



**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
May 12, 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 May 12, 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.

WORK SESSION

2:45 p.m. - Discuss Snow Creek Crossing Feasibility Analysis

[Snow Creek Crossing Feasibility Analysis Staff Report](#)

[Exhibit A: Walkability Completed Projects](#)

[Exhibit B: Snow Creek Study Area](#)

[Exhibit C: Snow Creek Tunnel Concept Rendering](#)

[Exhibit D: Snow Creek Bridge Concept Rendering](#)

[Exhibit E: Public Outreach Summary to Date 4.20.2022](#)

[Exhibit F: Upgraded Bridge Aesthetic Example](#)

[Exhibit G: Tunnel Example](#)

[Exhibit H: SR-248 Snow Creek Crossing Concept Estimates Summary](#)

3:45 p.m. - FY2022-23 City Manager's Recommended Budget: Presentation and Review

[FY22 & FY23 Tentative Budget Staff Report](#)

[Exhibit A: FY23 Budget Summaries](#)

[Exhibit B: FY22 & FY23 Tentative Budget Ordinance](#)

[Exhibit C: Budget Presentation](#)

5:45 p.m. - Break

REGULAR MEETING - 6:00 p.m.

I. ROLL CALL

II. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council Questions and Comments

Staff Communications Reports

1. 2022 Parking Summary

[2022 Parking Summary Staff Report](#)

[Exhibit A: 2022 Parking Facility Use Data](#)

[Exhibit B: Spring 2022 Old Town Employee Outreach Flyer](#)

2. Park Avenue Bus Shelter Design

[Park Avenue Bus Shelter Design Staff Report](#)
[Exhibit A: Bus Shelter Design Update](#)
[Exhibit B: Column Perforation Options](#)

3. Marsac (SR 224) Roadway Safety Improvements
[Marsac SR 224 Roadway Safety Improvements Staff Report](#)
[Exhibit A: Brake Check Enforcement Data](#)

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

IV. CONSENT AGENDA

1. Request to Approve Settlement of the Katrina Kmak v. PCMC Personal Injury Litigation in the Amount of \$75,000.00.
[Katrina Kmak v. PCMC-Personal Injury Litigation Staff Report](#)

V. NEW BUSINESS

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
(A) Public Hearing (B) Action
[FY23 Tentative Budget Staff Report](#)
[Exhibit A: Budget Summaries](#)
[Exhibit B: FY23 Tentative Budget Ordinance](#)
[Exhibit C: Budget Presentation](#)
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
(A) Public Hearing (B) Action
[45 Daly Avenue Staff Report](#)
[Exhibit A: 45 Daly Draft Ordinance](#)
[Exhibit B: Proposed Plat](#)
3. Review the Mine Bench Work Plan
(A) Public Input
[Mine Bench RFP Staff Report](#)
[Exhibit A: Land Analysis Mine Bench](#)
[Exhibit B: Mine Bench Work Plan](#)

VI. ADJOURNMENT

A majority of City Council members may meet socially after the meeting. If so, the location will be announced by the Mayor. City business will not be conducted. Pursuant to the Americans with Disabilities Act, individuals needing special accommodations during the meeting should notify the City Recorder at 435-615-5007 at least 24 hours prior to the meeting.

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

Council Agenda Item Report

Meeting Date: May 12, 2022

Submitted by: Michelle Kellogg

Submitting Department: Engineering

Item Type: Work Session

Agenda Section: WORK SESSION

Subject:

2:45 p.m. - Discuss Snow Creek Crossing Feasibility Analysis

Suggested Action:

Attachments:

[Snow Creek Crossing Feasibility Analysis Staff Report](#)

[Exhibit A: Walkability Completed Projects](#)

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[Exhibit G: Tunnel Example](#)

[Exhibit H: SR-248 Snow Creek Crossing Concept Estimates Summary](#)

City Council Staff Report

Subject: Snow Creek Crossing Feasibility Analysis
Author: Heinrich Deters, Trails & Open Space Manager
John Robertson, City Engineer
Department: Sustainability
Date: May 12, 2022
Type of Item: Work Session- WALC Update

Recommendation

Review and consider the work conducted to support a public crossing at the Snow Creek Crossing. The Project Team has conducted a Feasibility Analysis and seeks to reaffirm direction for a grade separated active transportation facility, as recommended by the Walking and Biking Liaison Committee (WALC). This crossing would be located generally at the intersection of Kearns Boulevard at Snow Creek Drive, in the form of either A) an underpass or B) an overpass.

To date, in addition to the Feasibility Analysis, considerable public outreach has been conducted and the remaining Walkability funding balance reserved.

Background

The voter-approved 2007 \$15 million Walkability Bond was the culmination of a two-year [Walkability Study](#), which led to forming the WALC group, the Walking Biking Liaison Committee (WALC). The WALC was created to ensure that funded projects were prioritized and completed with public input and approval. WALC prioritized a list of capital improvements identified in the walkability study and supported by Council in FY 2009 Budget Process. This list provided the blueprint for most of the projects identified as 'Completed Projects' in Exhibit A.

Considerable progress was made in terms of improving the community's walking and biking infrastructure. Most notable, include the Bonanza and Comstock tunnels, Holiday Ranch Loop Pathway, and Pathway improvements along Park Avenue, known as Dan's to Jan's.

May 13, 2021 Walkability Bond Update

As part of the FY22 Budget process, the Project Team presented a work session specific to the utilization of the remaining walkability bond funds and recommended reconvening the WALC committee to gauge community priorities:

[May 13, 2021 Walkability Bond Staff Report](#)
[May 13, 2021 Council Minutes \(page 6\)](#)

Recommendations implemented from the Council meeting included:

- Reconvening the WALC group to facilitate community input for the next round of active transportation projects and plans;

- A project list that could utilize existing bond funds and be leveraged against grants; and
- Advancing future walkability projects using grants, and additional sources.

Reconvening WALC & Prioritizing Projects

On June 30th, 2021, staff reconvened the remaining members of the 2008 WALC group (Alex Butwinski, Kathy Kahn, Adam Strachan, Shirin Spangenberg, Bo Pitkin, and Carolyn Murray, Jenifer Wesselhoff, Chamber of Commerce, Lora Smith, Mountain Trails, and at large community members Ed Parigian and Meg Steele). The group focused on the proposed walkability bond project list recommended at the May 13th meeting. Additional WALC meetings occurred on:

- July 16- Meeting specific to the SR-248 resurfacing project;
- August 3- Walking tour of the May 13 recommended project list; and
- September 22- Review and discussion of WALC's project priorities.

October 7, 2021 WALC Priority Update

On October 7, 2021, the Project Team presented an overview of the WALC meetings, discussions and priorities. The most prominent point of discussion was the uncertainty related to the area surrounding the Arts & Culture District, completing the remaining Dan's to Jan's tunnel, and how to plan and fund future projects in a runaway construction cost environment. In response, we presented WALC with a recommendation to move the previous location of the Dan's to Jan's tunnel connection east to the Snow Creek/SR 248 intersection (See Exhibit B) and make it a priority by immediately procuring a feasibility study. We also acknowledged:

- The remaining walkability funds are likely insufficient to complete an entire tunnel, now estimated to be more than +\$8M.;
- Crossing construction would be targeted for 2023/4 and additional funding from other sources would be necessary, yet not impossible;
- Improvements on the east side of Park Avenue, near the SR-224 & 248 intersections on the north side of Kearns near the Olympic Plaza, and the Rail Trail planning process remain an important component for tunnel design and overall community continuity;
- Walkability improvements leading to and from the future crossing need to be identified and funded as part of the WALC 2.0 planning efforts to ensure successful utilization and channelization of bikes and pedestrians; and
- Finance and Budget Departments desire to expend WALC bond funds due to bond and financing requirements.

