2. The Applicant shall record the plat at the County within one (1) year from the date of City Council approval. If recordation has not occurred within one year, this approval for the plat will be void, unless a request for an extension is made in writing prior to the expiration date and an extension is granted by the City Council.
3. Prior to recordation of the Plat Amendment, the Applicant Shall gain HOA approval to satisfy current Off-Street parking requirements of two (2) parking spaces. Otherwise, the Applicant shall seek a determination of substantial compliance and affirmatively limit the parking to one (1) space.

SECTION 2. EFFECTIVE DATE. This Ordinance shall take effect upon publication.

PASSED AND ADOPTED this 9th day of June 2022.

PARK CITY MUNICIPAL CORPORATION

Nann Worel, MAYOR

ATTEST:

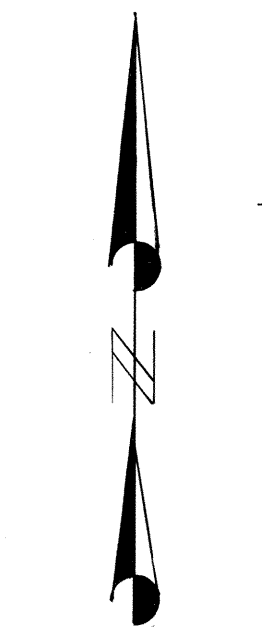
City Recorder

APPROVED AS TO FORM:

City Attorney's Office

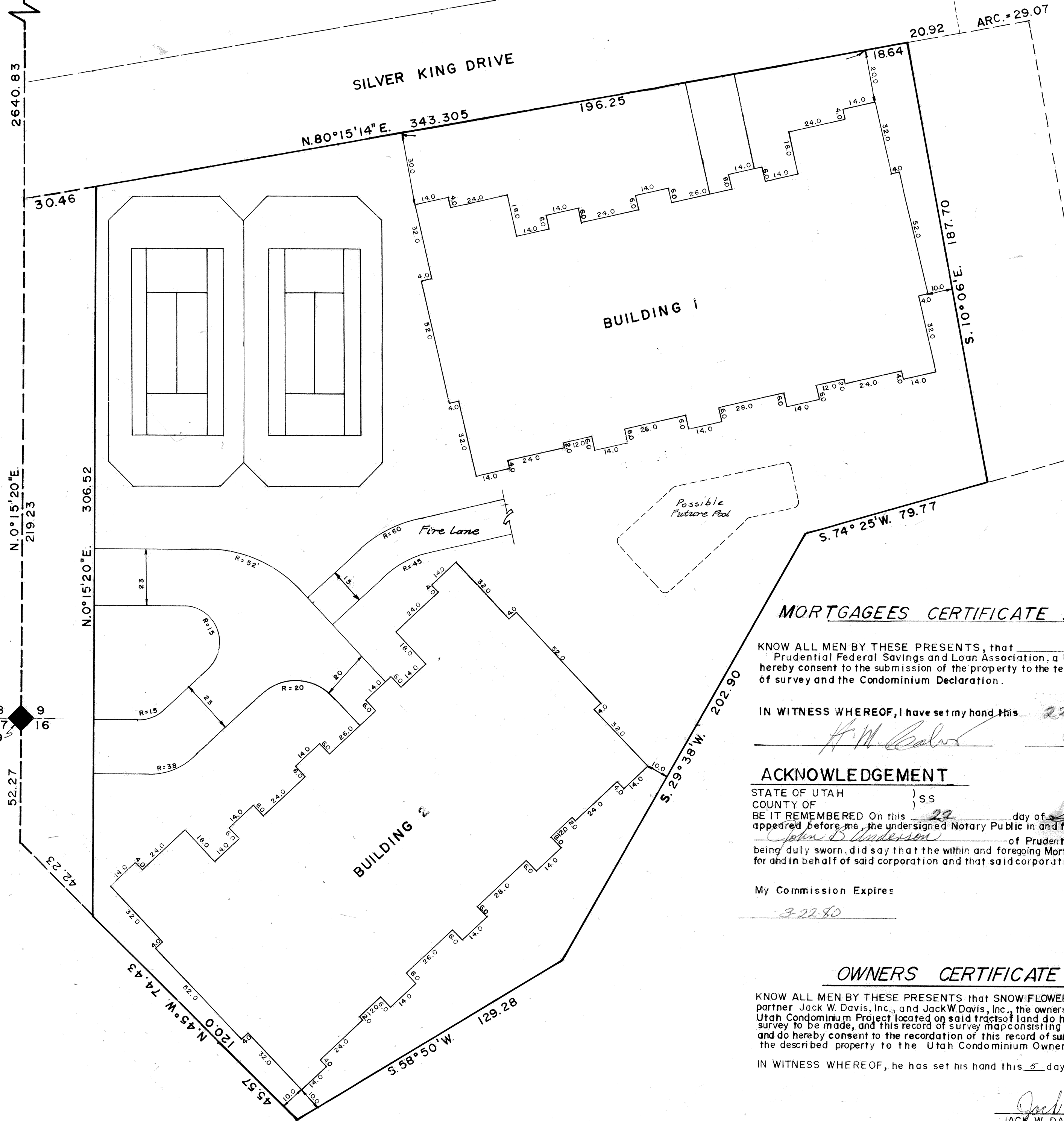
Attachments

Attachment 1: Snow Flower Condominiums Fourth Amended Plat Amending Unit 75



WEST QUARTER CORNER SECTION 9

SOUTHWEST CORNER SECTION 9
T.2S., R.4E. S.L.B. & M.



SURVEYORS CERTIFICATE

I, James G. West, a Registered Utah Land Surveyor holding Certificate (License) Number 3082 do hereby Certify that I have Surveyed the following described Tract of Land:

Beginning at a point South 82.135 feet and East 29.63 feet from the Southwest corner of Section 9, Township 2 South, Range 4 East, Salt Lake Base and Meridian, and running thence North 0°15'20" East 306.52 feet to the Southerly right-of-way line of Silver King Drive; thence North 80°15'14" East along said Southerly right-of-way line 343.305 feet; thence South 10°06' East 187.70 feet; thence South 74°25' West 79.77 feet; thence South 29°38' West 202.90 feet; thence South 58°50' West 129.28 feet; thence North 45°00' West 120.00 feet to the point of beginning. Contains 2.570 acres.

Together with a non-exclusive easement for vehicular and pedestrian access, to be used in common with grantor and others to whom it may grant, and described as follows:

Beginning at the Southwest corner of Section 9, Township 2 South, Range 4 East, Salt Lake Base and Meridian, and running thence North 0°15'20" East 219.23 feet to a point on the Southerly right-of-way line of Silver King Drive; thence North 80°15'14" East 30.46 feet along said Southerly right-of-way line; thence South 0°15'20" West 306.52 feet; thence North 45° West 42.23 feet; thence North 0°15'20" East 52.27 feet to the point of beginning. Contains 0.199 acres.

I further certify that the above description accurately describes the land surface upon which has been constructed Snow Flower Condominiums in accordance with the Utah Condominium Ownership Act. I further certify that the reference markers as shown on this plat are located as shown, and sufficient to readily retrace or re-establish this survey.

May 31, 1978
DATE

James G. West
James G. West
Utah Registered Land Surveyor
Certificate (License) No. 3082

MORTGAGEES CERTIFICATE AND CONSENT TO RECORD

KNOW ALL MEN BY THESE PRESENTS, that _____ and _____ the undersigned Prudential Federal Savings and Loan Association, a Utah Corporation, a holder of a Deed of Trust covering the subject property does hereby consent to the submission of the property to the terms of the Utah Condominium Ownership Act and to the recordation of this record of survey and the Condominium Declaration.

IN WITNESS WHEREOF, I have set my hand this 22 day of September 1978

H. M. Calvert *John B. Anderson*

ACKNOWLEDGEMENT

STATE OF UTAH)
COUNTY OF)
BE IT REMEMBERED On this 22 day of September 1978, personally appeared before me, the undersigned Notary Public in and for said county and state, *H. M. Calvert* and *John B. Anderson* of Prudential Federal Savings and Loan Association, a Utah Corporation, who being duly sworn, did say that the within and foregoing Mortgagees Certificate and Consent To Record was duly executed and signed for and in behalf of said corporation and that said corporation did execute the same.

My Commission Expires 3-22-80 Notary Public *James G. West*
Residing at *Salt Lake City, Utah*

OWNERS CERTIFICATE AND CONSENT TO RECORD

KNOW ALL MEN BY THESE PRESENTS that SNOW FLOWER LTD., A Calif. Limited Partnership by and through their authorized general partner Jack W. Davis, Inc., and Jack W. Davis, Inc., the owners of the tracts of land described hereon and SNOW FLOWER CONDOMINIUM, A Utah Condominium Project located on said tract of land do hereby make this certificate that the partnership and corporation have caused a survey to be made, and this record of survey map consisting of 3 sheets to be prepared the partnership and the corporation have consented and do hereby consent to the recordation of this record of survey map in accordance with the Utah Condominium Ownership Act. Submitting the described property to the Utah Condominium Ownership Act.

IN WITNESS WHEREOF, he has set his hand this 5 day of June 1978

Jack W. Davis
JACK W. DAVIS, PRESIDENT
JACK W. DAVIS, INC., and JACK W. DAVIS, INC., as GENERAL PARTNER of
SNOW FLOWER LTD., A Calif. Limited Partnership

SHEET 1 OF 3

PARK CITY APPROVAL

On this 27 day of July 1978, the City of Park City a body corporate of the State of Utah and the Municipality in which the SNOW FLOWER CONDOMINIUMS is located, hereby gives final approval to said project, to the declaration recorded concurrently herewith, to the record of survey map which consists of 3 sheets and to the attributes of said project which are mentioned in Section 57-8-35(3) of the Utah Condominium Ownership Act, as amended and expanded by the laws of Utah, 1975 Chapter 173 Section 18.

ATTEST: PARK CITY
Anda W. Leatham Recorder
BY *John C. Green Jr.* Mayor

ACKNOWLEDGEMENT

STATE OF UTAH)
COUNTY OF Summit)
BE IT REMEMBERED On this 27 day of July 1978 personally appeared before me, the undersigned Notary Public, Jack W. Davis who being by me duly sworn, did say he is the president of Jack W. Davis, Inc., General Partner of Snow Flower, Ltd., a Calif. Limited Partnership and that the within and foregoing Owner's Certificate and Consent To Record was duly executed and signed by him on said behalf of said Corporation and Partnership.

My Commission Expires May 1, 1977 Notary Public *Robert Johnson*
Residing at Park City

SNOW FLOWER CONDOMINIUMS

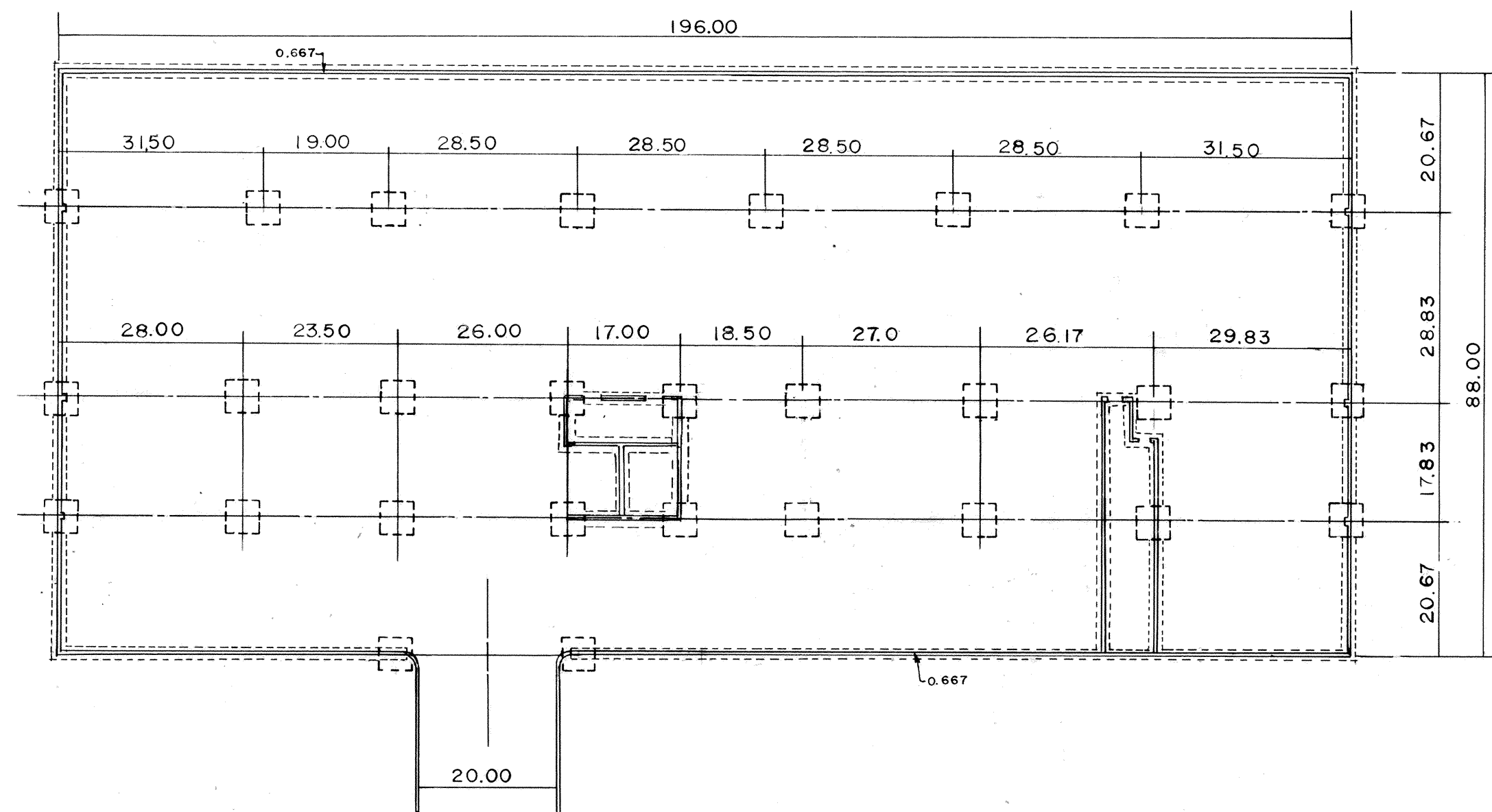
"A UTAH CONDOMINIUM PROJECT"

LOCATED IN SOUTHWEST QUARTER OF SECTION 9 AND
NORTHWEST QUARTER OF SECTION 16 TOWNSHIP 2
SOUTH RANGE 4 EAST S.L.B. & M.

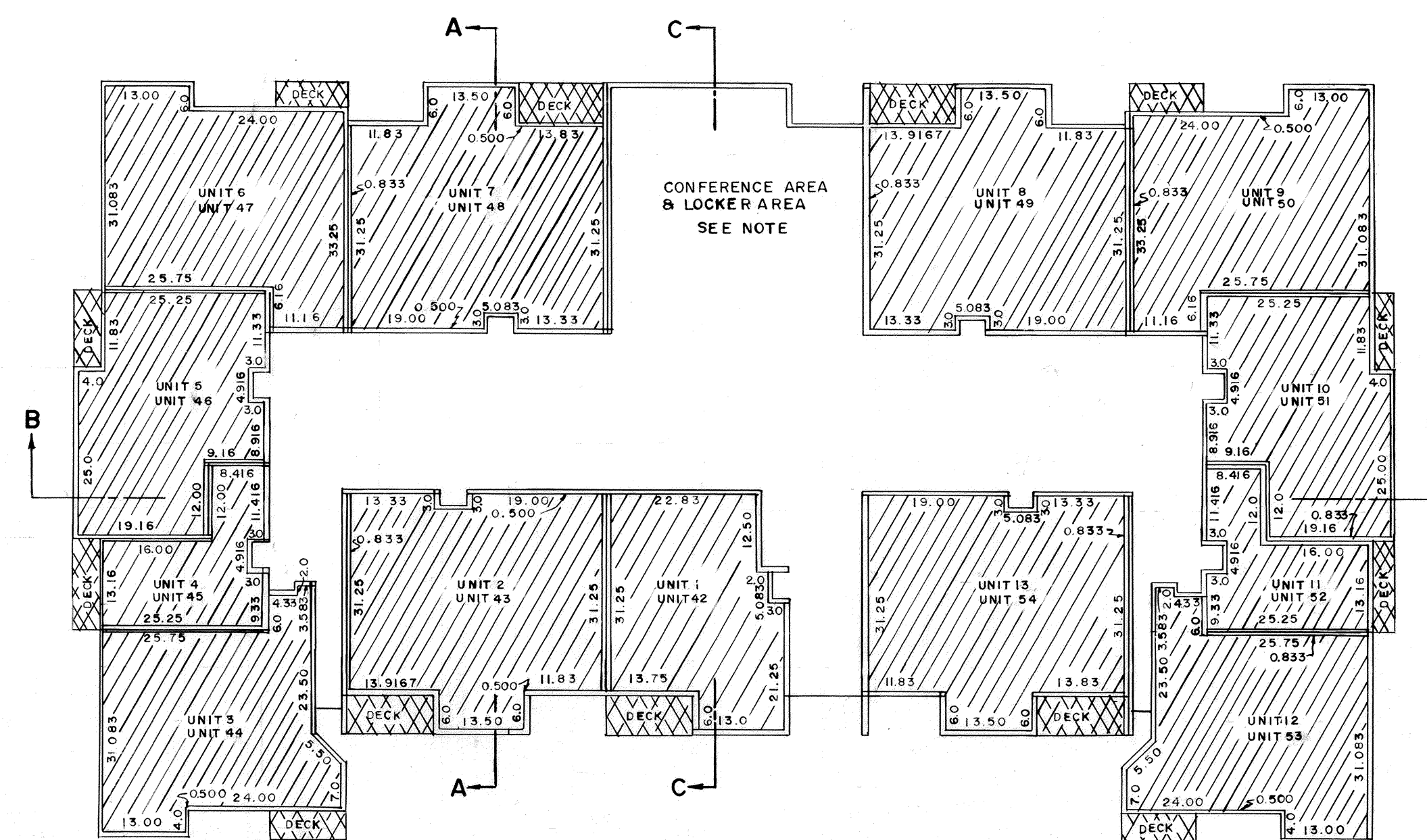
RECORDED

RECORDED NO. 149678 4:00 P.M. *dl*
FILED AND RECORDED FOR Summit Co Title
PAGE Filed BOOK A
FEE \$ 56.00 *Wan Co. Spang*
SUMMIT COUNTY RECORDER

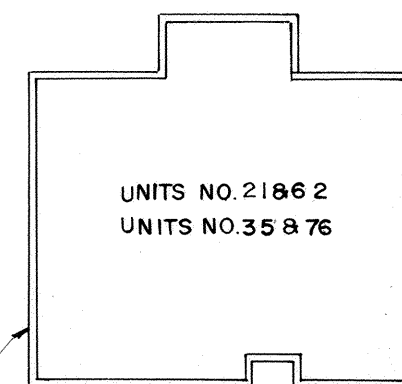
PREPARED BY
J. J. JOHNSON & ASSOCIATES
1700 PARK AVENUE, P.O. BOX 1661
PARK CITY, UTAH, 84060 - PH. 801-649-9811



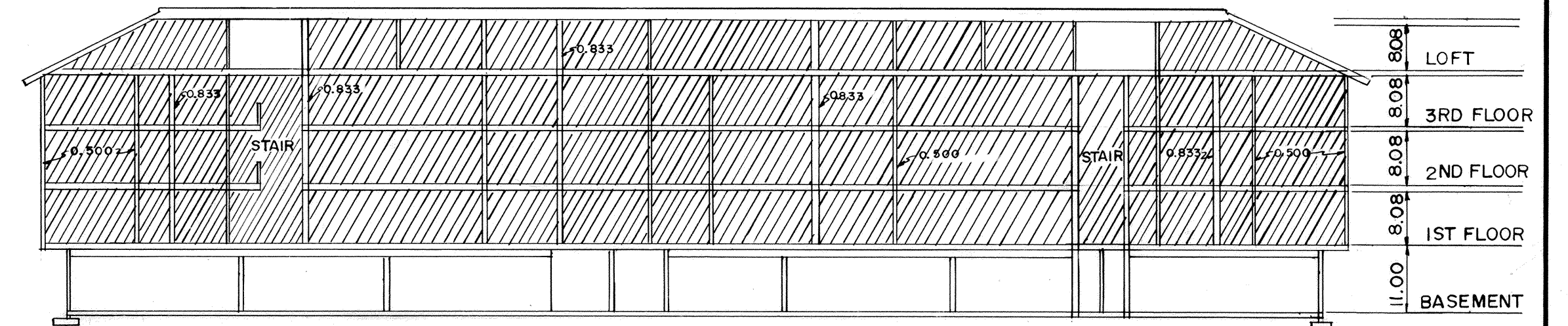
FOUNDATION & PARKING PLAN
BUILDINGS 1 & 2



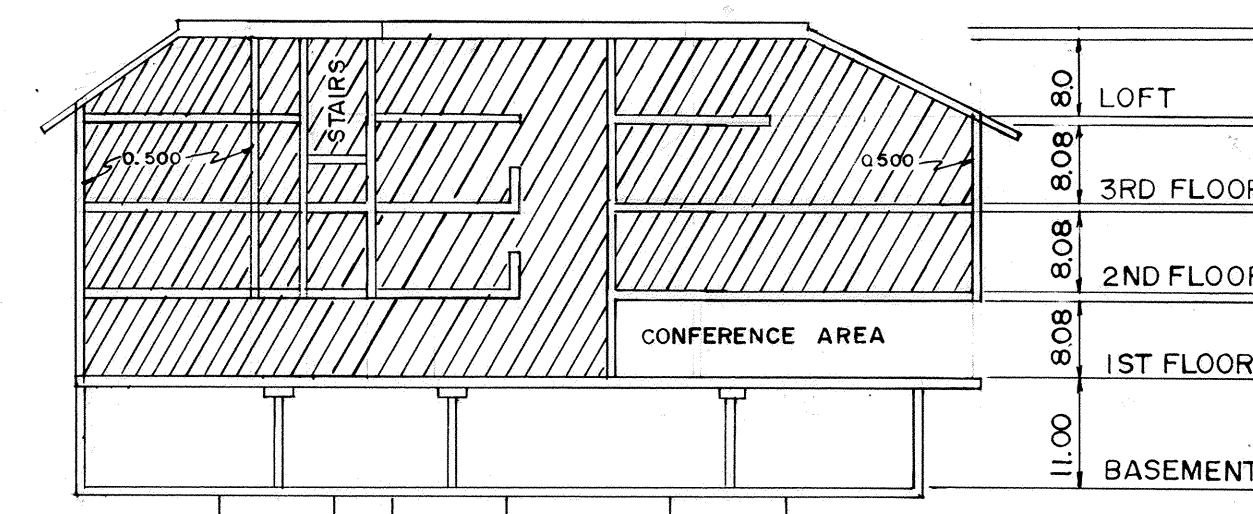
FLOOR PLAN
BUILDINGS 1 & 2
FLOOR 1



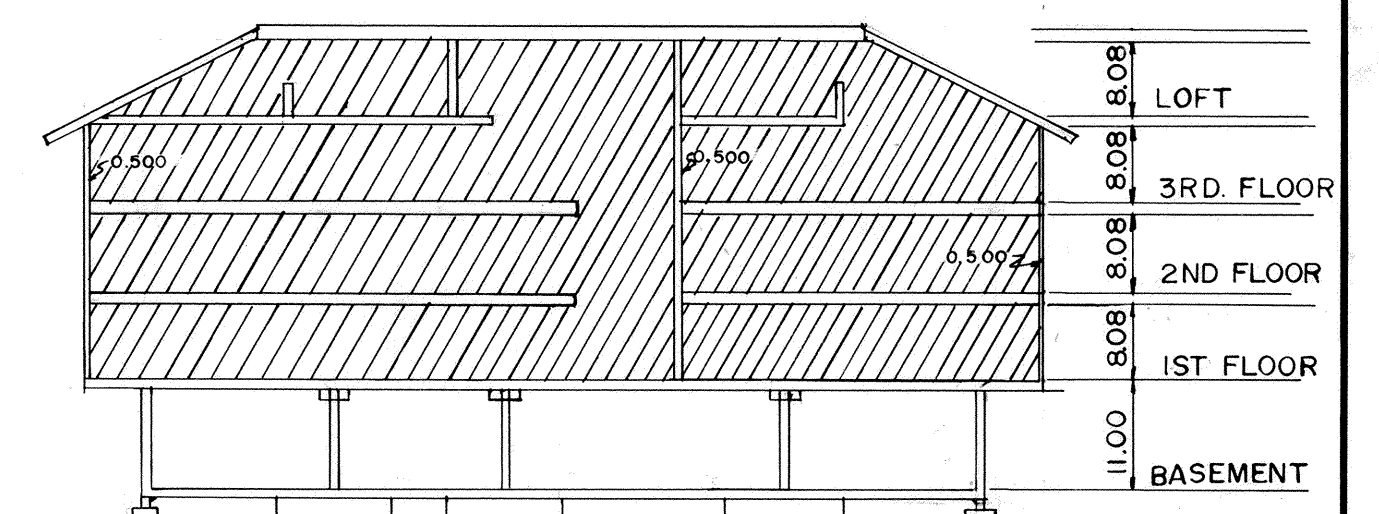
NOTE: UNIT NO. 21 & 62, 35 & 87 & 6 ARE
LOCATED ON THE SECOND
& THIRD FLOORS ABOVE
THE CONFERENCE & LOCKER
AREAS ON THE FIRST FLOOR



B LONGITUDINAL SECTION
BUILDINGS 1 & 2



C CROSS SECTION
BUILDINGS 1 & 2



A CROSS SECTION
BUILDINGS 1 & 2

NOTES:

1. All interior dimensions are to the Finished Surfaces
2. All areas not cross-hatched on this sheet are to be Common Ownership
3. All areas cross-hatched on this sheet are to be Private Ownership
4. All areas double cross-hatched on this sheet are to be Limited Common Areas

BUILDING NO. 1		
UNIT NO.	FLOOR	CEILING
1	6899.00	6897.083
2	6899.00	6897.083
3	6899.00	6897.083
4	6899.00	6897.083
5	6899.00	6897.083
6	6899.00	6897.083
7	6899.00	6897.083
8	6899.00	6897.083
9	6899.00	6897.083
10	6899.00	6897.083
11	6899.00	6897.083
12	6899.00	6897.083
13	6899.00	6897.083
14	6899.00	6897.083
15	6899.00	6897.083
16	6899.00	6897.083
17	6899.00	6897.083
18	6899.00	6897.083
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22	6899.00	6897.083
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33	6899.00	6897.083
34	6899.00	6897.083
35	6899.00	6897.083
36	6899.00	6897.083
37	6899.00	6897.083
38	6899.00	6897.083
39	6899.00	6897.083
40	6899.00	6897.083
41	6899.00	6897.083

BUILDING NO. 1 LOFT UNITS		
UNIT NO.	FLOOR	CEILING
42	6899.00	6897.083
43	6899.00	6897.083
44	6899.00	6897.083
45	6899.00	6897.083
46	6899.00	6897.083
47	6899.00	6897.083
48	6899.00	6897.083
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73	6899.00	6897.083
74	6899.00	6897.083
75	6899.00	6897.083
76	6899.00	6897.083
77	6899.00	6897.083
78	6899.00	6897.083
79	6899.00	6897.083
80	6899.00	6897.083

BUILDING NO. 2 LOFT UNITS		
UNIT NO.	FLOOR	CEILING
81	6899.00	6897.083
82	6899.00	6897.083
83	6899.00	6897.083
84	6899.00	6897.083
85	6899.00	6897.083
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87	6899.00	6897.083
88	6899.00	6897.083
89	6899.00	6897.083
90	6899.00	6897.083
91	6899.00	6897.083
92	6899.00	6897.083
93	6899.00	6897.083
94	6899.00	6897.083
95	6899.00	6897.083
96	6899.00	6897.083
97	6899.00	6897.083
98	6899.00	6897.083
99	6899.00	6897.083
100	6899.00	6897.083

BUILDING NO. 2		
UNIT NO.	FLOOR	CEILING
1	6899.00	6897.083
2	6899.00	6897.083
3	6899.00	6897.083
4	6899.00	6897.083
5	6899.00	6897.083
6	6899.00	6897.083
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71	6899.00	6897.083
72	6899.00	6897.083
73	6899.00	6897.083
74	6899.00	6897.083
75	6899.00	6897.083
76	6899.00	6897.083
77	6899.00	6897.083
78	6899.00	6897.083
79	6899.00	6897.083
80	6899.00	6897.083

I, James G. West, do hereby certify that the building specifications of
SNOW FLOWER CONDOMINIUM, "A Utah Condominium Project" are and will be
as shown on this plat.

May 31, 1978
DATE

James G. West
Registered Utah Land Surveyor
License No. 3082

SHEET 2 OF 3

SNOW FLOWER CONDOMINIUMS

"A UTAH CONDOMINIUM PROJECT"

LOCATED IN SOUTHWEST QUARTER OF SECTION 9 AND
NORTHWEST QUARTER OF SECTION 16 TOWNSHIP 2
SOUTH RANGE 4 EAST S.L.B. & M.

RECORDED

RECORDED NO. 49674

FILED AND RECORDED FOR Summit Co. Title

PAGE 1 of 1 BOOK

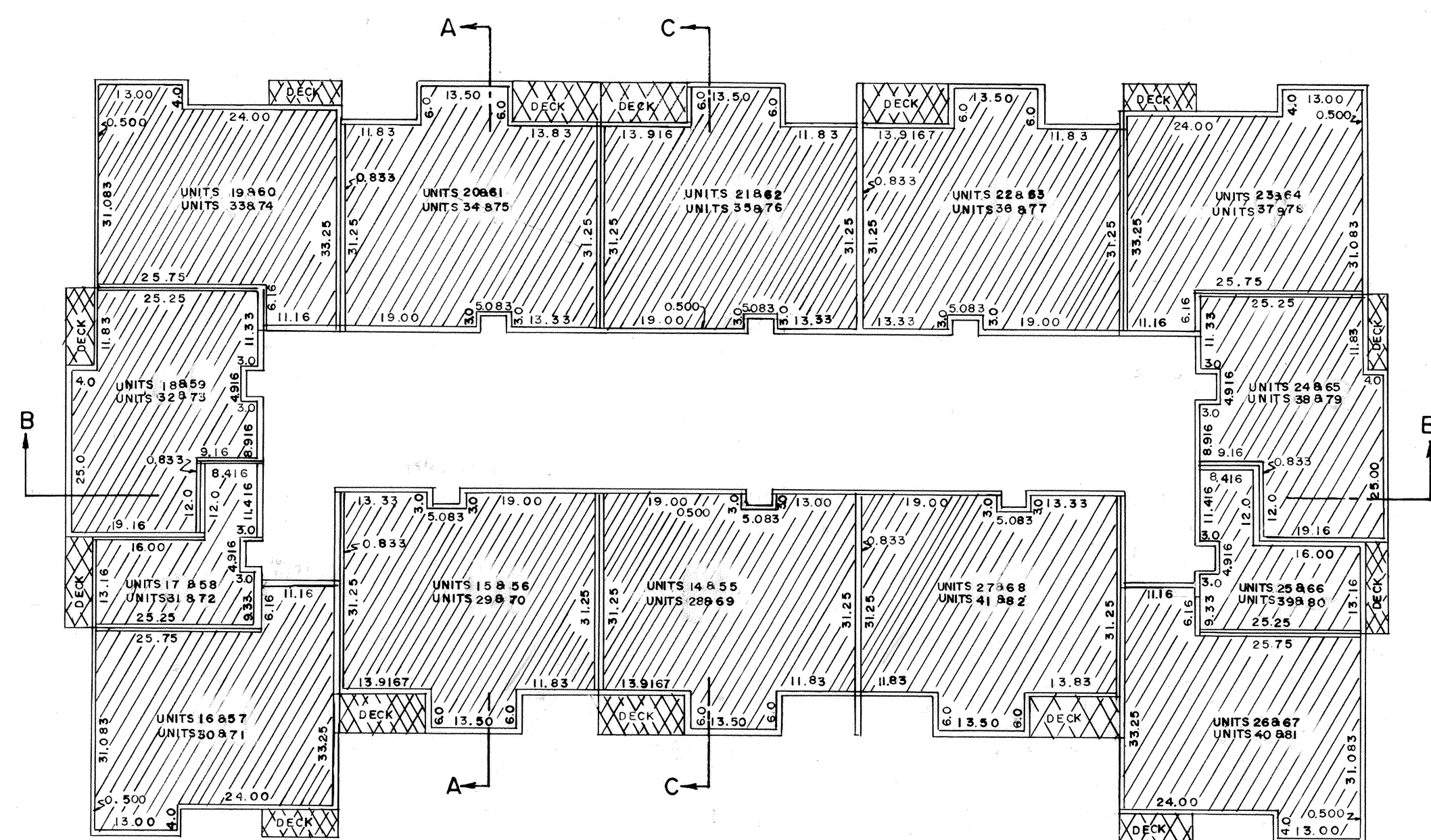
FEE \$56.00

SUMMIT COUNTY RECORDER

PREPARED BY
J. J. JOHNSON & ASSOCIATES
1700 PARK AVENUE, P.O. BOX 1661
PARK CITY, UTAH, 84060 - PH. 801-649-9811

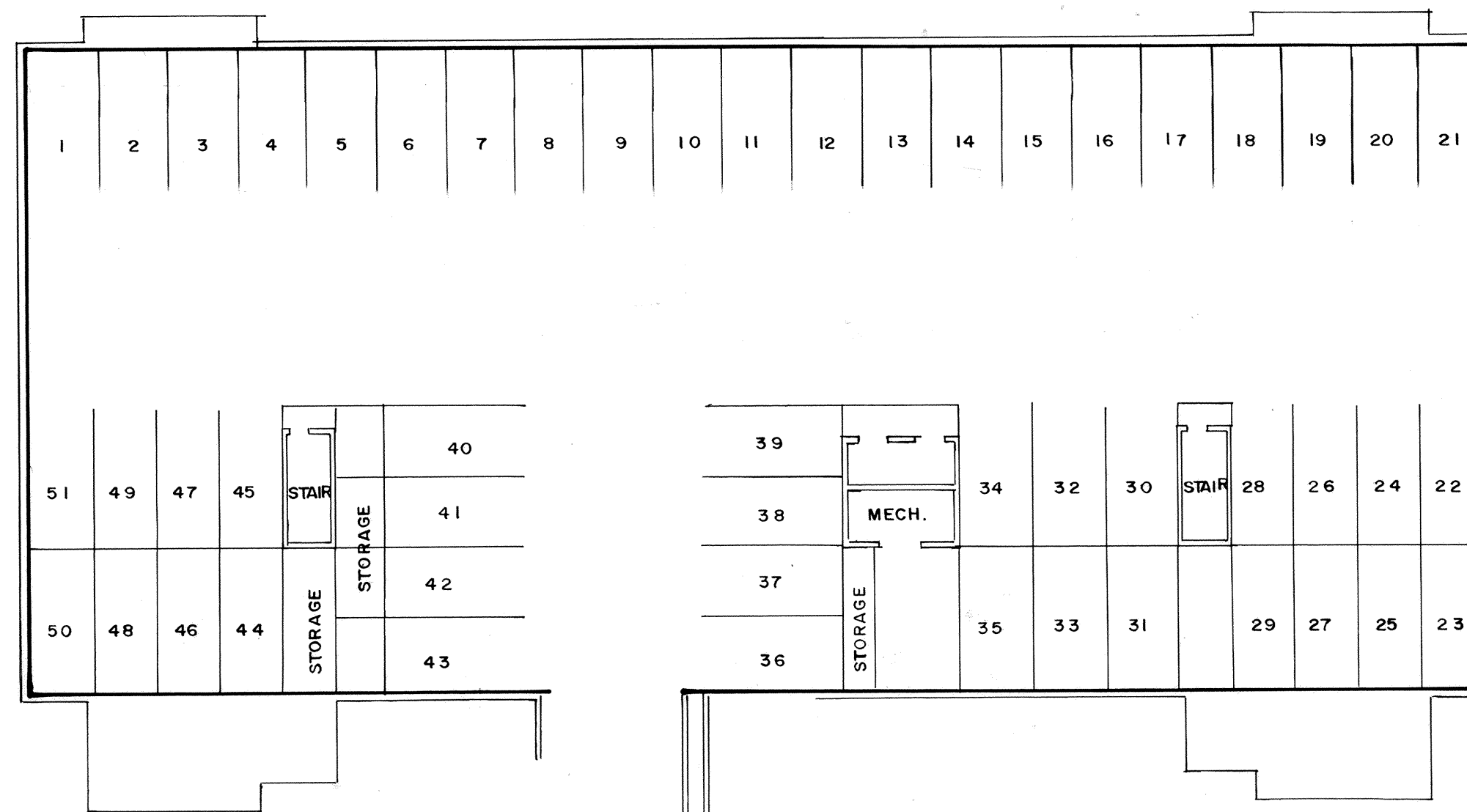


FLOOR PLAN
BUILDINGS 1E2
LOFT



FLOOR PLAN
BUILDINGS 1E2
FLOORS 2E3

- NOTES:
1. All interior dimensions are to the Finished Surfaces
 2. All areas not cross-hatched on this sheet are to be Common Ownership
 3. All areas cross-hatched on this sheet are to be Private Ownership
 4. All areas double cross-hatched on this sheet are to be Limited Common Areas



BASEMENT GARAGE
BUILDINGS 1E2

I, James G. West, do hereby certify that the building specifications of SNOW FLOWER CONDOMINIUM, "A Utah Condominium Project" are and will be as shown on this plat.

May 31, 1978
DATE

James G. West
Registered Utah Land Surveyor
License No. 3082

SHEET 3 OF 3

SNOW FLOWER CONDOMINIUMS

"A UTAH CONDOMINIUM PROJECT"

LOCATED IN SOUTHWEST QUARTER OF SECTION 9 AND
NORTHWEST QUARTER OF SECTION 16 TOWNSHIP 2
SOUTH RANGE 4 EAST S.L.B. & M.

RECORDED

RECORDED NO. 149678 Sept. 25, 1978

FILED AND RECORDED FOR Summit County Title

PAGE Filed BOOK

FEE \$ 56.00 Hilda Y. Spriggs

SUMMIT COUNTY RECORDER

PREPARED BY

J. J. JOHNSON & ASSOCIATES

1700 PARK AVENUE, P.O. BOX 1661

PARK CITY, UTAH, 84060 - PH. 801-6499811

SNOW FLOWER CONDOMINIUMS, UNIT 75
(401 Silver King Drive)

February 10, 2022

PROJECT INTENT

Unit 75 of Snow Flower Condominiums is in Building 2 of the project and the plat was originally recorded September 25, 1978, as Entry No. 149678 and is located adjacent to Park City Mountain Resort.

When Unit 75 and other similar units were constructed in the late 1970s, the Loft level consisted of attic areas that were not part of the living space. These attic areas are designated as common ownership on the current recorded plat. The intent of this plat amendment application is to convert this common area attic space into private ownership to be used as living space for Unit 75.



SNOW FLOWER PROPERTY MANAGEMENT CO., LLC

401 Silver King Drive | P.O. Box 957 | Park City, UT 84060

435-649-6400 | 800-852-3101

snowflowerparkcity.com | info@snowflowerparkcity.com

January 24, 2022

To whom it may concern,

I have been the general manager of Snow Flower Property Management Company since its inception back in 1980. Snow Flower Property Management Company was the HOA management for 40 years.

I am writing to verify that the amendment to the Snow Flower Condominiums that was recorded June 29, 1993, was recorded after receiving over 66 2/3rds approval by the members. This amendment recorded the change in the Exhibit "C" which increased the square footage on Snow Flower 35, 38, 41, 69, 75 & 77. The amendment was completed with notarized signatures of the then 5 Management Committee members: Ron Stinson, Dave Picard, Bruce Berger, Norm Metcalf and Ken Tipton. This is recorded at Summit County, recording 00382099; book 0735; pages 0030-38.

Since this amendment, each individual owner paid the increase in both HOA dues and property taxes.

If you would prefer me to discuss this in person, I can be reached on my cell phone: 435-640-3743.

Regards,

Teri

Teri Whitney
General Manager/Owner

AMENDMENT TO CONDOMINIUM DECLARATION
SNOW FLOWER CONDOMINIUMS

This document constitutes the _____ Amendment to the Condominium Declaration for Snow Flower Condominiums, which Declaration is recorded as Entry No. 149679 in Book M120 beginning at Page 274 of the Official Records of Summit County, State of Utah. The Amendment is made pursuant to the vote of the required number of homeowners to perform such Amendment, which vote was received at the Annual Homeowners Meeting on Friday, November 27, 1992.

The Condominium Declaration for Snow Flower Condominiums is amended in and only in the following particulars:

1. Article VI, paragraph 2(g), beginning on page 9 of the Declaration and continuing on page 10 of the Declaration is deleted in its entirety and replaced and superceded by the following Article VI, paragraph 2(g):

2(g) No animals or birds of any kind shall be raised, bred, or kept in any Unit or on any portion of the Common Areas and Facilities, except that no more than one small dog under 25 pounds in weight or two (2) usual and ordinary household pets limited to cats or birds, may be kept by unit Owners, provided that they are not kept, bred, or maintained for any commercial purposes, and further provided they are kept under reasonable control at all times. Notwithstanding the foregoing, no pets may be kept by Unit Owners in such areas which, in the determination of the Management Committee, result in an unreasonable annoyance to other Unit Owners. No pets shall be brought into the Common Areas and Facilities by a Unit Owner except as may be permitted by rules of the Management Committee, as the same may be amended from

time to time, and in no case shall a dog enter the Common Areas and Facilities except while on a leash which is held by a person capable of controlling the dog. Notwithstanding anything herein to the contrary, no animals or birds of any kind, size or character shall be raised, bred or kept in any Unit or on any portion of the Common Areas and Facilities by any party, including, but not limited to, any lessee of a Unit, other than a Unit Owner.

2. Exhibit C to the Condominium Declaration is replaced and superceded by Exhibit C attached hereto, which Exhibit C from and after November 27, 1992 sets forth the proper common area percentages for the Units in Snow Flower Condominiums.

