



PARK CITY COUNCIL RETREAT MINUTES
1255 PARK AVENUE
PARK CITY, SUMMIT COUNTY, UTAH 84060

May 20, 2021

The Council of Park City, Summit County, Utah, met in open meeting on May 20, 2021, at 9:00 a.m. in the Park City Library Community Room.

STRATEGIC PLANNING RETREAT

ROLL CALL

Attendee Name	Status
Mayor Andy Beerman Council Member Max Doilney Council Member Becca Gerber Council Member Tim Henney Council Member Steve Joyce Council Member Nann Worel Matt Dias, City Manager Margaret Plane, Special Counsel Michelle Kellogg, City Recorder	Present
None	Excused

Mayor Beerman opened the meeting and stated after the retreat last year, staff went to work on the new Vision 2020 items. When the pandemic hit, focus shifted from the big aspirational projects to little things that would move the City forward with it's critical priorities. He indicated great planning and progress had been made. Beerman stated in years past, the Council had deep discussions on where the City should be heading. This year, staff would present their accomplishments and goals for the future to continue moving the City forward. The Council would also be given time to discuss the different areas of focus.

Matt Dias, City Manager, stated this retreat would recap the milestones achieved over the past year, and this was a chance for Council to direct staff on what they could do more of, where were they strategically, where could more resources be applied, areas where more pressure could be applied, did staff need to slow down or speed up, etc.

ADMINISTRATIVE BUSINESS

Organizational Update:

Dias stated the pandemic was hard on personal, professional, and social levels, and individuals as well as businesses felt the effects. The City hired employees and would not see them in person for three months. There were social and cultural effects seen in riots, vandalism, insurrection, anger, anxiety, social revolution, intolerance, incivility, and a change in cultural progress. He felt the City needed to adapt to this new environment as it governed. He changed the organizational environment to deal with community issues by broadening the executive support for managers. He hired two deputy city managers and went back to basics with a focus on quality staff reports and an increased focus on performance. There was also a big infusion of new talent.

Dias stated Sarah Pearce was the Deputy City Manager over Transportation and she brought in new team members to support her. It was a hard year for Community Development and especially in the Planning Department as Bruce Erickson passed away. David Everitt, Deputy City Manager, and Gretchen Milliken, Planning Director, were working together and with John Robertson, City Engineer, who was focused on customer service, and they also added new team members to strengthen the Community Development team.

The Police Department was doing well and had added two strong officers. Dias noted the internal promotions in Public Works, Golf, Fleet, and Parks. He also noted there were two new budget analysts in the Budget Department.

Council Member Henney asked if the renovation of the organizational structure would have happened without the new energy that was a result of the pandemic. Dias indicated before the pandemic there was structure with the Council meetings and now a Council meeting took three or four people to manage audio/visual components, minutes, and Zoom. Change was still going on and improvements continued to be made.

Council Member Worel asked Dias to discuss telecommuting. Dias indicated he saw this as a hybrid moving forward and thought it would be necessary in attracting and retaining employees. Council Member Gerber thanked Dias and all the staff for being competent during the pandemic with core services and she was grateful to have such a strong team. Mayor Beerman stated 2020 was Dias' first year as City Manager and he came in with the goals of being more competent and transparent. He knew there were many long-time employees who retired and he thought it was great promoting from within as well as recruiting those with strong skill sets that would push Park City forward. Council Member Henney thought the level of trust from Council had never been higher and he wanted to find a way to communicate that to the community. Dias stated staff would work hard to communicate more and better with the public.

PC Stat Overview:

Dias reviewed this was a new program to help improve performance and measure improvements by department. Michelle Downard, Resident Advocate, stated her team looked at other cities for a performance program and they found PC Stat. The Stat team

worked with each department to learn what they did, how they did it and how the work could be tracked. She indicated managers were held accountable as they presented their work to their co-workers. As a result of the presentations, other departments had offered solutions to problems that were presented. Every department presented their expenses and budget, so others could see the focus of the department. She displayed slides for several departments on their performance measures.