[October 7, 2021 City Council Staff Report- Walkability Priority Update](#)
[October 7, 2021 City Council Minutes \(page 1\)](#)

Council was supportive of the measures and recommendations identified in the staff report. The following items have been implemented (with pertinent updated information):

- Procurement of Horrock's to complete the tunnel design and engineering feasibility study;
 - Associated public open house was held on XXX.
- Continuation with approved FY22 projects currently underway.
 - Park Avenue East bus stop improvements
 - Currently out to bid
 - Rail Trail corridor planning process
 - An additional \$500K County RAP grant was awarded for the Rail Trail planning project.
 - Staff anticipates completion of a Master Plan in June 2022.
 - Olympic Park Pathway (now completed), but will require additional upgrades to ensure continuity and connectivity opportunities are maximized.

Crossing Feasibility Analysis

A Request for Qualifications was prepared and sent to multiple engineering firms. The selection committee selected Horrocks Engineers (Consultant) to perform the feasibility analysis based on their knowledge of overcrossings and experience in Park City.

The contract was approved by Council on [December 16, 2021](#). At the request of the Project Team, the Consultant set an aggressive timeline to complete the process (see below) that included several opportunities to present to and receive public input.



The Consultant's scope of work was to create various alternatives of bridge and tunnel concepts that accommodated active transportation modes at the intersection of SR 248 & Snow Creek Drive. Both types of crossings were taken into consideration as each type has both positive and negative aspects and the Project Team and WALC wanted to explore/analyze these impacts to ensure that the best alternative was contemplated.

As an example, while a bridge does create visual impacts not familiar to the City's existing landscape, it can be constructed in a shorter timeframe, at considerably less cost, and is less impactful/disruptive to the traveling public during construction. Conversely, a tunnel is less visually impactful but will take longer to complete, far more

expensive, and is more impactful to existing utilities and traffic disruption during construction.

The Consultant used the guiding principles as each alternative was developed:

- Pathway Network Connectivity
- Right of Way Impacts
- Visual Impacts
- Landscaping Impacts
- Safety (user comfort/reduction of vehicle user conflict points)
- Visibility
- Traffic Impacts
- Maintenance Effort
- Constructability
- Utility Impacts
- Cost

To prepare the various alternatives, the Consultant collected technical data (topographic surveys, right of way delineation, existing utilities, reviewing video taken in the area to confirm the location of pedestrians illegally crossing the road, etc,) necessary to create concept level drawings that clearly defined impacts to existing utilities and surrounding properties while meeting the guiding principles listed above.

All alternatives prepared and analyzed were consistent with UDOT/AASHTO (American Association of State Highway and Transportation Officials) guidelines and standards.

Ultimately, twelve alternatives were created for consideration and screened according to the criteria listed above. Alternatives not consistent with a majority these guiding principles were removed from further consideration. Other alternatives were eliminated due to excessively high construction costs, not meeting ADA requirements, or due to factors such as overly obvious conflicts with surrounding rights of way.

The Consultant and Project Team combined the best features of several high-ranking alternatives and selected one bridge and one tunnel alternative for additional analysis and public/Council consideration (see Exhibits C & D).

These alternatives were presented to residents, which included members of WALC, at a meeting held in Council chambers on April 5th and at an open house held on April 20, 2022, at the Prospector. General comments from WALC were received on April 5th. The open house was attended by approximately 40 to 50 residents. Twenty attendees provided comments and feedback on the two alternatives. Refer to Exhibit E Public Outreach Summary for detailed information regarding responses. See below for a summary of this input:

- There was a slightly higher percentage of residents that supported the tunnel option over the bridge option.

- Concerns about the tunnel option were:
 - The longer construction time when compared to a relatively shorter time period to construct the bridge option.
 - A greater impact/disruption to traffic during construction
- Concerns about the bridge option were:
 - The potential negative visual impact to the large structure.
 - Unproven as an at grade crossing not consistent with sections of the City where tunnels have been installed.
- Not needed given the relative distance to the signalized intersection of SR 248 & SR 224.

Upon completion of the alternatives analyses, the Consultant prepared planning level cost estimates (see below) for both alternatives commensurate with design details known at the feasibility level of design. It should be noted that the estimates include a 25% contingency to account for unknown factors as this is a planning level estimate. Once the selected alternative has been determined and as the design process continues, any additional costs that are identified will be offset by a lowering of the total contingency amount.

To be clear, the amounts shown below are total project cost estimates, and exceed even what we anticipated due to inflationary increases in materials, labor, supplies, and equipment. In addition to the cost of construction, the totals below include estimated costs for design and plan preparation efforts, construction management services, and right of way acquisitions. The estimated costs for the two alternatives are:

- Preferred Tunnel Option - \$13,478,936
- Preferred Bridge Option - \$12,393,844

The main item separating the two is the cost for the relocation of utilities required with the tunnel option. It is important to also point out that the bridge option is a simple bridge without a great deal aesthetic improvement. Any additional upgrades in aesthetics to the bridge will result in a greater cost to that alternative.

Funding

Funding for either concept currently available in the FY23 City Manager's Proposed budget is:

- \$4.5 million remaining from the Walkability Bond; and
- \$3.5 million recommended in funding from UDOT Transportation Improvement Fund (TIF).

There are opportunities for additional local funding and other funding sources to make up the difference between the available amount of \$8 million and the total cost of the selected alternative.

Tunnel Shortfall- \$5,478,936
 Bridge Shortfall- \$4,393,844

The local funding options will be discussed during the Capital budget presentation on May 12. In addition to local funds, the Project Team is currently submitting applications and exploring federal grant opportunities.

Reduction in the scope is another option that could be considered to reduce the total cost of the chosen alternative. For example, the number of tunnels can be reduced from three to two. The Consultant has estimated that this could result in a reduction of the total cost of the project from between \$2 to \$4 million dollars. The Project Team will walk the City Council through each scenario during the worksession.

Department Review

This report has been reviewed by the Budget, Transportation Planning, Engineering, Legal and Executive Departments.