The undersigned, Ron Stinson, Dave Picard, Bruce

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

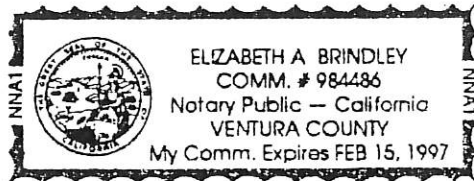
No. 5193

State of California
County of Ventura

On May 19, 1993 before me, Elizabeth A Brindley/Notary Public
DATE NAME, TITLE OF OFFICER - E.G., "JANE DOE, NOTARY PUBLIC"
personally appeared Bruce Berger * * *
NAME(S) OF SIGNER(S)

☒ personally known to me - OR - ☐ proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.



Elizabeth A Brindley
SIGNATURE OF NOTARY

OPTIONAL SECTION CAPACITY CLAIMED BY SIGNER

Though statute does not require the Notary to fill in the data below, doing so may prove invaluable to persons relying on the document.

☒ INDIVIDUAL
☐ CORPORATE OFFICER(S)
TITLE(S)
☐ PARTNER(S) ☐ LIMITED
☐ GENERAL
☐ ATTORNEY-IN-FACT
☐ TRUSTEE(S)
☐ GUARDIAN/CONSERVATOR
☐ OTHER: _____

SIGNER IS REPRESENTING:
NAME OF PERSON(S) OR ENTITY(IES)

THIS CERTIFICATE MUST BE ATTACHED TO THE DOCUMENT DESCRIBED AT RIGHT:

Though the data requested here is not required by law, it could prevent fraudulent reattachment of this form.

TITLE OR TYPE OF DOCUMENT Amendment to Condominium Declaration

NUMBER OF PAGES 6 DATE OF DOCUMENT May 19, 1993

SIGNER(S) OTHER THAN NAMED ABOVE Ron Stinson, Dave Pickard Norm Metcalfe Ken Tipton

time to time, and in no case shall a dog enter the Common Areas and Facilities except while on a leash which is held by a person capable of controlling the dog. Notwithstanding anything herein to the contrary, no animals or birds of any kind, size or character shall be raised, bred or kept in any Unit or on any portion of the Common Areas and Facilities by any party, including, but not limited to, any lessee of a Unit, other than a Unit Owner.

2. Exhibit C to the Condominium Declaration is replaced and superceded by Exhibit C attached hereto, which Exhibit C from and after November 27, 1992 sets forth the proper common area percentages for the Units in Snow Flower Condominiums.

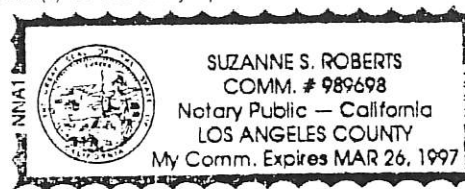
The undersigned, Ron Stinson, Dave Picard, Bruce Berger, Norm Metcalf and Ken Tipton, constituting the Management Committee and the Board of Snow Flower Condominiums and pursuant to Article XXIII of the Declaration regarding Amendment, certify that this Amendment executed by the

STATE OF CALIFORNIA }
COUNTY OF Los Angeles } ss. AMENDMENT TO CONDOMINIUM
DECLARATION- SNOW FLOWER
CONDOMINIUMS
On May 10, 1993 before me, Suzanne S. Roberts
personally appeared Dave Pickard-----
----- personally known to me (or proved
to me on the basis of satisfactory evidence) to be the person(s) whose name(s) is/are subscribed to the within
instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies),
and that by his/her/their signature(s) on the instrument the person(s) or the entity upon behalf of which the
person(s) acted, executed the instrument.

WITNESS my hand and official seal.

Signature

Suzanne S. Roberts

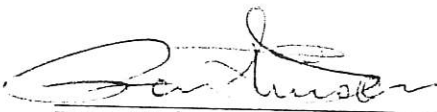


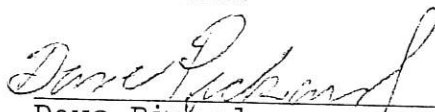
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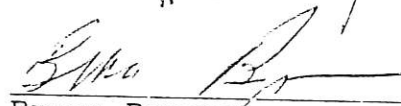
time to time, and in no case shall a dog enter the Common Areas and Facilities except while on a leash which is held by a person capable of controlling the dog. Notwithstanding anything herein to the contrary, no animals or birds of any kind, size or character shall be raised, bred or kept in any Unit or on any portion of the Common Areas and Facilities by any party, including, but not limited to, any lessee of a Unit, other than a Unit Owner.

2. Exhibit C to the Condominium Declaration is replaced and superceded by Exhibit C attached hereto, which Exhibit C from and after November 27, 1992 sets forth the proper common area percentages for the Units in Snow Flower Condominiums.

nm
The undersigned, Ron Stinson, Dave Picard, Bruce Berger, Norm Metcalf^e and Ken Tipton, constituting the Management Committee and the Board of Snow Flower Condominiums and pursuant to Article XXIII of the Declaration regarding Amendment, certify that this Amendment executed by the Management Committee constitutes in addition a certification that the vote or consent required by Article XXIII occurred at the aforesaid homeowners meeting to amend the Condominium Declaration as herein set forth. *mt*


Ron Stinson


Dave Picard


Bruce Berger

STATE OF CALIFORNIA)
)
COUNTY OF SAN DIEGO)

On May 6, 1993, before me, Christine B. Ross,
personally appeared Ron Skinson, personally known to me
(or proved to me on the basis of satisfactory evidence) to be the
person(s) whose name(s) is/are subscribed to the within instrument
and acknowledged to me that he/she/they executed the same in
his/her/their authorized capacity(ies), and that by his/her/their
signature(s) on the instrument the person(s) or the entity upon
behalf of which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.

Christine B. Ross
Notary Public



00382099 Bx0735 Pg0034

Norm Metcalfe
Norm Metcalfe

Ken Tipton
Ken Tipton

STATE OF UTAH)
COUNTY OF Summit : ss;

On this 14 day of June, 1993, personally appeared before me Ron Stinson, Dave Picard, Bruce Berger, Norm Metcalf and Ken Tipton, the signers of the foregoing instrument, who duly acknowledged to me that they executed the same

Levi Laheara
NOTARY PUBLIC
Residing at: Bank City

ALL-PURPOSE ACKNOWLEDGMENT

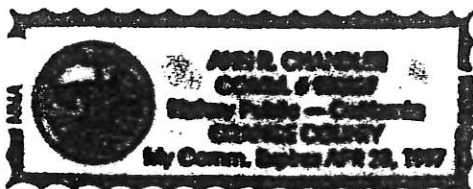
NO 209

State of California
County of Orange }

On May 12, 1993 before me, Ann R. Chandler, Notary Public
DATE NAME, TITLE OF OFFICER - E.G., "JANE DOE, NOTARY PUBLIC"

personally appeared Norman Metcalfe
NAME(S) OF SIGNER(S)

☒ personally known to me - ~~OR~~ ☐ proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.



Witness my hand and official seal.

Ann R. Chandler
SIGNATURE OF NOTARY

CAPACITY CLAIMED BY SIGNER

- ☐ INDIVIDUAL(S)
☐ CORPORATE OFFICER(S) _____ TITLE(S) _____
☐ PARTNER(S)
☐ ATTORNEY-IN-FACT
☐ TRUSTEE(S)
☐ SUBSCRIBING WITNESS
☐ GUARDIAN/CONSERVATOR
☒ OTHER: Board Member

SIGNER IS REPRESENTING:

NAME OF PERSON(S) OR ENTITY(IES)
Snow Flower Condominiums

ATTENTION NOTARY: Although the information requested below is OPTIONAL, it could prevent fraudulent attachment of this certificate to unauthorized document.

THIS CERTIFICATE
MUST BE ATTACHED
TO THE DOCUMENT
DESCRIBED AT RIGHT:

Title or Type of Document _____
Number of Pages _____ Date of Document _____
Signer(s) Other Than Named Above _____

00382099 860735 Pg0036

Norman Metcalfe
Norm Metcalfe

Ken Tipton
Ken Tipton

STATE OF UTAH)
COUNTY OF Summit : ss;

On this 14 day of June, 1993, personally appeared before me Ron Stinson, Dave Picard, Bruce Berger, Norm Metcalf and Ken Tipton, the signers of the foregoing instrument, who duly acknowledged to me that they executed the same

Lori Laheara
NOTARY PUBLIC
Residing at: Park City, Utah

My Commission Expires:

Jan 18 1995

7704B

00382099 Bk0735 Pc0035

Revised 11/27/92
Annual Homeowners
Meeting

EXHIBIT "C"
CONDOMINIUM DECLARATION
OF SNOW FLOWER CONDOMINIUMS

<u>Unit Designation</u>	<u>Square Footage</u>	<u>Percentage of Appurtenant Undivided Interest In Common Areas</u>
1	934	0.90%
2	1352	1.30%
3	1108	1.06%
4	452	0.43%
5	974	0.93%
6	1195	1.15%
7	1352	1.30%
8	1352	1.30%
9	1195	1.15%
10	974	0.93%
11	452	0.43%
12	1108	1.06%
13	1352	1.30%
14	1352	1.30%
15	1352	1.30%
16	1195	1.15%
17	452	0.43%
18	974	0.93%
19	1195	1.15%
20	1352	1.30%
21	1352	1.30%
22	1352	1.30%
23	1195	1.15%
24	974	0.93%
25	452	0.43%
26	1195	1.15%
27	1352	1.30%
28	1882	1.80%
29	1806	1.73%
30	1590	1.52%
31	595	0.57%
32	1354	1.30%
33	1590	1.52%
34	1806	1.73%
35 Bldg I	2338	2.24%

00382099 Bk0735 Pg0037

<u>Unit Designation</u>	<u>Square Footage</u>	<u>Percentage of Appurtenant Undivided Interest In Common Areas</u>
36	1806	1.73%
37	1590	1.52%
(38) Bldg I	1474	1.41%
39	595	0.57%
40	1590	1.52%
(41) Bldg I	2326	2.23%
42	915	0.88%
43	1352	1.30%
44	1108	1.06%
45	452	0.43%
46	974	0.93%
47	1195	1.15%
48	1352	1.30%
49	1352	1.30%
50	1195	1.15%
51	974	0.93%
52	452	0.43%
53	1108	1.06%
54	1352	1.30%
55	1352	1.30%
56	1352	1.30%
57	1195	1.15%
58	452	0.43%
59	974	0.93%
60	1195	1.15%
61	1352	1.30%
62	1352	1.30%
63	1352	1.30%
64	1195	1.15%
65	974	0.93%
66	452	0.43%
67	1195	1.15%
68	1352	1.30%
(69) Bldg II	2297	2.20%
70	1806	1.73%
71	1590	1.52%
72	595	0.57%
73	1354	1.30%
74	1590	1.52%
(75) Bldg II	2326	2.23%
76	2047	1.96%
(77) Bldg II	2326	2.23%
78	1590	1.52%
79	1354	1.30%
80	595	0.57%
81	1590	1.52%
82	1806	1.73%
	104277	1.0000

Council Agenda Item Report

Meeting Date: June 9, 2022

Submitted by: Michelle Kellogg

Submitting Department: Transportation Planning

Item Type: Work Session

Agenda Section: NEW BUSINESS

Subject:

Discuss PC Forward: Long-Range Transportation Plan
(A) Public Input

Suggested Action:

Attachments:

[PC Forward Staff Report](#)

[Exhibit A: PC Forward Vision Summary](#)

[Exhibit B: PC Forward Blueprint Report](#)

[Exhibit C: PC Forward Engagement Report](#)

Subject: Park City Forward (Long-Range Transportation Plan) Work Session
Author: Alex Roy, Senior Transportation Planner
Julia Collins, Transportation Planning Manager
Department: Transportation Planning
Date: June 9, 2022
Type of Item: Work Session

Summary

This work session will consist of a short presentation by the Transportation Planning Team and a Council discussion in preparation for potential adoption of Park City Forward – Park City’s Long-Range Transportation Plan (PC Forward) later this Summer. Exhibit B is a draft version of the final report for review and discussion.

Background

PC Forward is the City’s long awaited transportation blueprint for Park City. PC Forward relied on a variety of inputs, including: community feedback, public opinion surveys, professional transportation studies and analysis, potential funding sources, and Council goals. PC Forward is equivalent to a general plan, providing a foundation for comprehensive transportation goals and investments, focusing on all modes of transportation in Park City, including walking, biking, public transit, parking, and automobile. PC Forward also recommends a series of prioritized transportation capital projects, policies, and programs to continue the City’s investments for the next two decades.

The industry standard suggests updating long-range transportation plans every 5 years. Community goals, technology, and funding sources can dramatically change within a decade; so the priorities, projects, and work plans must also adjust accordingly.

Specific elements of Park City Forward include:

- Goals and Vision Statement
- Public engagement that helped prioritize recommendations
- Scenario planning and modeling: testing plausible futures
- Short term and longer-term prioritized project list
 - Fiscally constrained systems plan 1-5 years and 5+ years
 - Preliminary network for all modes of transportation
- Key strategies and steps for implementation
 - Roadways including an improvement plan, ensuring travel mode integration
 - Transit, including first/last mile strategies, transit facilities, transit network, park and rides, and expanding technologies
 - Bike and walking (active transportation), improved safety and network connections
 - New Intelligent Technology Solutions (ITS)
 - Freight and commercial goods delivery strategies
 - Parking strategy

- [Park City Forward](#) is designed to replace the 2011 [Traffic and Transportation Master Plan](#) (TTMP). Most projects from the 2011 plan were implemented, including shoulder-running bus lanes on SR-224, intersection improvements at Deer Valley Drive, Silver King and Empire, parking system technology, real-time transit information, transit to Salt Lake City, and trail improvements.

Outreach

Between 2019-2022, the PC Forward process included multiple forums for public and stakeholder engagement. Outreach efforts included individual interviews with key regional partners, formation of a Technical Advisory Committee (TAC) comprised of community stakeholders who met frequently and provided input throughout the process, a three-day phone app survey travel diary called rMove with over 300 participants, four on-line surveys, four informational open houses and six mobile workshops at key locations (Anaya's market, Library, Dan's Market, PC MARC) throughout the City. In total, PC Forward received over 1,700 comments from over 900 participants.

Conclusion

Adopting an updated community transportation plan will support strategic and thoughtful approaches to transportation improvements throughout our community. Feedback from the work session will be incorporated into the final report prior to adoption. The Transportation Team will return to Council for adoption this Summer. Once adopted, PC Forward will also be added as a supplement to the City's General Plan.

Exhibits

Exhibit A: PC Forward Vision Summary_DRAFT

Exhibit B: PC Forward Blueprint Report_DRAFT

Exhibit C: PC Forward Engagement Report_DRAFT

PARK CITY **FORWARD**



a transportation blueprint

VISION SUMMARY - DRAFT

2022



PARK CITY FORWARD



a transportation blueprint

VISION SUMMARY

Park City Forward is a transformational long-range transportation plan. It articulates a community-driven vision and package of investments that will guide decisions on how to spend limited funds that best serve our values.

As the city's long-range transportation plan for the next 30-year planning horizon, Park City Forward, a visioning process looking out to 2030 to determine the aspirations and challenges the City will face today and over the next decade. Park City Forward reflects Park City Vision 2020's call to embrace innovative action today and for years to come. It includes coordinated Nodal and Modal Plans to show how the Project List will be programmed by location and transportation mode in a phased and fiscally sustainable manner.

Since 2018 we have talked with and heard from hundreds of people – their fears, challenges, priorities, and goals. While the needs and opinions of community members vary, a shared set of values anchors this work.

Park City Forward is your plan.



OUR VISION AND GOALS

Park City's transportation system embraces innovation to provide safe, year-round transportation options that promote a connected, inclusive, and multimodal "car-optional" mountain community and culture.



ACCESS

Improve local and regional multimodal transportation connections between activity nodes for residents, commuters, and visitors. Ensure the transportation network supports Park City's future growth and land use changes.

Objectives:

- Create a cohesive transportation network that responds to land use patterns and future development
- Support creation of pedestrian-oriented districts
- Manage parking and user mobility to incentivize efficient transportation choices
- Build a network of connected multimodal transit corridors to key nodes



INCLUDE

Ensure equitable access to opportunity, catalyzed by local and regional mobility choices that are affordable and support healthy living.

Objectives:

- Create and maintain a safe transportation system for all users
- Provide equitable mobility options for the entire community
- Ensure that the transportation system does not disproportionately affect under-served communities



SUSTAIN

Support a resilient, net-zero carbon community, anchored by long-term transportation investments that reduce greenhouse gas emissions, decrease single occupancy vehicle trips, and mitigate environmental consequences of growth.

Objectives:

- Reduce trips by single occupancy vehicles
- Reduce vehicle miles traveled (VMT)
- Maximize person throughput and minimize person delay
- Reduce environmental impacts from transportation
- Ensure system preservation and long-term financial sustainability
- Continue to expand the electric vehicle and transit network



INNOVATE

Embrace innovative action to prioritize a community-focused, multimodal transportation network that is easy to use, efficient, convenient, safe, and incorporates cutting-edge technologies.

Objectives:

- Provide a balanced multimodal and pedestrian-oriented transportation system
- Incorporate new technologies and solutions to foster shared mobility for all
- Build tomorrow's technologies through pilot projects and implementation
- Develop a "car-optional" lifestyle by 2030
- Increase system reliability and operational efficiency

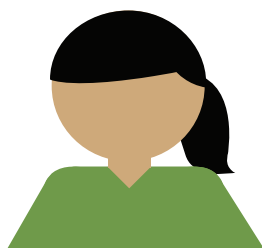
OUR PEOPLE

Park City will continue to thrive because of its people. Park City Forward examined its community's diverse transportation needs through a lens of its typical users to define tailored, yet complementary transportation solutions.



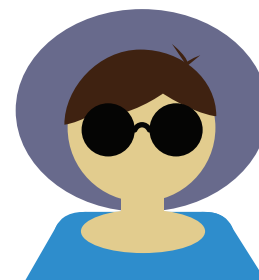
Park City Resident

People who live in Park City are active, eco-conscious, and familiar with many of the options for getting around. Innovation of the transportation system will allow Park City to improve congestion and be environmentally sound, in a way that protects transportation necessities.



Year-Round Employee or Business Owner

People who work and/or own a business understand that Park City's long-term vitality is dependent on its transportation system. Convenient, reliable, and flexible travel modes are essential to economic success.



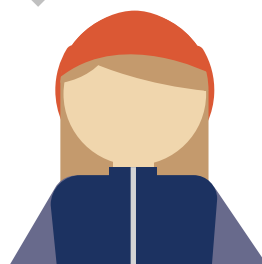
Culture and Event Visitor

Events draw tens of thousands of people to Park City every year. Making transit and other non-driving options easier and more attractive to visitors is key to reducing traffic congestion.



Recreation Day-Tripper

Park City attracts people from across the region. More travel options and incentives can further encourage the day-tripper to reduce reliance on travel by car and utilize park-and-rides, transit, and shared mobility options.



Seasonal Employee

Park City relies on an influx of employees, especially during the peak seasons. Park City must provide affordable and reliable transportation options that connect the places they live to the places they work. Employee travel incentives are crucial to an equitable Park City.



Long-Stay Visitor/Second Homeowner

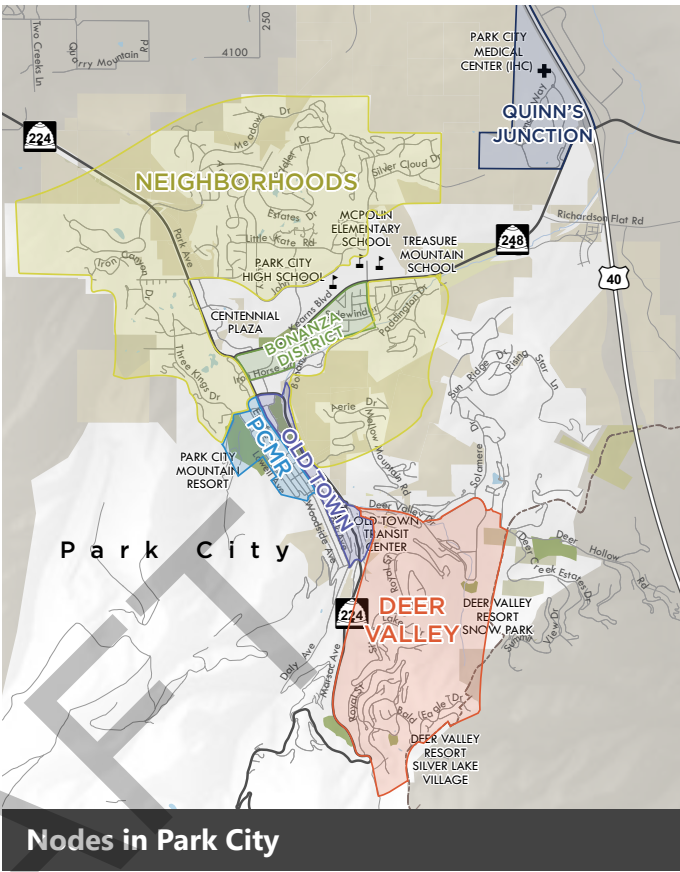
Park City includes people who regularly vacation or live here part of the year. They value Park City's travel options and are amenable to leaving the car at home if the transportation system is convenient, safe, and flexible.

OUR PLACES

Park City Forward identifies six key nodes where transportation challenges and their solutions are representative for the broader city. Woven together, Park City Forward’s nodal focus will anchor the city’s transformation of its transportation system.

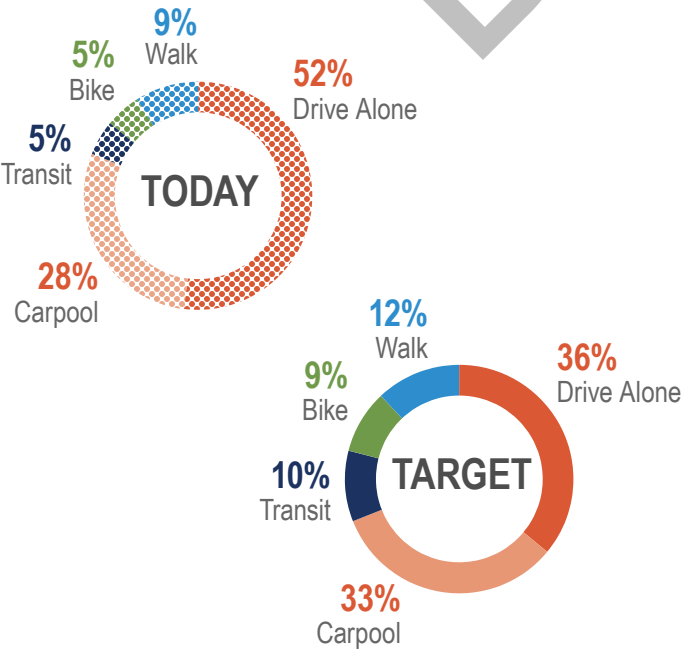
Park City Forward identifies mode split targets for each node that reduce drive-alone trips and support travel without a car. Targets are calibrated by node to make sure they reflect project priorities and reasonable outcomes.

The targets will be assessed and updated over time as Park City Forward is implemented in the coming decades.



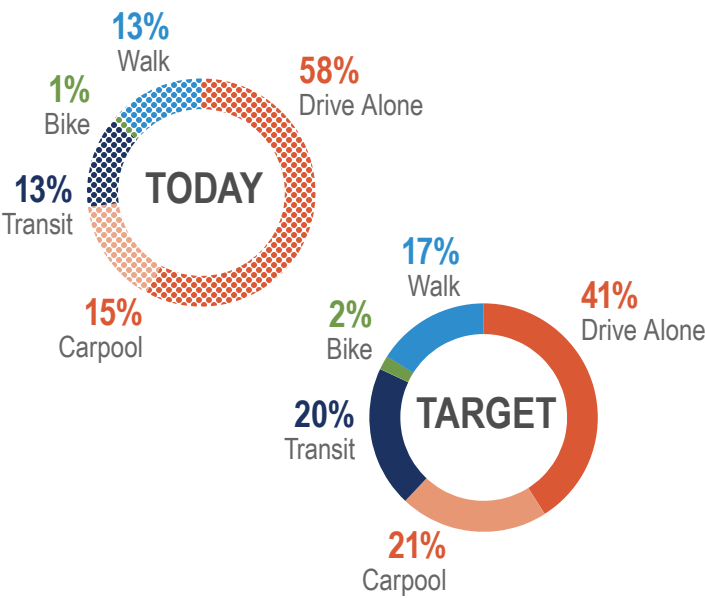
BONANZA DISTRICT

At the crossroads of the gateway corridors, this culture, retail, service, and housing hub will redevelop to leverage new multimodal infrastructure and services.



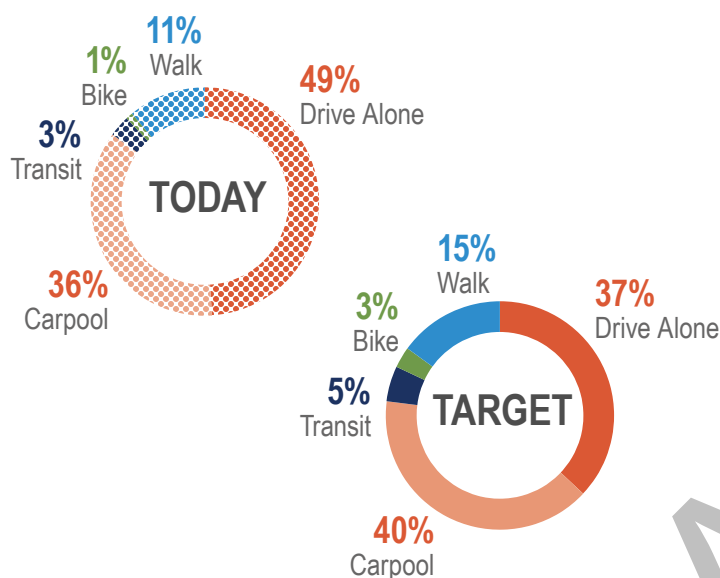
DEER VALLEY

The ski resort and surrounding area attract visitors and represent one of Park City’s largest employment centers. Multimodal hubs, proactive parking management, and travel incentives will reduce congestion.



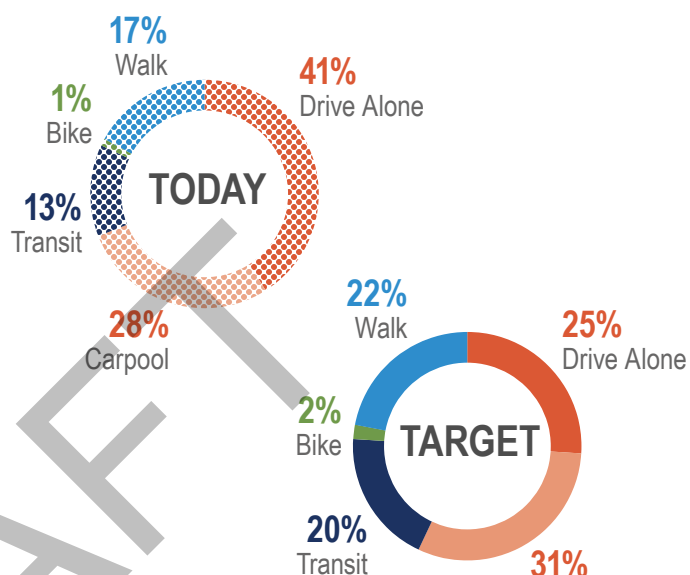
NEIGHBORHOODS

These lower density residential areas provide slow, safe, and walkable streets. Better connections to transit services and bike facilities will make it easier to get around without a car.



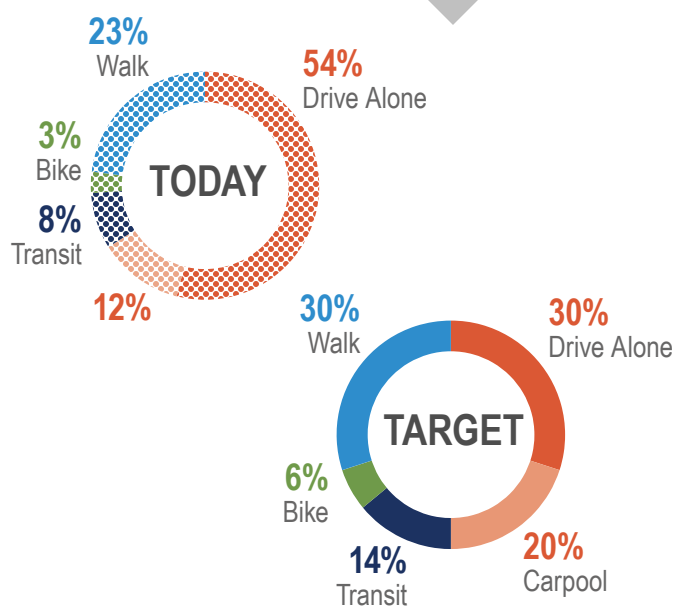
PARK CITY MOUNTAIN RESORT

A world-class skiing destination and major employer adjacent to downtown. Pairing new development with a multimodal hub and street network will alleviate congestion.



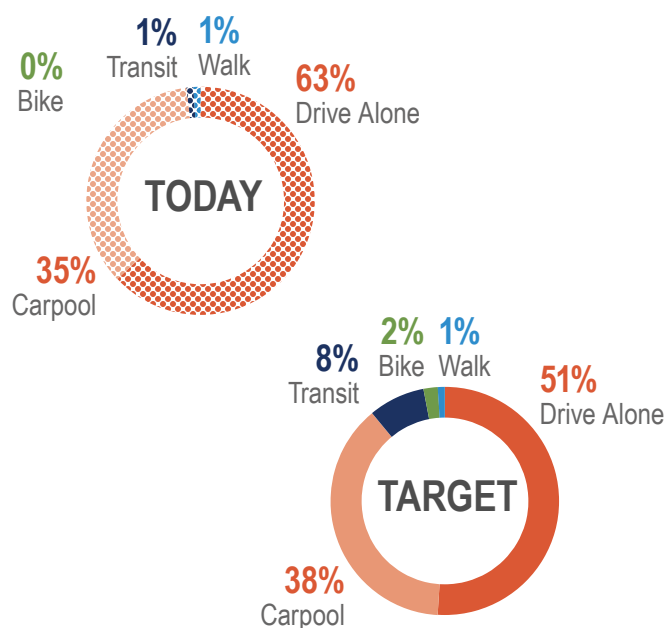
OLD TOWN

The historic, walkable heart of Park City. Robust transit service, biking and walking facilities, and proactive parking management are needed to manage daily and peak travel activity.



QUINN'S JUNCTION

A vital hub between Park City and the region and home to important medical and municipal services. Transit-only lanes and enhanced bus services will better connect this area for everyone.



OUR SYSTEM

Park City Forward identifies a set of innovative multimodal infrastructure projects, policies, and programs that will help keep Park City moving and address challenges across each travel mode. The Modal Plans are a key complement to the geographic Nodal Plans.



ACTIVE TRANSPORTATION

The future active transportation system will extend low-stress sidewalks, paths, and bike lanes. Park City Forward includes new sidewalks, bike lanes and routes, and safer opportunities to cross busy streets. It also offers programs and policies to encourage active trips.



PARKING AND TRANSPORTATION DEMAND MANAGEMENT

Park City Forward defines a framework to right-size and better manage parking facilities, ensuring vehicle access to key destinations and a thriving local economy. TDM is a crucial component of an efficient transportation and parking system. Reducing vehicle trips through incentives can reduce roadway congestion and free up scarce parking spaces.



ROADWAYS + GOODS MOVEMENT

Park City Forward puts people first. It will help balance competing needs for roadway space through new infrastructure, best practice guidelines, and innovative programs. Changes to our street network, from the visionary to the operational, will help Park City meet future mobility needs.



SHARED MOBILITY

Park City Forward proposes to expand and enhance its shared mobility offerings. New projects and programs, guided by clear policies, can help Park City navigate this evolving mode and ensure that future services complement other modes and enable equitable outcomes.



TECHNOLOGY + INNOVATION

Park City Forward continues the region's ongoing investment in technological solutions to meet our current and future transportation challenges. Further advancements of data collection, real-time traffic operations, and connected network communications will mitigate traffic incidents, speed up transit trips, and maximize the use of roadway capacity.



TRANSIT

Park City Forward includes projects, policies, and programs that will make it even easier and more convenient to take transit. It prioritizes additional bus service on existing routes, gives buses exclusive lanes so they can bypass traffic, improves bus stops and park-and-rides, and advances innovative new transit options like flexible, on-demand service.

OUR PLAN

Park City Forward elevates the projects that will best help us reach our goals and fulfill our vision. The map on the next page shows some of the highest priority projects to keep Park City moving forward.

GETTING TO PARK CITY



Park City is working to decrease the amount of traffic coming into town by providing robust mobility options, including new regional services, parking areas outside of town via intercept lots, and enhanced transit service.

Highest Priority Projects

- **R02:** SR-248 Corridor Mobility Improvement Project
- **T04:** Support Regional Projects (PC-SLC Connect)
- **T05:** SR-224 High-Capacity Transit
- **T06:** SR-248 Transit Corridor Study
- **T09:** Park-and-Ride Facilities
- **T10:** Park City Mountain Resort (PCMR) Multimodal Hub
- **T11:** Deer Valley Resort Multimodal Hub
- **Peak Day Mitigations**
 - » **P05:** Wayfinding, Real-time Information, and Data
 - » **P11:** Marketing & Communications
 - » **ITS01:** Real-time Travel Information

GETTING AROUND PARK CITY

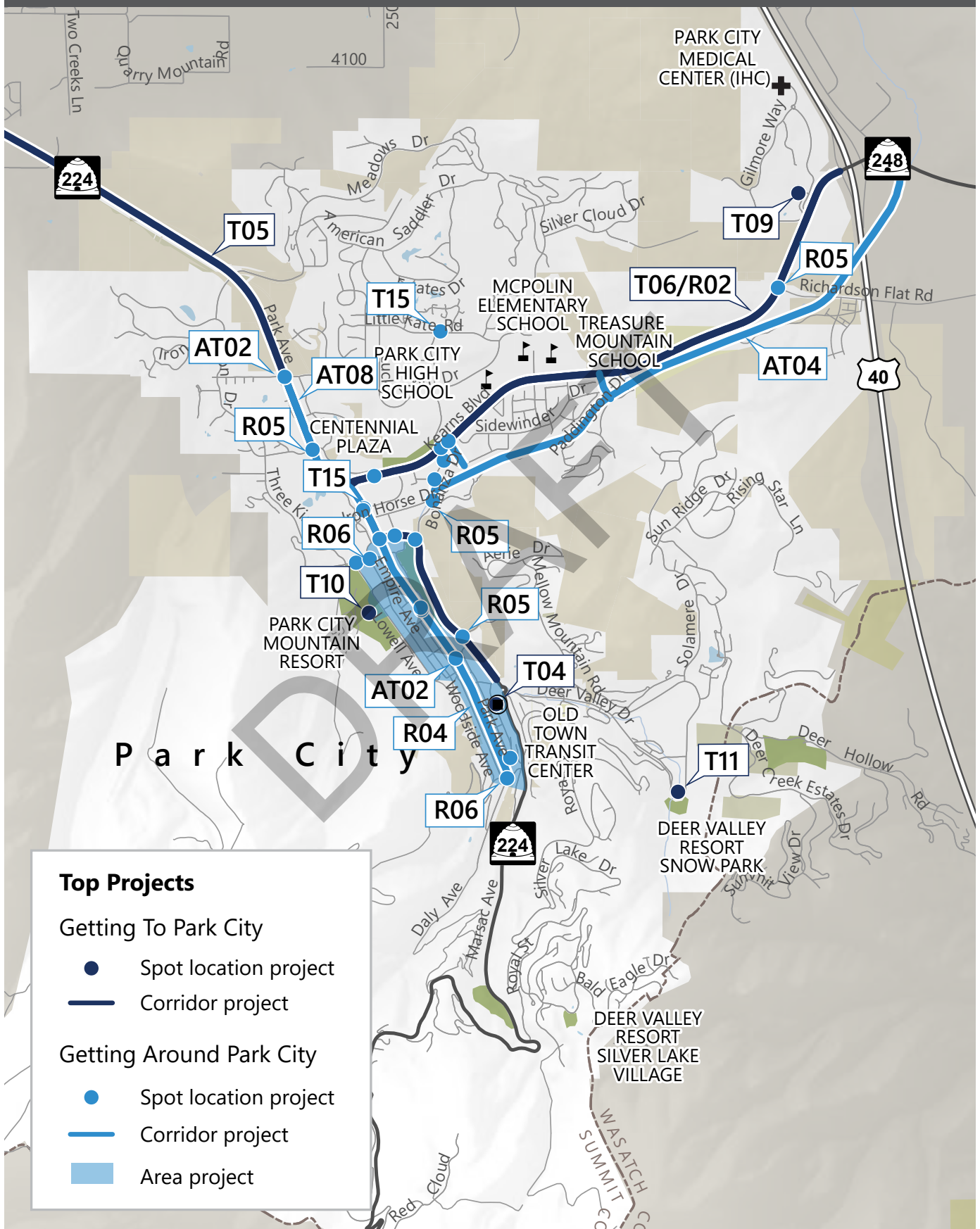


When people are in Park City, we focus our investments in projects and modes that support parking once, using non-driving modes as able, and improving connections for the local community.

Highest Priority Projects

- **AT02:** Pedestrian Crossing Improvements
- **AT04:** Rail Trail Connections
- **AT08:** Park Avenue Complete Streets
- **R04:** Old Town Circulation Plan
- **R05 & R06:** Intersection Improvements
- **T02:** Flexible Transit Zones
- **T15:** Bus Stop Improvements

Park City Forward - Highest Priority Projects



For a complete list of investments, please see Chapters 4-6 of the full Park City Forward plan.



PARK CITY **FORWARD**



a transportation blueprint

FINAL PLAN - DRAFT

2022

ACKNOWLEDGEMENTS

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DRAFT





Photo Park City Municipal Corporation

1

WHAT IS PARK CITY FORWARD?

OUR VISION, OUR PLAN FOR ACTION

Park City is a historic, small town, home to long-standing residents and a world-class recreational playground for local and global visitors. Each day Park City balances its visitor-based economy with the daily needs of its long-time residents and valued employees, an evolving dynamic as the city and region grow and diversify. To preserve and maintain the Park City everyone loves, the broader community must find ways to address its long-standing transportation challenges.

Business as usual will no longer work. Doing nothing is not an option. The challenges are too big, and the stakes are too high.

In response, Park City Forward articulates a community-driven and transformational plan. It supports and leverages the Park City Vision 2020 call to embrace action and prioritize innovation in our transportation system.



As the city's long-range transportation plan for the next 30 years, Park City Forward includes a package of investments that will guide decisions on how to spend limited transportation funds that best serve our values.

Implementation of Park City Forward will not be easy in the face of challenges presented by COVID-19, climate change, and limited funding. Park City must make tough choices, but its community is unified by a collective vision and ambition.

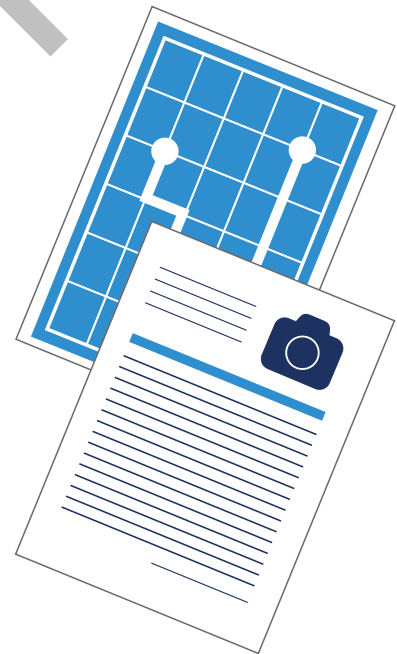
Since 2018 we have talked and heard from hundreds of people – their worries, challenges, priorities, and goals. While the needs and opinions of community members vary, a shared set of values anchors this work.

Park City Forward is your plan.

ORGANIZATION OF PARK CITY FORWARD

Park City Forward includes multiple documents that present its work and outcomes. They include:

- **Park City Forward Vision Summary:** Our vision and recommendations at a glance.
- **Park City Forward Final Plan:** A user-friendly document of the project process, analysis, and outcomes. Coordinated Nodal and Modal Plans show how the Project List will be programmed by location and transportation mode.
- **Park City Forward Reports:** Technical reports presenting additional detail on project work. The reports include:
 - » *Community Engagement Report* – a recap of the community outreach process and public feedback.
 - » *Briefing Book* – a summary of our transportation system's existing conditions, key data points, and trends.
 - » *Monitoring and Reporting Plan* – a "How To" for decision-makers, staff, and the community on measuring progress over time.



OUR ROLE IN THE REGION

Park City Forward is the long-range transportation plan for Park City. As such, it is guided by local values and focused primarily on the needs of Park City residents, visitors, and employees. Park City Forward, however, recognizes that our long-term success is intimately connected to Summit County and the greater region.

Park City Forward is our opportunity to foster productive regional dialogue and a shared transportation future. In collaboration with our regional partners, Park City Forward integrates past and ongoing plans and studies to ensure that the local transportation system evolves in tandem with surrounding communities. Close coordination between Park City and Summit County is even more critical following the 2020-21 realignment of transit service into Park City Transit and High Valley Transit.

Park City Forward also benefits from a strong local foundation. In addition to Park City Vision 2020, it integrates past and ongoing work to ensure continuity of values and priorities established by other community-driven studies, policies, and projects. For example, Park City Forward is not our land use plan. The 2014 General Plan and other area plans define where Park City will grow and by how much, a key input into analysis for Park City Forward.