Downard stated the next step for PC Stat was to go to the neighborhoods and get specific stats so the public could see what the City did for them. Council Member Gerber asked what the timeline was to present this to the community. Downard responded sometime in the summer or fall. Council Member Henney thought this program was a transformative change in the City's approach to outreach and favored the idea of taking data collected to the neighborhoods and small community gatherings. He asked what resources were needed to get the information in the community and stated this was a great bang for the buck. Dias stated he was excited about this program and noted it took time to gather the information so it could be distributed to the community. He thought if the community responded well to the presentations, it would likely require more resources. Council Member Doilney pointed to the water usage stats and stated the public responded to those numbers. Council Member Worel thought it would be a great tool as they talked to HOAs. She asked if the City bought the template to this program. Dias reviewed the history of this program and indicated Park City looked at other communities and took the parts that best fit the needs and goals of the City as it implemented this program.

Council Member Joyce indicated he saw similar programs in the business world and sometimes it got used and other times it did not get used. He could tell these stats were used by some in managing the City and for other departments the stats were not used. He asked that the departments' numbers wouldn't be collected just to have numbers, but rather the numbers should be part of the daily workload. Dias agreed the stats needed to be based on utility and indicated this program was twofold: internal for performance and external for the community. Council Member Gerber hoped there would be room for flexibility in the program because things that were important today might be different in the future. Mayor Beerman asked if this could be online so the residents could see it. Downard stated she would figure out what key measurements should be included and then add those to the City website. Council Member Joyce asked for data from each department that would help that department run well. Council Member Doilney thought this program helped departments understand each other better and helped the community understand the City's performance, which would help blend the community with the City government.

Council Liaisons Selections:

Council Member Worel asked for help with Habitat for Humanity because of a conflict. Council Member Henney offered to be that liaison. Council Member Gerber stated Bright Futures requested a staff member to attend those meetings and thought Lynn Ware Peek might be interested. Council Member Joyce stated Ski Utah met in the

winter and he would be off Council at that point. Council Member Doilney took Ski Utah. Mayor Beerman stated he was on the Wasatch County Council of Governments (COG) with Council Member Gerber as an alternate and requested that entity be added to the list. With regard to the Community Renewal Energy Program, the Council decided to combine it with Rocky Mountain Power and have Mayor Beerman remain as the liaison and Council Member Worel as the alternate.

PARK CITY VISION 2020

Park City Vision 2020 Wrap Up:

Jed Briggs and Linda Jager presented this item. Briggs reviewed the timeline for the visioning process and indicated the core values determined in visioning became essential parts in the budgeting process. Jager displayed statistics showing the community engagement in the visioning process. Briggs stated one thing staff heard from the community was that urgent change was needed in order to keep Park City Park City. Jager reviewed that the five pillars were narrowed down to four priority pillars that created the acronym SEAT: Social Equity and Affordability, Environmental Leadership, Authentic Local Culture, and Transportation Innovation. Jager stated staff would be tracking and communicating pillar performance with Council and wanted the community to know that everyone would have a SEAT at the table with regard to the City's priorities. Briggs indicated a Council liaison would be assigned to each of the four pillars.

Council Member Joyce asked if the graphic would replace the tree, to which Jager stated there would be a combination of the pillars and critical priorities. Mayor Beerman emphasized that the Authentic Local Culture pillar was the place to capture the City's core values. Council Member Joyce stated Council used the priorities to make decisions on allocation of time and resources in the City. He thought Authentic Local Culture was so big and vague it was hard to determine what it encompassed. Mayor Beerman stated the community asked for work on many things and those were encapsulated in Authentic Local Culture. Council Member Gerber was unsure about letting go of the Council's critical priorities. It was fine to call them community pillars, but Council had the four critical priorities and thought the City's goals should be tied to them. Council Member Worel thought it was useful to have the critical priorities and noted the community in general didn't know what those priorities were.

Mayor Beerman stated this was a renovation and not a knock down of the old priorities. He was hesitant to do away with the core values and critical priorities. Council Member Henney thought the visioning was an evolutionary process and Council needed to work with it and distill it. Council Member Gerber thought the pillars supported the priorities. Mayor Beerman asked if the priority goals should be spelled out under the pillars. Council Member Gerber stated bold goals should be set for each of the pillars. Council Member Joyce indicated it came down to messaging, but he didn't want a tree graphic and a pillar graphic because that was confusing.