Exhibits

Exhibit A: Walkability Completed Projects

Exhibit B: Snow Creek Study Area

Exhibit C: Snow Creek Tunnel Concept Rendering

Exhibit D: Snow Creek Bridge Concept Rendering

Exhibit E: Public Outreach Summary to Date 4 20 2022

Exhibit F: Upgraded Bridge Aesthetic Example

Exhibit G Tunnel Example

Exhibit H: SR 248 Snow Creek Crossing Concept Estimates Summary

EXHIBIT A - COMPLETED BOND PROJECTS

PROGRAM	LOCATION	PROJECT NAME	PROJECT DESCRIPTION	NOTES
WALC 26	Citywide	Poison Creek widening	New widened multi-purpose asphalt spine trails (poison creek and McLeod Creek)	Poison Creek provided as bike option on Deer Valley Drive
Active Transportation	Citywide	Wayfinding	Wayfinding for Pathways	Outreach and education to start 2020
WALC 2	Deer Valley	Upper Deer Valley	Install Class 3 bike lane (Round About-Deer Valley snow park and around)	Initial implementation in 2011...additional changes to shoulders and parking were made during winter parking restrictions with Deer Valley Resort in 2019 via Transportation Department funding.
WALC 1	Park Ave	Park Ave Pathway	Install 8' separated pathway on west side of SR224 between SR248 and Empire.	Purchase easement and part waterline project
WALC 2	Park Ave	SR224 north side pathway	Install 8' separated multi-use pathway on north side of SR224/Park Ave from Jan's to the Poison Creek trail located in front of Frontier Bank. This includes a crosswalk across Short Line Dr.	Was part of the east side park avenue pathway project. Stayed within ROW and made 10' pathway
Waterline Construction	SR 248	Movie Studio Connection	Pathway improvement placed on top of waterline to provide new connection along SR248.	Coordination with water provided extension of pathway connections and cost efficient. Funded through Trails Master Plan
WALC 3	Bonanza	Bonanza Crossing	Bonanza tunnel. Underpass from Iron Horse to Rail Trail	
WALC 4	Bonanza	Bonanza Bike lanes	Bonanza Bike Lanes on both sides of the road between Deer Valley Drive/SR248.	Part of Bonanza reconstruction. New Deer Valley Drive bike lanes will provide a connection.
WALC 5	SR 248	Crossing of SR248	Intallation of Pedestrian activated crossing on SR-248 Hawk Beacon at Seminary/High School	UDOT coordination....replaced with tunnel in 2020 due to traffic and pedestrian safetybenefits.
WALC 6	Park Meadows	Lucky John/Little Kate pedestrian improvements	Little Kate and Lucky John Sidewalk and intersection improvements	
WALC 7	Prospector	Comstock Tunnel	Tunnel under SR248 by Comstock	
WALC 15	Prospector	Comstock Sidewalk Improvements	Comstock and Sidewinder sidewalk and intersection improvements	
WALC 9	Deer Valley Drive	Aerie to Poison Creek	Connecting Aerie and Poison Creek Trails via signage and soft surface "Freemason Trail"	Deer Valley Drive Complete Street Project looks to build on this work.
WALC 10	Park Meadows	Luck John Sidewalk	Gap in sidewalk East of monitor on Lucky John in front of LDS church	
WALC 11	Rail Trail	Rail Trail Connections	Rail Trail/Lower Iron Horse bridge. Connection to Poison Creek pathway from Iron horse condos	

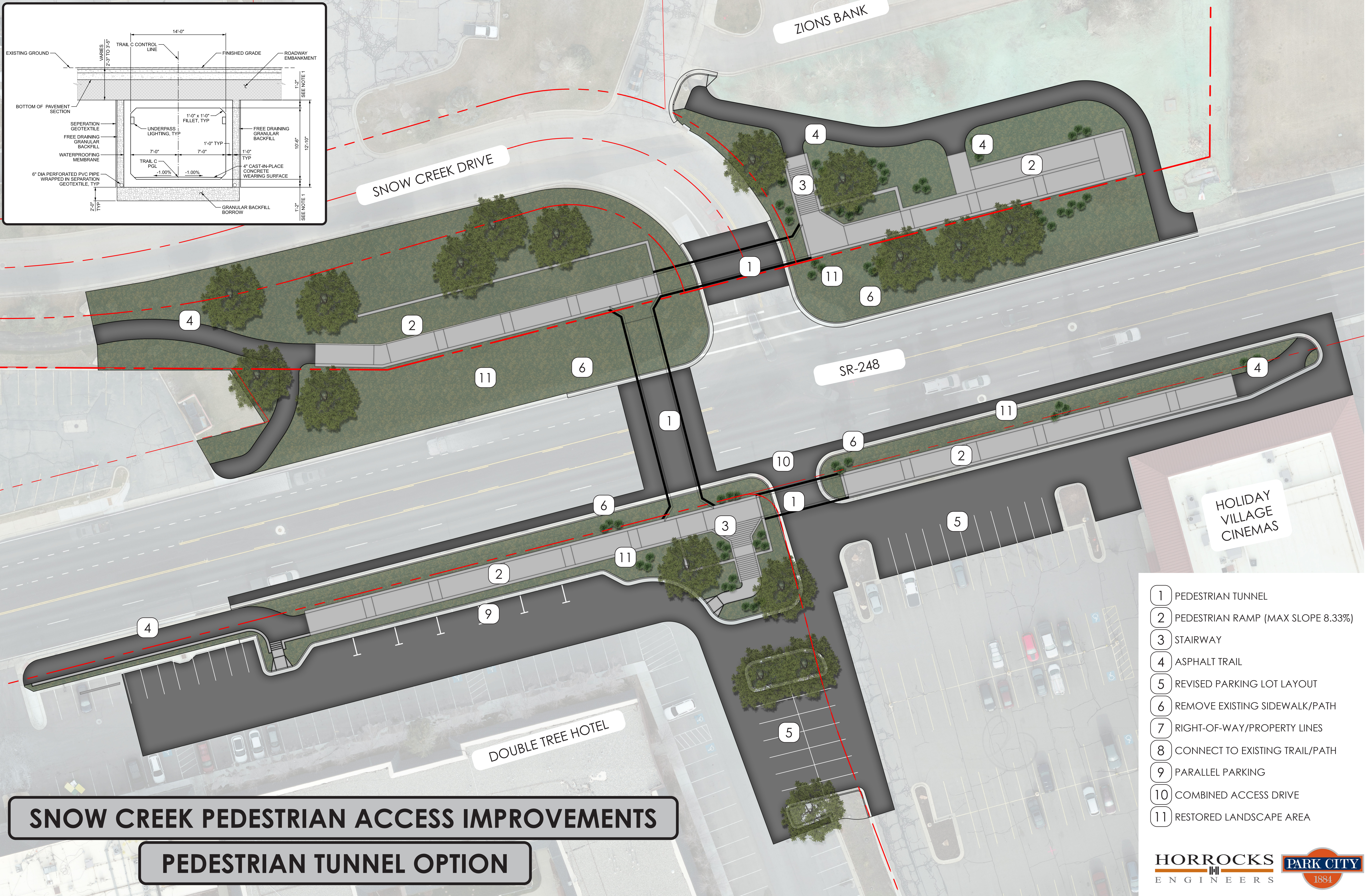
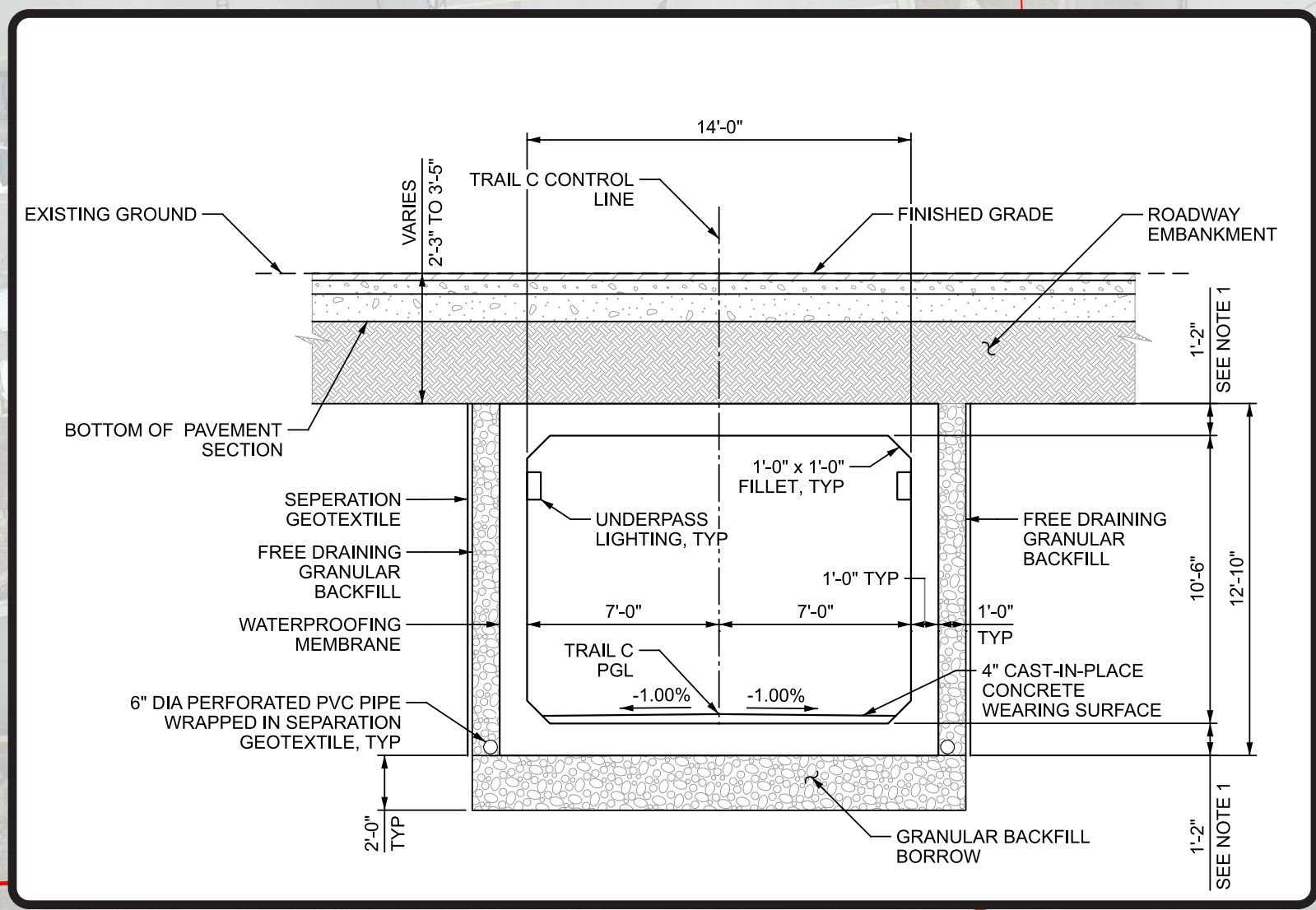
ATTACHMENT A - COMPLETED BOND PROJECTS