OUR PROCESS

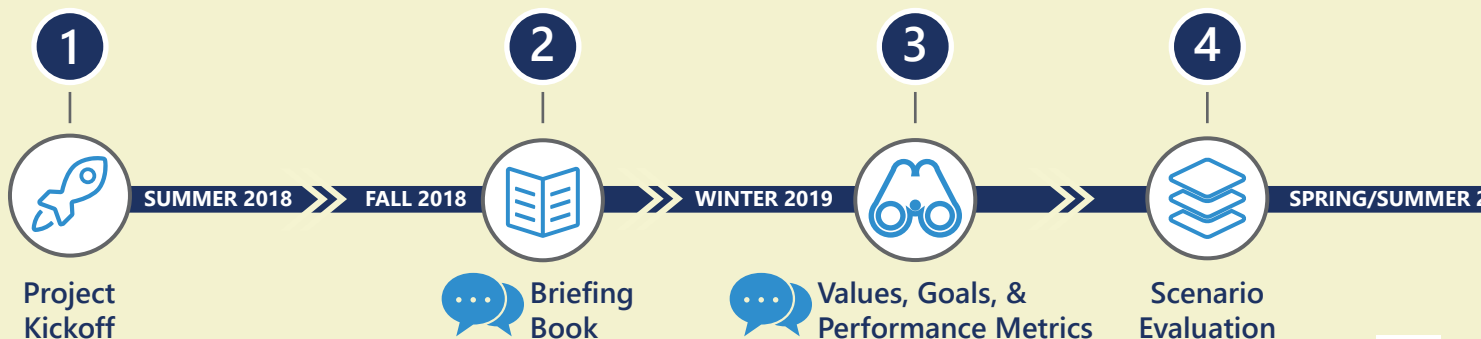
DISCOVERY

The first phase focused on initial listening sessions with stakeholders to understand transportation issues, challenges, and opportunities. We also reviewed previous and ongoing plans, collected key data sets, and documented travel behaviors and trends. The first phase also established a shared transportation vision and goals.

DESIGN

The second phase focused on collecting ideas from the community and stakeholders. We held workshops and hosted surveys to test different types of strategies. Investments were organized by mode and further defined into an initial list of projects, policies, and programs.

- 1 Project Kickoff (Spring 2018):** Launch of project with a series of stakeholder interviews and initial advisory committee meetings. Project brand, website, and public involvement plan finalized.
- 2 Briefing Book (Fall/Winter 2018):** A 3-day travel diary, known as rMove, provided detailed data on local travel behavior. The Briefing Book summarized preliminary community input, data analysis, and key issues and opportunities.
- 3 Values, Goals, and Performance Metrics (Winter 2018/2019):** Informed by workshops and an online survey, a vision and goals were defined to serve as the anchor point of Park City Forward and its recommendations.
- 4 Scenario Evaluation (Winter/Spring 2019):** Developed a scenario-based evaluation framework to prioritize investments based on project goals and identify relative costs and benefits.
- 5 Modal Concepts (Spring/Summer 2019):** Based on past plans and studies, stakeholder ideas and public input, and best practices, an initial list of projects, policies, and programs were developed and reviewed with stakeholders.
- 6 Project Pause (2020):** Park City Forward was paused at the beginning of the COVID-19 pandemic.



DOCUMENT

In the final phase projects, policies, and programs were refined based on stakeholder and community feedback. The vision and goals were also updated based on the Park City Vision 2020 effort. Further outreach and evaluation in 2021 allowed for additional definition of the recommendations. The multi-year effort was summarized to showcase the investments.

7 Project Restart (Spring 2021): Project was restarted, and the project vision and goals were refreshed based on Park City Vision 2020. The Technical Advisory Committee was re-engaged to provide ongoing direction.

8 Project Evaluation and Prioritization (Summer/Fall 2021): Updated project list and conducted high-level evaluation. Finalized a project list and a plan for each transportation mode and key geographic nodes. Summarized the funding program to ensure fiscal sustainability.

9 Final Plan (Spring 2022): Documented project work and finalized Park City Forward.

COMMUNITY ENGAGEMENT

Outreach was a consistent feature of Park City Forward and emphasized at project milestones. A Public Involvement Plan was created at project outset, establishing diverse methods and multiple opportunities for community participation.

(Re)engagement in 2021 focused on virtual community feedback via online surveys, Miro, and Mentimeter.

See Chapter 2 and the *Community Engagement Report* for more information.



2020 PROJECT PAUSE

Park City Forward was paused in March 2020 due to the COVID-19 pandemic, allowing Park City to address immediate public health issues and navigate the pandemic's ongoing impacts on the Park City community. During 2020 and the first half of 2021, however, two important initiatives moved ahead.

- The City released Park City Vision 2020, which articulates the community's unified vision for its future – Embracing Bold Action. It defines a specific strategic “pillar” for Transportation Innovation and several related transportation actions:
 - » Supporting net-zero carbon emissions through fleet electrification
 - » Creating car-free, pedestrian-oriented areas
 - » Enhancing transit, biking, and walking connectivity to all parts of the community
 - » Embracing new transportation technology and innovative solutions
 - » Enabling a “car-optional” lifestyle, in which people have many transportation options and can forgo ownership of one or all personal automobiles to meet their daily needs.
- The reorganization of local and regional transit service into Park City Transit, serving areas primarily within the city limits; and High Valley Transit, which serves unincorporated areas of Summit County and connects Park City to Kamas and Francis.

Work on Park City Forward resumed in early 2021. The Park City Forward vision and goals were updated to reflect the community work on Vision 2020. In addition, the project list and funding assumptions were updated to account for Park City Transit's new service area.



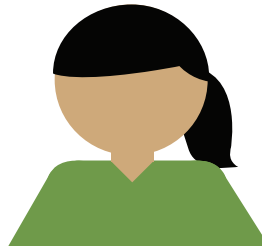
OUR PEOPLE

Park City will continue to thrive because of its people. Park City Forward examined its community's diverse transportation needs through a lens of its typical users to define tailored, yet complementary transportation solutions.



Park City Resident

People who live in Park City are active, eco-conscious, and familiar with many of the options for getting around. Innovation of the transportation system will allow Park City to improve congestion and be environmentally sound, in a way that protects transportation necessities.



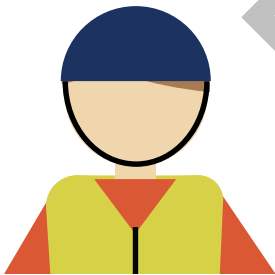
Year-Round Employee or Business Owner

People who work and/or own a business understand that Park City's long-term vitality is dependent on its transportation system. Convenient, reliable, and flexible travel modes are essential to economic success.



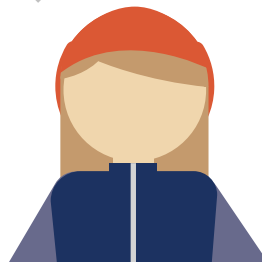
Culture and Event Visitor

Events draw tens of thousands of people to Park City every year. Making transit and other non-driving options easier and more attractive to visitors is key to reducing traffic congestion.



Recreation Day-tripper

Park City attracts people from across the region. More travel options and incentives can further encourage the day-tripper to reduce reliance on travel by car and utilize park-and-rides, transit, and shared mobility options.



Seasonal Employee

Park City relies on an influx of employees, especially during the peak seasons. Park City must provide affordable and reliable transportation options that connect the places they live to the places they work. Employee travel incentives are crucial to an equitable Park City.



Long-stay Visitor/Second Homeowner

Park City includes people who regularly vacation or live here part of the year. They value Park City's travel options and are amenable to leaving the car at home if the transportation system is convenient, safe, and flexible.



Photo Park City Municipal Corporation

2

YOU ARE PARK CITY FORWARD

MOVING FORWARD TOGETHER

The Park City community has shaped Park City Forward at all stages of the planning process, from early listening sessions to refinement of proposed transportation strategies. In the end, Park City Forward will be successful because it is rooted in Park City's values and way of life.

At the outset of Park City Forward, the project team articulated four core principles to guide how we engaged the public throughout the planning process:

- **Listen** to understand people's transportation and mobility challenges, needs, and desires.
- **Involve** a broad range of stakeholders with diverse perspectives and experiences.
- **Educate** people about potential solutions and what tradeoffs may be necessary to achieve meaningful results.
- **Collaborate** to develop locally generated solutions with technically sound expertise.

This chapter summarizes our engagement process, highlighting the activities and tools we used to solicit feedback from the community at key project milestones. A more detailed summary of the community engagement outcomes and findings is provided in the *Community Engagement Report*.



WHAT WE DID

The Park City Forward project team developed and implemented a diverse set of tools and methods to engage the public. We connected with hundreds of people through online surveys, a smartphone-based travel survey, community open houses, mobile workshops, and virtual engagement tools. Additional and more detailed technical feedback was provided to the project team through advisory committees, stakeholder interviews and focus groups, and face-to-face meetings with City Council members.



Participants in the stakeholder meetings worked together to mark up maps with trouble spots and opportunities for improvements.

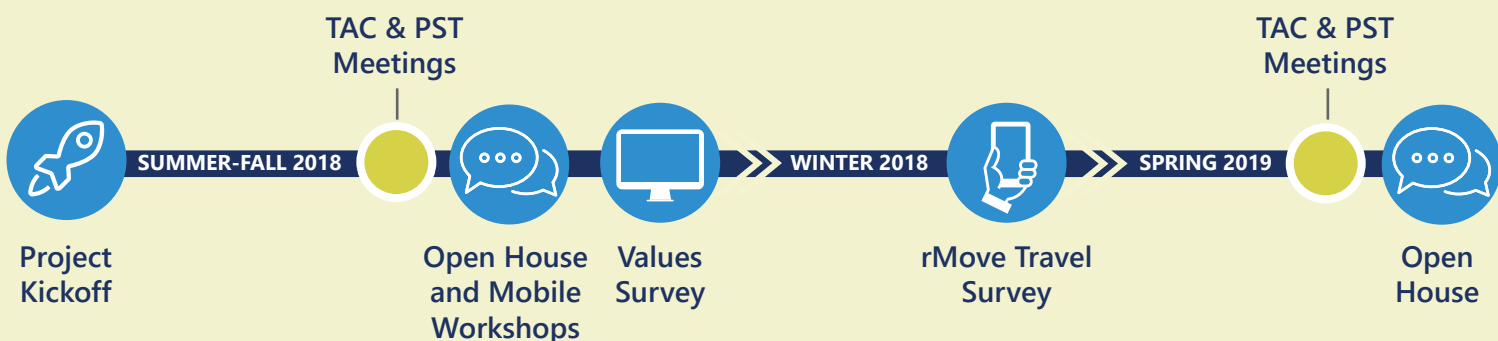
STAKEHOLDER INTERVIEWS

The team met with key stakeholders during the project kickoff. Participants included the Park City School District, community advocates from Future Park City and event organizers from Park Silly Sunday Market, City Council, staff from key City departments, and Utah Department of Transportation.

The team also convened a focus group with representatives from the hospitality industry and Park City's Visitor Bureau to better understand how transportation can serve Park City's visitors and people employed in the service industry.

How Did We Use This?

- Understand community vision for the plan
- Document stakeholder goals and desires
- Brainstorm transportation challenges and solutions

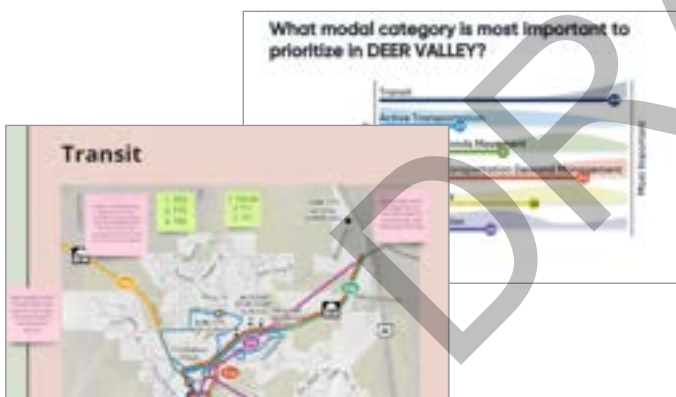


ADVISORY COMMITTEES

Park City Forward was guided throughout by two advisory committees: a Technical Advisory Committee (TAC) and a Project Support Team (PST). These two groups met with the project team more than a dozen times over the course of the project.

The TAC included representatives from resorts (Deer Valley and Park City Mountain), Park City Chamber of Commerce, Historic Park City Association, Summit County, Park City Lodging, Park City School District, Utah Department of Transportation (UDOT), Ski Utah, High Valley Transit, and other local businesses, employers, and residents.

The PST included staff from nine Park City departments, including Planning, Engineering, Sustainability, Police, Fire, Trails, Economic Development, Utilities, and Community Engagement.



The TAC used online tools to give input on modal plans and the project list in 2021.

PROJECT BRAND AND WEBSITE

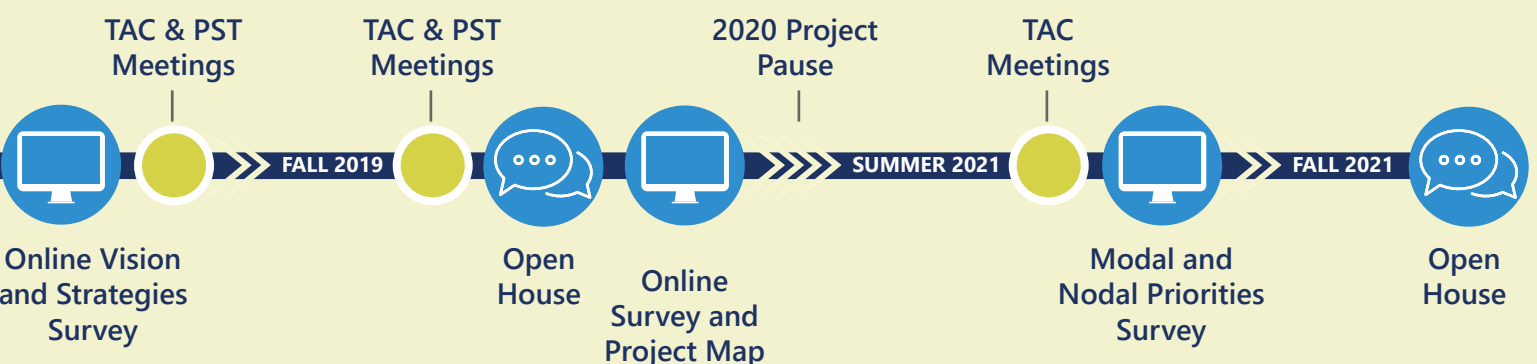
The project team created the Park City Forward brand to ensure the project was easily identifiable. The brand was applied



to a Park City Forward website that served as a central source for information. The website included a project overview, updates on work in progress, links to current surveys, project reports, results of past outreach activities, and a calendar of upcoming public events. People visited the website more than 1,000 times.

How Did We Use This?

- Define project vision and goals
- Solicit guidance on project process and methods, such as the rMove survey design and methods
- Review project data, findings, and deliverables
- Help connect to, and engage with, the community
- Solicit project ideas and review proposed investments



COUNCIL RETREAT

In addition to periodic meetings with individual council members, the project team participated in the 2019 City Council retreat to help define transportation goals and measures for success. The City Council identified a priority focus for the plan - reducing car trips on Park City's gateway corridors.

How Did We Use This?

- Affirmed key values and needs
- Provided guidance to staff on priority investments
- Defined measures of success



At their 2019 retreat, council members prioritized transportation goals and helped the project team define a set of metrics to guide Park City Forward and its outcomes.

PARK CITY VISION 2020

Park City Vision 2020 continued during 2020 and its final report was issued in early 2021. While this visioning effort covered all aspects and sectors of Park City's future, its parallel engagement process also surfaced the community's desire to address key transportation challenges and prioritize mobility investment. Of its five key strategic pillars, Transportation Innovation was identified as a key to "Embracing Bold Action."

How Did We Use This?

- Refreshed Park City Forward vision and goals, ensuring strategic alignment
- Reviewed Vision 2020 outreach to capture new project ideas or update ones previously identified
- Ensured that Park City Forward Project List reflects Vision 2020's four Key Action Areas for transportation



The Park City Vision 2020 strategic pillars

REMOVE TRAVEL SURVEY

Over 300 people participated in a smartphone-based travel survey – called rMove – in November and December 2018. Participants downloaded the rMove app which recorded every trip they took for three days, creating a valuable dataset about why, where, and how people got around.

The survey encouraged participation by providing materials in both Spanish and English and by offering a small financial incentive to participate. Participants who do not use smartphones could log trips using a paper version of the travel survey.

How Did We Use This?

- Collected robust information on travel behavior for a broad range of trip purposes
- Established baseline and target travel mode splits for key geographic nodes (Chapter 4)
- Can be repeated in future years to track our progress toward these targets



The rMove app allowed participants to easily log their trips.

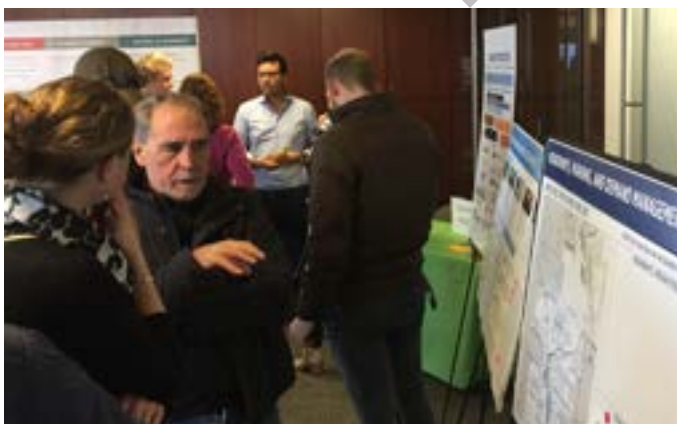
OPEN HOUSES AND MOBILE WORKSHOPS

Park City Forward was showcased at four open houses – September 2018, March 2019, and September 2019, and September 2021. Meeting people where they are is one of the best ways to reach a broad audience, so the project team hosted mobile workshops at six different locations, including one location specifically targeting the Spanish-speaking community.

How Did We Use This?

- Inform the community about Park City's existing transportation network
- Identify trouble spots and ideas for improvement
- Solicit community values and create a community "mobility values tapestry"
- Share investment ideas by mode and ask the community to prioritize
- Give feedback on specific proposed transportation projects, policies, and programs

MARCH 2019

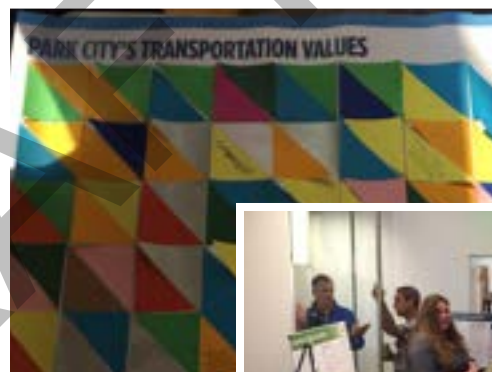


Park City Forward connected with the community at citywide open houses and at mobile workshops throughout the city.

MOBILE WORKSHOP



SEPTEMBER 2019



SEPTEMBER 2021

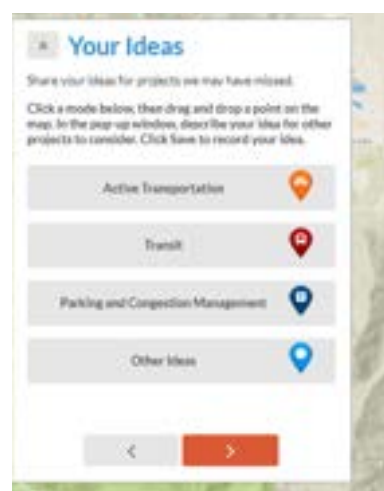


ONLINE SURVEYS

In addition to the rMove travel survey, the project team collected public feedback through four online surveys at key milestones throughout the project. The surveys included a combination of question types and methods, ranging from rank choice and open-ended questions to an interactive mapping exercise.

How Did We Use This?

- **Fall 2018:** We translated the Values Tapestry exercise into an internet-friendly format. More than 160 participants chose the most important characteristics of their ideal transportation system, such as maintaining local character or supporting economic growth.
- **Spring 2019:** We asked the community to help us shape the most impactful project concepts and choose the best ways to measure success. We received more than 330 responses.
- **Fall 2019:** Nearly 450 survey participants prioritized and commented on the specific projects, programs, and policies; browsed interactive map layers showing proposed project locations; and added their own refinements to an online map.
- **Summer 2021:** The team updated the project list and gathered one more round of feedback to finalize the list and understand priorities by geographic node and mode of travel. Nearly 100 people participated and provided comments.



Online surveys collected public input during every phase of Park City Forward.

WHAT WE HEARD

"Main street should be pedestrian-only year round. This is the highest priority of all."

"Allow preemption for transit vehicles. They have to be a priority. If it takes longer by transit than by personal vehicle ridership will suffer."

"I would really like a PCMR transit hub that provides direct slope access from the bus door.""

"Consider reducing or eliminating the fee for bike share."

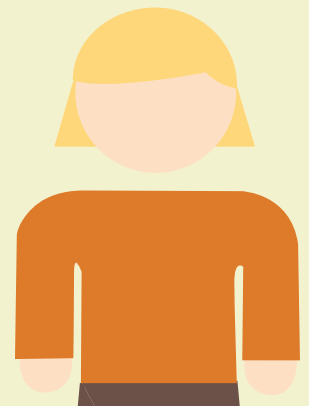
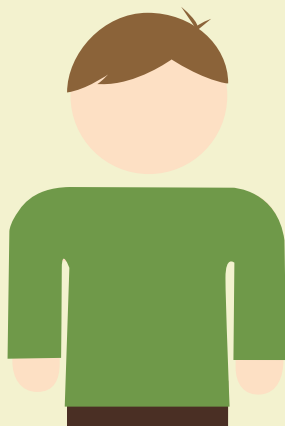
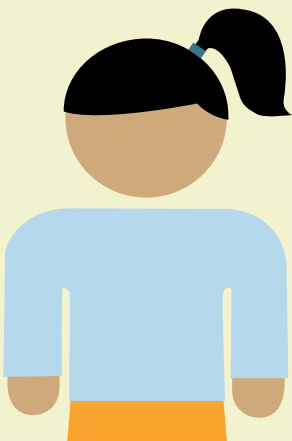
"Walkability is very important. I would love for residents and visitors to be able to live their day-to-day life without a car."

"Put parking on the outside of the Arts District, make interior bike and pedestrian only."

"Electric Xpress service should be expanded to Deer Valley."

"Put bike racks at all major bus stops."

"If you want people on buses, they need to be bypassing traffic."





3

A SHARED VISION AND GOALS

WHAT WILL GUIDE US?

People living and working in Park City, elected leadership, and City staff contributed their ideas, hopes and values to create lasting and inclusive transportation plan. The vision and goals:

- Tied Park City Forward to past planning and projects by integrating and addressing consistent community themes. Examples include the City's General Plan and Vision 2020.
- Focused analysis and stakeholder feedback on actions and investments that are most important to Park City.
- Created a framework for decision-making, from which we will evaluate and monitor how well the transportation supports the community we want to create.
- Clearly communicated how transportation and mobility are an essential part of the city's progress.



VISION STATEMENT

Park City's transportation system embraces innovation to provide safe, year-round transportation options that promote a connected, inclusive, and multimodal "car-optional" mountain community and culture.

GOALS + OBJECTIVES



ACCESS

Improve local and regional multimodal transportation connections between activity nodes for residents, commuters, and visitors. Ensure the transportation network supports Park City's future growth and land use changes.

Objectives:

- Create a cohesive transportation network that responds to land use patterns and future development
- Support creation of pedestrian-oriented districts
- Manage parking and user mobility to incentivize efficient transportation choices
- Build a network of connected multimodal transit corridors to key nodes



INCLUDE

Ensure equitable access to opportunity, catalyzed by local and regional mobility choices that are affordable and support healthy living.

Objectives:

- Create and maintain a safe transportation system for all users
- Provide equitable mobility options for the entire community
- Ensure that the transportation system does not disproportionately affect under-served communities

PARK CITY FORWARD



SUSTAIN

Support a resilient, net-zero carbon community, anchored by long-term transportation investments that reduce greenhouse gas emissions, decrease single occupancy vehicle trips, and mitigate environmental consequences of growth.

Objectives:

- Reduce trips by single occupancy vehicles
- Reduce vehicle miles traveled (VMT)
- Maximize person throughput and minimize person delay
- Reduce environmental impacts from transportation
- Ensure system preservation and long-term financial sustainability
- Continue to expand the electric vehicle and transit network



INNOVATE

Embrace innovative action to prioritize a community-focused, multimodal transportation network that is easy to use, efficient, convenient, safe, and incorporates cutting-edge technologies.

Objectives:

- Provide a balanced multimodal and pedestrian-oriented transportation system
- Incorporate new technologies and solutions to foster shared mobility for all
- Build tomorrow's technologies through pilot projects and implementation
- Develop a "car-optional" lifestyle by 2030
- Increase system reliability and operational efficiency

DEFINING THE VISION

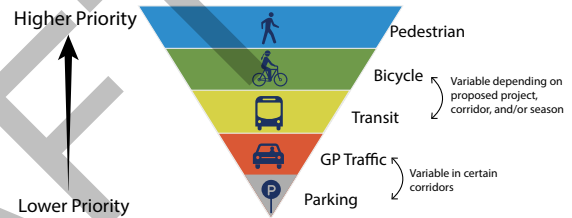
The Park City Forward vision and goals build on years of community voices and knowledge. We brought in new information and ideas from the following sources.

Park City Strategic Long Range Vision:

This initiative identifies the City's shared values based on extensive engagement with people living, working and visiting Park City. The values underpin the Park City Forward vision and goals.



Modal Hierarchy: Park City Forward helped the City define a new citywide modal hierarchy and design toolbox to guide street redesign and construction projects. Walking, biking, and transit take priority over driving and parking when allocating space in the public right-of-way.

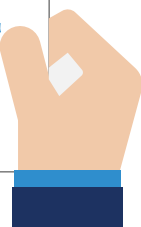


Park City Forward Transportation Surveys and Community Workshops:

We heard directly from the community through online surveys, mobile workshops, and citywide open houses. People living, working, and visiting here shared their ideas about what the community can and should be.

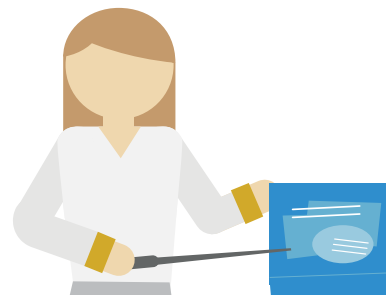
SURVEY

- ☒
- ☒
- ☐
- ☒
- ☐



Technical Advisory Committee and City Project Support Team:

Park City Forward is indebted to teams of Park City staff and from partner organizations who provided key resources and guidance. These committees shaped the project from the beginning and continued to review methods and results to ensure the plan builds from their work and helps them improve transportation.



City Council: Councilors and the Mayor listened to the needs and ideas collected in Park City Forward, and shared their own through direct conversations about transportation. The Council and staff also put forward ways to address and measure priorities in housing, energy, social equity, and transportation through retreats and workshops.



Park City Vision 2020: The release of the community's unified vision for the future in early 2021 provided an excellent opportunity to refresh Park City Forward's goals, objectives, and project list to fully integrate Vision 2020's call for action on transportation.



Best practices: We looked to peer cities and mountain towns with successfully evolving transportation systems and plans to learn about what has worked. We identified ways to communicate a transportation vision and goals that is clear, attainable, and provides a strong foundation for delivering world-class transportation and quality of life.

HOW DO WE MEASURE SUCCESS?

The vision, goals, and objectives provide a framework for measuring the success of the Park City transportation system and its investments. See the Park City Forward *Monitoring and Reporting Plan* for additional detail on the metrics and process to track our progress and report back to the community.



4

OUR PLACES: NODAL PLANS

Park City is composed of distinct neighborhoods, districts, and places. These geographic nodes serve different functions and have unique transportation needs based on their location, land uses, topography, and form. Park City Forward **identifies six key nodes** where significant growth is planned, major projects are anticipated, crucial hot spots exist, or where challenges and their solutions are representative of the broader city.

Each of Park City's nodes has a transportation ecosystem that will require different investments. Of course, these nodes do not operate in isolation – investments in one node can benefit others and connections between nodes are also crucial. The Modal Plans (Chapter 5) include projects focused on connectivity between nodes.

This chapter summarizes the transportation needs and solutions for each of the six nodes. It includes:

- **The people:** who typically travels to this node and what are their habits and needs?
- **Key challenges:** why do we need to invest in transportation in this node?
- **Mode split targets:** how do people travel to the node currently and how will they get here in the future?
- **Our plan:** what are the key transportation solutions that will help us reach our targets?

MODE SPLIT TARGETS

Each nodal plan includes a mode split target to guide investment in the coming decades. The mode split shown is for all trips with a destination within the node's boundaries.

The targets were developed based on data from the both the rMove survey and U.S. Census. They reflect an estimate of existing mode split, as well as Park City's ambitions for the future. For example, the targets for Old Town reinforce Vision 2020's call for more "Car-free Nodes" and pedestrian-only spaces.

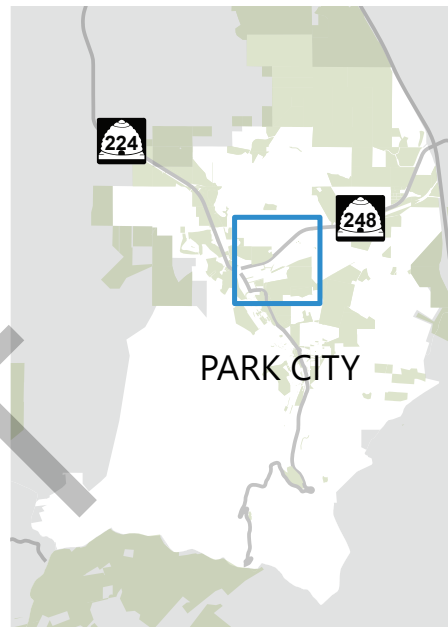
The targets are "living," requiring consistent review and update based on Park City's progress towards success.

BONANZA DISTRICT

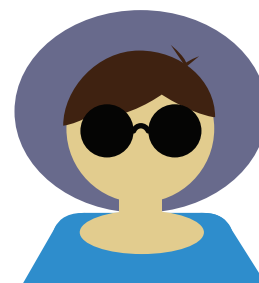
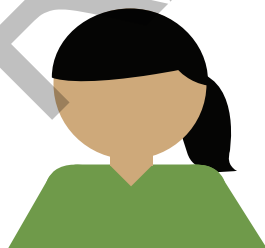
THE PLACE

The Bonanza District encompasses the geographic heart of Park City and sits at the crossroads of the SR-224 and SR-248 gateway corridors. The area plays a unique role, as it balances day-to-day retail, office, commercial, and municipal services with hotels and restaurants. The Homestake Road corridor and Prospector area also include some of Park City's densest affordable and multifamily housing.

The district serves as a cultural and event space anchor, with frequent events at the Kimball Arts Center. Several central parcels have been prioritized for redevelopment. Plans include critical housing, a new circulation network, and a transit node that will catalyze the General Plan's vision of a pedestrian-oriented, mixed-use center.



THE PEOPLE



Park City Resident

- Works, dines, visits, or plays here and values local business
- Passes through to connect to key nodes, like schools
- Lives in multifamily housing and uses multiple travel options

Year-Round Employee or Business Owner

- Travels to area every day to work or manage business
- Wants and expects off-street parking for customers

Culture and Event Visitor

- Visits to attend events at Kimball Art Center or dine at local restaurants
- Takes advantage of convenient transit connections to Old Town and resorts

KEY CHALLENGES



Walking and biking can be difficult due to adjacent auto-oriented arterials, large intersections on Kearns Boulevard and Park Avenue, and lack of sidewalks.



Old Town and resorts are too far to foster convenient, routine **walking connections**.



On-street bicycle facilities are very limited.



Fragmented street grid and parcels limits intuitive circulation and internal **transit access**.



Gateway corridors are often congested with vehicle traffic.



Long-standing municipal services may conflict with evolving mix of uses.

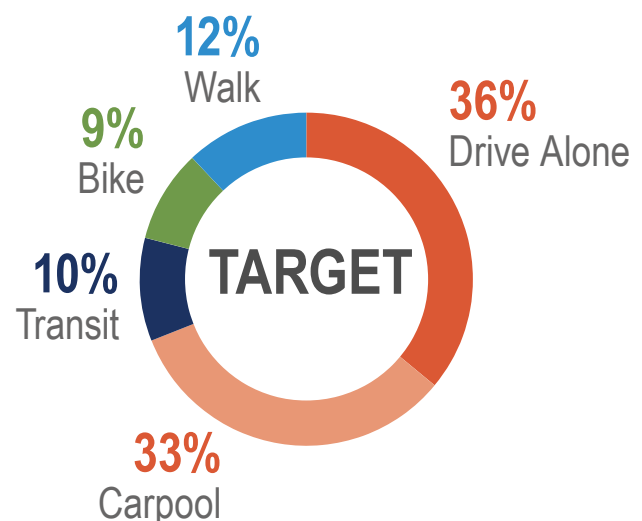
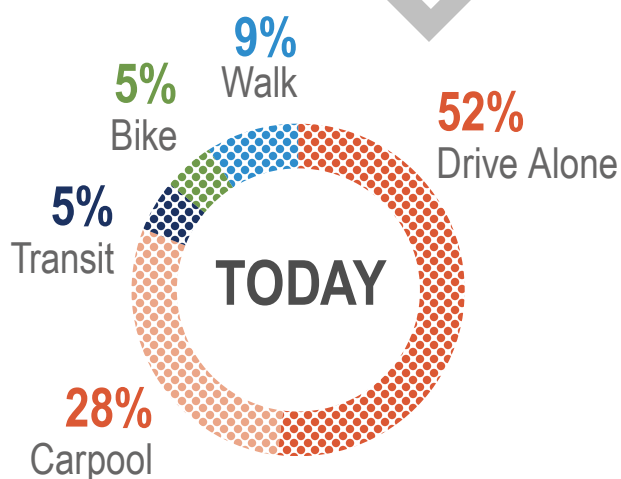


Surface parking is a dominant land use.

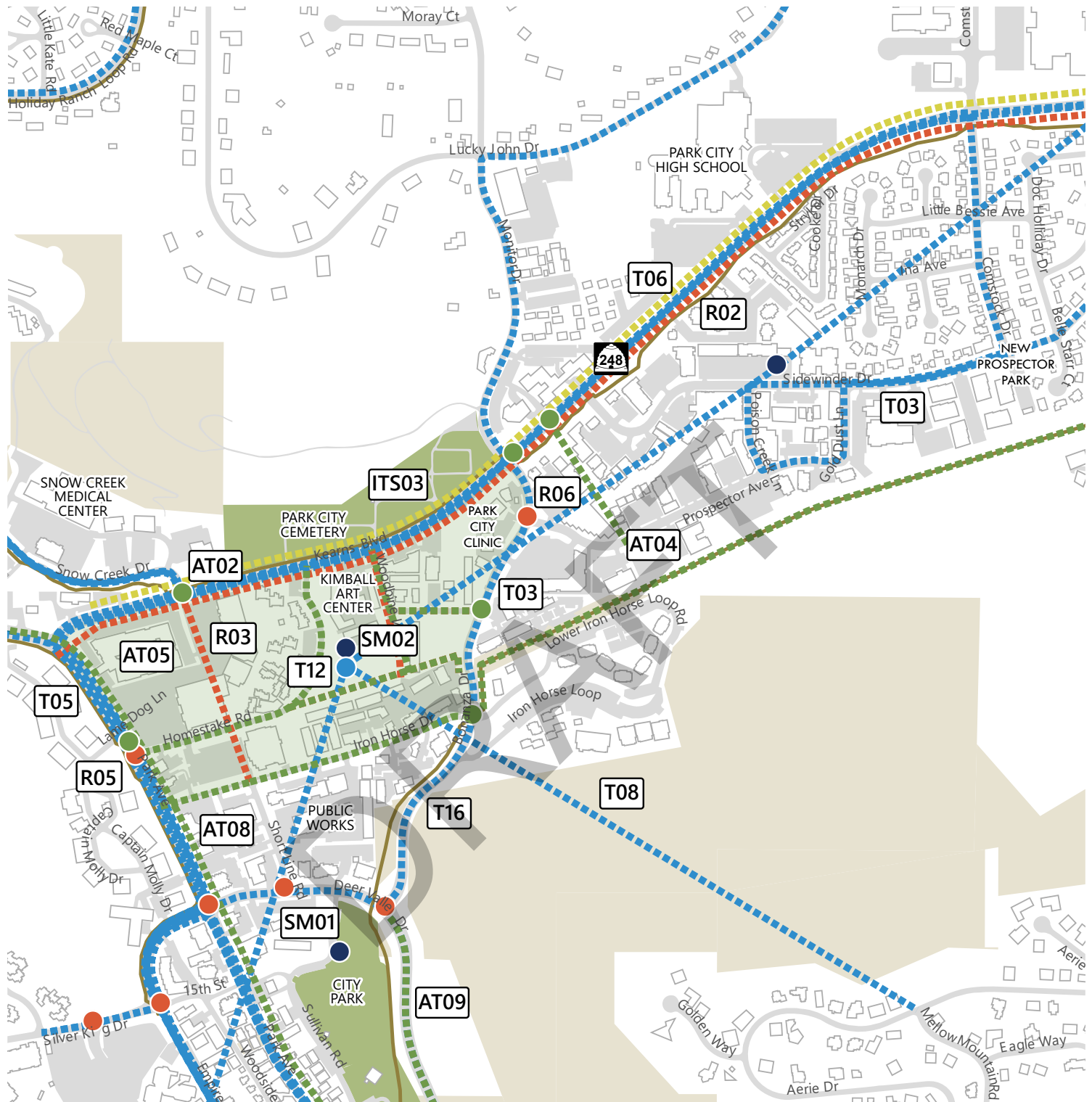
MODE SPLIT TARGETS

Planned redevelopment and major infrastructure projects will spur an influx of new trips into the Bonanza District. The area is expected to add 350 new residents and 1,000 new jobs by 2050.

Today most people drive to the area, while just under 20% of trips are by transit, bicycle, or walking. Park City Forward establishes a mode share target of over 30% for biking, walking, and transit by 2050, with 36% of trips made by driving alone.



Source: rMove



Bonanza District

Data Sources: Park City

Projects

- ---- Roadway
- ---- Transit
- ---- Multimodal
- ---- Active Transportation
- ---- Technology & Innovation
- Multi-Use Trail
- Park
- Open Space

Miles 0 0.075 0.15



OUR PLAN

Several of Park City Forward's most transformative projects will help to turn this node into a thriving, pedestrian-oriented district with excellent multimodal options. Priority investments include complete street connections, a transit center and mobility hub, dedicated transit lanes, safer intersections, and innovative approaches to shared parking management.

Projects, Policies, and Programs

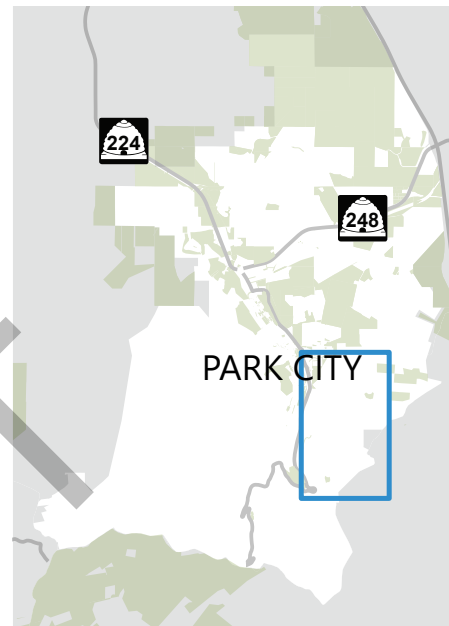
Project ID	Name	Priority	Cost
AT02	Pedestrian Crossings Improvements	5-Year	\$\$\$\$\$
AT04	Rail Trail Expansion	Big Concepts	\$\$\$\$
AT05	Bonanza District Complete Streets Improvement Zone	5-Year	\$\$\$
AT08	Park Avenue Complete Streets	5-Year	\$\$\$\$\$
AT09	SR-224/Deer Valley Drive Bicycle and Ped Improvements	5-Year	\$\$\$
AT13	Flex Bike Lanes	Vision	\$
AT15	Safe Routes to School and Youth Mobility	5-Year	\$
AT20	Bike Parking and Amenities	Current Process / Policy	\$
AT25	Tactical Urbanism	Current Process / Policy	\$
AT27	Rail Trail Study	Current Process / Policy	\$
ITS03	Park City's Smart Gateway	Vision	\$\$\$\$
P01	Park-and-Ride Facilities	5-Year	\$
P02	Shared Parking Facilities	Vision	\$
P03	Flexible Curb Zones and Platforms	5-Year	\$\$\$\$
P04	High Occupancy Vehicle (HOV) Parking	5-Year	\$
P05	Wayfinding, Real-time Information, and Data	5-Year	\$
P06	Enforcement	Current Process / Policy	\$
P08	Transportation Demand Management (TDM) Requirements	5-Year	\$
P09	Parking Pricing	5-Year	\$
P10	Residential Parking	Vision	\$
P12	Mobility and Transportation Demand Management (TDM) Programs	5-Year	\$
R02	SR-248 Corridor Mobility Improvement Project	Vision	\$\$\$\$\$
R03	Bonanza District Circulation	5-Year	\$\$\$\$
R05	Intersection Improvements (UDOT)	5-Year	\$\$\$\$\$
R06	Intersection Improvements (Local)	5-Year	\$\$\$\$\$
R11	Neighborhood Traffic Management Program (NTMP)	Current Process / Policy	\$
SM01	Summit Bike Share Program	5-Year	\$
SM02	Mobility Hubs	5-Year	\$\$\$
T01	Express Transit Service	5-Year	\$
T03	Fixed Route Service Improvements	5-Year	\$
T05	SR-224 High-Capacity Transit (BRT)	5-Year	\$\$\$\$\$
T06	SR-248 High-Capacity Transit	5-Year	\$\$\$\$
T08	Aerial Connections	Big Concepts	\$
T12	Bonanza District Multimodal Hub	5-Year	\$\$\$\$
T16	Flex Transit Lanes	Big Concepts	\$\$\$\$
T18	Marketing and Communications	Current Process / Policy	\$

DEER VALLEY RESORT AREA

THE PLACE

The Deer Valley node includes the ski resort and surrounding lodging, restaurants, homes, and recreational opportunities. Visitors come from across the region and world to visit this node, and the resort is one of Park City's largest employers. The roadway network is limited due to topography and streets can be narrow, have steep grades, and often lack sidewalks. Large surface lots provide parking options, but several bus lines also connect directly to local and regional destinations.

The area looks to the future with a focus on investments that can improve multimodal access for locals, visitors and guests, and employees. Proactive parking management and robust employee commute programs will be needed to further reduce vehicle trips and congestion. New technologies can support more guest and visitor mobility options.