Dias stated the remainder of the retreat would focus on the pillars-the accomplishments and goals of the City and how to move forward. He hoped a Council member could be a liaison for each of the pillars. He also asked for Council to give feedback on each of the pillars to see how much more was wanted for each pillar, including forming a taskforce and assigning liaison roles. Council Member Gerber stated she could get behind the pillars, and asked if they would still articulate the urgency felt in these areas to the community. Council Member Doilney agreed that the term pillar didn't feel like an action word, but felt stagnant and didn't convey urgency. Council Member Gerber also stated everyone didn't have a seat at the table, but the City was working on that. Council Member Henney suggested having "Bold and Urgent Action" as the header for the graphic. Council Member Doilney still preferred critical priorities to pillars and indicated those words could still be used. Council Member Worel asked what direction would staff get in determining priorities if everything under the pillars was important. Council Member Gerber stated the critical priorities needed to be tied to the pillars.

Council Member Joyce stated there were many aspirations for Transportation, but the City hadn't made progress to make residents' lives better. Council Member Gerber noted Transportation was hard and complicated and so the progress was slow. Social Equity was hard as well, because little goals were accomplished, but bigger goals were more difficult. She hoped there was a way to make goals and see progress. If progress could not be defined, Council would have to go back and redefine the goals. Mayor Beerman thought critical goals could be under each pillar. Council Member Joyce stated there were short-term goals and long-term goals. He thought Council and staff would need a way to clearly communicate this 10-year vision. He stated the urgent things should not be lost. Council Member Henney indicated this was a 10-year visioning statement and from it Council should have short term plans, including department focus, budgeting, and the actual work plans that should mirror the critical priorities.

Dias stated the pillars were the communication tool to reflect the City's principles. Then Council could make new goals under each pillar that could be the priorities. Council Member Gerber asked to modify the phrase "Where Everyone has a SEAT at the Table." Dias thought the language could be tweaked. Dias asked if Council accepted the Vision 2020 report from Future IQ. The graphics were the messaging tools. Council Member Worel thought the report was reflective of the process. The Council agreed and accepted the final report.

Mayor Beerman had the concern that the visioning process did not get tested for reality. Some had too high of expectations for the pace or limitations of the City. Dias indicated there was energy in the community that revolved around the words "Bold" and "Urgent." There was some concern in the community that the City hadn't done enough planning and others were concerned that the City was moving too fast with putting in the research and planning. Council Member Doilney thought there was positive feedback because of the action the City was taking. He knew there would be speedbumps, but it shouldn't derail the process. Council Member Worel stated the City needed to focus on what was most important and also consider the limited amount of projects that staff

could take on. Council Member Henney stated it was Council's job to represent the majority of the community and give priority to those voices. Council Member Gerber noted there was a time when the community didn't want change, and now the City saw the need for bold action. She knew that to hold on to community values, some things needed to change. The core values shouldn't change, but there were some things that could move it forward that were represented in the four pillars.

Council Member Joyce knew there were regulations that slowed bold change, but the City could be working on it so that progress could happen at some point in the future. He also noted the community voiced some pillars were more urgent than others. This graphic showed all pillars being equal and he hoped when the goals were added under the pillars that the urgent needs would be prioritized that mirrored the visioning results. Council Member Henney stated Transportation was the highest priority from the community and he thought that was reflected in the work being done, and noted that could be the highest budget item in the City. Mayor Beerman wanted Council to act on things that the City could control so realistic expectations could be set. Council Member Doilney stated the City was trying to protect itself while acting on the things that could move the City forward.

Briggs summarized the Council was approved the Visioning report, liked the graphic but preferred a change to the word "pillar" and a change to the phrase "Everyone has a SEAT at the table," and noted staff would wordsmith that and add "bold" somewhere. The Council supported creating a taskforce for each pillar and would talk about assigning a liaison to each taskforce at the end of the retreat. They would also talk about performance tracking at the end as well.

The Council and staff took a break for lunch. Upon returning the following items were discussed:

FACILITATED DISCUSSION

Transportation Innovation:

Sarah Pearce, Franklin Williams, Troy Daley, Kim Fjeldsted, John Robertson, Austin Taylor, and Alex Roy were part of a panel presenting this item. Pearce displayed recent Transportation accomplishments. She indicated through the visioning process, the community identified four priorities, including improve traffic congestion, calm neighborhood roads, better walking and biking paths/connections, and more efficient public transportation. Roy discussed transportation planning, including a Long-Range Transportation Plan, a Short-Range Transit Plan, an Active Transportation Plan, and the Rail Trail Master Plan. He noted that the projects in the Long-Range Transportation Plan were multi-modal so staff would work on all forms of transportation. Some long-range plans would be brought to Council in the fall. The Short-Range Transit Plan would be finalized in the fall and projects would be implemented next spring. Taylor stated a consultant had been hired to finish a new Active Transportation Plan and it would be completed next spring. Heinrich Deters talked about the Rail Trail agreement with the

State Parks and stated a committee would be formed to work on the master plan this winter. In the meantime, a seal coat would be laid on the current trail for this season.