WALC 12, 17	Park Meadows	Active transportation improvements Park Meadows to Snow Creek	Monitor Driver feed back sign and striping to Traffic Calming on Monitor with lane width reductions. Pathway improvements connecting Park Meadows from Monitor to Snow Creek along SR224.	Capital and part of Traffic Calming study
WALC 15	Comstock	Comstock Sidewalk Improvements	Add sidewalk on east side of Comstock with crossing improvements	Done within the existing ROW
WALC 13	SR 224	SR224 and Holiday Ranch Crossing	224 Crosswalks at Pay Day Drive and crossing improvements to Holiday Ranch pathway	
WALC 16	Prospector	Prospector active transportation improvements	Wyatt Earp Improvements (traffic island, striping, crosswalks). Traffic calming, sidewalk improvements, lane width reductions, intersection enhancements on Gold dust, Wyatt Earp, and Comstock	Part of Traffic Calming Study
WALC 18	SR224	SR224 HAWK Crossing improvements	Signal upgrades to flashing timing and red light indicator	
WALC 19	Park Ave	Park Ave Sidewalk Improvements	Repair and add gaps in existing sidewalk on Park Ave	
WALC 22	Park Meadows	Bike lanes on Lucky John Dr	Shoulders with signs on Lucky John Dr from Monitor to the beginning of Meadows Dr.	Part of Traffic Calming Study
WALC 23	McPolin Barn	Hard surface east connection for White Barn	McLeod Creek and McPolin Barn pathway connections. East/West side of SR224 add asphalt connection from underpass to existing pavement connecting Barn trail.	Connection to Basin Pathway system
WALC 24	McPolin Barn	Hard surface west connection for White Barn	McLeod Creek and McPolin Barn pathway connections. East/West side of SR224 add asphalt connection from underpass to existing pavement connecting Barn trail.	ADA connection from trailhead and requirement of Park City Building Department to require emergency fire access to Barn
WALC 20, 21, 25, 30	Old Town	Old Town thermoplast crosswalks	Install crosswalks, wayfinding and pedestrian flags at the Shorty's stairs midblock crossing on Marsac Ave, Install wayfinding to direct pedestrians to Poison Creek pathway, Thermoplastic inlay crosswalks on all four segments of Main Street/Heber intersection	
WALC 33	Park Meadows	Park Meadows Bike lanes	Park Meadows Class III bike lane	
WALC 1	Park Ave	Park Ave Bike Lanes	Park Avenue (DVD-Heber) Class III bike lane...Sharrows later added then removed per transit safety concerns	Meets Sharrow Policy guidelines...later removed due to concerns associated with Transit times
WALC 31	Park Meadows	Park Meadows crossing improvements	Pathway on one side of Holiday Ranch Loop and crosswalk improvements	

ATTACHMENT A - COMPLETED BOND PROJECTS

WALC 34-36	Park Meadows	Traffic Calming Park Meadows	Driver feedback signs, striping Park Meadows	Part of Traffic Calming Study
Active Transportation	Old Town	Chambers Trail Connection	Chambers Neighborhood connection, Provided neighborhood alternative soft surface pathway to Hillside Aveune.	Provided neighborhood alternative soft surface pathway to Hillside Aveune.
Active Transportation	Park Meadows	Park Meadows Bike lanes	Provided bike lanes on Holiday Ranch, Little Kate and Monitor. Continuation of WALC #6, #12 and #22	Additional mile of bikel lane in Park Meadows. Continuation of WALC 22
Active Transportation	Old Town	4th St Walkway	Striped pedestrian walkway on 4th Street	
Active Transportation	Citywide/County	Summit E-bike Share Program	In partnership with Summit County, 20 bike share stations installed and 190 electric bikes purchased throughout Park City and Syderville Basin	Awarded a TIGER grant, TST funds, minimal City investment
Active Transportation	Hillside Ave	Hillside Traffic Calming	Striped pedestrian walkway and temporary speed hump on Hillside Avenue.	