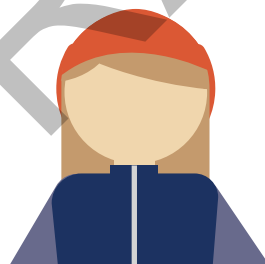


THE PEOPLE



Recreation Day-tripper

- Drives from Summit County, Wasatch County, or Wasatch Front
- Could use park-and-ride and transit, especially at peak periods
- Can utilize bike share system and trails in summer to move about without a car



Seasonal Employee

- Works and plays here during the ski and summer seasons
- Regional commutes pose travel challenges, but park-and-ride options and alternatives to driving are growing



Long-stay Visitor/Second Homeowner

- Has a home and vehicle nearby and can walk, bike, or take transit
- Distance from daily services often necessitates vehicle trips into Park City's core
- Complimentary and private shuttle options support shared vehicle trips into Park City

KEY CHALLENGES



Transit provides direct service to the resort and surrounding area, but buses are often stuck in traffic.



There are limited opportunities for **storing ski gear** on buses and at transit hubs.



Balancing the needs of **all modes** on Deer Valley Drive.



Low-density development, steep topography, and a lack of sidewalks make **walking less comfortable** than in Park City's core.



Free parking lots incentivize driving and reduce available land for a greater mix of uses.

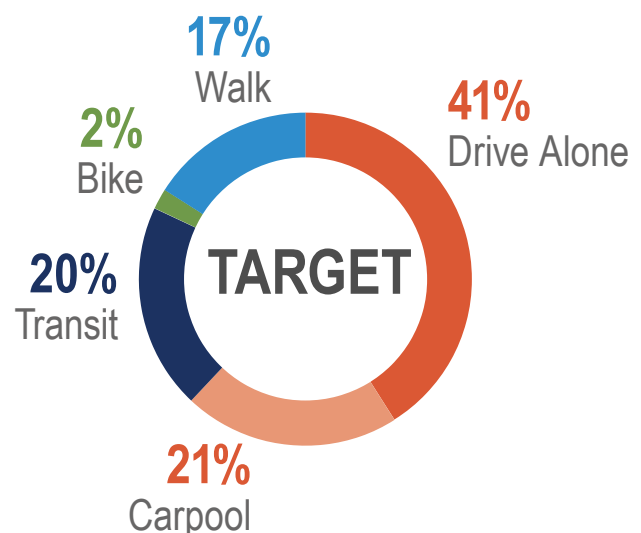
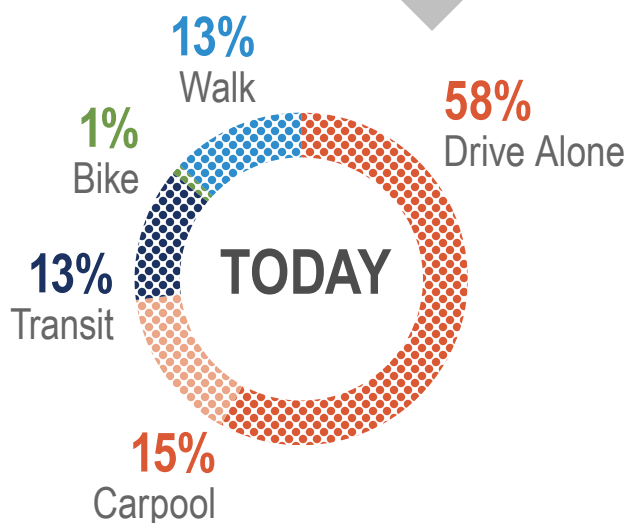


Resort guests may be less familiar with, or comfortable using, **non-driving options**.

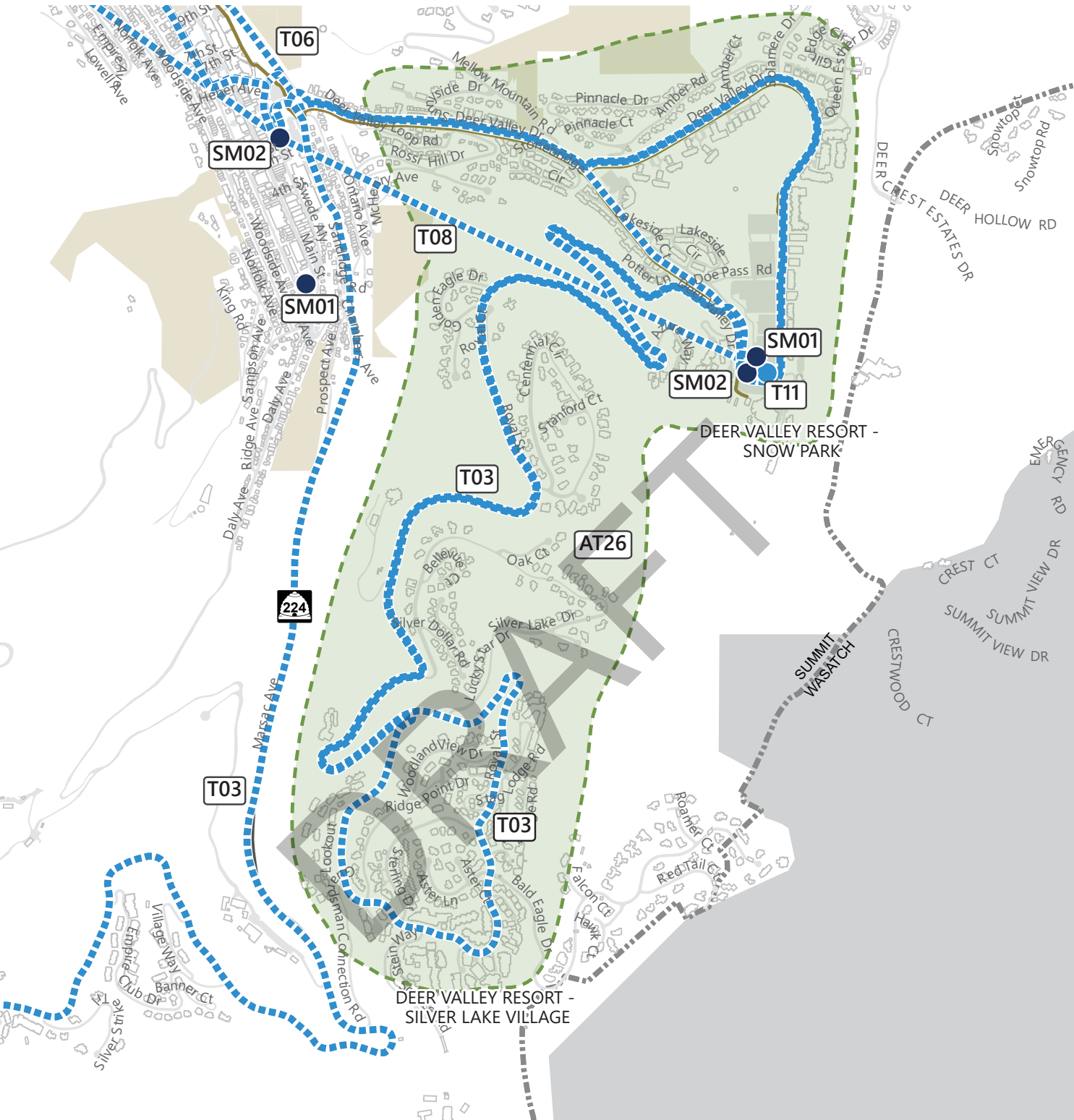
MODE SPLIT TARGETS

Direct bus service means that a substantial share of guests and employees take transit to and from Deer Valley, and walking is also a popular choice within the node. However, most people arrive by automobile; nearly 60% of trips are drive-alone.

With multimodal improvements, robust parking management, and expanded travel demand management programs, Park City Forward sets the goal of reducing drive alone trips to 41%, and increasing transit, walk and bike trips.



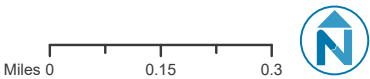
Source: rMove, US Census Transportation Planning Products



Deer Valley Resort Area

Data Sources: Park City

- Projects**
- Transit
 - Multimodal
 - Active Transportation
 - Multi-Use Trail
 - Park
 - Open Space
 - City Limits



OUR PLAN

Park City Forward projects will make it even easier to get to Deer Valley by transit, biking, and walking. Priority investments include roadway and intersection improvements along Deer Valley Drive that allow transit to travel faster, and pedestrians and bicyclists to move safely. A multimodal hub will help support growth and new uses. Less surface parking, parking management, and additional incentives for non-drive alone employees will reduce vehicle trips.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
AT20	Bike Parking and Amenities	Current Process / Policy	\$\$
AT25	Tactical Urbanism	Current Process / Policy	\$
AT26	Upper Deer Valley Resort Complete Streets	5-Year	\$\$\$\$
P02	Shared Parking Facilities	Vision	\$
P03	Flexible Curb Zones and Platforms	5-Year	\$\$\$\$
P04	High Occupancy Vehicle (HOV) Parking	5-Year	\$
P05	Wayfinding, Real-time Information, and Data	5-Year	\$\$
P06	Enforcement	Current Process / Policy	\$\$
P08	Transportation Demand Management (TDM) Requirements	5-Year	\$
P09	Parking Pricing	5-Year	\$
P11	Marketing & Communications	5-Year	\$
P12	Mobility and Transportation Demand Management (TDM) Programs	5-Year	\$\$
SM01	Summit Bike Share Program	5-Year	\$\$
SM02	Mobility Hubs	5-Year	\$\$\$
T01	Express Transit Service	5-Year	\$\$
T02	Flexible Transit Zones	5-Year	\$\$
T03	Fixed Route Service Improvements	5-Year	\$\$
T06	SR-248 High-Capacity Transit	5-Year	\$\$\$\$
T08	Aerial Connections	Big Concepts	\$
T11	Deer Valley Resort Multimodal Hub	5-Year	\$
T18	Marketing and Communications	Current Process / Policy	\$

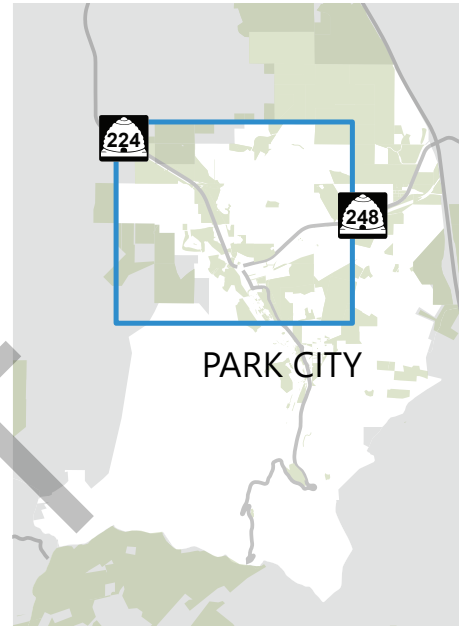
Full project descriptions can be found in Chapter 6

NEIGHBORHOODS

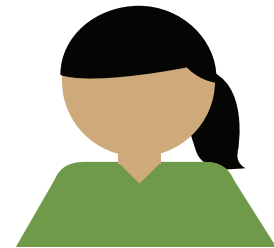
THE PLACE

Park City's lower-density neighborhoods include Park Meadows, Thaynes Canyon, and Park City Heights. They serve long-standing residential communities, along with Park City's public schools, Recreation Center and golf courses, and many trailheads. The Neighborhoods have proximate access to the SR-224 and SR-248 gateway corridors and their internal streets serve slower vehicle traffic on narrower rights-of-way.

While the Neighborhoods are close to local businesses and other destinations in the Arts & Culture, Prospector, and Old Town nodes, they feel cut off by larger arterials and long crossing distances. Lower densities, a more fragmented street network, and fewer sidewalks make the Neighborhoods less amenable to trips by transit, biking, and walking.



THE PEOPLE



Park City Resident

- Enjoys access to trails, golf courses, and other outdoor activities
- Can meet most daily needs nearby, but many trips are more convenient by car
- Have proximate access to gateway corridors, but must navigate peak periods of congestion

Long-stay Visitor/Second homeowner

- Lives here only part of the year and may be less familiar with Park City's transit system
- Takes advantage of recreational facilities and trailheads without always driving

Business Owner/Year-round Employee

- May also live in these neighborhoods, allowing for shorter trips to work
- Getting to transit service on the gateway corridors can take longer than just driving

KEY CHALLENGES



A fragmented street grid results in fewer direct routes for people walking and biking.



Streets **lack sidewalks and bicycle facilities**.



Entrances to Park City High School, Treasure Mountain Junior High School, and McPolin



Elementary are off of **Kearns Blvd./SR-248**, which poses a barrier to walking and biking for students.

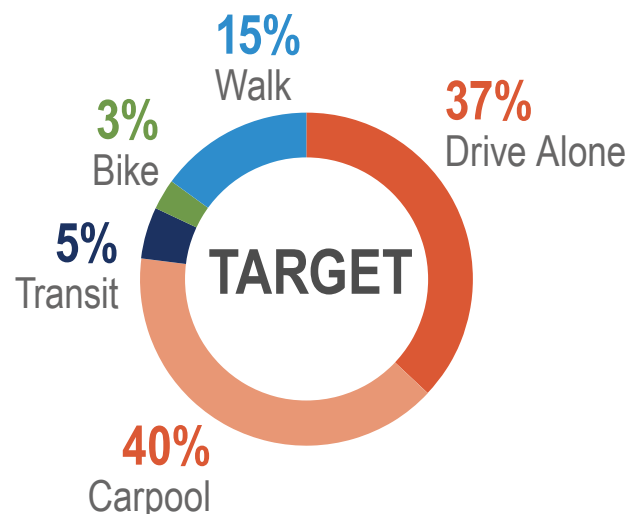
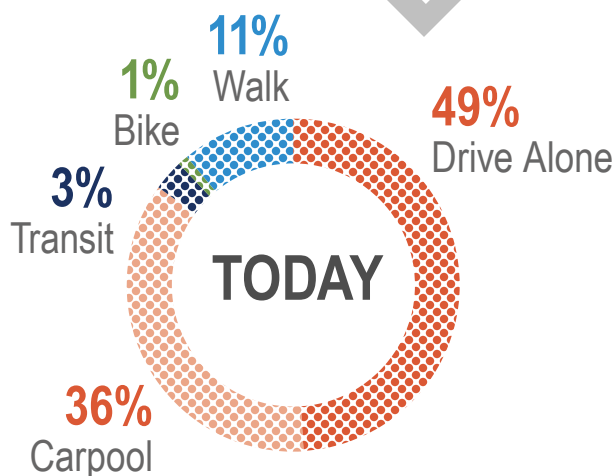


The area is difficult to serve cost-effectively with **fixed-route bus service** – only one bus route serves the Park Meadows and Thaynes Canyon neighborhoods, with service every 30 minutes.

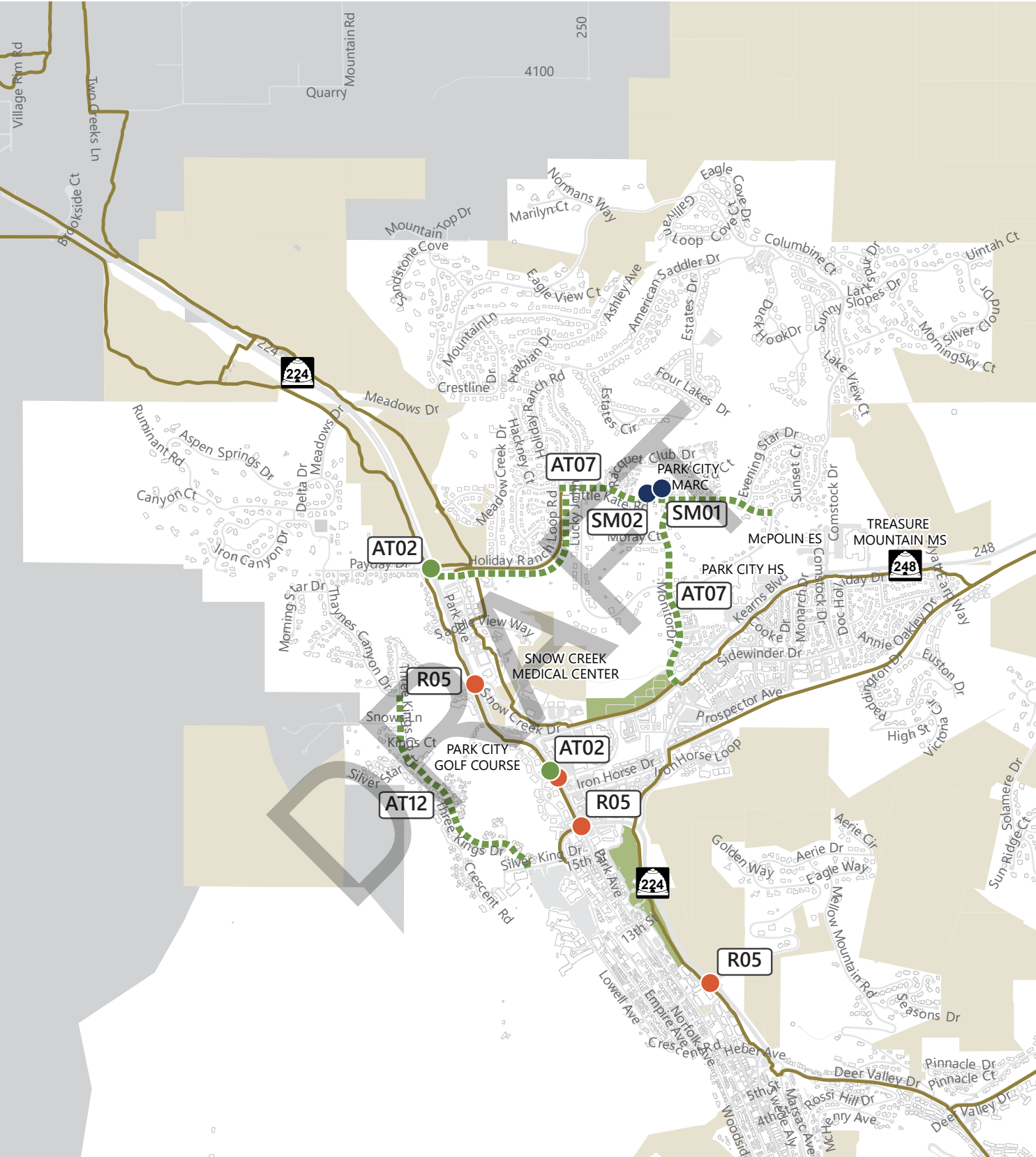
MODE SPLIT TARGETS

Today, about 85% of trips to and within the neighborhoods are taken by car, but many people carpool and only half of all trips are drive-alone. Walking is also a popular choice, at 11% of trips.

Park City Forward's goal is to reduce drive-alone trips even further by increasing transit, bike, walk, and carpool trips to roughly two-thirds of all trips.



Source: rMove, US Census Transportation Planning Products



The Neighborhoods

Data Sources: Park City

Projects

- Active Transportation
- Roadway
- Multimodal

- Multi-Use Trail
- Park
- Open Space
- City Limits

Miles 0 0.2 0.4



OUR PLAN

Park City's Neighborhoods can continue to maximize the use of transit, biking, walking, and shared rides with strategic investments. Park City Forward prioritizes safer neighborhood walking and biking facilities and arterial crossings, as well as street design standards that ensure future developments maximize active transportation. Flexible, on-demand shuttle services present new opportunities to serve residents by transit. Technologies and programs that incentivize multimodal school trips will greatly reduce vehicle traffic.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
AT02	Pedestrian Crossings Improvements	5-Year	\$\$\$\$\$
AT07	Park Meadows Bikeways	Vision	\$\$\$\$
AT12	Three Kings Drive Complete Street	5-Year	\$\$\$\$
AT13	Flex Bike Lanes	Vision	\$
AT15	Safe Routes to School and Youth Mobility	5-Year	\$
AT22	Neighborhood Byways Enhancements	Vision	\$\$\$
AT25	Tactical Urbanism	Current Process / Policy	\$
P06	Enforcement	Current Process / Policy	\$
P10	Residential Parking	Vision	\$
R05	Intersection Improvements (UDOT)	5-Year	\$\$\$\$\$
R11	Neighborhood Traffic Management Program (NTMP)	Current Process / Policy	\$
SM01	Summit Bike Share Program	5-Year	\$
SM02	Mobility Hubs	5-Year	\$\$\$
T02	Flexible Transit Zones	5-Year	\$

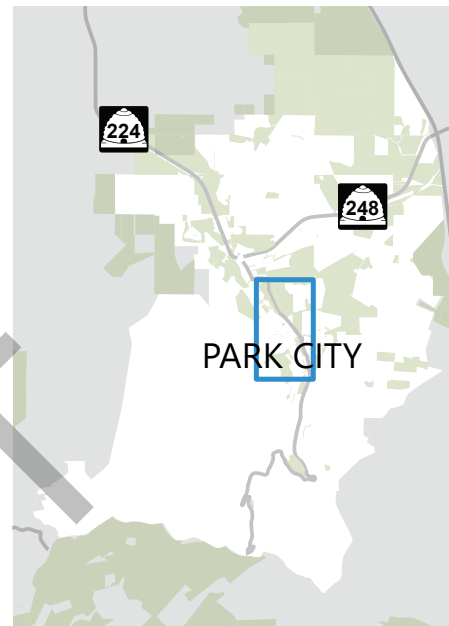
Full project descriptions can be found in Chapter 6

OLD TOWN

THE PLACE

Old Town is the historic heart of Park City. With its dining, shopping, lodging, and entertainment options, Old Town is a renowned hub of activity that attracts visitors and residents alike. It is also a major employment center, home to about a quarter of Park City's diverse jobs. The area is well-served by transit with bus lines connecting the Old Town Transit Center to many local and regional destinations.

Old Town will not grow as much as other parts of Park City, in part due to the existing density and many historic buildings. However, Old Town will continue to navigate daily and seasonal influxes of people and vehicles on a very constrained road network. Balancing access for multiple trip types and modes, especially through parking management, remains an ongoing priority.

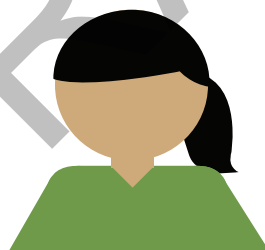


THE PEOPLE



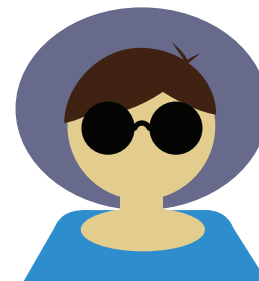
Park City Resident

- Works, dines, visits, or plays here, and places a premium on local businesses
- Takes advantage of strong transit connections and walks or bikes when possible
- Understands the economic value of Old Town and wants to preserve its unique history
- Has concerns about spillover parking and congestion



Business owner/Year-round Employee

- Travels to area every day to work or manage business
- Wants to ensure that their business and customers have convenient parking options
- Needs robust travels options to get to and from work, often at non-peak times



Culture and Event Visitor

- Visits for events, dining, and entertainment
- Enjoys walkability and convenient connections to ski resorts
- Will often drive, but also utilizes transit, shuttles, biking, or ride share services

KEY CHALLENGES



Topography and historic character limit roadway capacity and street grid connectivity.



As a year-round activity hub with major annual events, streets must balance multiple modes and people movement in a **narrow right-of-way**. This is exacerbated by snow.



This is exacerbated by snow.



Employees come from across the region, making it difficult to shift to non-driving modes.



Parking supply is limited and in high demand, and must be managed to balance the needs of residents, employees, and customers.



Front-door **loading access and parking** at the curb is at a premium.

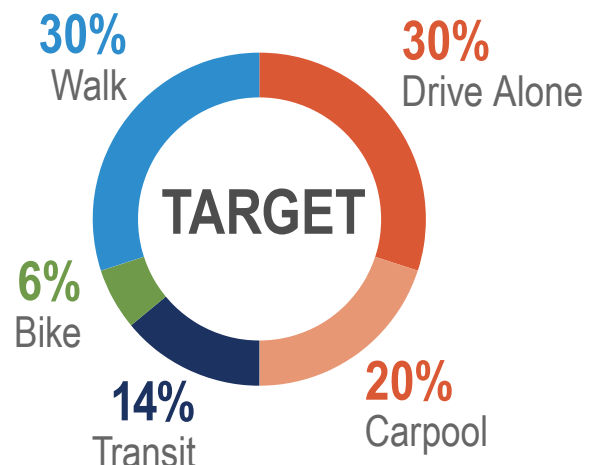
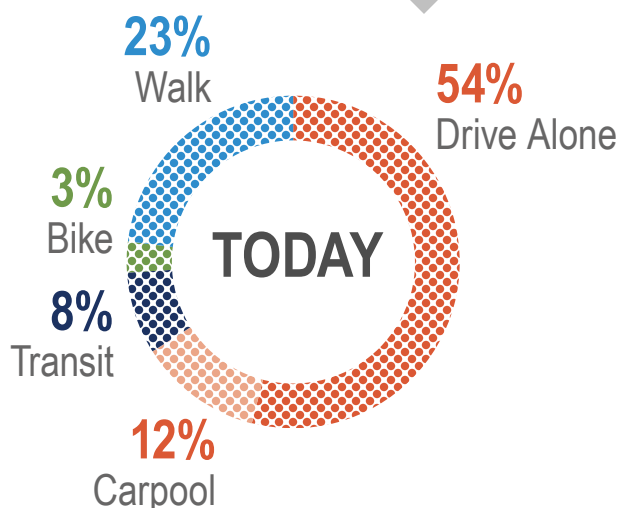


GPS-based apps add to **congestion and circulation problems** at peak times.

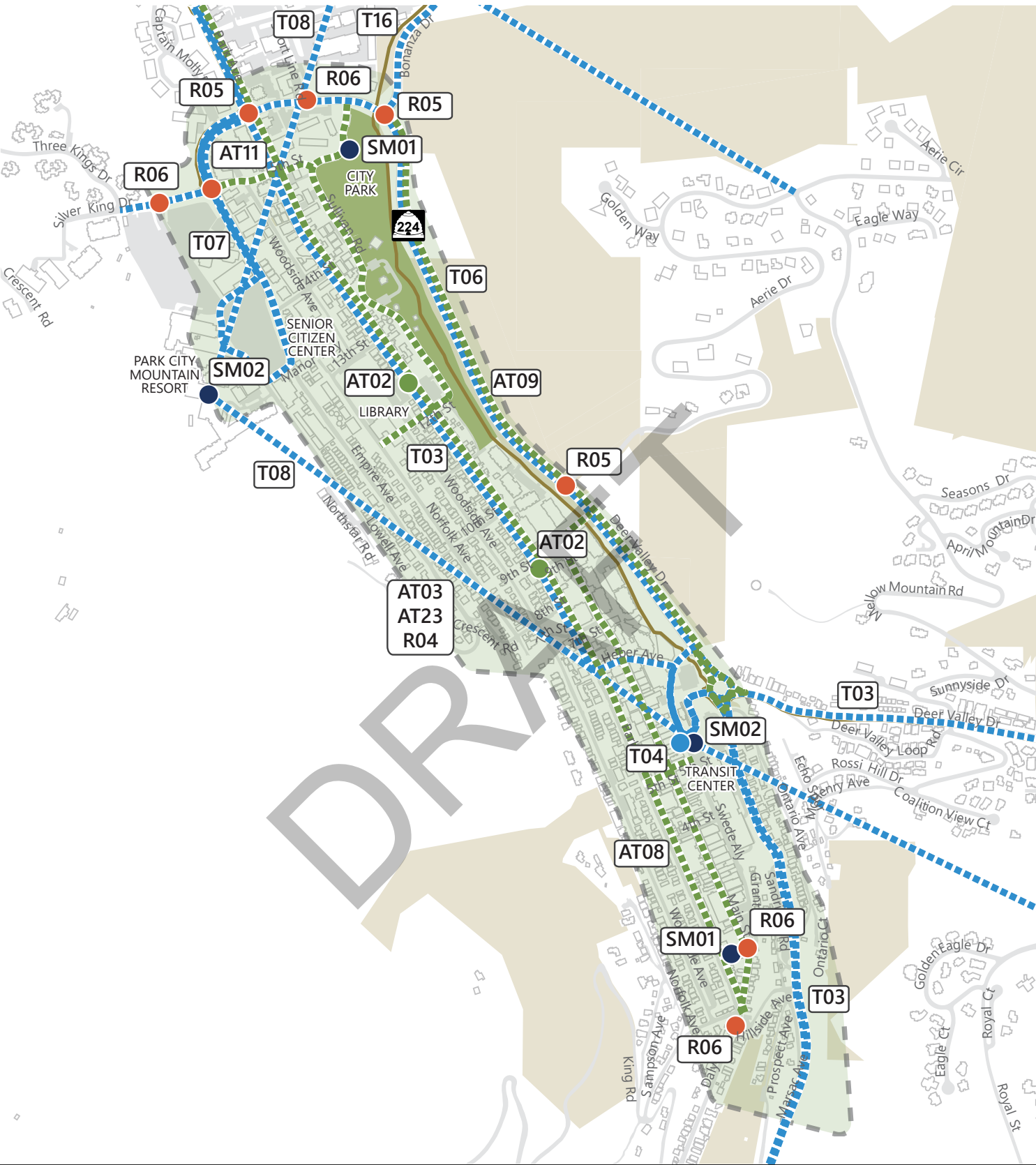
MODE SPLIT TARGETS

Old Town is a hub of activity for all modes, but its pedestrian-oriented streets are one of its primary attractions. Old Town has the highest share of walking and biking trips in the city at more than one quarter of all trips.

However, more than half of existing trips are drive alone. Park City Forward establishes a target of 50% for biking, walking, and transit by 2050, with half of trips made by car and a greater share of them by carpool.



Source: rMove, US Census Transportation Planning Products



Old Town

Data Sources: Park City

Projects

- Transit
- Roadway
- Multimodal

- Active Transportation
- Technology & Innovation

- Multi-Use Trail
- Park
- Open Space

Miles 0 0.1 0.2



OUR PLAN

Park City Forward focuses on a preservation and expansion of Old Town’s walkability, bike connections, and transit access, while continuing to provide reasonable access for vehicles and those who need to park. Priority investments will focus on safety improvements, complete streets, and projects that move people and not just cars. Parking management must ensure that limited supply is effectively regulated through pricing, permits, and non-driving incentives.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
AT02	Pedestrian Crossings Improvements	5-Year	\$\$\$\$\$
AT03	Old Town Complete Street Improvement Zone	5-Year	\$\$\$\$
AT08	Park Avenue Complete Streets	5-Year	\$\$\$\$\$
AT09	SR-224/Deer Valley Drive Bicycle and Ped Improvements	5-Year	\$\$\$
AT11	15th Street Improvements	Vision	\$
AT13	Flex Bike Lanes	Vision	\$
AT20	Bike Parking and Amenities	Current Process / Policy	\$
AT22	Neighborhood Byways Enhancements	Vision	\$\$\$
AT23	Old Town Stairs Improvements	Vision	\$\$\$
AT25	Tactical Urbanism	Current Process / Policy	\$
P02	Shared Parking Facilities	Vision	\$
P03	Flexible Curb Zones and Platforms	5-Year	\$\$\$\$
P04	High Occupancy Vehicle (HOV) Parking	5-Year	\$
P05	Wayfinding, Real-time Information, and Data	5-Year	\$
P06	Enforcement	Current Process / Policy	\$
P08	Transportation Demand Management (TDM) Requirements	5-Year	\$
P09	Parking Pricing	5-Year	\$
P10	Residential Parking	Vision	\$
P11	Marketing & Communications	5-Year	\$
P12	Mobility and Transportation Demand Management (TDM) Programs	5-Year	\$
R04	Old Town One-Way Streets	Big Concepts	\$
R05	Intersection Improvements (UDOT)	5-Year	\$\$\$\$\$
R06	Intersection Improvements (Local)	5-Year	\$\$\$\$\$
R11	Neighborhood Traffic Management Program (NTMP)	Current Process / Policy	\$
SM01	Summit Bike Share Program	5-Year	\$
SM02	Mobility Hubs	5-Year	\$\$\$
T01	Express Transit Service	5-Year	\$
T03	Fixed Route Service Improvements	5-Year	\$
T04	PC-SLC Connect	Big Concepts	\$
T05	SR-224 High-Capacity Transit (BRT)	5-Year	\$\$\$\$\$
T07	SR-224/Park Ave./Empire Ave. Transit Priority	5-Year	\$
T08	Aerial Connections	Big Concepts	\$
T16	Flex Transit Lanes	Big Concepts	\$\$\$
T18	Marketing and Communications	Current Process / Policy	\$

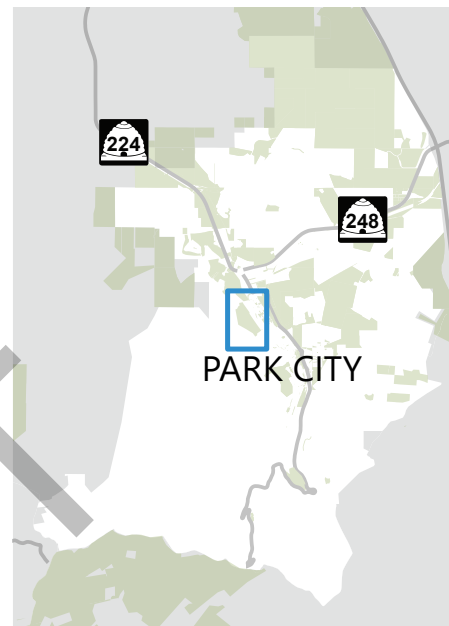
Full project descriptions can be found in Chapter 6

PARK CITY MOUNTAIN RESORT

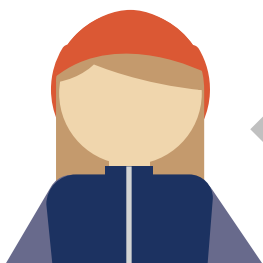
THE PLACE

Park City Mountain Resort (PCMR) is one of Park City's many unique assets. As a world-class skiing destination adjacent to a thriving downtown, it offers employment and recreation opportunities that can be reached by many modes. PCMR is one of Park City's largest employers, with over 1,500 employees as of 2019.

A focus on improving access to the resort will allow PCMR to grow and evolve as a mixed-use and multimodal hub. Infrastructure improvements can speed up transit connections and further investment in parking management and employee commute programs will reduce vehicle trips and congestion.



THE PEOPLE



Seasonal Employee

- Works and plays here during the ski and summer seasons
- Often uses car-free options to get to work, but regional commutes pose travel challenges



Recreation Day-tripper

- Drives from Summit County, Wasatch County, or Wasatch Front
- Incentivized to use park-and-ride and transit, especially at peak periods
- Patronizes local shops, restaurants, and bars in Old Town after a day on the slopes



Long-stay Visitor/Second Homeowner

- May live in close enough proximity to walk, bike, or take transit
- Less familiar with, or comfortable using, Park City's non-driving options

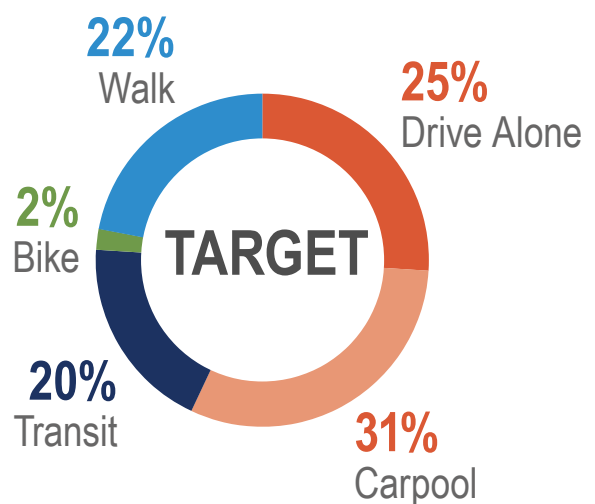
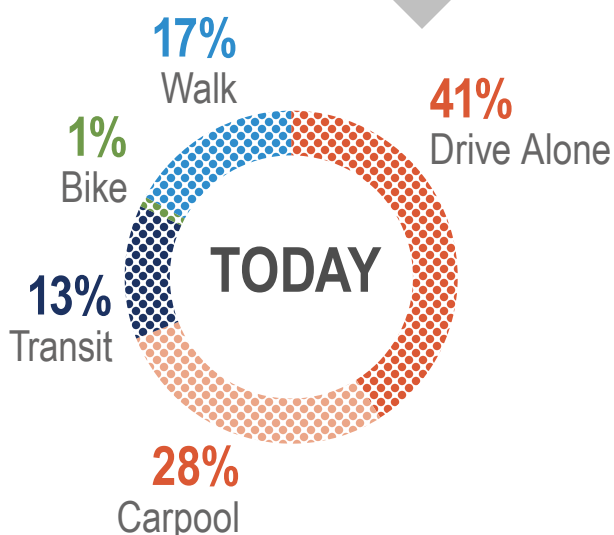
KEY CHALLENGES

-  Managing peak travel demands on a **constrained road network**.
-  Transit provides direct service to the resort, but buses are often **stuck in traffic**.
-  Balancing the **needs of all modes** and users, especially on streets serving the resort and surrounding residential neighborhoods.
- 
-  **Free surface parking lots** incentivize driving and create a challenging environment for walking and biking.
-  **Employees live across the region**, often without access to direct transit services.
-  **Major mixed-use development** in the future will bring more people, but can support reduced reliance on vehicle access.

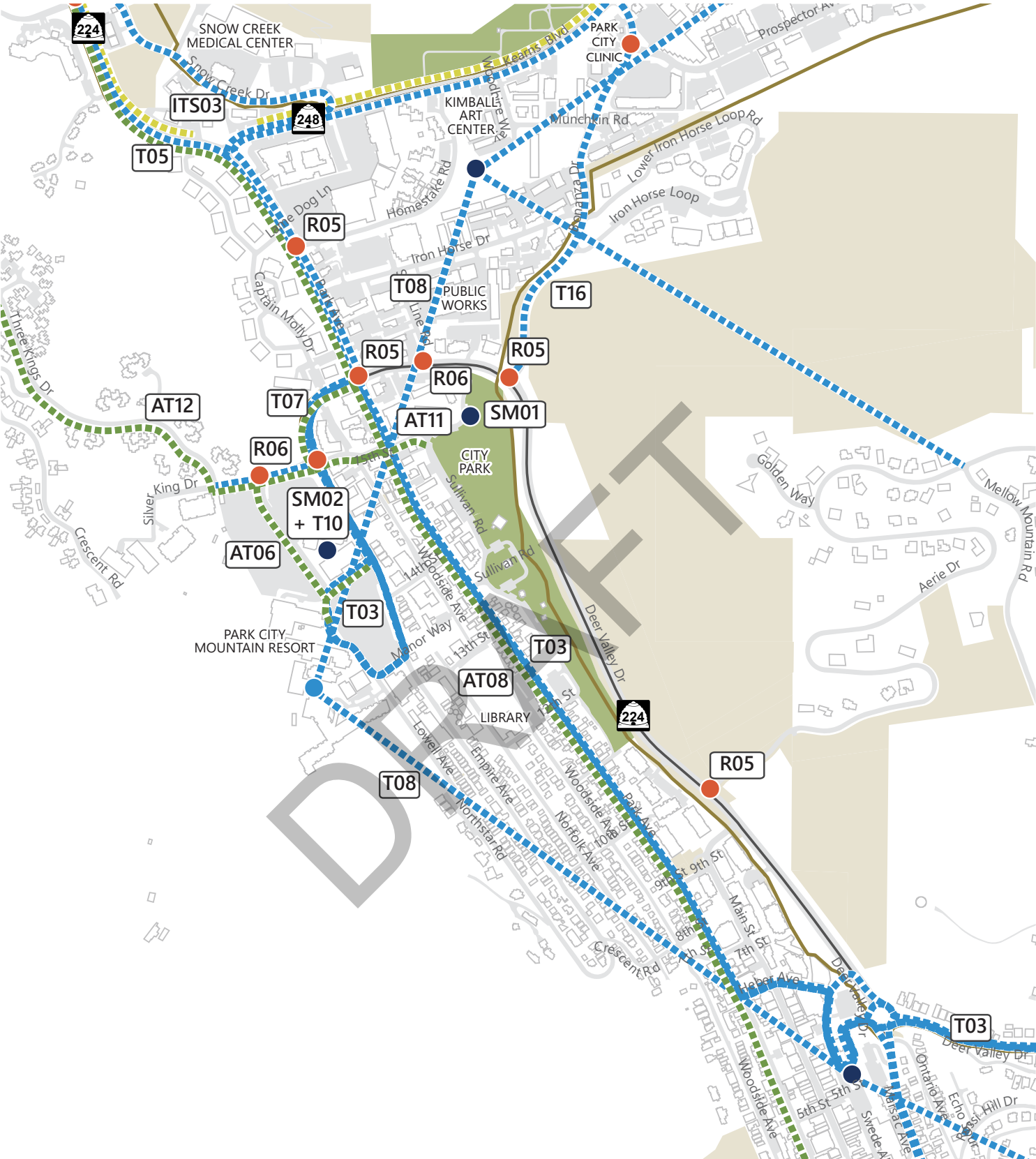
MODE SPLIT TARGETS

PCMR's central location means many people take transit, walk, and share rides to reach it. Today, the drive-alone rate is lower than any other node at 41%. Shared rides to the resort are more than one-quarter of all trips.

Park City Forward seeks to maximize PCMR's location and mobility options, establishing a target of 44% for biking, walking, and transit by 2050, with a goal of reducing drive-alone trips to 25%.