Fjeldsted reviewed the City and County were separating as the County took over the Lime, Pink and Black Transit routes July 1st. She felt with the extra budget saved on the reduced Transit lines, Transit and Active Transportation could receive greater focus. Other Transit projects included transit priority on SR 248 and SR 224, the bus rapid transit system, Quinn's Park and Ride lot and the City's electric fleet. Daley stated there were some issues servicing the electric fleet since they were used so much. His Fleet team had to work with Proterra to troubleshoot problems and they were in a good position now with regard to electric bus maintenance.

Williams discussed the City's traffic mitigation plan, including peak time traffic mitigation, working with major employers on solutions, and reducing vehicle traffic. He indicated there was much collaboration between stakeholders to come up with solutions. The team was working on traffic signal coordination, residential mitigation, Transportation Demand Management Program, paid parking and snowplow strategy. He thought his team was on track for evolutionary changes in town. Daley reviewed that the City, County, and UDOT worked together to get the State roads plowed before skiers left the resorts on stormy days. He also explained the snowplow plan and noted it had made his team more efficient.

Council Member Henney asked how more efficiencies could be used on peak days when buses leaving the resorts were full. Williams stated riders could be shifted between buses in order to maximize efficiency. Council Member Henney indicated the City needed to be aware of capacity problems. Council Member Joyce added that the bus demand would increase when the resort bases began charging for parking. Roy thought contracted buses could be utilized during peak days.

Council Member Gerber asked if the workforce who drove in from other areas were receiving communication on traffic alternatives to help with congestion. Pearce noted the major employers disseminated information and variable message signs (VMS) signs helped as well. Taylor indicated the City partnered with Deer Valley Resort with the app Ride on Park City, so employees could use the app to carpool and they received incentives for using the app.

Daley discussed the sidewalk snowplowing shifts around town and noted it was a major effort to keep the walks clear. Taylor stated the goal of Active Transportation was to get people to walk or bike instead of driving their cars. He reviewed the temporary people-first streets program that was implemented today, such as chalk art, that helped cars slow down and got people outdoors. Businesses could also request bike racks in front of their businesses. For Main Street, the goal was to have 100 new spots for bikes, in addition to the 30 bike spots already in place, and he was working with the Historic Park City Alliance (HPCA) to find locations.

Robertson talked about the comprehensive transportation plan needed with PEG Development at Park City Mountain Resort, Deer Valley Base Development and the Arts and Culture District. He stated there was a shortage of materials which was a concern, and contractors were overwhelmed with projects, and that delayed many City projects.

Pearce stated the City just bought new software that would help measure success in Transportation and Parking. Roy displayed a reasonable goal for Transit and Active Transportation users to reduce the number of single occupancy vehicles. Council Member Gerber asked if those goals could be adjusted depending on the season. Roy indicated that would be looked at soon.

Council Member Joyce thought achievements were being made, but the traffic flow didn't show it. Council wasn't seeing the progress. He wondered if reducing the congestion of tourists should be the focus or if the focus should be on the ease of residents to turn left onto SR 248. Council Member Henney felt any reduction of traffic would help tourists and the locals. Council Member Doilney noted that part of the traffic was the workforce that serviced the locals. Council Member Gerber thought it was interesting to see the evolution of Transit and stated the greater the pain point, the greater the demand for solutions. She thought it was important be flexible and to create opportunities to make it easier for residents to get around the community. Transportation required changing people's habits. Council Member Worel stated the City had to provide the tools to get people to change their habits. Currently, the tools weren't all in place. Hopefully, the Long-Range Transportation Plan would provide those tools.