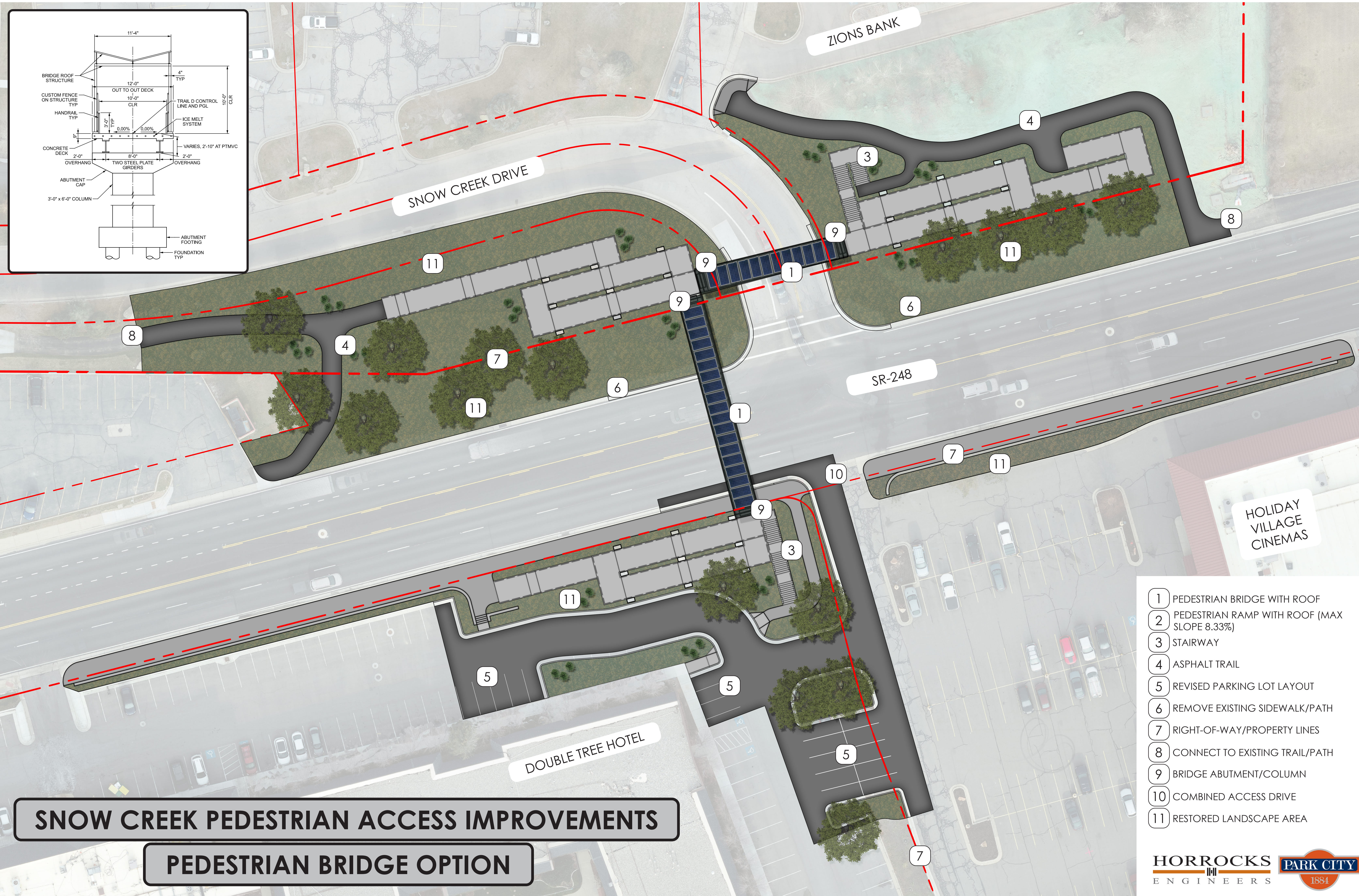




SNOW CREEK PEDESTRIAN ACCESS IMPROVEMENTS

PEDESTRIAN TUNNEL OPTION

- 1 PEDESTRIAN TUNNEL
- 2 PEDESTRIAN RAMP (MAX SLOPE 8.33%)
- 3 STAIRWAY
- 4 ASPHALT TRAIL
- 5 REVISED PARKING LOT LAYOUT
- 6 REMOVE EXISTING SIDEWALK/PATH
- 7 RIGHT-OF-WAY/PROPERTY LINES
- 8 CONNECT TO EXISTING TRAIL/PATH
- 9 PARALLEL PARKING
- 10 COMBINED ACCESS DRIVE
- 11 RESTORED LANDSCAPE AREA



SNOW CREEK DRIVE

ZIONS BANK

SR-248

DOUBLE TREE HOTEL

HOLIDAY VILLAGE CINEMAS

SNOW CREEK PEDESTRIAN ACCESS IMPROVEMENTS

PEDESTRIAN BRIDGE OPTION

- 1 PEDESTRIAN BRIDGE WITH ROOF
- 2 PEDESTRIAN RAMP WITH ROOF (MAX SLOPE 8.33%)
- 3 STAIRWAY
- 4 ASPHALT TRAIL
- 5 REVISED PARKING LOT LAYOUT
- 6 REMOVE EXISTING SIDEWALK/PATH
- 7 RIGHT-OF-WAY/PROPERTY LINES
- 8 CONNECT TO EXISTING TRAIL/PATH
- 9 BRIDGE ABUTMENT/COLUMN
- 10 COMBINED ACCESS DRIVE
- 11 RESTORED LANDSCAPE AREA

STAKEHOLDER AND PUBLIC INVOLVEMENT OVERVIEW

STAKEHOLDER ENGAGEMENT SUMMARY

PCMC (Park City Municipal Corporation) facilitated stakeholder involvement efforts with adjacent property and business owners, key stakeholders, and the public. The following provides a summary of stakeholders involved in the feasibility study process and their input at key milestones:

- **Walking Biking Liaison Committee (WALC):** The WALC is comprised of business owners, residents, representatives from key organizations, and advocates for a safe and walkable community on behalf of residents and other interested entities. WALC was formed to guide the development and prioritization of the Walkability Bond funds and was reconvened in the fall of 2021 at the recommendation of City Council to determine how to spend the remaining bond funds, approximately \$4.5M. WALC determined a grade separated pedestrian crossing near SR-248 and Snow Creek Drive was the priority; launching the Snow Creek Crossing Feasibility Study. The study team then met with the WALC on April 14, 2022, to share goals, timeline, two crossing concepts (a bridge and a tunnel concept) and receive feedback from the group. The discussion tone was supportive of the study and interested in learning more about details like tunnel depths and bridge heights, as well as ramping configurations. Attendees voiced support for both alternatives, with a desire to learn more information about cost and construction impacts. The attendees were encouraged to attend the April 20, 2022, open house to learn more about those details.
- **Business and Property Owners:** Property owners in and adjacent to the study area were contacted early in the process and encouraged to engage on concerns, thoughts, and needs with PCMC and the project team. This engagement is ongoing, and PCMC will continue to keep owners and businesses informed; as well as understand and collaborate on future development plans for the area. Property owners are supportive of a crossing here, and await more detailed information.
- **Utility Companies:** Utility Companies, for both under and above ground utilities, were consulted during the study including fiber optic, power, sewer, and water. An on-site field tour was conducted with company representatives, PCMC, and the Horrocks design team to understand existing conditions, utility locations, and right of way.