Source: rMove, US Census Transportation Planning Products



Park City Mountain Resort

Data Sources: Park City

Projects

- Transit
- Roadway
- Multimodal

- Active Transportation
- Technology & Innovation

- Multi-Use Trail
- Park
- Open Space

Miles 0 .05 .10



OUR PLAN

Park City Forward projects will make it even easier to get to PCMR by transit, biking, and walking. Priority investments include roadway and intersection improvements that allow transit to bypass congestion and make it safer to walk and bike, a multimodal hub that complements a new mix of land uses, less surface parking, proactive parking management, and additional incentives for non-drive alone employees.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
AT06	Park City Mountain Resort (PCMR) Multimodal Connections	5-Year	\$
AT08	Park Avenue Complete Streets	5-Year	\$\$\$\$\$
AT11	15th Street Improvements	Vision	\$
AT12	Three Kings Drive Complete Street	5-Year	\$\$\$\$
AT13	Flex Bike Lanes	Vision	\$
AT20	Bike Parking and Amenities	Current Process / Policy	\$
AT25	Tactical Urbanism	Current Process / Policy	\$
ITS03	Park City's Smart Gateway	Vision	\$\$\$\$
P02	Shared Parking Facilities	Vision	\$
P03	Flexible Curb Zones and Platforms	5-Year	\$\$\$\$
P04	High Occupancy Vehicle (HOV) Parking	5-Year	\$
P05	Wayfinding, Real-time Information, and Data	5-Year	\$
P06	Enforcement	Current Process / Policy	\$
P08	Transportation Demand Management (TDM) Requirements	5-Year	\$
P09	Parking Pricing	5-Year	\$
P10	Residential Parking	Vision	\$
P11	Marketing & Communications	5-Year	\$
P12	Mobility and Transportation Demand Management (TDM) Programs	5-Year	\$
R05	Intersection Improvements (UDOT)	5-Year	\$\$\$\$\$
R06	Intersection Improvements (Local)	5-Year	\$\$\$\$\$
SM01	Summit Bike Share Program	5-Year	\$
SM02	Mobility Hubs	5-Year	\$\$\$
T01	Express Transit Service	5-Year	\$
T02	Flexible Transit Zones	5-Year	\$
T03	Fixed Route Service Improvements	5-Year	\$
T05	SR-224 High-Capacity Transit (BRT)	5-Year	\$\$\$\$\$
T07	SR-224/Park Ave./Empire Ave. Transit Priority	5-Year	\$
T08	Aerial Connections	Big Concepts	\$
T10	Park City Mountain Resort (PCMR) Multimodal Hub	5-Year	\$
T16	Flex Transit Lanes	Big Concepts	\$\$\$\$
T18	Marketing and Communications	Current Process / Policy	\$

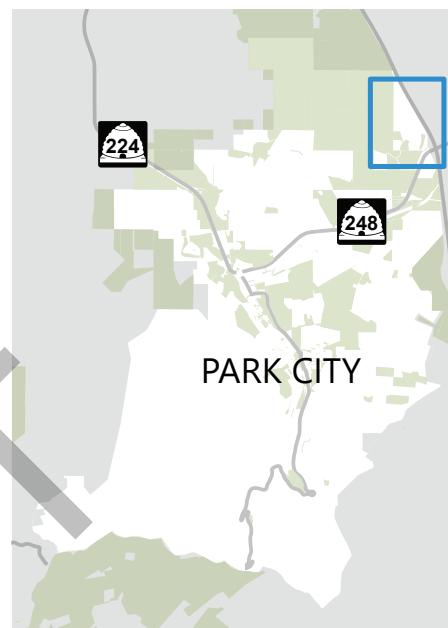
Full project descriptions can be found in Chapter 6

QUINN'S JUNCTION

THE PLACE

Quinn's Junction is a vital node for Park City and the greater region. It sits at the intersection of US-40/US-189 and the SR-248 gateway corridor. It is home to a diverse mix of uses – Park City Hospital and medical facilities, municipal services, and several regionally significant recreational centers. The area is largely auto-oriented, but is connected by one direct transit route.

Quinn's Junction will continue to evolve. Future development in the area calls for an injection of new uses, including the potential for a hotel, offices, and more housing. Major roadway and transit investments along the SR-248, as well as a park-and-ride within the area, will enhance multimodal access to this key node and help to reduce vehicle trips on the SR-248 gateway corridor.

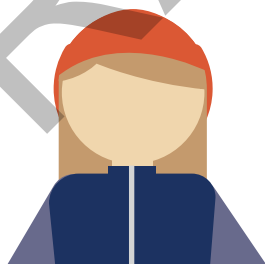


THE PEOPLE



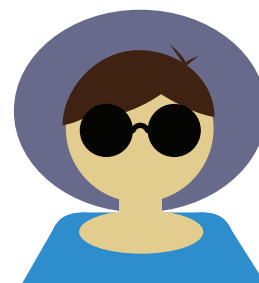
Park City Resident

- Drives or takes transit to medical facilities and services
- Takes advantage of recreational centers, facilities, and trails
- Uses SR-248 gateway connection to regional roadways and highways



Seasonal Employee

- Passes through area to connect to Park City
- Utilizes park-and-ride and transit to get to work during peak seasons and events



Culture and Event Visitor

- Travels via SR-248 gateway corridor
- Uses park-and-rides and transit services during major events
- Visits recreational and cultural centers for event activities

KEY CHALLENGES



SR-248 has consistent **congestion and delays** during peak hours, seasons, and events.



The area is dominated by **large, auto-oriented arterials** and freeways.



People walking and biking have few route options due to a limited **street grid** and internal connectivity.



Land is **environmentally sensitive**.



Most streets lack **sidewalks or bicycle facilities**.



Lower density makes it difficult to cost-effectively serve by transit.

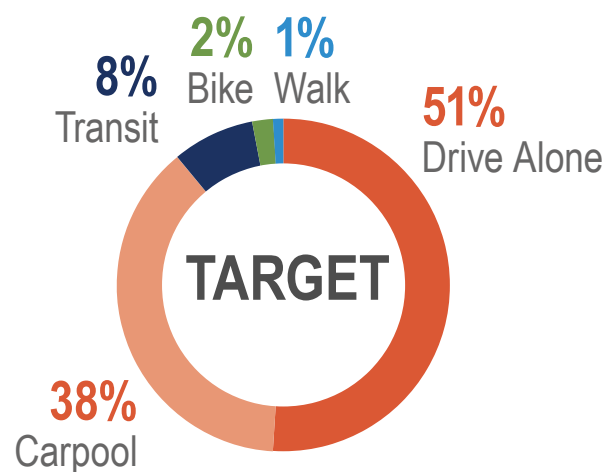
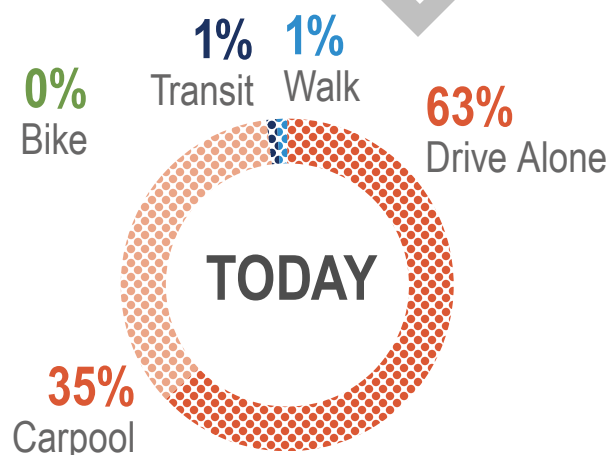


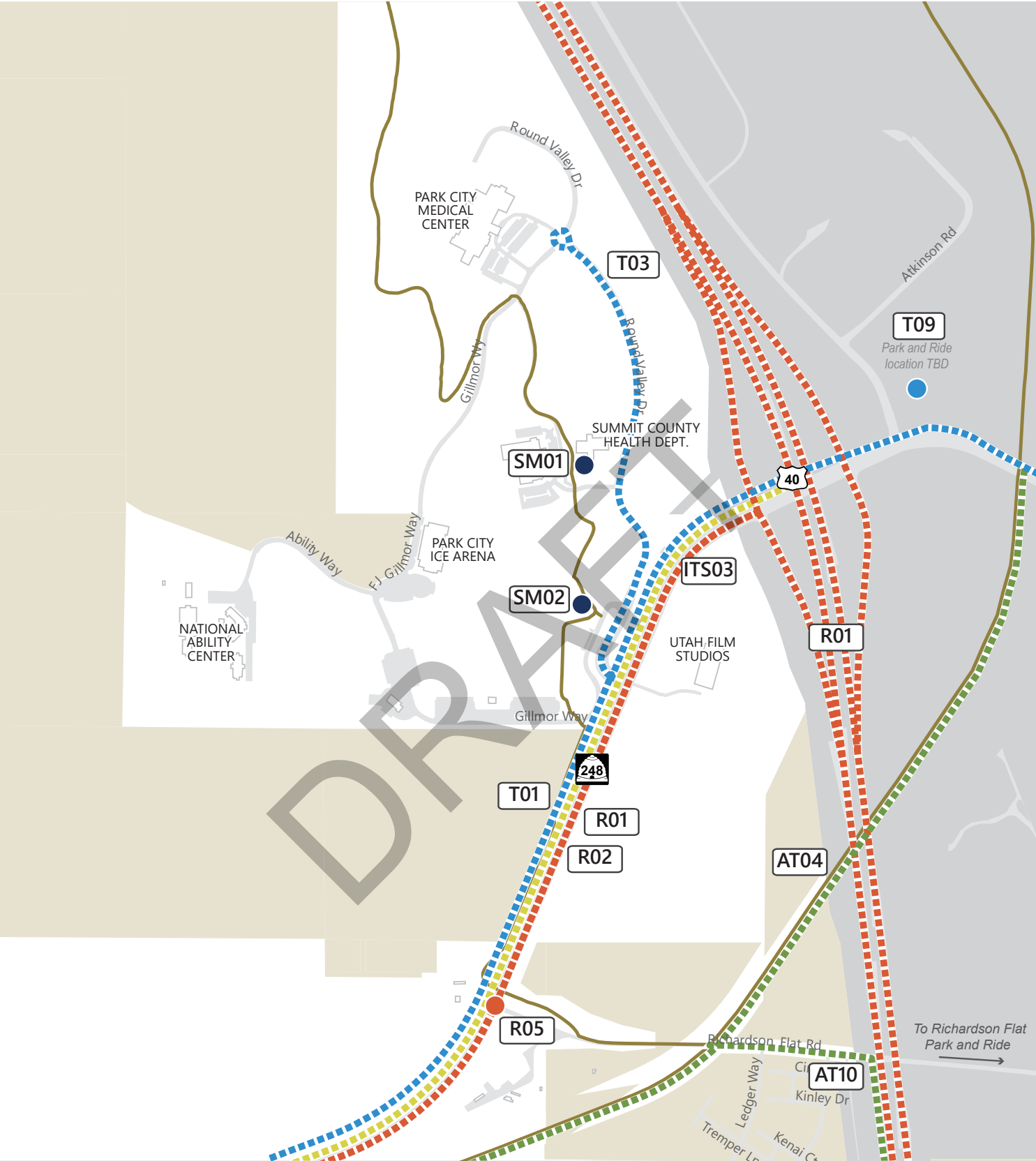
Richardson Flat Park and Ride is underutilized due to access issues.

MODE SPLIT TARGETS

Quinn's Junction will continue to grow and evolve in the coming decades, and is expected to add 350 new residents and 1,000 new jobs by 2050.

Today, almost all trips to, from, and within the node are by car. Park City Forward establishes a target of about 50% drive alone trips and over 10% of trips by biking, walking, and transit by 2050.





Quinn's Junction

Data Sources: Park City

- Projects**

 - Transit
 - Roadway
 - Multimodal
- Active Transportation
 - Technology & Innovation
- Multi-Use Trail
 - Park
 - Open Space
 - City Limits

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OUR PLAN

Quinn's Junction will continue to serve a crucial transportation role. New investments in transit-only lanes on SR-248 and a new park-and-ride within the node will strengthen the area's ability to get commuters and visitors on transit and reduce daily and event congestion on SR-248. Further investment in TDM incentives and multimodal streets will make it easier and safer to get around Quinn's Junction by walking, biking, and transit.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
AT04	Rail Trail Expansion	Big Concepts	\$\$\$\$
AT10	Wasatch Loop Pathway Connections	Vision	\$\$\$\$
AT20	Bike Parking and Amenities	Current Process / Policy	\$\$
AT25	Tactical Urbanism	Current Process / Policy	\$
AT27	Rail Trail Study	Current Process / Policy	\$
ITS03	Park City's Smart Gateway	Vision	\$\$\$\$
P01	Park-and-Ride Facilities	5-Year	\$
P02	Shared Parking Facilities	Vision	\$
P04	High Occupancy Vehicle (HOV) Parking	5-Year	\$
P05	Wayfinding, Real-time Information, and Data	5-Year	\$\$
P08	Transportation Demand Management (TDM) Requirements	5-Year	\$
P09	Parking Pricing	5-Year	\$
P12	Mobility and Transportation Demand Management (TDM) Programs	5-Year	\$\$
R01	Freeway Connections (UDOT)	Vision	\$
R02	SR-248 Corridor Mobility Improvement Project	Vision	\$\$\$\$\$
R05	Intersection Improvements (UDOT)	5-Year	\$\$\$\$\$
SM01	Summit Bike Share Program	5-Year	\$\$
SM02	Mobility Hubs	5-Year	\$\$\$
T01	Express Transit Service	5-Year	\$\$
T02	Flexible Transit Zones	5-Year	\$\$
T03	Fixed Route Service Improvements	5-Year	\$\$
T09	Park-and-Ride Facilities	5-Year	\$\$\$\$\$

Full project descriptions can be found in Chapter 6



5

OUR SYSTEM: MODAL PLANS

Park City Forward identifies a set of innovative multimodal infrastructure projects, policies, and programs that will help keep Park City moving and address challenges across each travel mode.

The Nodal Plans in Chapter 4 show how these investments will be applied to key geographies in Park City. Not every project, policy, or program, however, is specific to a defined location. Many support macro policy goals, apply city- and region-wide, or are important for city administration of the transportation system. **The Modal Plans are a key complement to the geographic Nodal Plans.**

This chapter summarizes challenges and solutions by mode: active transportation, transit, parking and transportation demand management, shared mobility, roadways and goods movement, and technology and innovation. It includes the following for each mode:

- **The people:** who uses this mode and what are their habits and needs?
- **Key challenges:** why do we need to invest in this mode?
- **Our plan:** what are the transportation solutions that will improve travel by this mode?

MODAL HIERARCHY

Park City's transportation system relies on all travel modes, from the personal vehicle and 40-passenger bus to the shared bike and sidewalk. All modes must work together to offer flexibility, safety, and convenience. Costs, benefits, and impacts by mode, however, are not equal.

Park City Forward developed a modal hierarchy that reflects its commitment to a people-centered approach to transportation – it prioritizes pedestrians, bikes, and transit above general-purpose vehicles and parking.

This modal hierarchy will help Park City balance tradeoffs in policy decisions, financial programming, and design decisions for individual projects with the overall Park City Forward vision and goals in mind.

ACTIVE TRANSPORTATION

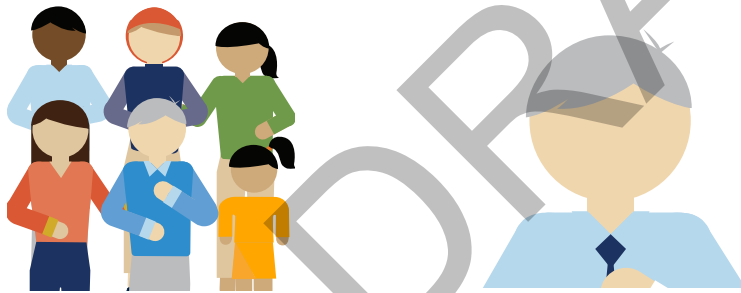
THE MODE

Active transportation includes walking, riding a bicycle, rolling in a wheelchair, and other human-powered forms of mobility. This mode is a natural extension of Park City's outdoor ethos and adventure offerings. Active transportation also helps Park City meet its goals by providing people with affordable, zero-emission transportation options.

The future active transportation system will extend low-stress sidewalks, paths, and bike lanes through the city and region, providing access for people of all ages and levels of comfort. Park City Forward includes new sidewalks, bike lanes and routes, and safer opportunities to cross busy streets. Park City Forward also offers programs and policies to encourage people to choose active transportation modes.



THE PEOPLE

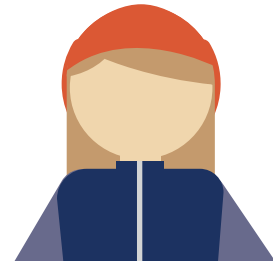


Park City Resident

- Bikes and walks for errands, exercise, and to work
- Appreciates opportunities to bike and walk with kids and would like more kid-friendly facilities
- Takes advantage of calmer residential streets and low-stress off-street paths, but will often avoid riding on auto-oriented streets

Long-stay visitor/second homeowner

- Accustomed to driving, but open to walking and biking for shorter trips if it is convenient
- Comes to Park City for unique experiences – walking to dinner or riding a shared e-bike
- Less likely to choose active modes when visiting for the winter ski season



Seasonal employee

- Lives in multifamily/shared housing and can often meet daily needs on foot and bicycle
- Safer connections to work would encourage more biking and walking

KEY CHALLENGES

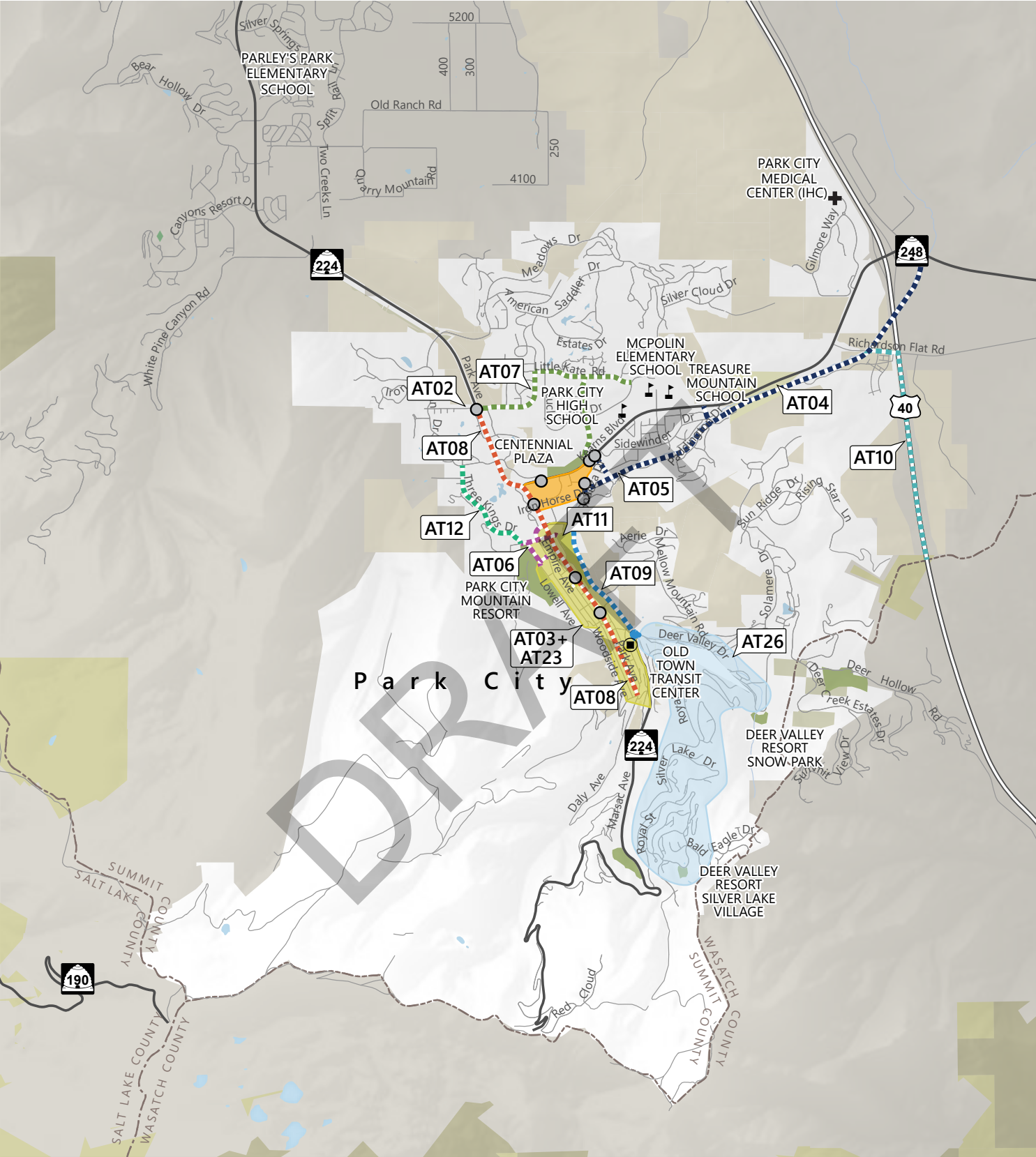
- The **trail network** is comfortable for all ages and abilities, but gaps and a lack of access points mean it is not always the best option for day-to-day transportation.
- Major roads that are **difficult to cross** create an “island” effect – biking and walking are comfortable within neighborhoods but not necessarily between them.
- **Weather** limits walking and biking trips in the busy winter months.
- **Narrow streets** and winter snow limit space for separated bicycle facilities. A common and challenging tradeoff is around preserving travel lanes and/or on-street parking.

OUR PLAN

Modal Principles

- **Put safety first.** Pedestrians and bicyclists are much more likely to be injured or killed in collisions than people in motor vehicles.
- **Take a Complete Streets approach.** Design streets to move people by all modes.
- **Design the bicycle network for all ages and abilities.** Physical separation from cars makes bicyclists feel comfortable and safe. Follow national guidance to implement bike facilities that are appropriate for the speed and traffic volumes of each roadway type.
- **Prioritize safe routes to schools and transit stops.** Focus sidewalk, crossing, and bikeway improvements on streets that connect to schools, transit stops, and major activity nodes.
- **Be comprehensive.** Complement infrastructure with policies and programs that incentivize more active trips.





Active Transportation Projects

Data Sources: City of Park City, Utah Automated Geographic Reference Center

- | | | | | |
|--------|-----------|-----------|---------------|---------------|
| ○ AT02 | ●●●● AT07 | ●●●● AT10 | ■ AT03 + AT23 | □ City Limits |
| ■ AT04 | ■ AT08 | ■ AT11 | ■ AT05 | □ County Line |
| ■ AT06 | ■ AT09 | ■ AT12 | ■ AT26 | |

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Projects, Policies, + Programs

Project ID	Name	Priority	Cost
AT01	Active Transportation Master Plan	Current Process / Policy	\$
AT02	Pedestrian Crossings Improvements	5-Year	\$\$\$\$\$
AT03	Old Town Complete Street Improvement Zone	5-Year	\$\$\$\$
AT04	Rail Trail Expansion	Big Concepts	\$\$\$\$
AT05	Bonanza District Complete Streets Improvement Zone	5-Year	\$\$\$
AT06	Park City Mountain Resort (PCMR) Multimodal Connections	5-Year	\$
AT07	Park Meadows Bikeways	Vision	\$\$\$\$
AT08	Park Avenue Complete Streets	5-Year	\$\$\$\$\$
AT09	SR-224/Deer Valley Drive Bicycle and Ped Improvements	5-Year	\$\$\$
AT10	Wasatch Loop Pathway Connections	Vision	\$\$\$\$
AT11	15th Street Improvements	Vision	\$\$
AT12	Three Kings Drive Complete Street	5-Year	\$\$\$\$
AT13	Flex Bike Lanes	Vision	\$\$
AT14	Vision Zero Policy	Vision	\$
AT15	Safe Routes to School and Youth Mobility	5-Year	\$
AT16	Development Standards	5-Year	\$
AT17	Unified Active Transportation Wayfinding Program	Vision	\$\$
AT18	Sidewalk Infill Program	Vision	\$\$\$\$
AT19	Accessibility Plan	Vision	\$\$
AT20	Bike Parking and Amenities	Current Process / Policy	\$\$
AT21	Maintenance Program	Current Process / Policy	\$\$\$
AT22	Neighborhood Byways Enhancements	Vision	\$\$\$
AT23	Old Town Stairs Improvements	Vision	\$\$\$
AT24	Updated User/Device Policies	5-Year	\$
AT25	Tactical Urbanism	Current Process / Policy	\$
AT26	Upper Deer Valley Resort Complete Streets	5-Year	\$\$\$\$
AT27	Rail Trail Study	Current Process / Policy	\$

Full project descriptions can be found in Chapter 6

PARKING + TDM

THE MODE

An efficient parking system is essential to the long-term success of Park City. Right-sized parking facilities provide access to key destinations and support a thriving local economy. Too little parking will negatively impact key users and trips, while generating frustration for all. Too much parking, however, takes up valuable land, generates vehicle congestion, and disincentivizes multimodal travel.

Transportation demand management (TDM) is a crucial component of an efficient transportation and parking system. Reducing single-occupancy vehicle trips through incentives to take transit, walk, bike, or carpool can reduce roadway congestion and free up scarce parking spaces. City and employer TDM efforts are essential to reducing driving trips and boosting job satisfaction.

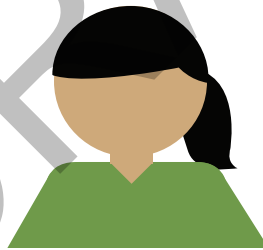


THE PEOPLE



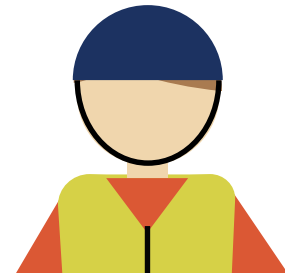
The Park City Resident

- Concerned about parking spillover into residential neighborhoods
- Eager to visit local destinations, but often frustrated by peak parking challenges
- Supportive of multimodal programs and incentives, but driving can often be faster



Business Owner/Year-round Employee

- Desires consistent parking access for employees, customers, and visitors
- Employees want more travel options, but utility of transit depends on where they live
- Major employers have invested in TDM to date and are exploring how to do more



The Recreation Day-tripper

- Driving and parking is often the default option, especially with families and ski gear
- Many are drawn to Park City for its transit, bike, and walking options
- Incentives need to be tailored to unique visitor needs and demographics

KEY CHALLENGES

- Park City **cannot build its way out of its parking challenges**, especially in Old Town and other land constrained areas.
- Parking is very **expensive to build**, maintain, and operate.
- Parking **demand can vary substantially** by geography, time, and season, making it harder to efficiently use parking facilities and calibrate management approaches.
- **TDM programs can be expensive** to initiate and operate.
- Multimodal incentives are designed and distributed at large scale but **must be attractive for each individual**.

OUR PLAN

Modal Principles

- **Right-size parking build and the zoning code.** Ensure available, but not excessive parking is built with new development.
- **Complement and leverage the transit system.** Investments in shared parking and park-and-ride facilities can maximize the utility of new parking and transit infrastructure.
- **Be proactive.** Strategic parking pricing, time limits, and enforcement, especially during peak periods and events, are necessary tools to manage scarce parking resources.
- **Continue to invest in TDM.** Calibrate incentives for the unique needs of residents, employees, and visitors. Require and incentivize major trip generators to do more.
- **Make parking and TDM user-friendly.** Prioritize new technologies that make it easy to find, use, and pay for parking and other modes.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
P01	Park-and-Ride Facilities	5-Year	\$
P02	Shared Parking Facilities	Vision	\$
P03	Flexible Curb Zones and Platforms	5-Year	\$\$\$\$
P04	High Occupancy Vehicle (HOV) Parking	5-Year	\$
P05	Wayfinding, Real-time Information, and Data	5-Year	\$\$
P06	Enforcement	Current Process / Policy	\$\$
P07	Parking Requirements	Current Process / Policy	\$
P08	Transportation Demand Management (TDM) Requirements	5-Year	\$
P09	Parking Pricing	5-Year	\$
P10	Residential Parking	Vision	\$
P11	Marketing & Communications	5-Year	\$
P12	Mobility and Transportation Demand Management (TDM) Programs	5-Year	\$\$
P13	Transportation Management Association (TMA)	5-Year	\$
P14	Value Pricing	Vision	\$

Full project descriptions can be found in Chapter 6

ROADWAYS + GOODS MOVEMENT

THE MODE

Park City's streets and roadways are the backbone of the transportation system. They connect neighbors to one another, provide access to employment, deliver goods and services, take our kids to school, and welcome thousands of visitors. They also provide a social and environmental function, supporting the creation of unique places and mitigation of climate impacts.

Many Park City streets, however, still prioritize movement of vehicles over safe multimodal travel for all. Park City Forward will help balance competing needs for roadway space through new infrastructure, best practice guidelines, and innovative programs. Changes to our street network, from the visionary to the mundane, will help Park City meet future mobility needs.

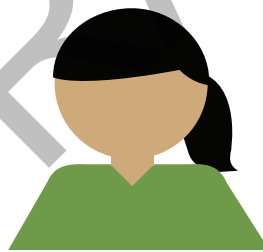


THE PEOPLE



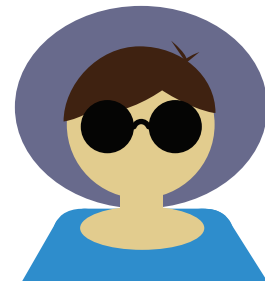
The Park City Resident

- Wants to walk and bike more frequently to destinations, but feels unsafe traveling along and across arterial streets
- Prioritizes efficient use of financial resources on major capital projects
- Many live on streets where driving is the quickest and easiest way to access daily needs



Business Owner/Year-round Employee

- Transit offers an affordable way to get to work, but buses are often stuck in traffic
- Efficient movement of goods enables commercial success
- May perceive customer access by vehicles alone as critical for business



The Culture and Event Visitor

- Many use hotel shuttles and take free transit to access events, dining, and shopping
- Are drawn to car-free streets during special events and festivals
- May contribute to congestion by driving or using ride-hail services

KEY CHALLENGES

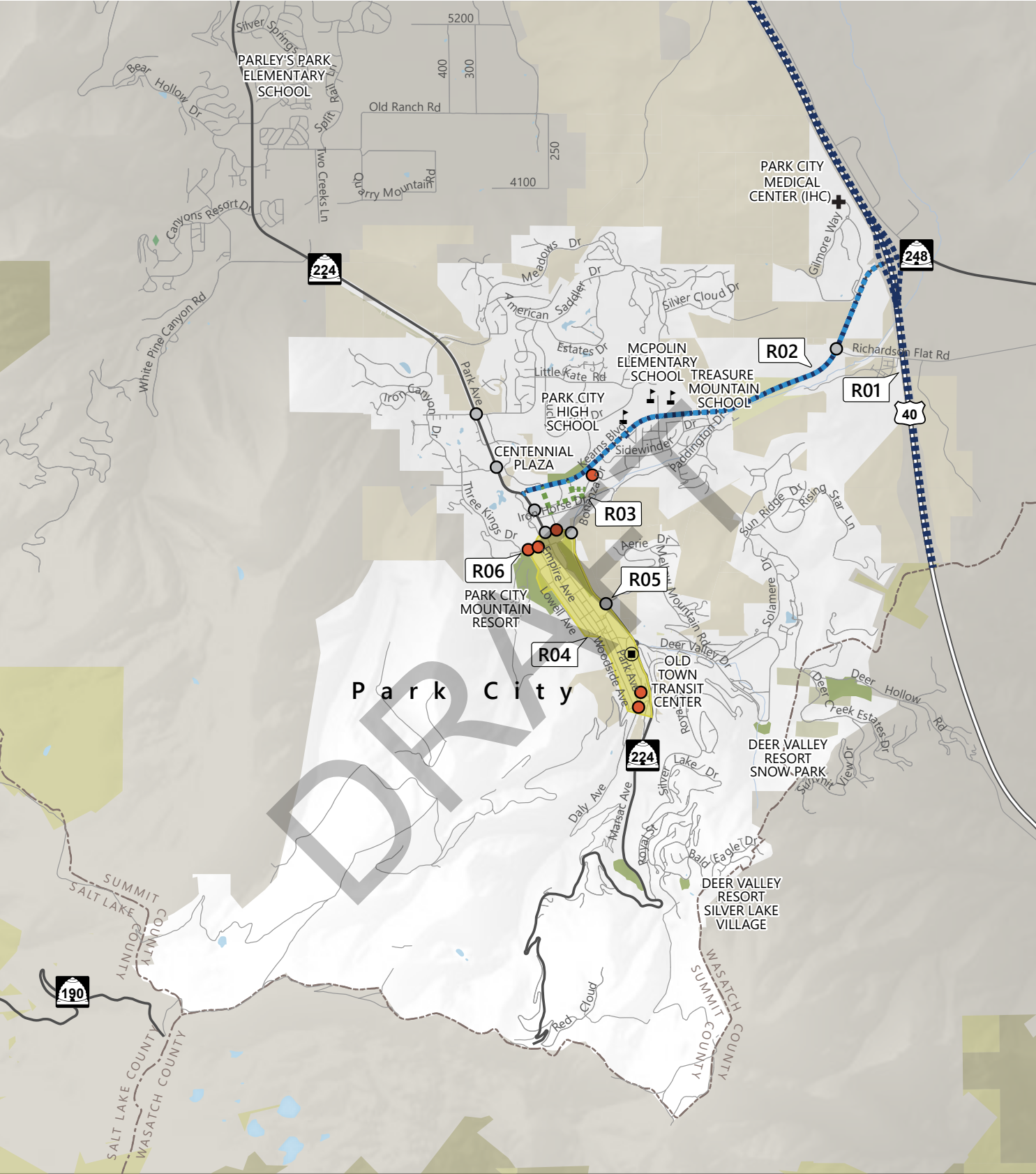
- **Auto-oriented corridors and intersections** make travel on foot or by bike less attractive.
- **Roadway network is largely built out**, limiting ability for new streets or lanes. Vehicle capacity upgrades may temporarily relieve congestion but will impact long-term reduction of trips.
- **Winter months require snow removal and storage**, often impacting non-driving infrastructure and modes.
- **Transforming gateway corridors will require substantial resources** and close coordination with state, regional, and county partners.

OUR PLAN

Modal Principles

- **Focus on gateway person capacity.** Improve throughput on major corridors by dedicating lanes to transit and other modes that move lots of people, not just cars.
- **Adopt comprehensive, state-of-the-practice design guidelines.** New street classifications and standards will help resolve modal tradeoffs, while supporting city goals and offering clear direction to decision-makers, staff, and the public.
- **Create safer intersections.** Focus on key intersections to enable safe walking, biking, and rolling across large, busy streets.
- **Fix it first.** Plan for and prioritize the ongoing maintenance of our roadway system.
- **Designate a freight network.** Develop a freight network and flexible curb use practices to ensure efficient deliveries without widening or expanding roads.





Roadway Projects

Data Sources: City of Park City, Utah Automated Geographic Reference Center

- R05
- R06
- R01
- R02
- R03
- R04
- City Limits
- County Line

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
R01	Freeway Connections (UDOT)	Vision	\$
R02	SR-248 Corridor Mobility Improvement Project	Vision	\$\$\$\$\$
R03	Bonanza District Circulation	5-Year	\$\$\$\$
R04	Old Town One-Way Streets	Big Concepts	\$
R05	Intersection Improvements (UDOT)	5-Year	\$\$\$\$\$
R06	Intersection Improvements (Local)	5-Year	\$\$\$\$\$\$
R07	Street Classifications and Standards	5-Year	\$
R08	Complete Streets Policy	5-Year	\$
R09	Freight Network and Neighborhood Distribution Hubs	Big Concepts	\$
R10	Emergency Access Management Plan	Vision	\$
R11	Neighborhood Traffic Management Program (NTMP)	Current Process / Policy	\$
R12	Strategic Land Acquisition	Vision	\$\$\$\$\$
R13	State of Good Repair	5-Year	\$\$\$\$

Full project descriptions can be found in Chapter 6

SHARED MOBILITY

THE MODE

Shared mobility refers to transportation options that are available as a short-term rental or service, often provided by private companies and accessed using a smartphone app. Shared mobility has become a small but growing part of Park City's innovative and user-friendly transportation system. Park City and its regional partners have invested in bike share and new on-demand transit services have also been deployed. Park City must manage the complexity of these services, especially loading with ride-hailing services in popular areas.

Park City Forward proposes to expand and enhance its shared mobility offerings. New projects and programs, guided by clear policies, can help Park City navigate this evolving mode and ensure that future services complement other modes and ensure equitable outcomes.



THE PEOPLE



Park City Resident

- Enjoys using the bike share program and may take advantage of the yearly membership
- Sees ride-hailing as a mixed blessing that helps ease parking demand, but can contribute to local traffic
- Desires clear and consistent regulation of service providers for the public good

Recreation Day-tripper

- Enjoys being able to park once and then use shared mobility services to get around
- Would love to have an app that summarizes all of Park City's transportation options and helps with quick decision-making for local trips

Long-stay visitor/second homeowner

- May forego a rental car and driving with local transit and shared mobility options
- Feels comfortable with app-based services and values ease and convenience
- Uses bike share in the summer and would be an early adapter of similar options

KEY CHALLENGES

- Anticipating and preparing for **future transportation trends and services** is difficult for all communities.
- Park City may be too small, and **seasonally dependent**, to attract shared mobility companies and provide cost-effective services.
- Ride-hail vehicles **contribute to congestion**, especially at the curb during big events.
- Private companies may have **conflicting goals and performance metrics**. Depending on private companies to provide key elements of the transportation system can be risky.

OUR PLAN

Modal Principles

- **Make strategic investments.** Expand programs that have proven to be popular, such as Summit Bike Share. Focus new investments at key activity nodes and mobility hubs where shared mobility can easily complement other transportation modes.
- **Adopt policies and programs that prioritize equity.** Clear policies and guidelines can ensure existing and future services are accessible to people with lower incomes, people who speak English as a second language, and other marginalized groups.
- **Collect data and adjust.** Establish operating guidelines and data sharing requirements so that Park City staff and the public can understand how services are being used and affecting the transportation system.
- **Test new technologies.** Evaluate emerging services that consolidate transportation information, access, and payment in one location.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
SM01	Summit Bike Share Program	5-Year	\$\$
SM02	Mobility Hubs	5-Year	\$\$\$
SM03	Shared Mobility and Autonomous Vehicle (AV) Guidelines	Big Concepts	\$
SM04	Personalized Mobility Program and Mobility as a Service (MaaS) Platform	Vision	\$\$

Full project descriptions can be found in Chapter 6

TECHNOLOGY + INNOVATION

THE MODE

Technology is changing and adapting to meet our shifting mobility needs at a rapid pace. Innovative data collection and analysis can inform our understanding of travel patterns to mitigate roadway congestion, while helping us plan simpler, safer, and more efficient travel. New intelligent transportation network solutions provide up-to-the minute travel conditions via signage and mobile devices, directing travelers to the right travel mode and route.

Park City Forward continues the region's ongoing investment in technological solutions to meet our current and future transportation challenges. Further advancements of data collection, real-time traffic operations, and connected network communications will mitigate traffic incidents, speed up transit trips, and maximize the use of roadway capacity.

THE PEOPLE



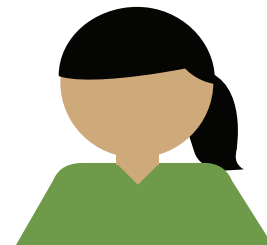
The Park City Resident

- Would consider riding the bus for more types of trips if bus travel times were faster and more reliable
- Hesitant to adjust daily travel patterns but would appreciate less congestion to enable quicker, safer driving, walking, and biking trips
- Desires up-to-the minute information of travel conditions and options



The Recreation Day-tripper

- Open to following directive communication to adjust travel modes, times, or routes if it makes their trip reliable and easy
- Would rather focus on enjoying the snow and trails than on a stressful trip in and out of Park City



Business owner/Year-round employee

- Wants local and visitor customers to have easy multimodal access to their business
- Real-time travel information could enable more efficient reception and delivery of goods and services
- Technology positions Park City at the forefront of innovation and customer service

KEY CHALLENGES

- SR-224 and SR-248 gateway corridors are subject to **heavy congestion and slow travel times** for all modes. A single incident here has major ripple effects across the region.
- Highway-based variable message **signs have a limited audience** and cannot reach people in all areas to allow travelers to adjust travel plans based on congestion, road closures, or other conditions.
- Real-time travel communications require **significant investment** in “back end” data collection, processing infrastructure, and staff resources.
- **Current data collection on travel behavior and volumes is limited** to certain corridors and modes, does not effectively capture fine-grain multimodal trips at a local level, and is difficult to collect and process efficiently.

OUR PLAN

Modal Principles

- **Technology as a tool, not a silver bullet.** Embrace new technology when reasonable and effective for supporting core mobility goals and desired outcomes.
- **Invest in data collection and analysis systems.** Robust and consistent data systems, supported by adequate staffing, will help Park City respond to the changing transportation landscape in both the short- and long-term.
- **Create adaptive real-time communication systems.** Provide consistent information to reach people across the region with important, actionable messaging via diverse communication channels.
- **Empower people with information.** Support sustainable travel choices by making multimodal options easy and convenient to access.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
ITS01	Real-time Travel Information	5-Year	\$\$
ITS02	Electric Vehicle (EV) Charging Stations	5-Year	\$\$
ITS03	Park City's Smart Gateway	Vision	\$\$\$\$
ITS04	Video Camera Network	Vision	\$\$
ITS05	Integrated Mobile Observations (IMO)	Vision	\$\$
ITS06	Regional Traffic Operations and ITS Data Center	Current Process / Policy	\$\$
ITS07	Smart Work Zones	Vision	\$
ITS08	Systemwide Transportation Data Collection Strategy	5-Year	\$\$

Full project descriptions can be found in Chapter 6

TRANSIT

THE MODE

Park City's extensive fare-free transit system includes local bus service operated by the Park City Municipal Corporation and regional bus service operated by High Valley Transit. Transit reduces congestion in Park City by moving more people in less space and helps us meet our goals by providing an affordable, zero-emission transportation option.

Park City Forward includes projects, policies, and programs that will make it even easier and more convenient to take transit. Park City Forward prioritizes additional bus service on existing routes, gives buses exclusive lanes so they can bypass traffic, improves bus stops and park-and-rides, and advances innovative new transit options like flexible, on-demand service. Ongoing coordination with High Valley Transit and improvements to transit technology and systems will ensure a seamless network for all.