Mayor Beerman stated Transportation goals took a lot of planning and grants were funded several years after being awarded. He felt staff moved a long way in a short period of time. Council indicated they wanted a car-optional town, and there were plans to help that goal along. There were limitations with the entry corridors. Council Member Joyce reviewed that until a few years ago, bus ridership was stagnant. But once communication efforts increased, ridership increased. He wanted to have measurable goals and then push to achieve those. Council Member Henney complimented the cross-departmental collaboration. He was excited for the new Rail Trail access points and the new striping on Park Avenue and Hillside Avenue, and indicated these were projects that didn't cost a lot of money. He also noted Deer Valley only used overflow parking on two days this past season and he thought that was amazing. Dias stated Deer Valley took the City's goals seriously and pushed the Transit efforts such as Ride on Park City and using Transit. Council Member Worel asked if wayfinding could be given for school overflow parking on full ski days. Council Member Gerber was excited to see the people-first street programs and asked for creative ways to get drivers to slow down. Taylor stated the program was set up so residents could apply with creative ideas for their neighborhoods. The City would supply the materials and the residents would provide the labor to bring the creative ideas to fruition. Robertson stated he wanted the program, but wanted to make sure it was safe.

Mayor Beerman asked how the City/County Transit separation would affect City employees. Fjeldsted stated the City didn't have extra employees and she thought the current employees would stay with the City. Council Member Worel asked if Transit housing was full, to which Fjeldsted indicated it was not. Mayor Beerman stated if UDOT would not work with the City on the VMS signs, the City should get its own signs to be in control of messaging. He also stated residents had requested more storage lockers at the resorts so they could leave gear there and ride the bus home. Council Member Joyce noted the school district was planning for curb cuts on SR 248 and it would really impact that road.

Pearce asked how often Council would like to see reports from Transportation. Council Member Doilney asked for reports seasonally. Council Member Joyce asked for Park Silly data and parking reports. Council Member Henney asked for an occasional work session on Transportation issues.

Election Protocols for Elected Officials:

Margaret Plane, Special Counsel, reviewed protocols for elected officials during this election cycle. She reminded the Council there were rules for those who served in an official capacity for the City. She stated officials should not use City time, City funds, or City equipment for campaign activities, but it was fine to campaign on officials' own time. She also indicated that City employees could answer questions regarding their specific departments, but not in a way that would give an advantage to one candidate over another.

Dias stated a resident had asked if the City would use its social media platform regarding Hideout's ballot proposition. Plane stated the law allowed cities to have a "get out and vote" neutral position. Mayor Beerman asked if individuals could put out information regarding a ballot proposition on their own equipment, to which Plane affirmed.

Final Comments:

Council Member Joyce asked what the next steps were for final plans on the strategic pillars and the associated liaisons and taskforce. Dias thought within 30 days after the retreat staff would meet with the Council liaison over each pillar as well as determine who would sit on each taskforce.

ADJOURNMENT

With no further business, the meeting was adjourned.

Michelle Kellogg, City Recorder



Political Activity

of PCMC Officials





Election
Season
Is Coming!



First,

some definitions:

City officers: members of the City Council, including the Mayor; appointed members of City Boards and Commissions.

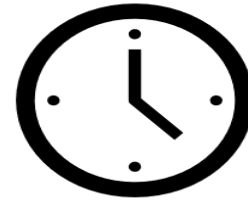
Political activity: includes acts done with the intent to influence, directly or indirectly, the election of a candidate or passage of a ballot proposition.

Campaign activity: includes strategy and work on behalf of a candidate or ballot proposition.



Don't . . .

Use City time,
funds, or
equipment



Do:

First Amendment
rights
still apply



Ballot Propositions



- Include referenda, bond approvals, and initiatives
- Generally, City resources cannot be used to influence ballot propositions
- Providing information in response to a question is permissible



— Caution —

Rules concerning ballot propositions are nuanced

Ask if you have Qs



— Candidate Questions —

City employees may not uniquely aid any specific campaign or candidate on City time or with City resources

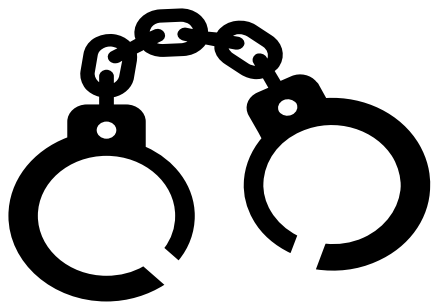


Candidate Questions

Employees may respond to candidate questions, following City Manager's communication protocols

Candidates may not coerce or direct employees to contribute or promise a promotion or other favorable treatment





There are civil and criminal penalties associated with violating these rules

Penalties