UDOT COLLABORATION OVERVIEW

SR-248 is a state-owned facility, and collaboration with UDOT is important to ensure the process and design alternatives meet UDOT standards. Currently two pedestrian tunnels



have been constructed by Park City with support from UDOT on SR-248: the Comstock Tunnel and the High School Tunnel. This potential third crossing will provide a safe facility for pedestrians and bicyclists who are currently crossing near Snow Creek Drive without a marked crosswalk. UDOT has been a supportive partner through this process and on previous ones, and the proposed concepts will meet all UDOT standards. At the time of construction, PCMC and hired consultants/contractors will need to work closely with UDOT on permitting and any needed traffic control plans.

PUBLIC OPEN HOUSE SUMMARY

A public open house on April 20, 2022, at The Prospector, presented the two selected concepts (one bridge concept, showing a bridge over SR-248 and Snow Creek Dr., and one tunnel concept showing a tunnel under SR-248, Snow Creek Dr., and the driveway access to the Holliday Village Cinema area) to the public. PCMC and Horrocks representatives were on hand to answer questions about the designs, process, screening methods, funding, and overall timing. In addition to speaking with attendees about their needs, preferences, and concerns, the team also offered an electronic survey using a QR code or laptops onsite to record public sentiment about aesthetic treatments like timber, concrete, or steel, and if respondents had a preference on structure type (bridge or tunnel).

In summary, there was mixed verbal feedback about which option was preferred. Many liked the tunnel concept, because it mirrored what is already on the corridor, and had minimal visual impacts. Some liked the bridge concept because it offered a gateway feature for the town and would have significantly fewer construction impacts. Comments opposing the tunnel concept included a dislike of future roadway and traffic impacts during construction, and comments opposing the bridge concept were over concerns about visual impacts.

Approximately 40-50 people attended the open house, and 20 responded to the survey. There was a slight preference for a tunnel crossing over a bridge crossing for survey respondents.

See next page for Table A.

Table A. Survey Results for Crossing Preference.

ID	I prefer a Bridge crossing: 1 - Strongly Disagree to 5 - Strongly Agree.	I prefer a Tunnel crossing: 1 - Strongly Disagree to 5 - Strongly Agree.	If you have any additional feedback or comments, feel free to leave them here:
1	5		
2	5	1	
3	4	2	
4	5	3	
5	5	1	We cannot take another tunnel project on Kearns. It disrupts traffic for the entire city for year
6	5	1	I am against a tunnel project that would impact traffic on Kearns again.
7	1	4	so close to intersection of 224 and 248 as to
8	1	5	I feel a bridge would complicate the cars crossing between the shopping center and be over powering for the area
9	1	5	i definitely prefer the tunnel. it is so much less intrusive and is consistent with the other tunnels throughout the town.
10	1	5	i like the tunnel better.
11	1	5	nobridge
12	2	3	simple bridge, would be more sensitive to the surrounding area.. Tunnels and bridges take up a large footprint that I don't think is wanted out there. Please don't dismiss this and think carefully about it. thanks
13	1	5	While a bridge would entail less road disruption, the tunnel is a much better choice.
14	5	2	Whatever is easiest so it can repeated in other parts of town is my preference, So I vote bridge since there would be less construction issues.
15	5	1	bridges for life!
16	1	5	I think tunnels will fit in more with the landscape and are a proven design that works well on other trails in town
17	3	3	
18	4	2	
19	1	5	the high school tunnel is functional, it is difficult to maneuver on a bike, especially on an e-bike. A more rounded, fluid corner might be better. Example: the McPolin Farm tunnel entrance under 224. Thank you.
20	1	5	Please do not put a bridge. That's the main road coming in from 40, and the first thing people will see is a bridge.
Average:	2.85	3.32	

EXHIBIT F – 1

Decorative Bridge Example



EXHIBIT F-2

Tunnel Example



SR-248/Snow Creek Drive Pedestrian Crossing Estimate

Alternative 1: Underpass Option (Tunnel)	
Description	Total
Project Controls (Mobilization, Survey, MOT, SWPP)	\$ 875,000.00
Removal and Demolition	\$ 426,800.00
Roadway and Site	\$ 708,000.00
Utilities	\$ 2,024,000.00
Structures	\$ 5,345,440.00
Right-of-Way	\$ 348,000.00
Engineering and Design (10%)	\$ 937,924.00
Construction Management (5%)	\$ 468,962.00
Contingency (25%)	\$ 2,344,810.00
TOTAL	\$ 13,478,936.00
Alternative 2: Overpass Option (Bridge)	
Description	Total
Project Controls (Mobilization, Survey, MOT, SWPP)	\$ 650,000.00
Removal and Demolition	\$ 315,450.00
Roadway and Site	\$ 788,500.00
Utilities	\$ 1,044,000.00
Structures	\$ 5,806,223.00
Right-of-Way	\$ 348,000.00
Engineering and Design (10%)	\$ 860,418.00
Construction Management (5%)	\$ 430,209.00
Contingency (25%)	\$ 2,151,044.00
TOTAL	\$ 12,393,844.00

Council Agenda Item Report

Meeting Date: May 12, 2022

Submitted by: Michelle Kellogg

Submitting Department: Budget, Debt & Grants

Item Type: Work Session

Agenda Section: WORK SESSION

Subject:

3:45 p.m. - FY2022-23 City Manager's Recommended Budget: Presentation and Review

Suggested Action:

Attachments:

[FY22 & FY23 Tentative Budget Staff Report](#)

[Exhibit A: FY23 Budget Summaries](#)

[Exhibit B: FY22 & FY23 Tentative Budget Ordinance](#)

[Exhibit C: Budget Presentation](#)



City Council Work Session Report

Subject: City Manager's Recommended Budget
Author: Budget Team
Department: Budget, Debt, & Grants
Resources Date: May 12, 2022
Type of Item: Legislative

Summary Recommendation

Consider approving the ordinance to adopt a Tentative Revised Budget for FY22 and a Tentative Budget for FY23 for Park City Municipal Corporation and related agencies, and authorize the property tax rate computation at a no tax increase rate.

Over the next two months, we plan to present various aspects of the FY23 City Manager's Recommended Budget to Council and the public. The process will begin with a broad overview of the FY23 budget strategy, lay out the budget-approval timeline, and highlight next year's revenue and expenditure projections. Subsequent sessions will focus on budget policy, capital and debt, operations, compensation, transportation, water, and other miscellaneous budget items.

On June 23, 2021, the City Council will hold a final public hearing and adopt a Final FY23 Budget.