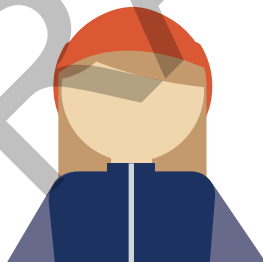


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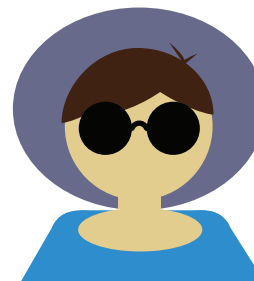
Park City Resident

- Utilizes and supports Park City's bus service for its affordability, eco-friendliness, and ability to ease traffic
- Would like to see walking and biking improvements from neighborhoods to bus stops
- Values ongoing enhancements to transit technology, real-time information, and service



Seasonal Employee

- Has transit options to get to work, whether they live in Park City or elsewhere in the region, but bus schedules do not always line up with certain job types
- Reliable travel times are a key concern
- Employer-provided programs can further incentivize transit trips



Event Visitor

- Uses park-and-rides and transit to get to and from major events
- Can be confused by number of public vs. private and local vs. regional transit options
- Appreciates user-friendly technology and information to understand the transit system and choose the best option

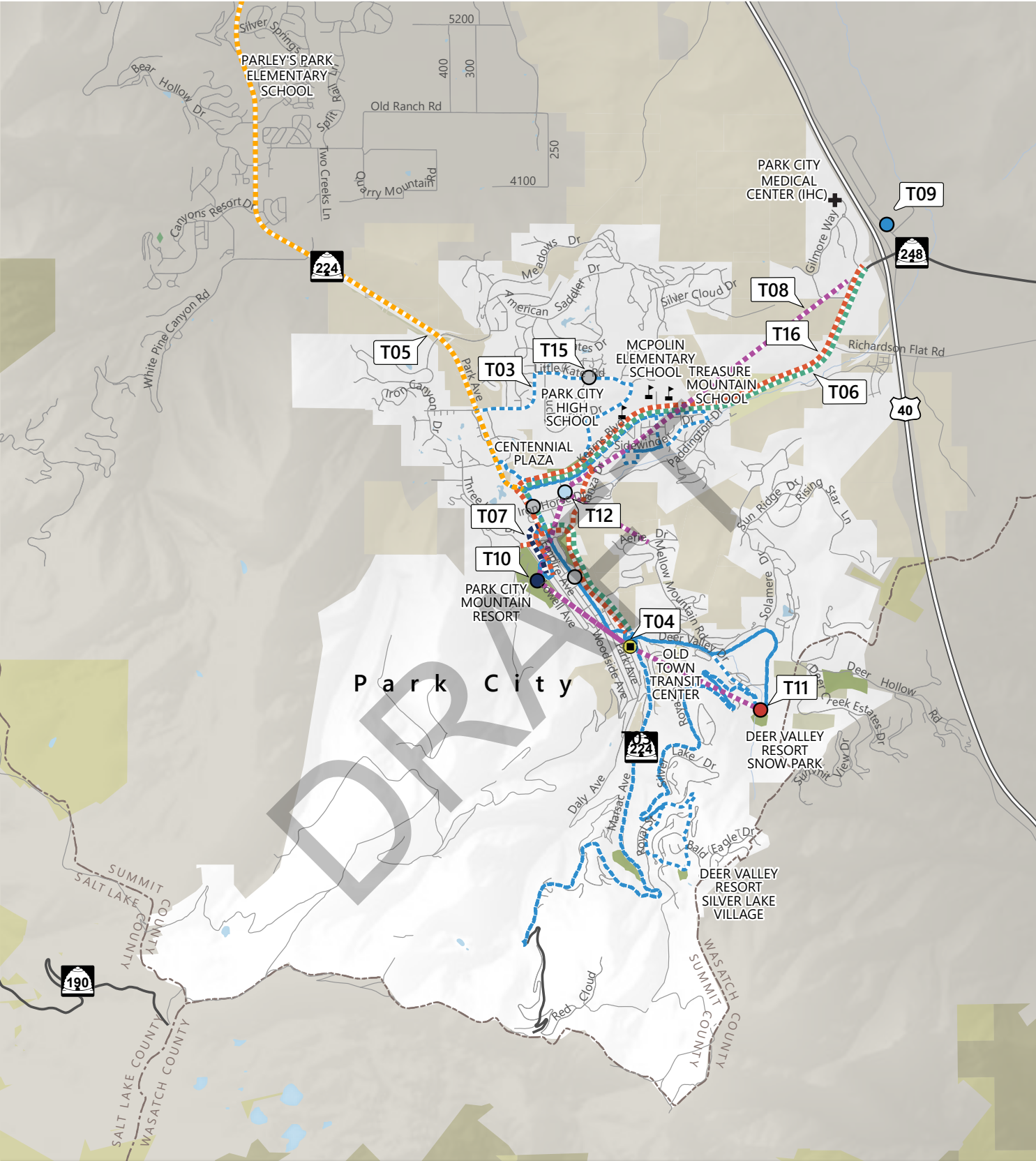
KEY CHALLENGES

- The transit system must **balance the needs of many different types of people**, trips, and land use contexts—from a first-time visitor to long-time employee and from our large, concentrated activity nodes to low-density neighborhoods.
- **Recent changes to service delivery** across the region will require proactive coordination to support a seamless user experience.
- The **lack of parallel streets and dedicated lanes** means buses have few route options and get stuck in traffic, especially on the SR-224 and SR-248 gateway corridors.
- The **large number of visitors and seasonal employees** means there are always new people in Park City who may not be familiar with the transit system and how to ride.
- Transit ridership to the resorts is high, but **ski storage on buses is limited**.

OUR PLAN

Modal Principles

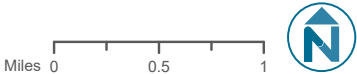
- **Dedicate roadway space to buses.** For transit to be competitive with driving, it must be reliable and fast. Dedicating lanes to buses in the most congested places, such as the gateway corridors and near major activity centers, means faster, more reliable, and more attractive transit service.
- **Coordinate regionally.** Park City and High Valley Transit now manage local and regional services separately. Close, ongoing collaboration is key to a smooth transit experience for people who transfer between the two.
- **Provide support amenities and technology.** There are a wide range of services and amenities that contribute to a great transit experience, from multimodal hubs that allow people to hop right off the bus and onto a shared bike, to apps that provide up-to-date travel information, and to high-quality amenities at bus stops.
- **Invest in policies, systems, and standards.** Proactive policies, robust data collection and analysis, and innovative communications are crucial complements to new transit infrastructure and efficient bus operations.



Transit Projects

Data Sources: City of Park City, Utah Automated Geographic Reference Center

- | | | | | | |
|-------|-------|---------|---------|---------------|---------------|
| ● T04 | ● T11 | ●●● T03 | ●●● T07 | □ City Limits | |
| ● T09 | ● T12 | ●●● T05 | ●●● T08 | | □ County Line |
| ● T10 | ● T15 | ●●● T06 | ●●● T16 | | |



Projects, Policies, + Programs

Project ID	Name	Priority	Cost
T01	Express Transit Service	5-Year	\$\$
T02	Flexible Transit Zones	5-Year	\$\$
T03	Fixed Route Service Improvements	5-Year	\$\$
T04	PC-SLC Connect	Big Concepts	\$\$
T05	SR-224 High-Capacity Transit (BRT)	5-Year	\$\$\$\$\$
T06	SR-248 High-Capacity Transit	5-Year	\$\$\$\$\$
T07	SR-224/Park Ave./Empire Ave. Transit Priority	5-Year	\$\$
T08	Aerial Connections	Big Concepts	\$
T09	Park-and-Ride Facilities	5-Year	\$\$\$\$\$
T10	Park City Mountain Resort (PCMR) Multimodal Hub	5-Year	\$
T11	Deer Valley Resort Multimodal Hub	5-Year	\$
T12	Bonanza District Multimodal Hub	5-Year	\$\$\$\$\$
T13	Short Range Transit Plan (SRTP)	Current Process / Policy	\$\$
T14	Vehicle Electrification & Fleet Replacement	5-Year	\$\$\$\$\$\$\$
T15	Bus Stop Improvements	5-Year	\$\$\$\$\$
T16	Flex Transit Lanes	Big Concepts	\$\$\$\$\$
T17	Transit First Policy	5-Year	\$
T18	Marketing and Communications	Current Process / Policy	\$
T19	Technology Systems and Data Standards and Management	Vision	\$

Full project descriptions can be found in Chapter 6





6

MOVING PARK CITY FORWARD: PROJECT LIST

The public engagement process identified the values and goals that serve as the foundation of Park City Forward's project list. The project list represents the community's ideas for how to make an innovative, multimodal future a reality. Constructing, enacting, and adopting these projects, programs, and policies is how we make Park City a better place to live, work, and visit.

The list ranges from the visionary and conspicuous to the more mundane and less tangible, but each is important and each will help achieve Park City Forward's Vision: *embracing innovation to provide safe, year-round transportation options that promote a connected, inclusive, and multimodal "car-optional" mountain community and culture.*

The project list is organized into phases, recognizing that financial resources are finite, and we must adopt a phased approach that prioritizes investments relative to our means.

- **5-Year Priority Projects:** a fiscally-constrained package of investments that will catalyze near-term action and mobility benefits.
- **Big Concept Projects:** Transformative projects that Park City is actively developing, or plans to seriously pursue in the near-term.
- **Vision Projects:** a long-term package of investments that will guide decision-makers and staff as community needs, transportation tools, and financial resources evolve.

WHAT ARE PROJECTS, PROGRAMS, AND POLICIES?

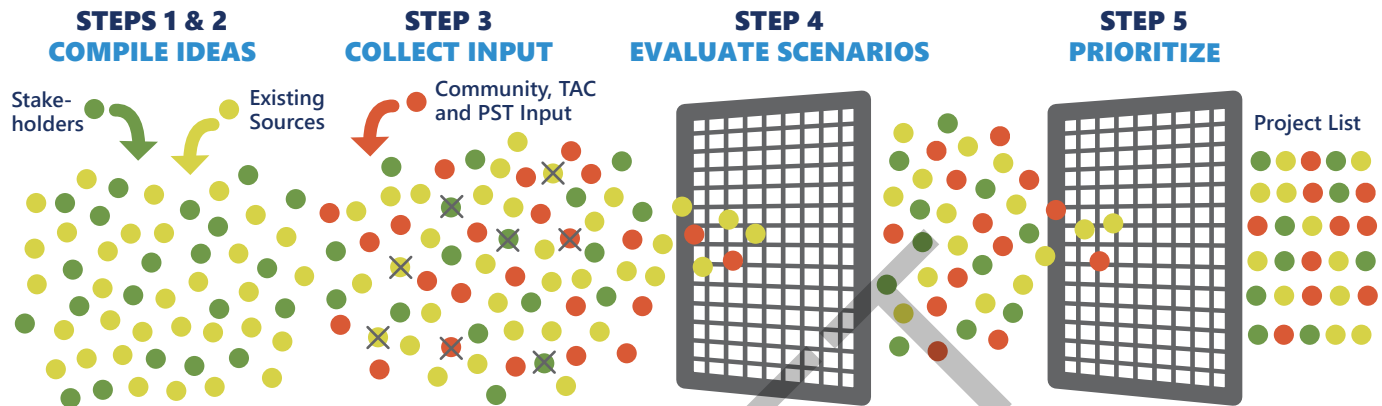
What we refer to as the Park City Forward “project list” consists of more than 80 transportation investment ideas that can generally be categorized as projects, programs, or policies. We define them as such:

- A **project** is a specific capital project or a transportation service that is typically located in a defined geography. Projects can be part of programs and are carried out according to policies. An example of a project is “AT02 – Pedestrian Crossing Improvements,” which will construct updated pedestrian crossings at specific locations throughout the city.
- A **program** is an ongoing coordinated effort to achieve specific results that may involve numerous small or large projects. An example of a program is “P10 – Residential Parking,” which will help to manage and balance parking supply for residents and visitors.
- A **policy** is a guiding principle or regulation by which programs and projects are implemented. An example of a policy is “R08 – Complete Streets Policy,” which would guide and direct the design of future street construction projects to accommodate the needs of all travel modes.

Some projects, programs, and policies apply specifically to one geographic Node or area of the city, such as Old Town, while others will be implemented citywide.



HOW WAS THE PROJECT LIST DEVELOPED?



STEP 1: COMPILE IDEAS FROM EXISTING SOURCES

The project team started by reviewing numerous local and regional planning documents and project lists from Park City, Summit County, and Utah Department of Transportation. We collected ideas, concepts, and descriptions from sources such as:

- Park City
 - » Traffic and Transportation Master Plan
 - » Downtown and Main Street Parking Plan
 - » Short Range Transit Development Plan
 - » Bonanza Park/Lower Park Avenue Transportation Plan
- UDOT
 - » SR-248 Concept Report
- Summit County
 - » Snyderville Basin Transportation Master Plan
 - » Active Transportation Plan

STEP 2: GENERATE NEW IDEAS FROM STAKEHOLDERS

Through a series of collaborative workshops, the project team added state-of-the-practice project ideas from the Technical Advisory Committee (TAC) and Project Support Team (PST). These ideas reflected ongoing and future planning processes and initiatives across the city and region.

Examples of ideas generated during this phase include:

- Shared Mobility Guidelines
- Electric Vehicle Charging Stations & Mobility Hubs
- Sidewalk Infill Program

STEP 3: COMMUNITY INPUT & REVIEW

We sought community input for creating and refining project concepts at all stages of Park City Forward. People gave us ideas at open houses, left comments through online surveys, and marked ideas on maps at mobile workshops. The TAC and PST gave focused, directive feedback on the development of the project list throughout the course of the project.

How did we use the feedback?

- We used TAC, PST, and public suggestions to add new project ideas to the list, such as:
 - » Increase regional transit connections.
 - » Improve biking and walking access to Main Street.
 - » Improve transit connections to affordable housing.
- We updated and refined project details and extents based on input and comments, such as:
 - » Increased bus frequency and longer span of service in early morning and late evening to serve workers in the service industry.
 - » Add safe crossings and sidewalks along Park Avenue, Kearns Boulevard, and Deer Valley Drive.
 - » Better communicate park-and-ride availability and create incentives to use them.
- City staff and agency partners refined language and specifics of the project descriptions, or recommended removal of projects from the list that did not align with other projects in development.

STEP 4: SCENARIO DEVELOPMENT AND INITIAL EVALUATION

We took the project, program, and policy concepts generated to this point and packaged them into three possible future investment scenarios based on different levels of investment, service, or emphasis on each individual project. We used analysis tools and the regional travel model to evaluate conceptual cost effectiveness, impact on travel behavior change, and progress toward Park City Forward goals from the three scenarios. The scenarios tested were:

1. **Nodes and Corridors** – Heavy investment in transit service and infrastructure and shared-use trails along SR-224 and SR-248 and connecting to key activity centers such as Old Town.
2. **Flexible Local Mobility** – Emphasis on flexible/on-demand transit over increases in fixed-route service, on-street biking and walking improvements, and programs to incentivize fewer driving trips.
3. **Pricing Incentives** – Expand parking pricing, enact citywide transportation demand management strategies, and establish roadway pricing on gateway corridors while improving core transit and active transportation network.

How did we use this process?

The scenario evaluation process helped us test the effectiveness of each strategy at an individual and group level. We used TAC feedback on the scenario results to arrive at a preferred investment scenario involving some level of implementation of all strategies, rather than excluding those found to be less effective than others. We adjusted project, program, and policy descriptions and cost estimates to reflect this balanced implementation approach.

STEP 5: PROJECT RESTART – REFRESH, EVALUATE, AND PRIORITIZE

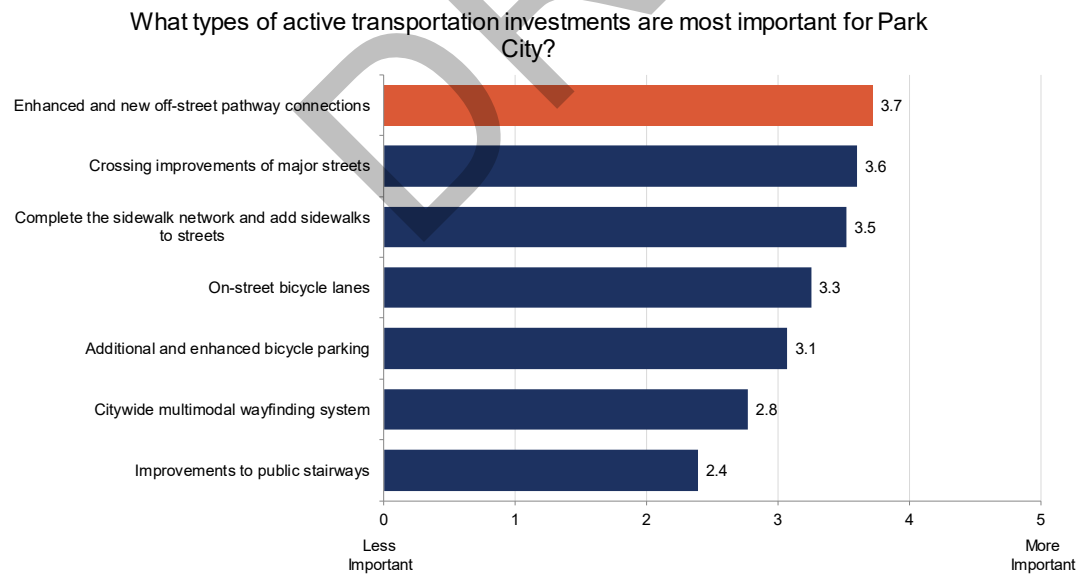
After the 2020 project pause, the project team worked with city staff and the TAC to closely review and refresh the project list. We added new projects, removed some that had since been implemented or were no longer viable, and added new detail throughout based on Park City’s capital projects list and new ideas from staff and TAC members.

We sought community input through one final online survey, adding detail and revising projects according to the community’s review. The TAC and the Park City community told us which projects were most important within key geographic areas of the city, and which were most important within each travel mode.

How did we use this process?

We evaluated all the projects against Park City Forward’s goals (updated in 2021 after the pandemic project pause) to help us sort projects into phases. We also factored in public support for each project based on community feedback throughout Park City Forward.

ACTIVE TRANSPORTATION PRIORITIES



The 2021 survey allowed the project team to prioritize the Project List based on another round of TAC and community feedback.

PARK CITY FORWARD PROJECT PRIORITIZATION RUBRIC

Goal	Prioritization Criteria & Scoring	
Access Improve local and regional multimodal transportation connections between activity nodes for residents, commuters, and visitors. Ensure the transportation network supports Park City's future growth and land use changes.	Expands the transportation network for 1 mode Lower Benefit	Expands the transportation network for multiple modes Higher Benefit
Innovate Embrace innovative action to prioritize a community-focused, multimodal transportation network that is easy to use, efficient, convenient, safe, and incorporates cutting-edge technologies.	Maintains or expands existing system using standard approaches Lower Benefit	Incorporates new technologies, facility design and/or programmatic approaches; improves system reliability and efficiency Higher Benefit
Include Ensure equitable access to opportunity, catalyzed by local and regional mobility choices that are affordable and support healthy living.	Does 1 of these: Supports affordable healthy options and/or focuses on underserved communities and/or promotes safety Lower Benefit	Supports multiple affordable healthy options (bike, walk, transit) for under-served communities and promotes safety Higher Benefit
Sustain Support a resilient, net-zero carbon community, anchored by long-term transportation investments that reduce greenhouse gas emissions, decrease single occupancy vehicle trips, and mitigate environmental consequences of growth.	Lowest potential to increase non-automotive trips Lower Benefit	Greatest potential to increase non-automotive trips/lower emissions Higher Benefit
Public Input	Projects received lower or higher priority based on community feedback received through the Park City Forward process	

PROJECT LIST

We sorted projects into three lists based on the prioritization evaluation, project costs, and available funding: 5-Year Priority Projects, Big Concept Projects, and Vision Projects. Some of the projects identified through Park City Forward have already been partially or fully implemented. These are identified in the project list as “Current Processes and Policies,” and are included in the list to assist with budgeting and ensure they receive ongoing staff time and agency attention.

5-YEAR PRIORITY PROJECTS

Project ID	Name	Description	Cost
Current Processes and Policies			
AT01	Active Transportation Master Plan	Build on the Walkability Bond, Summit County Active Transportation Master Plan, and Trails Master Plan to develop a specific blueprint for advancing Active Transportation in Park City. Ensure consistency with the PC Forward goals and objectives. Conduct additional analysis, design, and planning to define specific project extents and concept designs. Identify, clarify, and define specific policy and program recommendations. Create high-priority list that will improve the entire network.	\$
AT20	Bike Parking and Amenities	Design and implement additional short- and long-term year-round bike parking at key trip generators and nodes. Consider a “Request-a-Rack” program to identify community-driven bike parking needs. Include DIY repair stands and other amenities at select bike parking locations.	\$\$
AT21	Maintenance Program	Review and update the snow removal plan regularly to ensure that the “spine system” identified in the Trails Master Plan Walkability Update is adequately maintained and incentivized for safe winter use. As needed, review and modify the snow removal policy for other trails/sidewalks/pathways to ensure requirements for users/land owners/operators are effective. Implement and maintain innovative bike/pedestrian pavement markings on pathways and roads that can withstand Park City’s winter climate. Coordinate with Public Works on winter season methods	\$\$\$
AT25	Tactical Urbanism	Based on the community-led People-First Streets tactical urbanism program, evaluate pilot projects and expand program as feasible. Consider installing pilot Flex Bike Lanes as part of these light, quick, and cheap projects (AT13).	\$
AT27	Rail Trail Study	Build on the Walkability Bond, Summit County Active Transportation Master Plan, and Trails Master Plan to develop a specific blueprint for improving the Rail Trail in Park City.	\$
ITS06	Regional Traffic Operations and ITS Data Center	Invest in staff, hardware, and software to create a fully integrated and coordinated central system for all relevant traveler information data sources, web-based applications, signs with Utah’s Advanced Traveler Information System, and Park City Traffic Control Center. System would include field and back-end hardware or data centers. Integrate with weather services, major construction projects, and shared mobility, parking, delivery, event management, ride hail operations, transit, and TDM systems. Collect and integrate data from/for the larger region and make data available to local agencies.	\$\$

Project ID	Name	Description	Cost
P06	Enforcement	Enhance parking enforcement citywide with purchase and implementation of additional license plate recognition (LPR) vehicles and software. Pursue an LPR-centric enforcement model to align all enforcement efforts across Parking Department and Park City Police Department.	\$\$
P07	Parking Requirements	Modify citywide parking requirements to enhance development flexibility, improve housing affordability, reduce vehicle trips, and incentivize multimodal choice. Revisions could include: • Elimination/reduction/consolidation of parking minimums citywide • Reductions in parking requirements based on: geography/district, proximity to transit, level of housing affordability, and/or level of TDM/multimodal investment • Implementation of parking maximums • Requirements for shared/public parking and use of shared parking to meet minimum parking requirements • Integrate reserved spaces for car share vehicles • Requirement to unbundle parking from rent/lease/purchase of residential unit or non-residential space • Modifications to bike/EV parking requirements	\$
R11	Neighborhood Traffic Management Program (NTMP)	Modify NTMP policies, guidelines, and procedures to ensure they meet current best practices, minimize administrative burden, enhance public participation, and provide a streamlined process. Consider additional public-private cost sharing arrangements to fund approved projects.	\$
T13	Short Range Transit Plan (SRTP)	Conduct a new Short Range Transit Plan (SRTP) in 2021-22 to evaluate the current transit system. Develop recommendations for short-term service changes with medium- to long-term system design. Potential areas of analysis include: • High-Capacity Transit (HCT) network element to designate local/regional corridors that prioritize dedicated transit lanes and operational investments. • Coordination of new fixed-route and on-demand Micro services provided by HVT. • Regional, express, and commuter travel needs and proposed services. • Coordination with Summit County, Wasatch County, and others to develop express/commuter transit network recommendations connecting Heber, Oakley, Kamas, Coalville, Richardson Flat/Quinn's Junction, and Jeremy Ranch. • Human Services Public Transportation Coordinated Transportation Plan. • Service and bus stop standards and guidelines. • Major event and emergency transportation service policies, guidelines, and plans.	\$\$
T18	Marketing and Communications	Enhance marketing and communications, deploying new/enhanced methods such as individualized trip training, print and electronic communications, employer outreach, ride ambassadors, marketing events, and direct outreach in coordination with the lodging and hospitality industry. Provide all materials in at least English and Spanish.	\$

Project ID	Name	Description	Cost
5-Year Priority Projects			
AT02	Pedestrian Crossing Improvements	Design and construct improved pedestrian crossings at critical locations along UDOT or other major roadways. Potential priority locations, include but are not limited to: • SR-248/Snow Creek Crossing • SR-224/Park Ave. at Homestake Rd. • Bonanza Dr./Monitor Dr. and SR-224 • Park Ave. at Park City Library • Bonanza Dr./Munchkin Rd. • Bonanza Dr./Iron Horse/Rail Trail • SR-224/Payday Dr. • 9th St./Park Ave. • Bonanza Dr. to Prospector Square and Rail Trail • Iron Horse/Rail Trail • SR-248/Kearns Blvd. in front of Wells Fargo • SR-248 at Rail Trail crossing	\$\$\$\$\$
AT03	Old Town Complete Street Improvement Zone	Recognizing the different needs of commercial and residential streets, identify improvements including neighborhood connections, wayfinding, improved connectivity to the Poison Creek Trail, traffic calming, and other supportive active transportation projects. Specific projects include neighborhood connections on Sullivan Rd., 4th St., 5th St., 10th St. (as also identified in the Summit County AT Plan), 11th St., and 12th St. Reimagine Main Street by widening sidewalks, installing intersection improvements, identifying opportunities for transit/trolley priority, and further enhancing Main Street gateway improvements. Ensure coordination with the Old Town Circulation Study and alignment with the Vision 2020 goals.	\$\$\$\$
AT05	Bonanza District Complete Streets Improvement Zone	Improve active transportation connections throughout the planned Bonanza District. Consider requiring pedestrian-friendly block lengths, wider pathways, enhanced street design standards, context sensitive parking standards, mobility hubs, and wayfinding. Priority locations for bike and pedestrian improvements include: Homestake Rd. to Rail Trail connector, Woodbine Way and Munchkin Rd./Homestake Rd. to Iron Horse. Along Iron Horse Dr. add enhanced sidewalks, improved pathways, connections to Rail Trail, and intersections improvements at Bonanza Dr. Along Homestake Rd. add sidewalks to connect to bus stop at Park Ave/SR-248.	\$\$\$
AT06	Park City Mountain Resort (PCMR) Multimodal Connections	Improve connectivity for transit vehicles, pedestrians, and bikes to PCMR. Improvements could include two-way transit-only lanes, wider sidewalks and pathways, bulb outs, bike lanes, and pedestrian and intersection improvements on Empire Ave., Silver King Dr., Shadow Ridge, and Lowell Ave. Improve intersection of Silver King Dr. and Empire Ave.	\$

Project ID	Name	Description	Cost
AT08	Park Avenue Complete Streets	Design and implement complete streets improvements on Park Ave. from Old Town to Holiday Ranch Loop. Priority pedestrian and bike treatments to be evaluated include: side paths, crossing improvements at major intersections (including at Kearns Blvd. and at Deer Valley Dr.), new or widened sidewalks, transit circulation, snow removal, and “flex” curb space. Consider implementing parking management practices that include removing parking on west side and/or a local residential parking permit program. Install utility and roadway rehabilitation improvements.	\$\$\$\$\$
AT09	SR-224/Deer Valley Drive Bicycle and Ped Improvements	Identify, design, and implement multimodal enhancements to Deer Valley Dr./SR-224 from Marsac Ave. to Bonanza Dr. Potential elements include on-street bike facilities, sidewalk infill, intersection crossings, trail connections, and wayfinding. Coordinate with longer-term plans that call for transit-only facilities on Deer Valley Dr./SR-224 to the Old Town Transit Center.	\$\$\$
AT12	Three Kings Drive Complete Street	Design and construct shared-use path or on-street bike lane improvements, pathway connections, traffic calming measures, and transit improvements on Three Kings Dr. to Thaynes Canyon Dr.	\$\$\$\$
AT15	Safe Routes to School and Youth Mobility	Supplement the statewide program and regional efforts by partnering with area schools and community groups for events, outreach, education, enforcement, and focused active transportation improvements that help students and staff walk, bus, carpool, bike, or roll safely to school. Evaluate youth transportation needs and potential for emerging ride-hail models for youth, prioritizing safe operations. Emerging service models (e.g. Kango, HopSkipDrive, Zum) promote the benefits of licensed childcare regulatory thresholds with on-demand mobility services. Look to enhance transit/shuttle options and non-driving incentives for students/teachers/staff.	\$
AT16	Development Standards	Modify the zoning code to improve pedestrian and bike connectivity and supportive amenities of future private developments. Potential areas of focus: pedestrian-friendly block lengths, pedestrian-friendly streetscape improvements, parking and building orientation, pedestrian connectivity, circulation plan requirement, intersection standards, wayfinding, lighting, and bike parking requirements.	\$
AT24	Updated User/Device Policies	Evaluate and update municipal regulations regarding electronic transportation (E-Bikes, E-Scooters, etc.) to ensure user safety and compliance on trails, sidewalks, and pathways.	\$
AT26	Upper Deer Valley Resort Complete Streets	Partner with Deer Valley Resort to enhance upcoming development with transit priority, access improvements, complete streets, and adequate active transportation facilities. Extents include from Marsac Ave. roundabout to the Deer Valley Resort base.	\$\$\$\$

Project ID	Name	Description	Cost
ITS01	Real-time Travel Information	Install a network of permanent variable message signs (VMS) and provide a mobile app to communicate travel conditions and travel times. Prioritize VMS signs on major gateway corridors of I-80, SR-224, and SR-248, other major roadways, park-and-rides, and activity nodes. Expand use of current, smaller trailblazer VMS to direct traffic during major events or periods of peak visitor demand. Ensure VMS includes wayfinding and travel options to major destinations. Integrate communication channels such as push notifications on a mobile platform to reach travelers and resort guests in all areas, such as bus stops, skiers on lifts and in resort buildings, and in connected vehicles. Notifications could include current/projected travel times, alternative routing and wayfinding, and alternative modes to reach destinations. Coordinate with mobility app and Go Park City platform development. Explore partnership opportunities with regional employment centers to streamline real-time information. Coordinate implementation of digital and improved wayfinding signage and VMS across city districts, including improvements to pedestrian, vehicle, and parking signage.	\$\$
ITS02	Electric Vehicle (EV) Charging Stations	Construct network of electric vehicle charging stations throughout Park City and region. Integrate with future mobility hubs and parking policies as appropriate. Initial locations include park-and-ride facilities, transit hubs, and major activity centers, such as hospitals, grocery stores, and parks. Ensure smaller vehicle charger placement is consistent with parking strategies that promote turnover versus allow for longer stays.	\$\$
ITS08	Systemwide Transportation Data Collection Strategy	Develop a multimodal transportation counting program and recurring data collection for ongoing transportation monitoring, including carrying out a periodic regional travel survey. Install additional automated counters for people walking and bicycling.	\$\$
P01	Park-and-Ride Facilities	Maximize use of existing park-and-ride locations through enhanced management, promotion, and transit connections. In coordination with Summit County and HVT, develop and implement new park-and-ride facilities, with priority locations along regional/gateway corridors. Evaluate methods of ensuring that commuting employees can ride transit during peak events.	\$
P03	Flexible Curb Zones and Platforms	Implement flexible curb zones in high-demand areas that prioritize efficient passenger and commercial loading over public parking at key hours. Continue and expand the Drop and Load (DLS) Program on Main Street to other areas of the city. Projects could also include improvements to drop-off/pick-up zones, modifications to the curb space, and real-time software platform to include any combination of transportation modes for consumer travel planning. Consider variable management based on season, day of week, and/or time of day; business owner collaboration and engagement; ride hail and taxi company coordination; lodging shuttles; and parking management coordination.	\$\$\$\$
P04	High Occupancy Vehicle (HOV) Parking	Expand parking spaces for carpools/vanpools/car share at key locations, such as park-and-rides, Old Town lots and garages, and ski resorts. Designate spaces in convenient, "front-door" locations to incentivize use.	\$

Project ID	Name	Description	Cost
P05	Wayfinding, Real-time Information, and Data	Expand and enhance access control at parking facilities to collect parking occupancy data and improve management. Merge data collection and reporting into open API platforms to increase cross-reporting capabilities. Enhance Go Park City brand, wayfinding, and infrastructure to provide real-time parking information for Old Town parking facilities. Expand Go Park City brand and wayfinding to other key citywide parking facilities – park-and-rides, resorts, private garages, trailheads, or other— and coordinate Go Park City branding with transit and pathway wayfinding programs.	\$\$
P08	Transportation Demand Management (TDM) Requirements	Require TDM elements for new development (or redevelopment) above a certain size threshold. Offer a menu of options to developers, with required baseline elements to achieve defined trip mitigations. Require and implement event-specific demand management plans at major trip generators to mitigate peak traffic volumes.	\$
P09	Parking Pricing	Expand parking pricing to manage parking demand in high-demand streets and off-street facilities. Implement variable pricing for all publicly-managed priced facilities. Assess current pricing against demand and modify prices to meet target occupancy rates. Work with resorts to implement parking management strategies to manage parking demand and incentivize multimodal travel during peak periods. Offer preferred resort parking to carpools or other key populations. Offer prepay/reserved parking options.	\$
P11	Marketing & Communications	Implement a comprehensive citywide marketing and communications program for parking and mobility services. Offer bilingual collateral. Prioritize development parking information for integration into a “one-stop” mobility tools for Park City (SM04). Partner with hospitality industry, resorts/hotels, and vacation rental companies to provide mobility information at all stages of trip - upon booking, pre-trip, upon arrival, and during visit.	\$

Project ID	Name	Description	Cost
P12	Mobility and Transportation Demand Management (TDM) Programs	Develop and implement new, and/or expand existing, mobility programs and incentives to reduce vehicle trips. Tailor offerings for key groups (employees, residents, and visitors). Key elements could include: • Individualized marketing and mobility plans • Expanded PC-SLC Connect free/reduced pass program to offer free passes to more employees or increase discounts • On-demand/dynamic rideshare and carpools program via RideOn (including school-based trips) • Expand RideOn and web-based commute platforms to manage employee benefits and rewards • Off-peak travel incentives • Resort-based car share hubs and area-wide car share, including peer-to-peer, one-way, and round-trip options. • Financial incentives/rewards – transportation “wallet”, direct cash or points-based payments, visitor discounts/incentives • Subsidies for ride hailing, car share, bike share, and micromobility services. • Explore additional incentives for existing Guaranteed Ride Home (GRH) program. • Explore expanded eligibility for UTA Vanpool program.	\$\$
P13	Transportation Management Association (TMA)	Expand and enhance the Park City TMA. Provide dedicated staffing to implement key mobility initiatives and communication efforts. Centralize travel surveys, data collection, and reporting among private entities.	\$
R03	Bonanza District Circulation	Construct multimodal street grid within Bonanza District, including extensions and/or improvements to Homestake Rd., Shortline Rd., Munchkin Rd., Woodbine Way.	\$\$\$\$
R05	Intersection Improvements (UDOT)	Plan, design, and implement multimodal, safety, and strategic capacity improvements at state route intersections. Priority locations include: • Park Ave./Deer Valley Dr. (SR-224)/Empire Ave. • Deer Valley Dr. (SR-224) and Bonanza Dr. • Park Ave. (SR-224) and Homestake Rd. • Aerie Dr. and Deer Valley Dr. (SR-224) • Thaynes Canyon Dr. and SR-224 • Payday Dr./SR-224/Holiday Ranch Loop Dr. • Meadows Dr./SR-224 • Richardson Flat Rd./SR-248	\$\$\$\$\$

Project ID	Name	Description	Cost
R06	Intersection Improvements (Local)	Plan, design, and implement multimodal, safety, and strategic capacity improvements at local intersections (non-SR-224/248). Priority locations include: • Silver King Dr./15th St./Empire Ave • Silver King Dr. and Lowell Ave. • Main St. and Swede Alley • Main St./Daly Ave./Hillside Ave. • Shortline Rd. and Deer Valley Dr. (SR-224) • Bonanza Dr. and Prospector Ave.	\$\$\$\$\$
R07	Street Classifications and Standards	Update street classifications and design standards to define a modal hierarchy, ensure implementation of complete streets policy, and incorporate designs for "All Ages and All Users." Apply to all new roads and major reconstruction of existing roads. Each classification should have defined purpose; an average daily traffic (ADT) design range of volumes; number and configuration of lanes; guidelines for bicycle, pedestrian, on-street parking; and required right-of-way widths. Potential standard classifications address non-Old Town vs. Old Town, Minor vs. Major Residential Collector, Commercial Collector, and Non-UDOT vs. UDOT Arterial.	\$
R08	Complete Streets Policy	Update and implement the existing Complete Streets policy by adopting state-of-the-practice design guidance and developing a city-specific street design guide.	\$
R13	State of Good Repair	Continue and improve on ensuring that continuous maintenance is accounted for and project replacement costs are considered in all new capital projects	\$\$\$\$
SM01	Summit Bike Share Program	Continue to expand the Summit Bike Share program in Park City. Evaluate program expansion at key locations (park-and-rides, Bonanza District, new developments, and resorts). Evaluate technology improvements that may include dockless bike share options, electric assist, adaptive bicycles for riders of diverse abilities, and winter bike options. Integrate the bike share mobile app into other existing and future mobility applications.	\$\$
SM02	Mobility Hubs	Create mobility hubs in key locations to facilitate multimodal choice and seamless connections. Mobility hubs should include a combination of potential elements based on site location and need, including: transit/shuttle loading; micromobility services; bike share, bike parking, e-bike charging; wayfinding; EV charging stations; car share; commuter facilities; public space and art. Develop a mobility hub typology to fit neighborhood context and network needs, with varying levels of transit connections and amenities. Connect key mobility hubs with transit priority treatments and frequent, reliable transit service. Adjust transit service to maximize service to mobility hubs, with changes such as stop consolidation and adding deviated service from fixed routes to serve hubs. Potential hub locations include PCMR, Deer Valley Resort, Old Town, Bonanza District, Prospector, Richardson Flat, Park Meadows, Silver Creek, and Quinn's Junction.	\$\$\$

Project ID	Name	Description	Cost
T01	Express Transit Service	Expand express transit service and route options. Align services with PC-SLC Connect and High Valley Transit (HVT) routes. Target offering service every 10 minutes from 5 a.m. - 1 a.m., enabling convenient mobility for work, recreation, and study. Continue to coordinate with HVT to connect with adjacent communities. Evaluate new HVT Route 101 Spiro and consider other route options to major activity centers.	\$\$
T02	Flexible Transit Zones	Evaluate flexible mobility service models (i.e., ride hail subsidies, microtransit, flex shuttles, deviated fixed routes, or autonomous shuttles) to enhance local connectivity. Priority areas include those with lower ridership and/or adequate residential and employment density. Flex Transit zones would typically operate about 17 hours daily, with two vehicles per area (34 daily service hours). Continue to coordinate with HVT and their "Micro" on-demand service, evaluating opportunities to provide complementary and mutually supportive flex/on-demand services. Connect riders to fixed route express options at nodes such as Kimball Junction and Quinn's Junction.	\$\$
T03	Fixed Route Service Improvements	Evaluate and implement enhancements to fixed-route transit service. As identified in 2016 Short Range Transit Plan (SRTP), and in coordination with the upcoming 2021-22 SRTP, potential enhancements include: • Increase service hours during shoulder seasons (late Spring and Fall). • Double transit frequency on high-ridership routes (Routes 1 and 2) to offer reliable rides up to every 15 minutes. • Extend bus routes to later in the evening (12 a.m.) to improve accessibility for all users and needs (Routes 4 and 9). • Extend bus routes to at least 6 a.m. to improve work access to/from regional and local destinations (Routes 4 and 9). • Consider expanding service as early as 4 a.m. if customer feedback indicates needs on transit routes. • Evaluate fewer seasonal schedule changes throughout the year.	\$\$
T05	SR-224 High-Capacity Transit (BRT)	Per the locally preferred alternative (LPA), design and implement dedicated, high-capacity transit lanes and service between the Old Town Transit Center and Kimball Junction Transit Center.	\$\$\$\$\$
T06	SR-248 High-Capacity Transit	In coordination with R02, conduct a transit and alternatives analysis on SR-248 to determine the preferred alternative for transit along this corridor, connecting Quinn's park-and-rides to Bonanza, resorts, and Old Town. Following selection of a preferred alternative, proceed with environmental, design, and UDOT approvals of project. Secure necessary easements and/or additional right-of-way. Coordinate with UDOT to determine the types of vehicles allowed in transit-only lanes.	\$\$\$\$
T07	SR-224/Park Ave./Empire Ave. Transit Priority	Install and implement transit priority treatments (separate lanes, queue jumps, leading signal phases, or other) through intersection that allows transit vehicles to bypass congestion. Secure easement and/or additional right-of-way if necessary.	\$\$

Project ID	Name	Description	Cost
T09	Park-and-Ride Facilities	Plan for new park-and-rides on gateway corridors and in coordination with new transit-only guideways and services, including Quinn's Park-and-Ride (Hwy 40). Ensure high level of transit service to new facilities. Consider new mobility elements to include such as bike share, car share, e-bike station and charging connections, and pickup/dropoff zones. For Quinn's Park-and-Ride Phase II, construct new transit station, end-of-line transit facilities, and electric bus charger. Include intersection improvements, signage, and VMS boards.	\$\$\$\$\$
T10	Park City Mountain Resort (PCMR) Multimodal Hub	Partner with PCMR on the development of new transit center and multimodal hub as part of future PCMR redevelopment, including bus loading and circulation, passenger waiting areas, real-time transit information, and other mobility hub elements. Consider providing direct slope access from the hub.	\$
T11	Deer Valley Resort Multimodal Hub	Partner with Deer Valley on the development of new transit center and multimodal hub as part of future Deer Valley Resort base redevelopment, including bus loading and circulation, passenger waiting areas, real-time transit information, and other mobility hub elements.	\$
T12	Bonanza District Multimodal Hub	This district will provide multimodal connections and accommodate both day-to-day and peak event demands. The area will function as a multimodal hub that is largely pedestrian oriented with active transportation access integrated with mixed-use development. Provide transit amenities and accessible shelter served by frequent transit service to/from all PC nodes. Construct regional transit stops on westbound SR-248 and northbound Bonanza Dr. Add transit stop amenities, bus pullouts, and sidewalk and pathway improvements.	\$\$\$\$
T14	Vehicle Electrification & Fleet Replacement	Assess fleet needs, including additional buses or smaller vehicles for expanded local/regional electric transit services. Continue to prioritize alternative fuel, low-emissions, or no-emissions buses as fleet is replaced or expanded. Evaluate 100% conversion of bus fleet to electric, with particular focus on route compatibility and charging infrastructure. Consider issuing a green fleet challenge to incentivize local businesses, hotels, companies, etc. to switch to electric vehicles. Continue to develop electric charging infrastructure for transit network by placing chargers at major transit nodes.	\$\$\$\$\$\$
T15	Bus Stop Improvements	Continue to assess current stops for level of amenities and pedestrian access. Implement stop upgrades recommended in 2020 Bus Stop Accessibility and Inventory Study. As appropriate and feasible, construct shelters, pedestrian access and first-/last-mile improvements, benches, lighting, trash cans, real-time arrival displays, and bike share stations. Priority areas include Park City Municipal Recreation Center (PC MARC) and Park Ave Library. Upgrade two transit shelters and connecting sidewalks at Fresh Market stop on Park Ave./SR-248. Dedicate funding for continued bus shelter maintenance, snow removal, and general state of good repair. Coordinate with HVT as needed at shared stops and facilities.	\$\$\$\$\$

BIG CONCEPT PROJECTS

Project ID	Name	Description	Relative Cost
AT04	Rail Trail Expansion	Design, implement, and improve non-motorized connections and improvements on the Rail Trail through the Prospector neighborhood and Quinn's Junction area to the Union Pacific Rail Trail. Priority locations include Wyatt Earp Way and a shared-use path from Prospector Square to the Rail Trail. Resurface and widen the Rail Trail to 14 feet. Improve drainage, erosion control, and add bridges. Explore partnerships with State Parks and adjacent property owners for connections and expansions.	\$\$\$\$
R04	Old Town One-Way Streets	Study conversion of Old Town two-way streets to one-way flow to improve vehicle and transit access, and utilize the additional right-of-way for active transportation facilities.	\$
R09	Freight Network and Neighborhood Distribution Hubs	Identify and designate freight network and distribution hubs to focus freight movement on key corridors and minimize freight activity effects on street, neighborhood, and airspace congestion. Develop a Freight Management Plan to address anticipated growth in goods and e-commerce delivery. Include wayfinding, messaging, and drone regulation and use.	\$
SM03	Shared Mobility and Autonomous Vehicle (AV) Guidelines	Adopt policies or guidelines that encourage innovation, yet ensure consistent regulation, safe operation, and equitable implementation of new technology systems. Priority areas include: feasibility and zone boundaries; guidelines related to safety, equity, parking; data sharing requirements; seasonal deployment; ongoing monitoring/evaluation; and vendor selection criteria and procurement. Include specific guidelines for ride hail operations, including: curb management policies and markings, signage, queueing and idling, and passenger pickup/drop-off. Evaluate micromobility services such as e-scooters in key areas for longer-term implementation. Assess political and public support against potential benefits. Develop a cost/benefit analysis and feasibility study for AV implementation across transit and freight uses that prioritizes safety, equity, sustainability, and public good. Study infrastructure and street environment upgrades, such as curb marking, high visibility crossing locations, and intersection designs, that will be necessary to support future AV implementation.	\$
T04	PC-SLC Connect	Work with UTA to improve the PC-SLC Connect Service. Potential improvements include: • Direct connections from SLC Airport to Park City. • Limited stops in SLC for faster service from downtown and/or transit. • Public-private partnerships for shared implementation, branding, and marketing. • Running service into Old Town Transit Center. • Expanded service span and frequency.	\$\$

Project ID	Name	Description	Relative Cost
T08	Aerial Connections	Conduct a detailed feasibility study of aerial connections to key activity nodes that compares bus transit to aerial transit. Key planning considerations include: technology systems and rider capacity; regulatory requirements and thresholds; alignments, easements/right-of-way, and neighborhood impacts; and connectivity to transit system. Possible nodes/alignments include: • Bonanza District, Lower Park Avenue, PCMR, and Old Town • Bonanza to Aerie Hill area • Bonanza to Park City Mountain • Quinn's Junction to Bonanza • Bonanza, Flagpole, Deer Valley	\$
T16	Flex Transit Lanes	Explore flexible transit-only lanes on local corridors that serve key destinations and/or connect transit hubs, such as Bonanza Dr. and Empire Ave./Silver King Dr. Integrate with SR-224 and SR-248 transit lanes, ensuring necessary easements or additional right-of-way procurement. Test and learn with pilot projects for peak events and/or peak-time flex transit lanes while pursuing long-term dedicated lane solutions.	\$\$\$\$

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VISION PROJECTS

Project ID	Name	Description	Relative Cost
AT07	Park Meadows Bikeways	Plan, design, and implement a complete “all ages and abilities” on-street bikeway network in the Park Meadows neighborhood. Locations include: Little Kate/Holiday Ranch Loop Rd. bikeway, connections to Rail Trail, sidewalk improvement/trail connection on Lucky John east of Monitor Dr., and pathway improvement connecting Payday Dr., Thaynes Canyon Dr., Three Kings Dr., and Silver King Dr.	\$\$\$\$
AT10	Wasatch Loop Pathway Connections	Develop a shared-use path along the west side of the US-40 right-of-way to provide regional trail connectivity to Wasatch County and support the Wasatch Loop concept. Install connections to Rail Trail and other municipal hard/soft surface trails and pathways connections.	\$\$\$\$
AT11	15th Street Improvements	Design and implement 15th St. bike and pedestrian improvements from Empire Ave. to City Park. Potential improvements include: shared street or bike/pedestrian-only segment between Park Ave. and City Park; high-visibility crossing of Sullivan Rd.; pedestrian signal with high-visibility crossing at Park Ave.; shared street between Empire Ave. and Woodside Ave. (or fill sidewalk gaps); bulb-outs and high-visibility crossing at intersection of Empire Ave./15th St./Silver King Dr.	\$\$
AT13	Flex Bike Lanes	Create seasonal “flex” bike lanes that provide on-street snow storage or parking and loading space in the winter months. Consider implementing seasonal bike lanes as pilot projects, using low-cost temporary barriers and paint to establish protected facilities in the spring/summer that are removable for the winter. Priority corridors include Park Ave. and Empire Ave.	\$\$
AT14	Vision Zero Policy	Adopt a “Vision Zero” policy, with the goal of eliminating traffic deaths and serious injuries for all modes, through a variety of strategies, including data collection and analysis, street design, education, regulation, and enforcement.	\$
AT17	Unified Active Transportation Wayfinding Program	Partner with Summit County and other jurisdictions to implement a consistent, multimodal wayfinding program for trails, pathways, and transit access. Additional elements include pavement markings and additional signage.	\$\$
AT18	Sidewalk Infill Program	Identify and improve priority locations for sidewalk infill and repair. Create assessment tools to determine which priority conditions and locations warrant city funding.	\$\$\$\$
AT19	Accessibility Plan	Develop a citywide accessible transportation needs inventory that identifies gaps and explores next steps to make the city’s transportation system accessible to all users. Define a process for delivering accessible facility upgrades, either as individual projects or as part of upcoming strategies.	\$\$
AT22	Neighborhood Byways Enhancements	Improve residential neighborhood streets to accommodate safe travel for all, including traffic calming, flex parking, active transportation uses, and other improvements.	\$\$\$
AT23	Old Town Stairs Improvements	Create neighborhood connections and improvements to the stairway network throughout Old Town. Consider electric snow melt, bike rails, lighting, and improved signs.	\$\$\$

Project ID	Name	Description	Relative Cost
ITS03	Park City's Smart Gateway	Upon successful testing of direct short-range communication (DSRC) and connected-automated vehicles (CAV), implement a full build-out of a new SR-224 and/or SR-248 smart corridor. Construct a state-of-the-art system to support connected vehicle and transit operations, adaptive traffic signal control, and variable message signs (VMS).	\$\$\$\$
ITS04	Video Camera Network	Expand the video camera network throughout Park City, including major intersection, roadway segments, and/or locations of routine congestion. Network could also be expanded to monitor parking facilities and shared use paths. Include an adopted Personally Identifiable Information and data management policy to address privacy concerns.	\$\$
ITS05	Integrated Mobile Observations (IMO)	Implement an Integrated Mobile Observations (IMO) program, using data gathered from fleet and transit vehicles and other. This data would be used for enhanced road condition reporting through a more sophisticated system of traveler information and road weather services (see ITS01). Would be managed from the Park City Traffic Control Center.	\$\$
ITS07	Smart Work Zones	Implement smart work zone technologies and supportive policies to improve traffic flow and safety at construction zones. Elements may include real-time worksite and traffic volume monitoring; connected VMS with relevant traveler information; variable speed limit signs to improve work zone speed compliance; wearable worker devices that communicate with connected vehicles; and real-time monitoring and control of signs, travel lanes, and messaging from the worksite.	\$
P02	Shared Parking Facilities	Secure shared parking agreements with existing underutilized private parking facilities. Maximize publicly available and shared parking within new development, notably the Bonanza District and ski resort bases. Update the Land Management Code to require or incentivize shared parking options to meet parking requirements within private developments.	\$
P10	Residential Parking	Expand use of residential permit programs (RPPs) in key locations to mitigate spillover parking. Modify RPP formation process. Augment RPP zone enforcement during peak events. Transition to virtual permitting and enforcement to better serve full-time residents and facilitate nightly rental patron parking.	\$
P14	Value Pricing	In collaboration with regional partners, evaluate feasibility of pricing at regional gateways and/or on key corridors during peak periods of demand. Value pricing promotes efficient use of roadway capacity by pricing driving during peak periods. Based on feasibility, test and pilot policy and infrastructure. If implemented, utilize net revenue to fund local and regional transit, multimodal, and TDM programs/projects.	\$

Project ID	Name	Description	Relative Cost
R01	Freeway Connections (UDOT)	Enhance freeway access and connections at key locations. Potential UDOT-led concepts in the Statewide Long-Range Plan include: • I-80: upgrade interchange at Kimball Junction with innovative and multi-modal interchange designs • I-80: widen Rasmussen Road • I-80: widen both directions from Summit to Jeremy Ranch • US-40: interchange improvements at Quinn's Junction • US-40: widen exit at Silver Summit Pkwy • US-40: widen from 2 to 3 lanes from SR-248 to Silver Summit • US-40: add EB lane from SR-248 to Summit County line • SR-248: add WB lane between US-40 and Park City boundary	\$
R02	SR-248 Corridor Mobility Improvement Project	In cooperation with UDOT, design and construct dedicated transit lanes on SR-248 from approximately US-40 to SR-224 to enhance gateway corridor access. Westbound lanes are funded as part of the SR-248 Corridor Improvements project. Project elements may include side-running transit lanes, bicycle paths; improving school access; intersection improvements (Richardson Flat, Bonanza Dr., and SR-224); pedestrian tunnels; and landscaping/aesthetic enhancements.	\$\$\$\$\$
R10	Emergency Access Management Plan	Develop an Emergency Access Management Plan. Update emergency evacuation routes, classifications, and policies. Modify routes and policies for winter and non-winter seasons.	\$
R12	Strategic Land Acquisition	Acquire property and easements in appropriate locations to make appropriate transportation connections for all modes consistent with the modal hierarchy and street classifications. Include an annual budget allocation for future acquisitions.	\$\$\$\$\$

Project ID	Name	Description	Relative Cost
SM04	Personalized Mobility Program and Mobility as a Service (MaaS) Platform	Evaluate and develop a personalized mobility program and Mobility as a Service (MaaS) platform that offers one-stop information and payment portal for mobility services. Ensure equity of access to all, incorporating affordable/subsidized subscription levels and balanced accessibility of service providers. Potential service elements include: • Transit and shuttle information provided by Park City Transit and High Valley Transit, including SLC airport shuttles • Shared mobility services, including ride hail, on-demand microtransit, bike share, car share, or others • Parking availability, reservation, and payment • Maps, travel options, and navigation assistance • Features targeted to visitors/resort guests and local residents • Cost comparison and personal mobility priorities • Seamless and coordinated payment for all services, including a subscription service option	\$\$
T19	Technology Systems and Data Standards and Management	Enhance technology equipment and related processes to collect, manage, and monitor transit data. Develop standards in defining, measuring, and benchmarking key performance indicators to assist with route development and transit management. Create a technology plan including replacement and maintenance standards. Invest in technology supporting real-time customer information and flexible shared mobility scheduling and dispatch.	\$



7

FINANCIAL PROGRAM

Park City Forward defines substantial transportation investments over the next 30 years. Implementing the recommended projects, programs, and policies will require funding from a combination of existing and potential federal, state, regional, local, and private sources.

The Park City Forward financial program makes reasonable assumptions, allowing for realistic implementation over the next 30 years. The financial program includes the following core assumptions:

- **It is a high-level planning exercise**, designed to estimate costs and revenues via best practice assumptions. Project costs are planning-level estimates, representing approximate order-of-magnitude amounts. Detailed costing will be required for each investment as it is implemented.
- **It is not a detailed budget exercise**, as annual budgeting for the city or a specific department has its own distinct processes and approval requirements.
- **It is best utilized as a prioritization and education tool**, identifying relative tiers of investment and the full funding need for transportation in Park City.
- **It includes a best estimate of a fiscally constrained list**, designed to be achievable in the next five years based on existing and anticipated revenue.
- **Financial need will exceed available resources for the 30-year horizon**, as is a common outcome with long-range transportation plans which identify an unconstrained “wish list.”
- **Transportation costs and revenues are always changing**, and the financial program should be updated on a consistent basis to inform policy and budgeting decisions.

HOW WERE THE COST ESTIMATES DEVELOPED?

Park City Forward used a mix of sources to inform cost estimation, including local project costs and municipal expenses, city transportation and capital improvement plan (CIP) line items, a national database of built transportation project costs, and professional judgement. The costing approach included the following methods and assumptions.

- Utilized **unit-cost inputs** to estimate project costs based on the detailed descriptions included in the final project list. Examples of unit costs include:
 - » Average per mile construction costs
 - » Actual average annual cost (salary + benefits) for a new full-time equivalent (FTE) staff member
 - » Average cost per service hour or a system/service/program cost unit (e.g. cost per bike share station)
- Costs represent the estimated total amount of funding that will be needed to plan, design, and build a project. However, many projects are **not yet fully scoped or designed**, so these are planning-level cost estimates rather than fully engineered estimates.
- Some investments were **assigned to a future phase**, and assumptions were included to apportion all or a portion of project cost to a given year.
- To account for future year costs, **an inflation factor of 4% per year** to the midpoint of each timeframe was applied to all projects based on how they are programmed within the 30-year Park City Forward horizon.

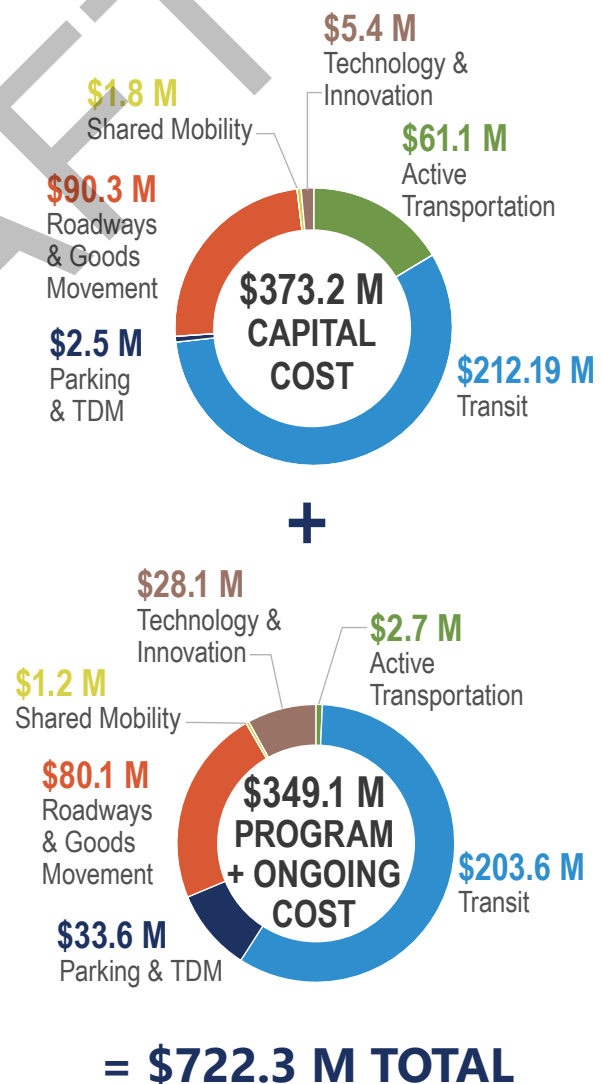
SUMMARY OF FINANCIAL PROGRAM

ESTIMATED COSTS

Capital costs include physical improvements such as transit lanes and park-and-ride facilities, while program and ongoing costs are items that generally do not have physical infrastructure improvements associated with them, including new staff positions and operating transit service. The table on the next page summarizes the cost estimates by priority tier and modal category, as well as the share of one-time capital versus programmatic and/or ongoing costs. Key findings include:

- The total cost for the Park City Forward Project List (Chapter 6) is estimated at \$722.33 million through 2050.
- The total cost for the 5-Year Priority Projects is estimated at \$87.23 million.
- The total cost varies significantly between modes due in large part to the breakdown of capital projects versus ongoing programmatic and staffing projects. For example, Roadway and Transit projects generally have large capital price tags, while Parking and TDM projects are largely programmatic and staff time, resulting in lower total cost.
- Transit projects account for well over half of the Park City Forward. This is due to the large costs associated with individual transformative projects, and also to the ongoing annual costs of operating regular and expanded transit service.
- Roadway projects contribute the second-largest share of total costs, owing to the accrued annual cost associated with basic roadway maintenance and investments such as major intersection improvements.

PARK CITY FORWARD COSTS, YEARS 1-30



SUMMARY OF COST ESTIMATES BY PHASE AND MODE

Modal Category	Cost Category	Phase / Tier			Total*
		5-Year Priority Projects	Big Concept Projects*	Vision Projects	
Active Transportation	Capital	\$21.22 M	\$15.25 M	\$24.60 M	\$61.07 M
	Program / Ongoing	\$0.18 M	\$1.85 M	\$0.64 M	\$2.67 M
Transit	Capital	\$39.11 M	\$173.08 M	\$ -	\$212.19 M
	Program / Ongoing	\$3.80 M	\$199.43 M	\$0.35 M	\$203.59 M
Parking + TDM	Capital	\$2.36 M	\$0.00 M	\$0.13 M	\$2.49 M
	Program / Ongoing	\$1.70 M	\$31.45 M	\$0.41 M	\$33.56 M
Roadways + Goods Movement	Capital	\$13.91 M	\$63.42 M	\$12.95 M	\$90.28 M
	Program / Ongoing	\$2.05 M	\$78.06 M	\$ -	\$80.11 M
Shared Mobility	Capital	\$1.04 M	\$0.09 M	\$0.64 M	\$1.78 M
	Program / Ongoing	\$ -	\$ -	\$1.17 M	\$1.17 M
Technology + Innovation	Capital	\$0.52 M	\$ -	\$4.87 M	\$5.39 M
	Program / Ongoing	\$1.33 M	\$23.12 M	\$3.60 M	\$28.05 M
TOTAL		\$87.23 M	\$722.33 M	\$49.35 M	\$722.33 M

* Also includes years 6-30 of 5-Year Priority Projects carry over + ongoing programs

PROJECTED REVENUE

Fully funding Park City Forward will require a wide variety of funding sources. Current funding sources for Park City already include a combination of:

- **Federal Grants**, such as Federal Transit Administration capital and operating formula funds; Safe Routes to School grants; and Small Urban Program (administered through UDOT).
- **State Grants**, including Safe Sidewalks; Transportation Alternatives Program (TAP); Transportation Investment Fund for active transportation, first mile/last mile connections, transit, and highways; and Transportation Planning Assistance.
- **County Contributions**, including 3rd quarter sales tax.
- **Local Transportation Fund**, including transit sales tax, resort taxes, and parking program revenue.
- **Local City Fund**, which is not transportation-specific and is competitive for citywide project funding.

With federal, state, regional, and local funds combined, Park City has an estimated \$58 million, plus \$29.2 million in “supplemental” local funding, to fund Park City Forward projects in the near-term. This is the amount used to set the “fiscally constrained” project list.

REVENUE BY SOURCE, YEARS 1-5

Source	Total
 Federal Grants	\$28,351,850
 State Grants	\$2,500,000
 County Contributions	\$11,926,021
 Local Transportation Fund	\$4,160,283
 Local City Fund	\$11,073,000
 Supplemental Local Funding	\$29,218,000
TOTAL	\$87,230,000

FUNDING GAP

Using a conservative estimation based on projecting recent historical budget data across years 6-30, it is assumed that a total of \$336.47 million will be available to fund projects in the future Big Concepts and Vision phases. A funding gap of \$385.86 million is estimated for the full life of Park City Forward.

FINANCIAL PROGRAM YEARS 1-30

 5-Year Projects	\$87,230,000
 Big Concepts	\$585,749,000
 Vision	\$49,353,000
 Total Cost	\$722,330,000
 Total Revenue	\$336,470,000
 Revenue Needed	\$385,860,000

CLOSING THE FUNDING GAP

To fully implement the transportation projects and programs identified in Park City Forward, Park City—in coordination with the state, Summit County, and other local partners—will need to identify and secure additional funding sources.

Some of these sources, such as grants, are available but highly competitive. Others would require local or state action to initiate, or expand their use, such as additional fees, taxes, or bonds.

This section summarizes potential funding sources for Park City, the region, and the state to explore as Park City advances implementation of Park City Forward.

FUNDING SOURCES

Source	Overview
Federal	
Infrastructure Investment and Jobs Act (IIJA) ¹	IIJA was passed in November 2021 and now governs all federal transportation policy and funding through 2026. The law includes \$1.2 trillion in spending, of which \$643 billion (54%) will go to surface transportation. Two-thirds of transportation dollars will go to highway programs and one-third will go to transit and rail investments. Most of the dollars (87%) are apportioned by formula programs and administered by the states and MPOs. The remaining funds are directed to discretionary programs, including close to 60 competitive grants and research programs administered by USDOT. These programs cover numerous transportation sectors, including • RAISE and TIFIA: competitive grants for roads, rail, and transit (RAISE) and loan programs for large projects (TIFIA) • Transit grant programs: expand or build new transit, buses and bus facilities, ferry services • Rail-focused programs: improve and expand rail services • Active Transportation Infrastructure Investment Program: fund active transportation networks in communities • Strengthening Mobility and Revolutionizing Transportation: innovative technologies to improve safety and efficiency • Repair: bridge and passenger rail repair grants • Safety: safety improvement grants, including Safe Streets and Roads for All grant program • Climate and Environmental Mitigation: grant programs to address climate change and the environment, including vehicle electrification • Equity: grants to improve community connections and healthy streets • Trails: The Recreational Trails Program (RTP) and the Land and Water Conservation Fund provide grants that can be used for recreational trail planning, acquisition, and construction. The former can also be used to maintain and restore existing trails, and for programming. Both are administered through the Utah State Parks Department.

¹ For a detailed breakdown of IIJA, go to <https://t4america.org/iija/>

Federal Land Access Program (FLAP)	FLAP funds can be used by entities that own or have responsibility for a public highway, road, bridge, trail, or transit system and are located on, adjacent to, or provide access to Federal lands. Funds are administered by the state.
American Rescue Plan Act	The American Rescue Plan Act of 2021 includes \$350 billion to U.S. territories, states, and local and tribal governments as assistance for municipal budgets depleted by COVID-19. States were set to receive \$220 billion and local governments will receive \$130 billion. Transit agencies will receive another \$30.5 billion. Projects included in Park City Forward may be eligible for these funds.
State	
Class B & C Road Funds	Class B & C Road Funds are generated from state fuel taxes, registration fees, and other sources and used to finance county roads (Class B) and roads owned by incorporated municipalities (Class C). Funds are allocated by a formula based on population and road mileage and can be used for traffic safety enhancements.
Transportation Investment Funds (TIF) and Transit Transportation Investment Fund (TTIF)	TIF can be used to fund design, construction, or maintenance of roadway projects. Active transportation projects are eligible if they help mitigate congestion and are included in an approved active transportation plan. TTIF is for projects that establish a connection to the public transit system. UDOT administers these programs.
Safe Routes to School (SRTS) & Safe Routes Utah	Funding for education, enforcement, evaluations, and infrastructure improvements that encourage elementary and middle school students to walk or bike to school. UDOT administers these programs.
Safe Sidewalk Program	Safe Sidewalk Program funds can be used to construct new sidewalks adjacent to state routes where they do not currently exist.
Utah Outdoor Recreation Grant	The Utah Outdoor Recreation Grant is intended to improve recreational opportunities through the construction of trails, pathways, and other amenities. It is administered through the Governor's Office of Economic Development.
Special Districts	
Local Districts	In Utah, a local district is a special independent government entity that can be created by a city or county to provide certain services, including transportation and right-of-way construction and maintenance. Under Utah state law a local improvement district may borrow money, issue bonds, levy and collect property taxes, invest money, and impose fees.
Redevelopment Areas	Park City has two Redevelopment Areas, Main Street/Swede Alley and Lower Park Ave. Tax increment revenues from the project area are used for permitted improvements within the project area, including road, parking, and pedestrian facilities. Renewal of existing redevelopment areas or creation of additional redevelopment areas for districts with a high need could be considered.
Taxes	
Gas Taxes	Many states levy additional taxes on fuel to provide supplemental funding for transportation.
Property Taxes	Local option property tax increment could be used to fund transportation and transit.
Sales Taxes	Summit County sales taxes currently include a 0.25% transportation infrastructure tax and a 0.20% transit tax.

Hotel Taxes	Park City currently levies a transient room tax of just over 13%, including the 0.32% state tax.
Employee Head Tax	Employee head taxes charge employers a flat tax on each worker. Such taxes can be a way to tie transportation funding to economic growth.
Fees	
Impact Fees	Development impact fees are one-time charges on new development to help fund new infrastructure needed to accommodate that development. Park City currently imposes a streets and stormwater fee and a fee to offset impacts on parks, trails, and open space. Some municipalities use impact fees to pay for road maintenance, transit service, and transportation demand management. Expanding the purview of impact fees may require changes to Utah state law.
Parking Fees	Expanding paid parking to additional streets and off-street facilities in Park City would increase revenue while encouraging mode shift. Variable pricing can be based on demand and target occupancy rates.
Event Surcharges	Numerous municipalities impose a surcharge on tickets for large events to manage transportation impacts. Revenue can be used to fund additional services or staff during peak periods.
Road User Charge (RUC)	In 2020 Utah established a Road User Charge program aimed at people who drive electric and hybrid vehicles. The state expects to expand the program gradually and may eventually replace the state gas tax.
TNC Charge	Many cities and states charge a fee for trips taken using ride hailing services like Uber and Lyft. Some cities charge a flat fee per trip or per vehicle, while others charge a percent of the fare. Utah currently levies an annual permit fee but does not use the fee to fund transportation.
Congestion Pricing (or Value Pricing)	Congestion/Value pricing is a means of charging people who drive in areas that experience significant traffic congestion. It differs from tolling in that it can be responsive to traffic conditions (for example by varying by time of day), can include exemptions (for example for low-income people and electric vehicles), and can be implemented in a variety of ways, such as by designating "low emissions zones." Congestion pricing is new to the United States and may require legislative changes at the state level to be implementable. Park City Forward recommends that Park City and regional partners explore value pricing at regional gateways during peak periods of demand.
Transit fares	Most transit agencies utilize rider fares to fund their operations. In most cases, however, rider fares only cover a portion of operating costs, requiring supplemental funds.
Other Local Sources	
Bonds	General Obligation bonds are a local funding option for constructing major capital improvements. Typically, a set of projects is grouped into a "bond package" that goes before voters for approval. Bonds are then sold to provide up-front funding for transportation projects.
Public-Private Partnerships	Public-private partnerships are agreements between public agencies or municipalities and private entities that benefit from transportation improvements. They are traditionally used for construction of large transit projects but can also be applied to facilities like parking garages, bike lanes, trails, and sidewalks.





PARK CITY **FORWARD**



a transportation blueprint

COMMUNITY ENGAGEMENT REPORT - DRAFT

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1

INTRODUCTION

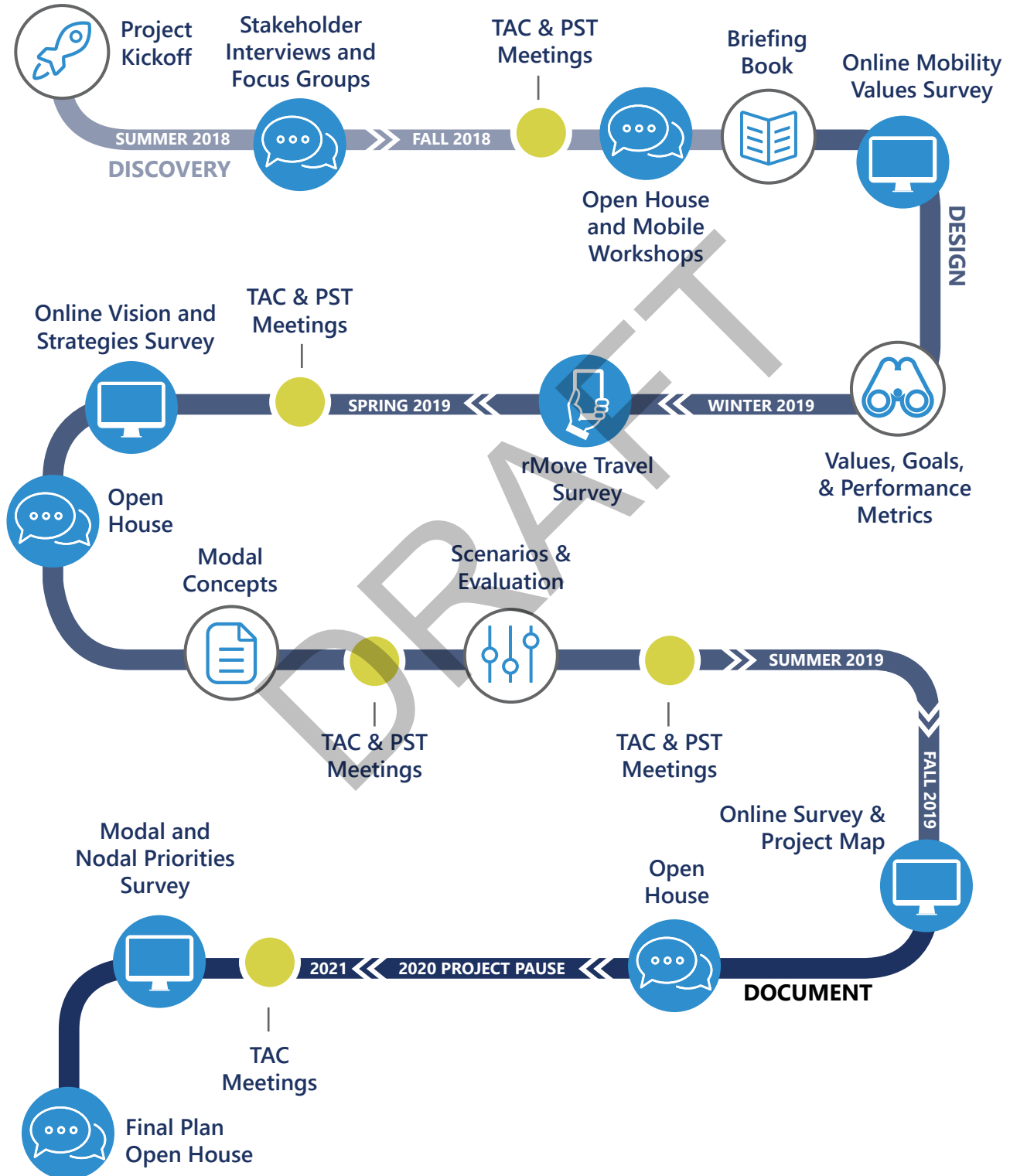
The Park City Forward project team carried out robust and inclusive public engagement. Chapter 2 of Park City Forward summarizes the key elements of the community engagement effort. This report provides additional detail on the engagement process and its specific results.

We designed our outreach effort to engage with and hear from a broad spectrum of residents, businesses, employees, and city and agency staff.

The engagement process was organized around three phases—Discovery, Design, Document—and the following principles.

- **Listen** to understand people’s transportation and mobility challenges, needs, and desires
- **Involve** a broad range of stakeholders with diverse perspectives and experiences
- **Educate** people about potential solutions and what tradeoffs may be necessary to achieve meaningful results
- **Collaborate** to develop locally generated solutions with technically sound expertise

OUTREACH TIMELINE



VISION 2020

[Park City Vision 2020](#) was a visioning process looking out to 2030 to determine the aspirations and challenges the City will face today and over the next decade. The project engaged over 1,700 residents and stakeholders. The final Park City Vision 2020 report was issued in early 2021. While this visioning effort covered all aspects and sectors of Park City's future, its parallel engagement process also surfaced the community's desire to address key transportation challenges and prioritize mobility investment. Of its five key strategic pillars, Transportation Innovation was identified as a key to "Embracing Bold Action."

We used Vision 2020 to:

- Refresh Park City Forward vision and goals, ensuring strategic alignment
- Review Vision 2020 outreach to capture new project ideas or update others previously identified
- Ensure that Park City Forward Project List reflects Vision 2020's four Key Action Areas for transportation





2

DISCOVERY

The Discovery phase focused on gathering information, defining key transportation issues and challenges, and identifying the community's values around transportation. We compiled improvements suggested in past community planning efforts to form the foundation of our project list. We communicated our key findings from the Briefing Book to build understanding within the community about the region's critical transportation challenges. Data collection in this phase shaped the plan's vision, goals, and path forward.



WHAT DID WE DO?

We kicked off the project in June 2018 by conducting a round of interviews with key regional stakeholders. We talked with representatives from school, local businesses, city and regional agency, City Council, and the hospitality industry.

After the stakeholder interviews, we connected with the Park City community in a variety of ways:

- We launched a **project brand** to ensure the project was easily identifiable for the community, and a **website** to serve as a central source of information throughout the project.
- We convened our first work sessions with the **Technical Advisory Committee (TAC)** and the **Project Support Team (PST)**. These early meetings helped to establish goals and a vision for the plan. We identified how we can align our transportation system with these values in the long term.
- We hosted an informational **open house** for anyone to stop by, share their views, and ask questions.
- We took the project on the road for **mobile workshops** at six different locations: Park City MARC, Old Town Transit Center, Miners Park on Main Street, Kimball Junction Transit Center, Anaya's Market, and Fresh Market.
- The online **Transportation Values Survey** let people who did not attend the open house or mobile workshops provide feedback.
- In December 2018, we conducted a **three-day travel diary called rMove**.



The Park City Forward website serves as a central source of information about the project.

WHO ARE THE TAC AND PST?

The TAC was composed of local stakeholders from resorts (Deer Valley and Park City Mountain), Park City Chamber of Commerce, Historic Park City Association, Summit County, Park City Lodging, Park City School District, Utah Department of Transportation (UDOT), Ski Utah, High Valley Transit, and other local businesses, employers, and residents. The PST included staff from nine Park City departments.

The TAC and PST met throughout the project to discuss key project milestones and steer major decisions. Their detailed feedback shaped every aspect of the project, from goals, priorities, and performance measures, to details of individual items in our final project list.



The project team gathered community priorities and initial ideas at mobile workshops, an open house, and in group discussions with key stakeholders.

SPOTLIGHT: KEY COMMUNITIES

Throughout the project, we sought participation from groups who may be underrepresented in the typical planning processes. We took our open house on the road to talk with people in informal spaces, including a market popular with Spanish-speaking residents, met with older adults in-person to gather their ideas and collect travel surveys, and translated some survey materials into Spanish.

We also conducted an rMove workshop and focus group with seniors. This effort included a luncheon session and presentation on Park City Forward at plan at the Park City Senior Center. We collected feedback and ideas, and gave the seniors the option to contribute their rMove travel choices in person and through written feedback.

DISCOVERY PHASE – BY THE NUMBERS

120 

Open house and mobile workshop participants

270 

Transportation Values participants

400+ 

Comments on transportation issues and opportunities

5,000+ 

Trips logged through rMove survey

6 

Mobile workshop sites around the city where people shop, work and play

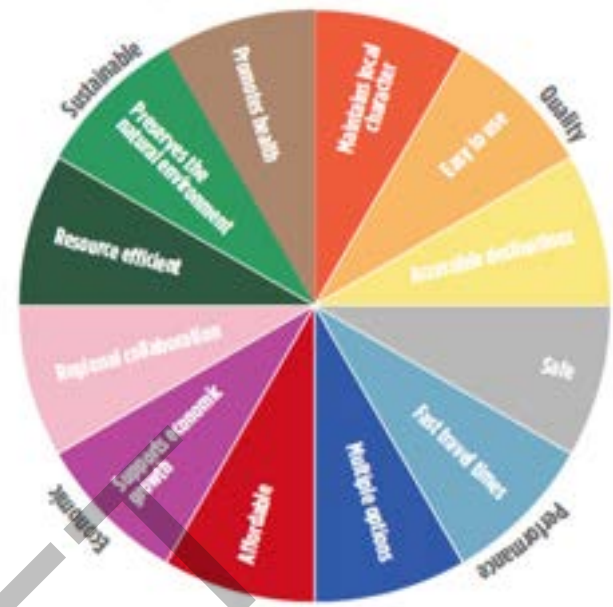
273 

Households that participated in rMove

WHAT DID WE LEARN?

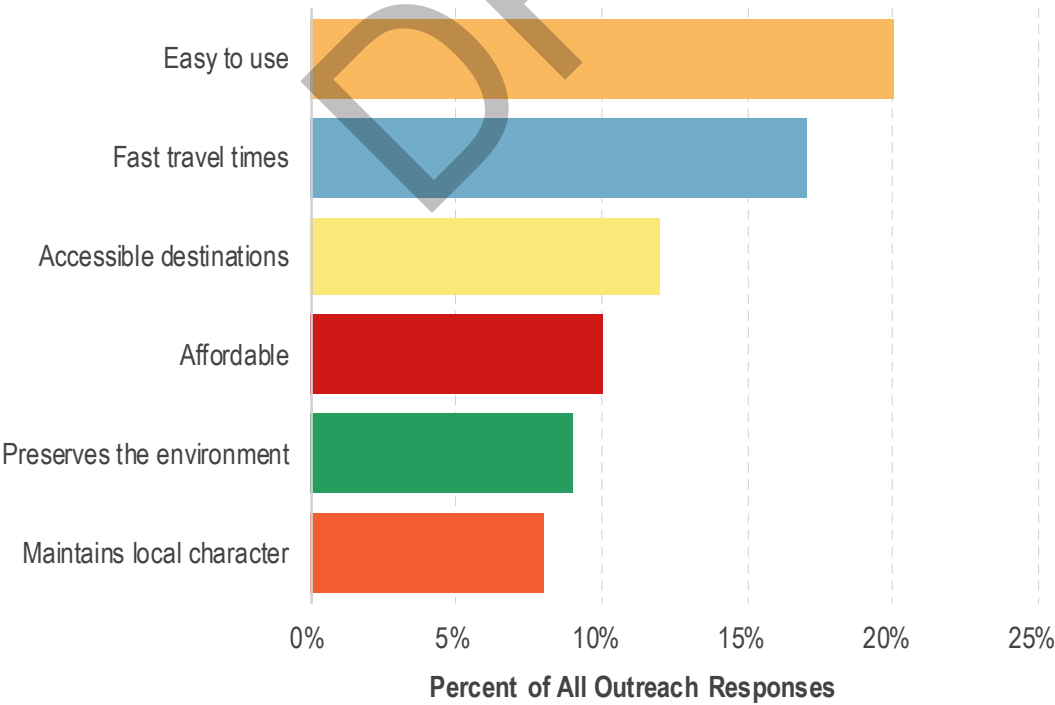
PARK CITY'S TRANSPORTATION VALUES

Over 270 people participated in an exercise at six mobile workshops and an open house. We asked them to consider what qualities are most important in Park City's future transportation network. Each option corresponded with a color of paper. Their responses were pasted together to create the "Transportation Values Tapestry". This feedback helped us create strategies and performance metrics that match the community's values.



The Transportation Values Tapestry exercise offered participants a hands-on opportunity to tell us what would be most important to them in the future transportation system.

HIGHEST PRIORITY VALUES



KEY FEEDBACK THEMES

Common themes emerged in the Discovery phase through TAC and PST discussions, as well as comments collected through the web survey, open house, and mobile workshops.

- **Main Street faces significant constraints and congestion** where people walking, biking, parking, picking up or dropping off passengers, making deliveries, and driving all compete for limited space in the street.
- Transit serves local trips well, but **regional connections must be improved**.
- Areas not well served by transit include **Quinn's Junction, Silver Creek/Silver Summit, Park Meadows, and Heber**.
- Many people are interested in **dedicated transit lanes** to speed up bus service.
- **Increase bus frequency later at night and in the early morning** to better serve service industry employees.
- Desire for **direct transit connections to Salt Lake City**.
- **Increased frequency** on routes that complement Electric Xpress service.
- **Safe crossings and sidewalks are needed for people walking and biking** especially along Park Avenue, Kearns Boulevard, and Deer Valley Drive.
- **Shared-use paths are popular but can be too busy for some people**, especially when recreational bicyclists, e-bike riders, runners, and walkers compete for space.
- Need improvements to **separate travel modes and increase safety at driveways** on local arterials and neighborhood connectors.

“Living in Silver Creek, the only option we have is to drive. It would be very helpful to have access to the public transportation system.”

- Survey Respondent

“We need direct hourly buses to and from the Salt Lake Airport from the Kimball Junction transit center.”

- Survey Respondent

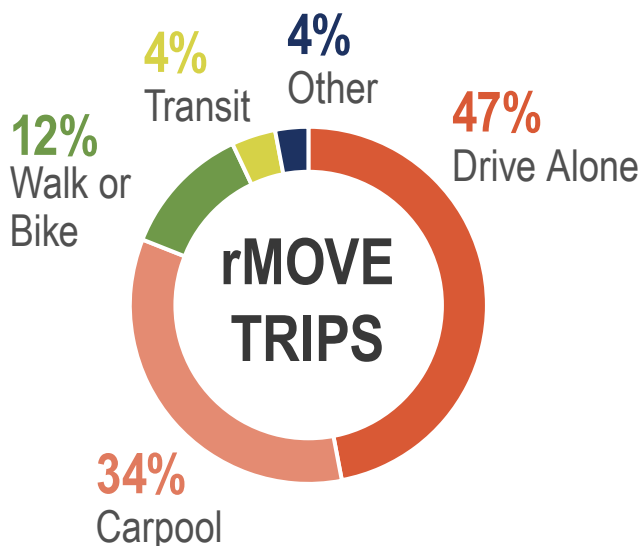
RMOVE SURVEY

The rMove travel survey provided a great source of information that informed strategy development, while establishing performance measures to monitor progress on Park City Forward. Over 300 people in 273 households logged more than 5,000 trips.