Executive Summary

Revenues for the General Fund continue their strong trend and higher than we expected when we planned the FY22 budget. The effects are clearly quantified in realizing consecutive months of new record sales tax revenues starting in December 2021 through February 2022 (the most recent available data). Each month beat the previous record monthly high (January 2020), which was pre-pandemic. The magnitude of growth is illustrated by the most recent sales tax month we have available, or February 2022, which beat January 2020 by 30%. We believe Park City is on a new revenue plane with respect to sales taxes, closing FY22 up +26.7% vs. FY21, which was also a previous record tax year.

With an eye toward caution, we believe that FY23 will see similar sales tax revenues as FY22, meaning the year over year growth will be maintained, but not surpassed, due to some weaker economic signals on the horizon. As a result, we project the FY23 General Fund revenue \$4.5M higher than the FY22 budget.

Overall, Park City is strongly positioned to continue its post-pandemic momentum, while also capitalized to push back against many of the challenges associated with the resort economy and increased visitation, demand for elevated levels of service, and a myriad of necessary organizational and community needs.

While FY22 has been a banner year for sales tax revenue, it is important to note that our budget process is built with economic ebbs and flows in mind. Park City's Budget Policies strive to maintain expenditure control in strong economic years to avoid significant service and personnel cuts in times of economic challenges. While a prudent strategy in years past, the City Council must consider some of the extreme societal and community pressures facing tourism locations across the country.

For example, most day-to-day municipal expenditures (supplies, equipment, and services and contracts) have seen significant increases or are projected to increase due to inflation. This puts a strain on a myriad of municipal construction projects, contracts for regular and routine services, and the City's ability to retain and recruit competent and motivated employees.

With this in mind, the Budget and Executive Team focused our energy on the Annual City Council Retreat and subsequent work sessions and discussions to ascertain the new Mayor and City Council's priorities, areas of strategic focus, and underlying intent. From these meetings, we developed four budgetary themes for FY23 that drove our decision-making process:

1. **Resort Economy Mitigation** – Enhance traffic, special event, law and code enforcement, and overall municipal response to the growth in the resort economy;
2. **Neighborhood Reinvestments** – Refocus investments in residential areas - safety, complete streets, parking, HOA outreach, parks and playgrounds, and area planning;
3. **Organizational Infrastructure** – Meet professional obligations to modernize administration tools – technology and software systems, data collection and utilization, financial and accounting system, and purchasing policy; and
4. **Workforce Support** – Recruit and retain with competitive pay, benefits, and support for professional training and development to ensure PCMC remains a competitive regional employer.

Timeline

Utah law requires that the City Manager present a balanced budget at the first regularly scheduled Council meeting in May. Utah Code defines a balanced budget: *The total of the anticipated revenues shall equal the total of appropriated expenditures*. The Council must adopt a Tentative Budget and then it begins working to develop a final budget. Between May 12 and the Final Budget presentation on June 24, the Council reviews detailed budget requests, considers public comment, and adopts a balanced budget.

The proposed budget review timeline is below. The City Council may request additional meetings if desired:

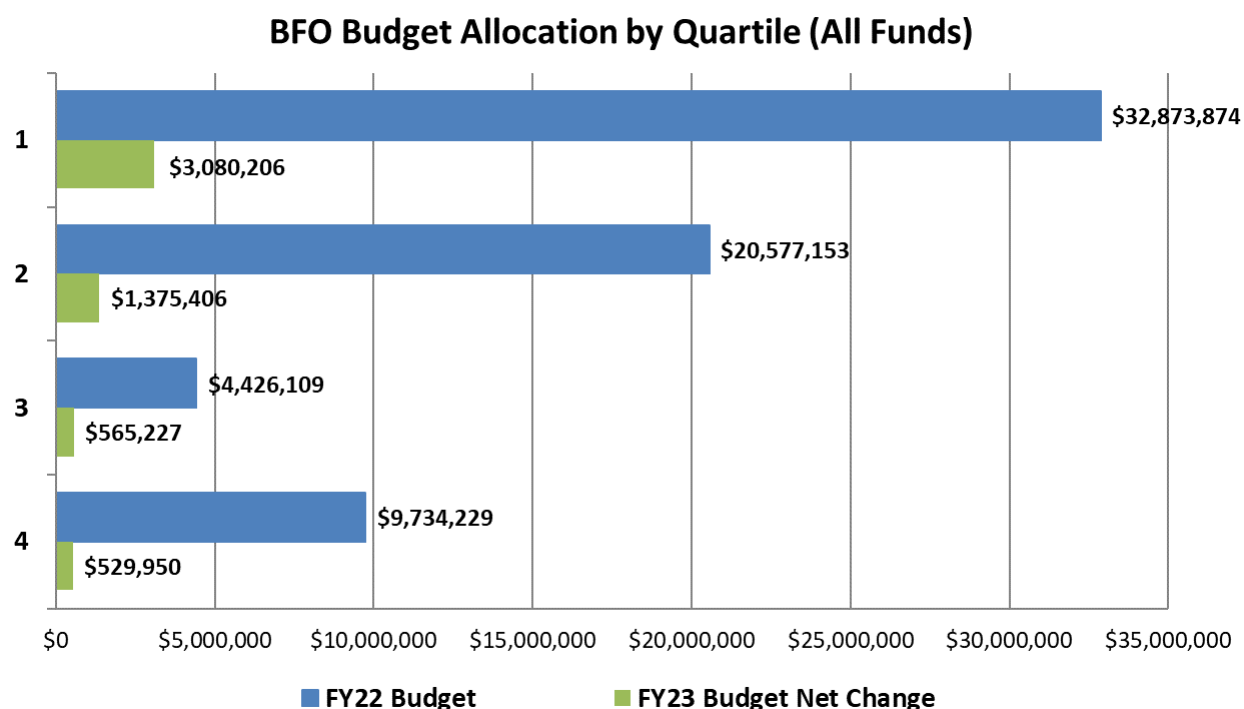
1. **May 11** – FY23 City Manager's Recommended (Tentative) Budget published on the City's website and available to Council and the public
2. **May 12** – Presentation and adoption of Tentative Budget – Budget overview, timeline, and update of long-term budget strategies and revenue projections

- a. Council will determine time and place of future public hearings leading to adopt a Final Budget on June 23, 2022
3. **May 26** – Operating budget review; General Fund, Personnel (pay plan, health insurance, positions); Transportation Fund; and Water Fund
4. **June 9** – Capital Budget & Capital Projects review – 5-year Capital Improvement Plan (Ongoing Capital, New Projects, Water, and Transportation)
5. **June 16** – Fee Changes; Polices; Council Compensation; and Outstanding Items
6. **June 23** – Presentation, review of additional outstanding items, and adoption of Final Budget

Analysis

The budget process is essential for sound financial planning, administration, accountability, and evaluation. The City deploys [Budgeting for Outcomes](#) (BFO), or a process that focuses on Council priorities and objectives to drive the annual budget decisions. BFO is a mechanism to link Council's policy goals to the day-to-day management of the City.

Each year, to build the City Manager's Recommended Budget, departments assess operations, consider the shifting Council and community priorities, and present budget requests to the Results Team (internal budget review committee). The Team evaluates new funding requests based on Council goals and the need to maintain essential services. The Results Team ranks budget requests and makes a final recommendation to the City Manager.