Some of the key findings from the rMove survey include:

- **Travel in a private vehicle is the most common mode** for all participants, but more common for non-Park City residents. Driving a private vehicle accounted for 81% of all trips.
- Biking, walking, and transit are **more popular among Park City residents** than for people living outside Park City.
- For Park City residents, **about 32% of all car trips were made alone**, and about 40% were with two or more people in the vehicle.
- About half the trips were for errands or to get home. **Work-related trips only account for 15%** of all respondent trips.

MODE SHARE FOR ALL rMOVE TRIPS



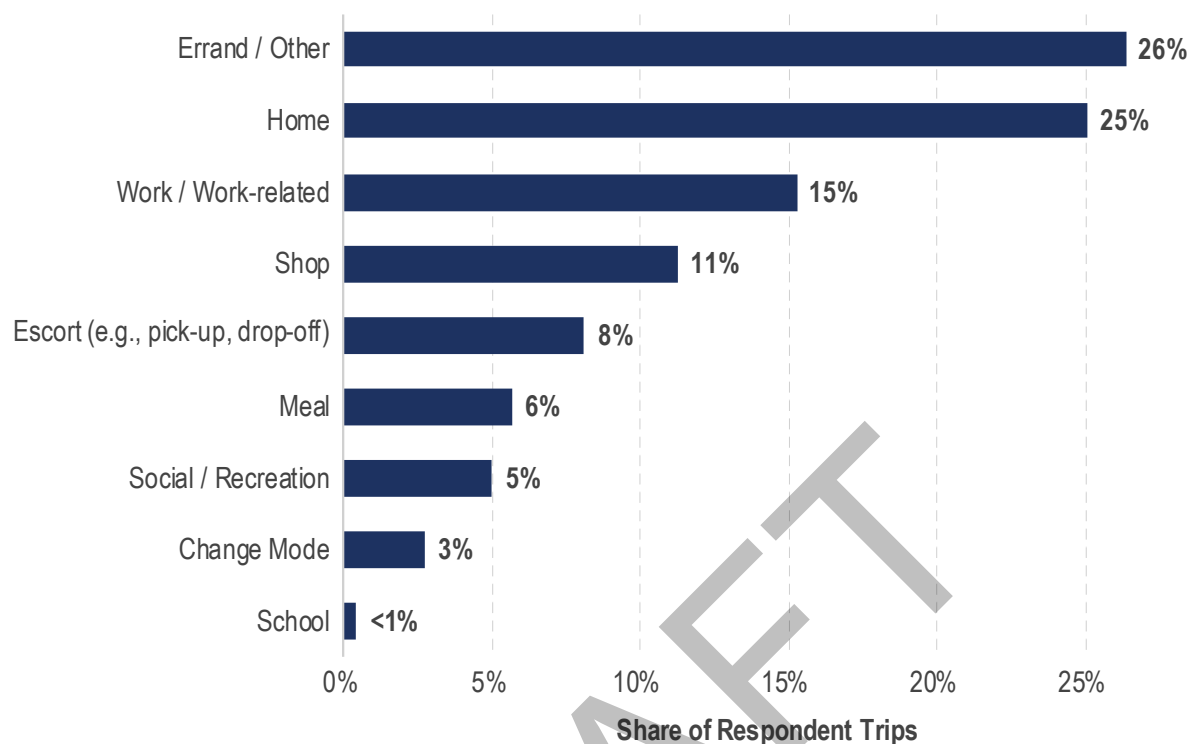
HOW DID rMOVE WORK?

RSG, Inc. conducted a smartphone-based travel diary to better capture behavior for all trip types. Residents were recruited through snail mail to addresses in the 84098, 84060, and 84068 zip codes, and employees were recruited through existing electronic mailing lists. This methodology provided a statistically significant population sampling of travel behavior for the Park City/Summit County Area.

People who opted in downloaded a mobile phone app and recorded all their trips for three days. A focus group of older adults also recorded their trip activity through in-person interviews and paper survey forms. The app and survey were also available in Spanish. If participants completed three days of recorded trips, they could choose to receive a \$15 gift card.

The app recorded each trip's origin and destination, and participants provided information such as the trip purpose, mode of travel, and how many people they traveled with. We also asked for demographic information such as household size and income level, allowing for an analysis of trip behavior by different user types.

TRIP PURPOSE OF rMOVE TRIPS



HOW DID WE USE THE DISCOVERY PHASE?

- Stakeholder feedback helped us draft Park City Forward goals, understand existing transportation challenges, and brainstorm solutions.
- We used results and comments from the Transportation Values Tapestry to synthesize the community's vision for the plan and create plan goals and performance metrics.
- Data from the rMove survey was used to understand existing travel patterns and baseline mode split, set mode split targets for key geographic nodes, and inform the monitoring plan.
- Open houses gave us space to inform the community about Park City's existing transportation network, and participants used large maps to show us trouble spots and areas for improvement.

“Walkability is very important. I would love for residents and visitors to be able to live their day-to-day life without a car.”

- Survey Respondent

248 40 To H.S.

?? FILL OUT A COMMENT CARD AND P

TRANSIT

your ideas for projects,
is, or programs to improve
City's mobility network.

What's your idea?
Microtransit!
does not serve
area. Can't walk
downtown. Safety is
Where should it go?
City-wide ☐ Region-wide ☐
Specific Location?
area Drive (Paul Z)

PARK CITY FORWARD



a transportation blueprint

What category?

- ☒ Transit
☐ Bike
☐ Roadways
☐ Technology
☐ Parking
☐ Pedestrian
☐ Program/Policy
☐ Other?

Share your ideas for projects,
policies, or programs to improve
Park City's mobility network.

What's your idea?
Bus service to
Heber

Where should it go?

- ☐ Park City-wide ☐ Region-wide
Location?

FORWARD



a transportation blueprint

What category?

What's your idea?

- ① sidewalk from Kimball transit (which
bus area) down to Library parking lot
no one uses ramp thru building
② 'train depot' type clock out side
of Kimball transit so you can know
when bus is coming
Where should it go?
☐ Park City-wide ☐ Region-wide
③ Big sign 'Kimball Library / one
parking only - Too many stickers
use Kimball Library lot.

Share your ideas for projects,
policies, or programs to improve
Park City's mobility network.

What's your idea?
Offer FREE transport
from the Airport
to decrease car
rentals
or Reduced \$5-\$10/person

Where should it go?

- ☐ Park City-wide ☐ Region-wide
Specific Location?
Everywhere

PARK CITY FORWARD



a transportation blueprint

What category?

- ☐ Transit
☐ Bike
☐ Roadways
☐ Technology
☐ Parking
☐ Pedestrian
☒ Program/Policy
☐ Other?

Share your ideas for projects,
policies, or programs to improve
Park City's mobility network.

What's your idea?
Digital signs
@ gateways +
other places people
gather to for

Where should it go?

- ☐ Park City-wide ☐ Region-wide
Specific Location?
Arriving in P.
Community events.
Focus on Civic.

PARK CITY FORWARD



a transportation blueprint

What category?

- ☒ Transit
☐ Bike
☐ Roadways
☐ Technology
☐ Parking
☐ Pedestrian
☐ Program/Policy
☐ Other?

Share
policies
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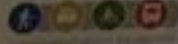
WARD



Share your ideas for projects,
policies, or programs to improve
Park City's mobility network.

What's your idea?
sidewalks at Kimball transit
especially need transit center
in short.
Plan more sidewalks in
traffic corridors
Where should it go?
☐ Park City-wide ☐ Region-wide
Specific Location?
People stand ON 124 to
wait for bus

PARK CITY FORWARD



a transportation blueprint

What category?

- ☒ Transit
☐ Bike
☐ Roadways
☐ Technology
☐ Parking
☐ Pedestrian
☐ Program/Policy
☐ Other?

Share your ideas for projects,
policies, or programs to improve
Park City's mobility network.

What's your idea?
Recorded on bus
announcements
added to those
already made to
Where should it go?

3

DESIGN

The Design Phase helped the team refine, add to, and confirm the most important pieces of the plan: Park City Forward's vision, goals, project ideas, and how we will measure success. We took our initial project list and integrated community feedback to update, consolidate, and refine the list.

We used this list to draft Modal Concept Plans for each of the key modes. Community feedback helped to prioritize and add transportation strategies at the broad conceptual level, and input from the advisory committees gave us direction on adjusting specific project ideas.



DESIGN PHASE – BY THE NUMBERS

330+ 

Respondents to the Vision and Strategies survey

725 

Comments from survey respondents

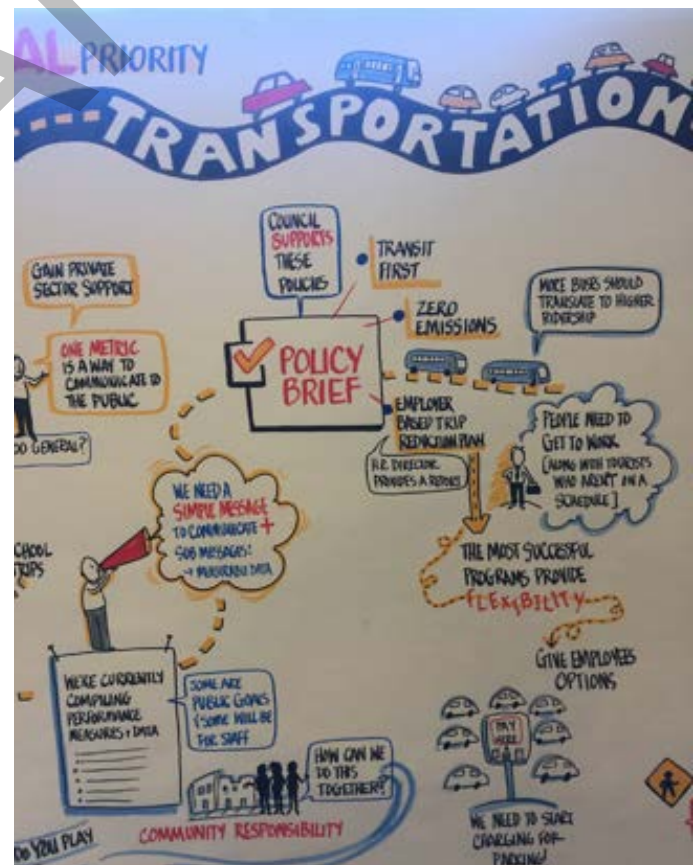
“Electric Xpress service should be expanded to Deer Valley.”

- Survey Respondent

WHAT DID WE DO?

In the Design phase, we continued our outreach through advisory committee meetings, an open house, and a second online survey:

- We **met twice with the TAC and PST**: once to prioritize initial concepts and brainstorm potential investment scenarios, and a second time to review and update the Modal Concept Plans.
- We **hosted an open house** to present a conceptual list of projects, policies, and programs and gather feedback to inform prioritization.
- The **Vision and Strategies online survey** gathered feedback on how to measure the success of Park City Forward, and helped us consider which conceptual strategies might have the greatest impact.
- We also participated in the **2019 City Council retreat** to help define transportation goals and measures for success.



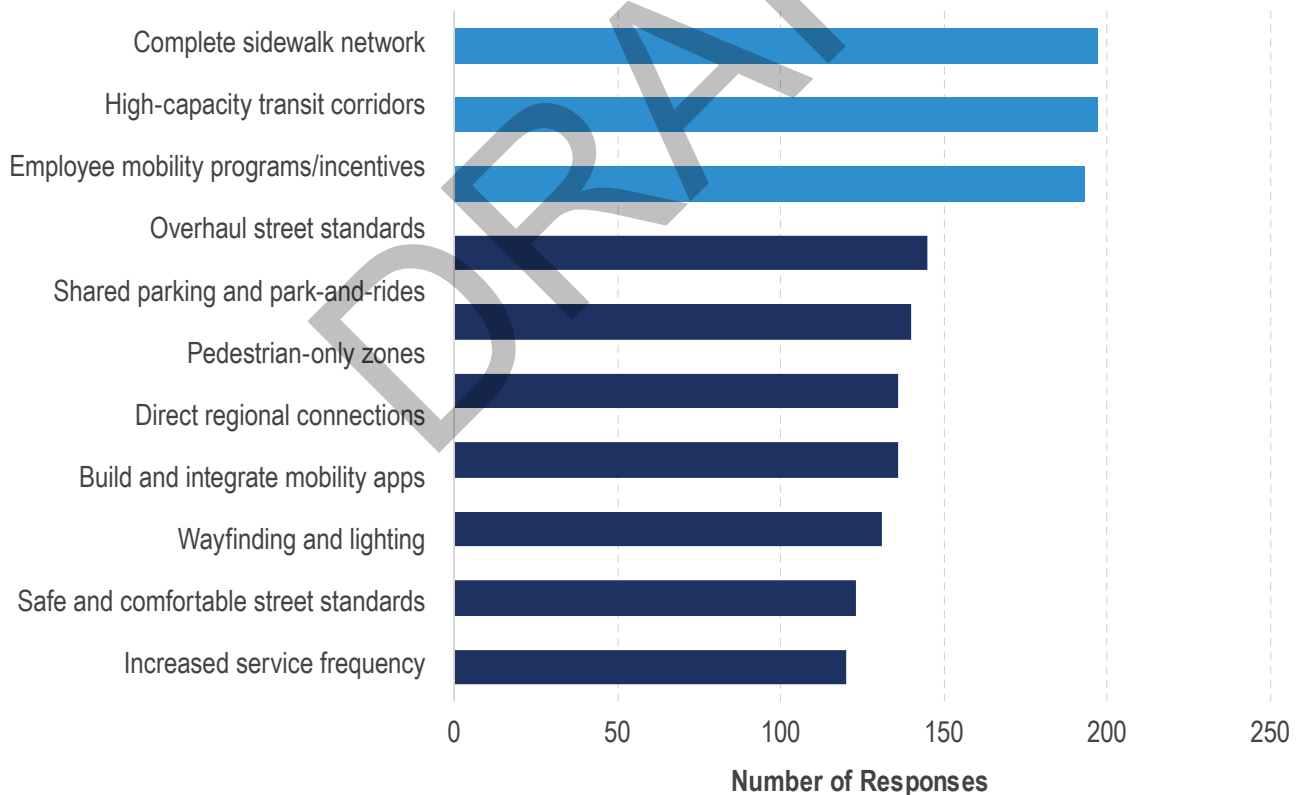
Live visual note-taking by artist Alece Birnbach captured the transportation discussion at the 2019 City Council retreat.

WHAT DID WE LEARN?

From TAC and PST meetings, the open house, and the online survey, the concepts and projects that received the most support were:

- Building **high-capacity transit corridors**.
- Completing the **sidewalk network**.
- Improving employee access by non-SOV modes through **incentive programs**.
- **Updating street standards** to improve conditions for transit, biking, and walking.
- Implementing **shared parking** and **expanding park-and-ride options**.

TOP TEN HIGH PRIORITY STRATEGY CONCEPTS

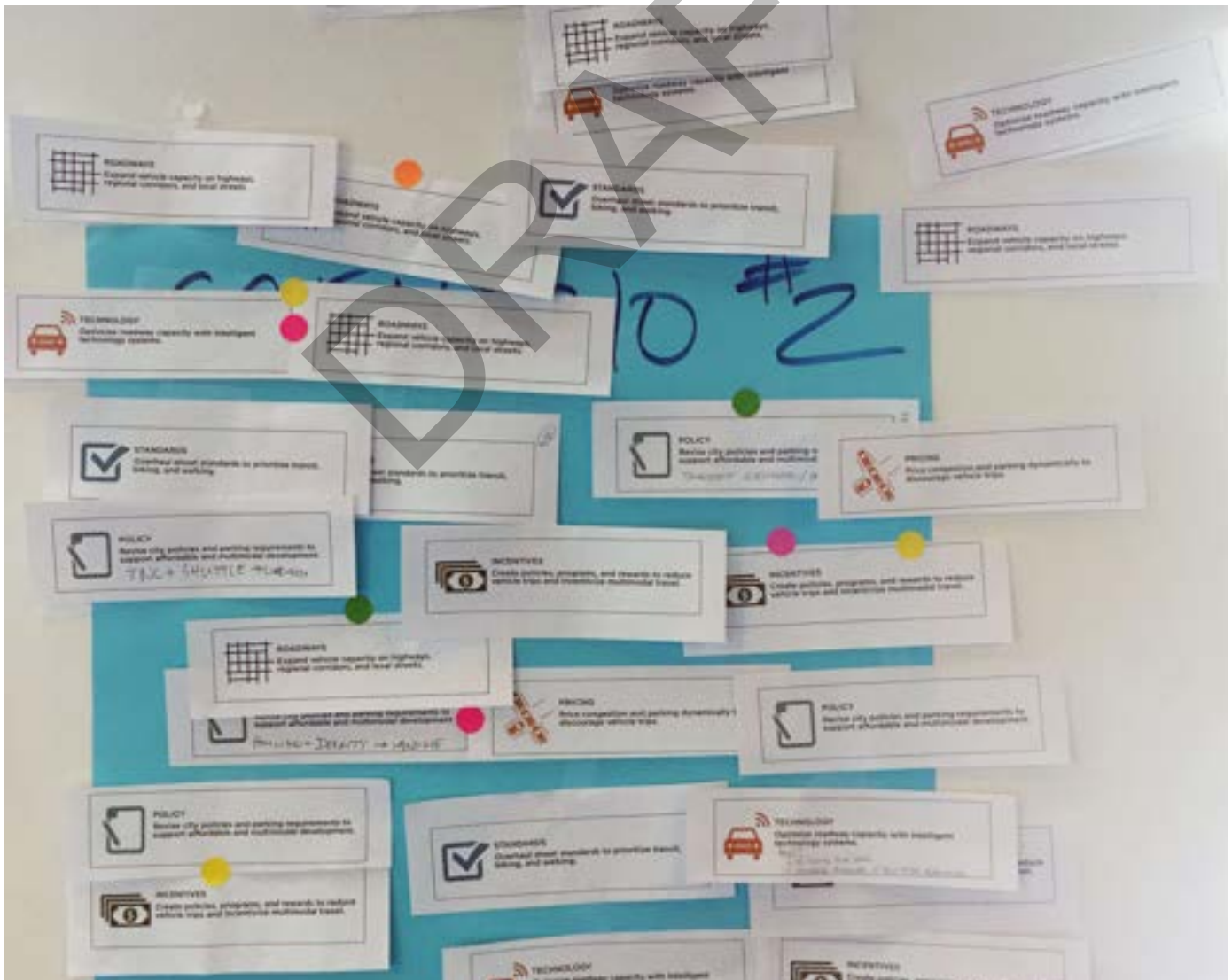


SCENARIO PRIORITIES

Members of the TAC and PST brainstormed three scenarios that we used to study the tradeoffs and benefits of potential future investment packages:

- **Transit Focus:** emphasize improvements to transit infrastructure and service, supported by incentive and demand management programs.
- **Roadway and Technology Focus:** Prioritize roadway and technology investments, supported by incentive programs and development policies to encourage parking reform.
- **Shared Mobility and Active Transportation Focus:** Emphasize shared and new mobility options and investments in bicycling and walking, supported by demand management programs to encourage multimodal travel choices.

TAC and PST meeting attendees mixed and matched groups of strategies to create conceptual investment scenarios.



KEY FEEDBACK THEMES

Many of the key themes that we heard through this phase are aligned with feedback gathered through the Discovery phase. Some new or updated ideas that we heard include:

- Try **on-demand shuttles to serve low-density areas** and connect with regular transit service
- Provide **better ski storage on buses** to encourage transit usage to ski resorts
- Provide better **transit service that requires fewer transfers**, especially to areas such as Deer Valley
- **Restrict vehicle traffic in Old Town** and create pedestrian priority spaces
- **Improve sidewalks, walkability, and crossings of major streets** in Kimball Junction, the Arts & Culture district, and along SR-224
- Create better **management strategies for resort/hotel shuttles and ride hail vehicles**, especially in Old Town
- Design **parking management strategies** for both residential and commercial areas
- Reduce congestion and **increase transit reliability on gateway corridors**
- **Better communicate park-and-ride availability**, and create incentives to use them

“I’d like to see more direct buses to Deer Valley, not requiring a transfer.”

- Survey Respondent

“Main Street should be pedestrian only year round. This is the highest priority of all.”

- Survey Respondent

HOW DID WE USE THE DESIGN PHASE?

- TAC, PST, and survey feedback helped us refine project descriptions and add new project ideas to the list.
- The community told us which concepts were the highest priority to implement, such as building high-capacity transit corridors and completing the sidewalk network.
- The City Council retreat established the key priority of reducing vehicle trips on SR-224 and SR-248, Park City’s “gateway corridors.”
- Members of the TAC and PST brainstormed the investment scenarios that we then tested in the Scenario Evaluation in the Document phase.

SANTY AUDITORIUM



4

DOCUMENT

In the final outreach phase, the team refined our projects, programs, and policies, then took our updated list of strategies to the community and to our advisory groups for several rounds of feedback.

Prior to Covid-19 and a project pause in 2020, we created several future transportation scenarios, evaluated them against the plan's vision and goals, and collected feedback about the estimated outcomes. After a project restart in 2021, we refreshed our project list, reengaged the TAC and community, and went through a simplified prioritization effort.

All of this helped us refine and adjust proposed project locations and create the final detailed set of prioritized transportation investments, including the short list of high-priority projects.

DOCUMENT PHASE - BY THE NUMBERS

550+ 

Total survey and open house participants

570+ 

Comments from the 2019 strategies and map survey

180+ 

Comments from the 2021 modes and nodes survey

WHAT DID WE DO?

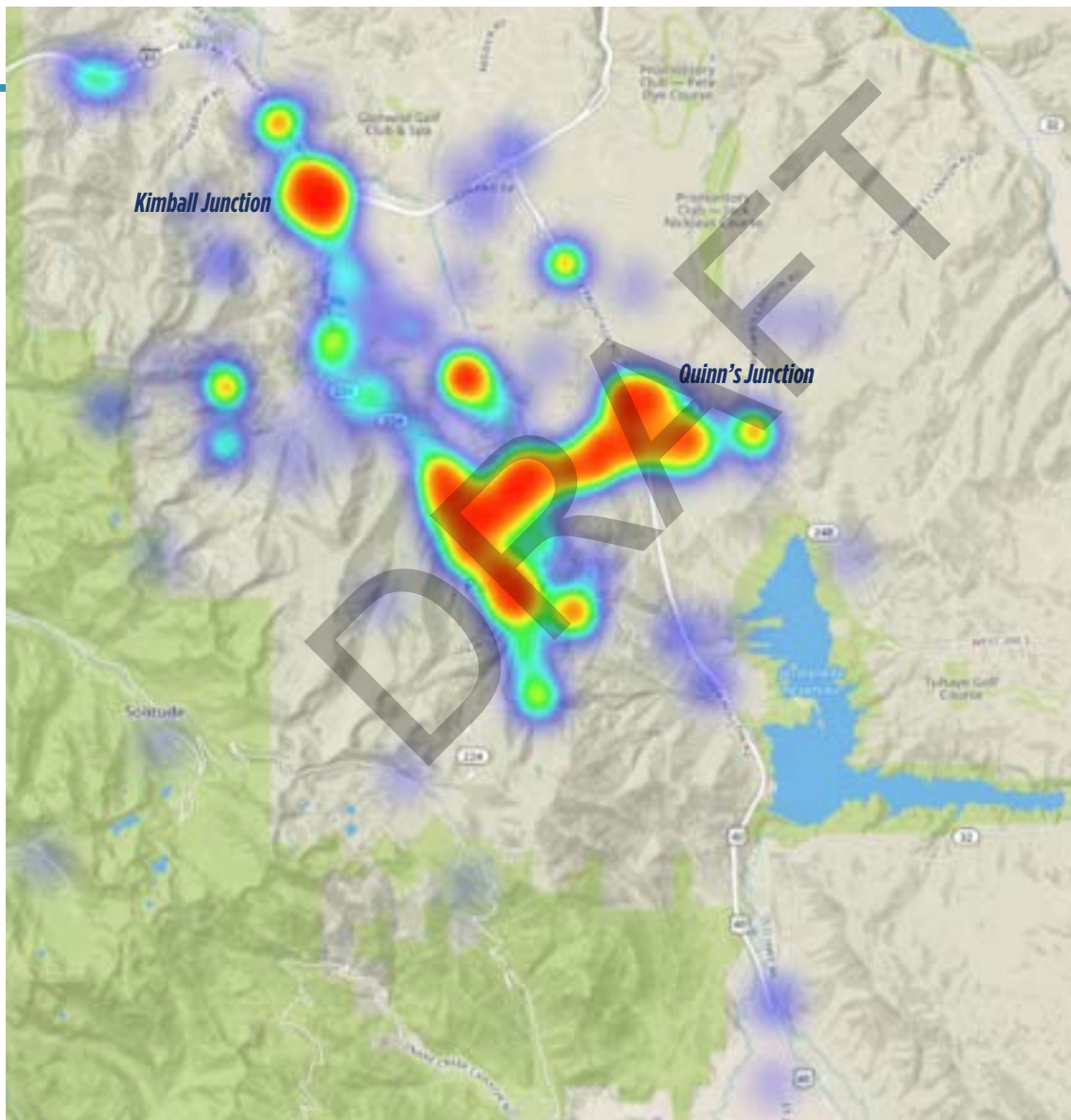
- We held additional **meetings with the TAC and PST** to present transportation strategies. We grouped strategies into the three possible future scenarios, with different levels of investment in each travel mode, to help illustrate the broad costs and benefits of prioritizing different modes.
- We shared the strategies and high-level results of the scenario evaluation at **another in-person open house prior to Covid-19**.
- We put proposed projects, programs, and policies into an online survey, with many of the project ideas shown on an **interactive map**. Participants prioritized and provided comments on the projects based on detailed project descriptions, browsed the interactive map layers showing proposed project locations, and added their own ideas to the map.
- We refreshed the project list in spring 2021 after the Covid-19 project pause in 2020. Then we conducted **one more community survey and open house** to understand project priorities by city node and travel mode.
- We presented a summary of the final Park City Forward Blueprint at the citywide **Fall Open House in September 2021**, alongside two related transportation projects, the Short-Range Transit Plan and the Active Transportation Plan. We shared information with community members on the process of creating park City Forward, as well as an overview of plan contents.

WHAT DID WE LEARN?

PROJECT PRIORITIES (FALL 2019)

Survey respondents **ranked transit-only lanes, park-and-ride facilities, and carpool/vanpool programs** as the highest priorities overall.

Corridor pricing, expanding Summit Bike Share, and building aerial/gondola connections were the lowest priorities for survey respondents.

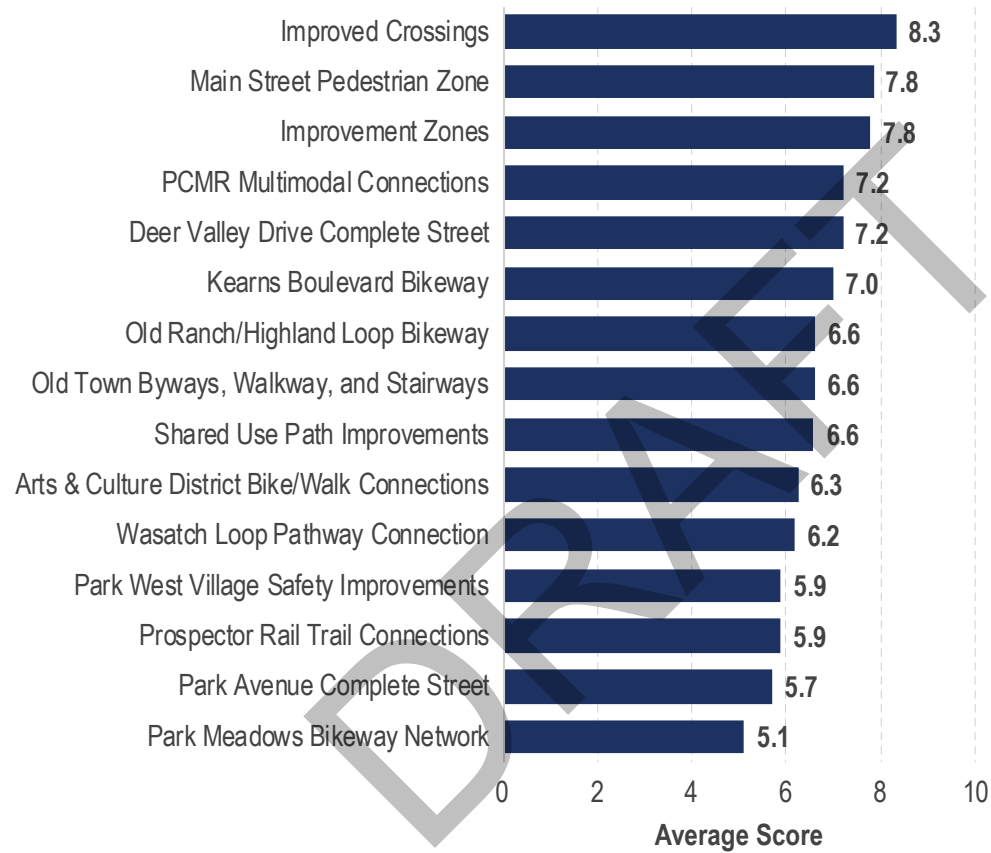


This heat map shows the distribution of all open-ended comments left on the map in our Fall 2019 project prioritization survey. Responses were concentrated in central Park City and Kimball Junction, and along SR-248/Kearns Boulevard to Quinn's Junction.

Active Transportation

The most important active transportation projects include improved crossings, creating a pedestrian-only zone on Main Street, and improving walking and biking connections throughout areas such as Kimball Junction. Improving the bike network in Park Meadows was lower-ranked. Respondents mentioned that low traffic volumes make riding here feel comfortable already.

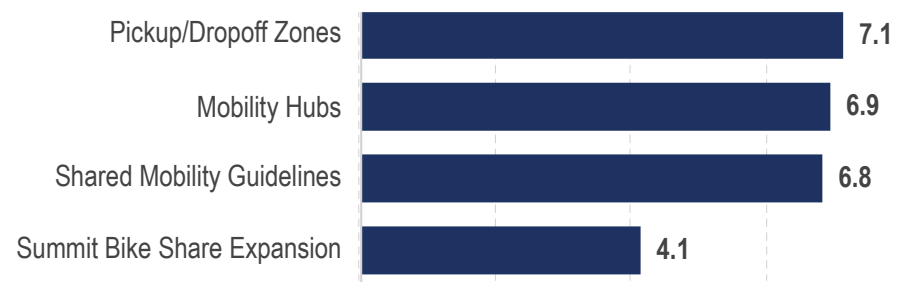
AVERAGE PRIORITY SCORE OF ACTIVE TRANSPORTATION PROJECTS



Shared Mobility

We asked about some new and emerging mobility concepts, and respondents ranked mobility apps, mobility hubs, and pickup/dropoff zones as their highest priorities.

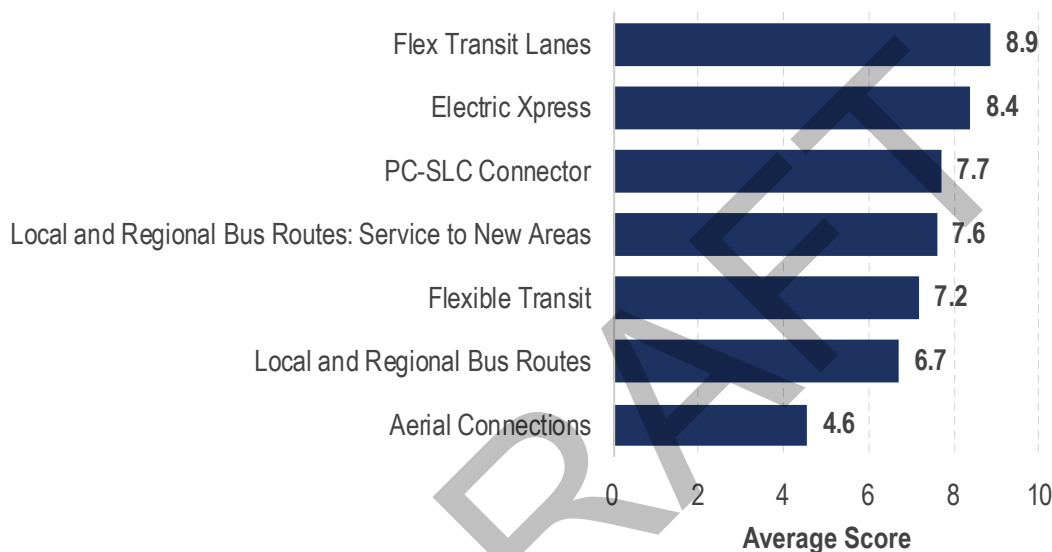
AVERAGE PRIORITY SCORE OF SHARED MOBILITY PROJECTS



Transit

The highest priority transit projects were flex transit lanes and extending Electric Xpress service to new areas. The aerial connections/gondola project generated strong but split reactions—some comments were strongly in favor, while others suggested that the project would be too expensive, or suggested changes to the proposed conceptual route.

AVERAGE PRIORITY SCORE OF TRANSIT PROJECTS



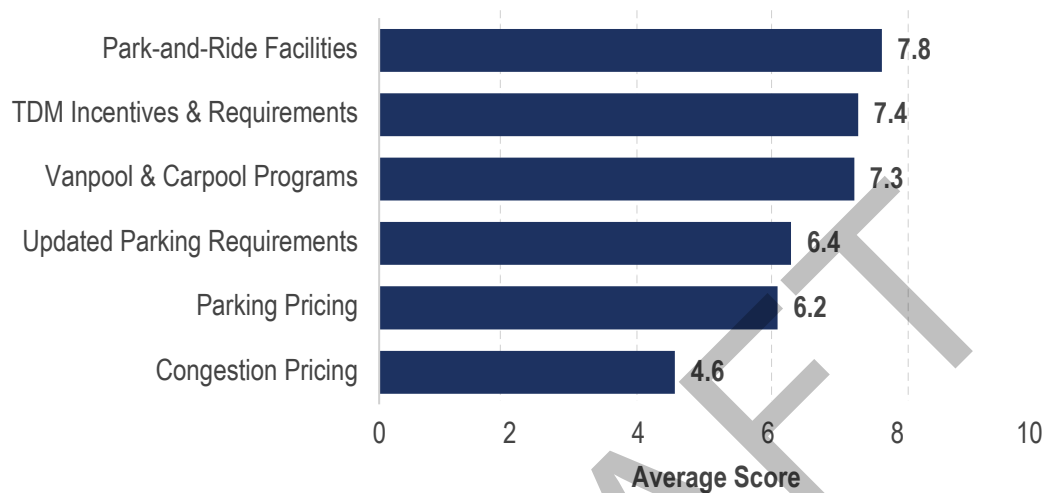
“Allow preemption [at traffic signals] for transit vehicles. They have to be a priority. If it takes longer by transit than by personal vehicle, ridership will suffer.”

- Survey Respondent

Parking + TDM

Survey respondents favored park-and-ride facilities, citywide TDM incentives & requirements, and vanpool/carpool programs. Pricing roadways and expanding parking pricing were the least popular parking & TDM projects.

AVERAGE PRIORITY SCORE OF PARKING + TDM PROJECTS



“We need parking on the outskirts of town with dedicated, direct and express electric bus service options on designated bus-only lanes. Traffic is going to kill our tourism-driven economy and environment.”

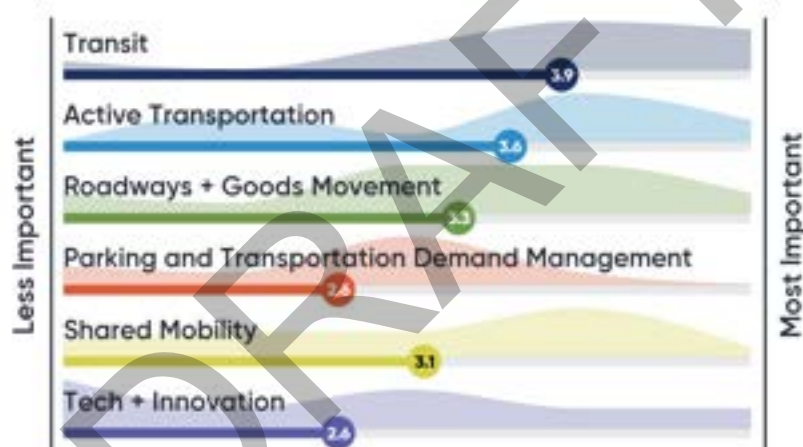
- Survey Respondent

PROJECT PRIORITIES (2021 REFRESH)

Covid-19 prompted a pause in project work for most of 2020. We reconnected with the TAC and the Park City community in spring and summer 2021 to help move Park City Forward to the finish line. This time, in addition to asking about priorities by travel mode, we wanted to understand what travel modes we should emphasize and prioritize in different geographic “nodes” of the city.



What modal category is most important to prioritize in A&C / PROSPECTOR?



TAC members reviewed project descriptions, added comments to an interactive board, and suggested modal and nodal priorities.

What TRANSIT investments are most important?



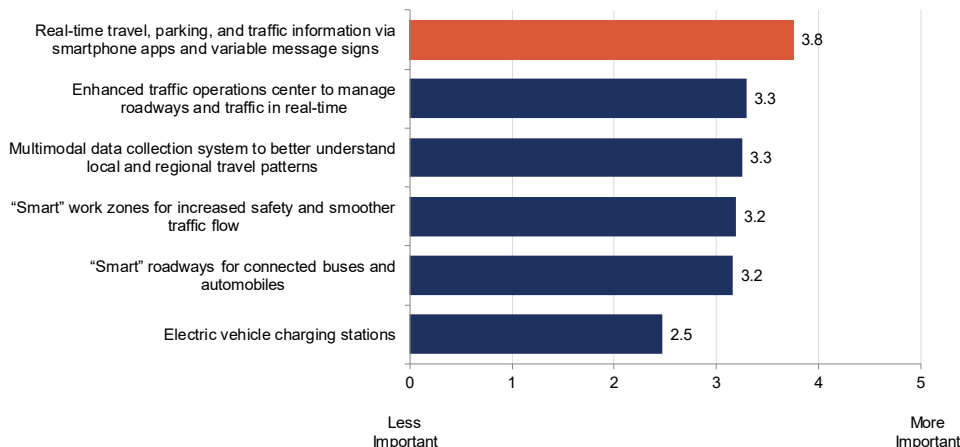
Priorities by Mode

- Respondents strongly support strategies that improve off-street biking and walking connections and crossing improvements of major streets.
- Transit-only lanes and frequent bus service on major corridors was the top-scoring strategy overall. This matches the feedback we have heard throughout the project for faster, better bus service.
- Transit was top priority in all Nodes and was favored by the widest margin at PCMR.
- Comments emphasize a desire to eliminate the need for visitors to drive into and around Park City.
- Respondents see a more limited need for electric scooters and other shared micromobility options.

What types of parking and TDM investments are most important for Park City?



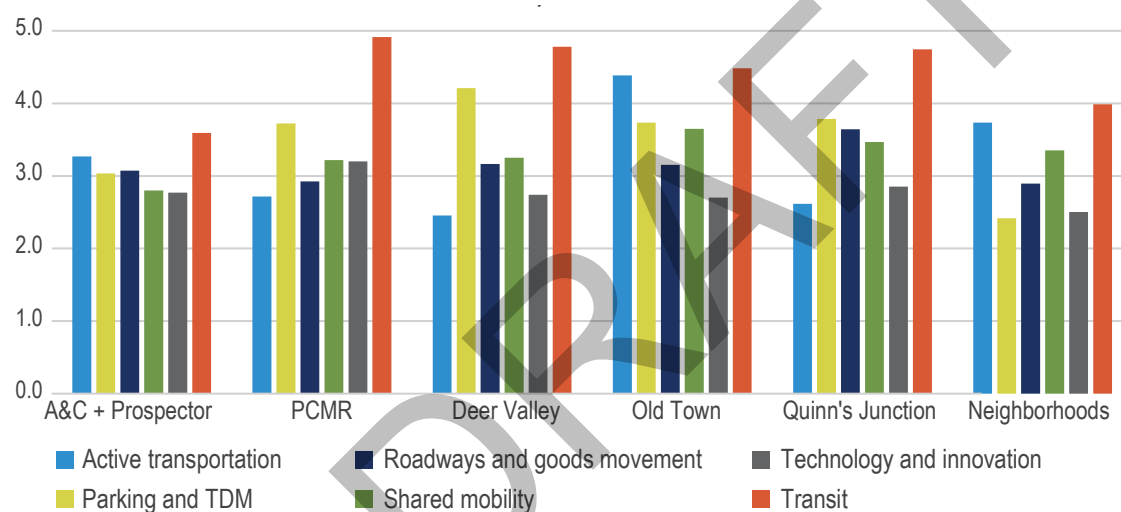
What types of transportation technology and innovation investments are most important for Park City?



Priorities by Node

We asked the TAC and members of the community which modes of travel were most important to emphasize in key geographic Nodes throughout the city.

- On average, Transit was ranked most important across all areas of the city, and received the highest priority score at the two ski resort bases, Park City Mountain Resort and Deer Valley.
- Parking and Transportation Demand Management was ranked next most important overall, particularly at Deer Valley.
- Active Transportation was considered most important to emphasize in Old Town and the Neighborhoods.
- Technology and Innovation was ranked least important overall across all Nodes.



HOW DID WE USE THE DOCUMENT PHASE?

- Results of the scenario planning exercise informed our final preferred strategy that emphasizes balance across all modes, and helped us update project descriptions to match.
- TAC and community input helped us refresh and update the project list after the 2020 Covid-19 pause.
- We collected your feedback on which projects are most important to implement first and incorporated that prioritization into the final project evaluation to create the short-and long-term project lists.
- We documented your nodal and modal priorities to inform future planning and project implementation efforts in Old Town, Quinn's Junction, and other key geographic nodes.