The Results Team scores each BFO program by quartile. For example, Quartile 1 is the top 25% of programs that received the highest score. This graphic demonstrates the budget changes most important to the community (Quartiles 1 and 2). The City Council may choose to change or enhance the underlying strategies and policies used to drive the City Manager's Recommended Budget as desired.

These are the three main strategies that make up Budget for Outcomes:

- Priority-driven budget process based upon Council's priorities, goals, objectives, and desired outcomes;
- Internal budget committees develop the final budget proposal. Committees are made up of cross-departmental staff, including the Results Team, CIP, Pay Plan, Benefit, and Fleet committees, and other ad hoc committees as needed; and
- The Results Team formulates recommendations based on total BFO score, manager's request, established need, available resources, and related performance measures.

The City also uses a host of Budget Policies adopted by the Council that govern the stewardship of public funds and ensure transparency. These policies cover revenue management, fees and rates, capital financing and debt management, reserves, capital improvements, compensation, and public service contracts. The policies are found in the back of the [Budget Document](#). Staff plans on updating and reviewing these during the 2023 fiscal year.

Budget Summary

The FY22 Adjusted Budget reflects a 2.6% increase from the FY22 Original Budget (capital excluded). The Adjusted Budget reflects the current fiscal year's budget ending June 30, accounting for increases and decreases over the Original FY22 Budget. Most increases were adopted as part of the December 2021 budget adjustment. Increases include critical pay adjustments for positions that the City was struggling to fill and restoration of the Senior Environmental Project Manager and Transportation Director. As the end of FY22 approaches, we tightly monitor the adjusted budget to ensure changes are captured in the Final Budget adoption on June 23.

Expenditure Summary - All Funds								
	Actuals FY 2018	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD Actuals FY 2022	Original Budget FY 2022	Adjusted Budget FY 2022	Original Budget FY 2023
Personnel	\$36,532,398	\$39,163,872	\$40,019,168	\$36,565,560	\$32,794,144	\$41,804,336	\$42,909,145	\$49,661,137
Mat. Suppls, Services	\$17,825,325	\$19,683,793	\$20,850,156	\$29,470,146	\$15,823,698	\$22,707,279	\$23,262,138	\$26,886,028
Capital Outlay	\$402,605	\$624,690	\$435,427	\$429,591	\$385,655	\$526,685	\$551,685	\$1,139,514
Contingency	\$75,437	\$67,018	\$362,218	\$172,741	\$24,600	\$300,000	\$300,000	\$300,000
TOTAL	\$ 54,835,765	\$ 59,539,372	\$ 61,666,969	\$ 66,638,038	\$49,028,097	\$ 65,338,300	\$ 67,022,968	\$ 77,986,679
Capital	\$60,601,638	\$87,511,154	\$47,829,798	\$61,354,362	\$33,313,784	\$76,218,620	\$244,708,799	\$68,714,154
Debt Service	\$16,216,948	\$16,853,649	\$24,538,521	\$19,373,212	\$19,888,420	\$22,059,324	\$22,059,324	\$22,059,324
Interfund Transfer	\$47,750,191	\$79,846,401	\$24,617,678	\$19,689,126	\$16,988,400	\$19,247,789	\$22,698,090	\$19,358,332
Ending Balance	\$83,191,254	\$117,717,331	\$130,691,480	\$152,780,088		\$78,014,234	\$105,701,537	
TOTAL	\$207,760,031	\$301,928,535	\$227,677,477	\$253,196,788	\$70,190,604	\$195,539,967	\$395,167,750	\$110,131,810
COMBINED TOTAL	\$262,595,797	\$354,413,192	\$272,249,775	\$126,310,250		\$234,710,852	\$358,763,309	\$257,723,796

The FY23 operating budget reflects an increase over the FY22 Adjusted Budget, capturing an increase in the aggregate from the City's major operating funds: General, Water, and Transportation. The increase reinforces the City's desire to address the community's most critical needs, inflationary cost increases, and commitment to retaining and recruiting employees. The proposed budget is supported by a historic rise sales tax revenues. Operating budget changes from across all funds and details on departmental requests and committee recommendations will be discussed and provided on May 26.

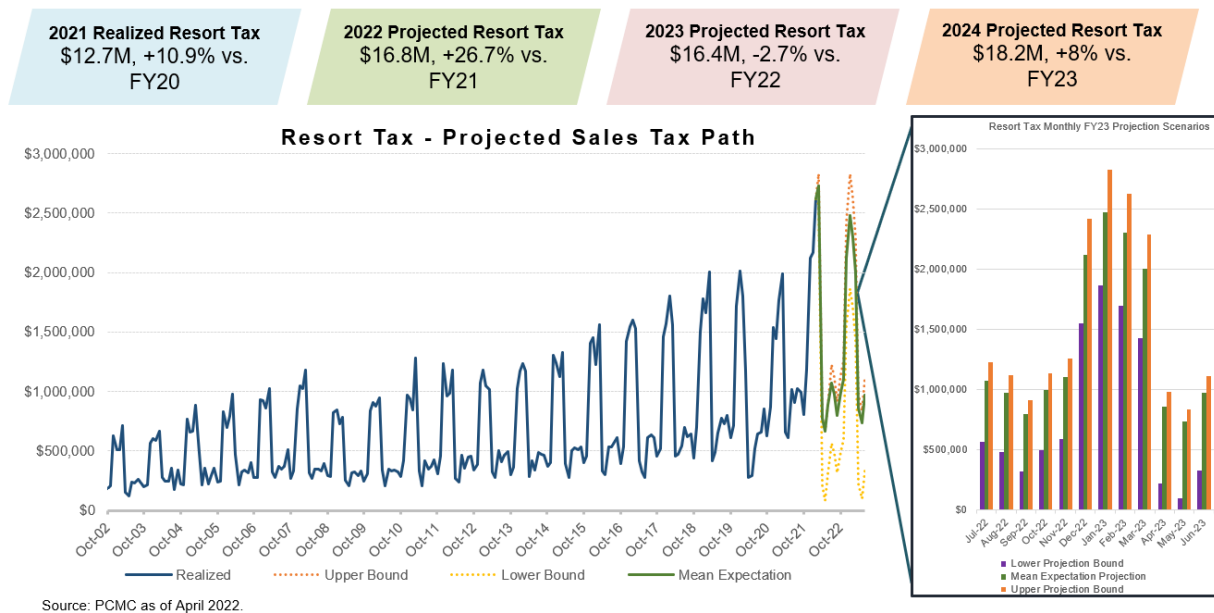
General Fund Revenues

We project an increase of \$4.5M in General Fund sales tax for FY22—from \$13.3M to \$17.8M. While winter visitation remained robust, the unique post-pandemic trend in Park City is the growth of shoulder season and non-winter visitation. This trend is visible by the volume of visitors through the City's Main Street business district. While winter visitation reached near-record highs, growth in the summer, spring and fall caused the calendar year 2021 to see the most visitors on record.

General Fund Revenue Summary - FY22 & FY23								
Revenue	FY22 YTD Actual	FY22 Ori Bud	FY22 Adj Bud	FY23 Budget	\$, Variance Adj vs. Ori FY22	%, Variance Adj vs. Ori FY22	\$, Variance FY23 vs. Adj	%, Variance FY23 vs. Adj
Property Taxes	\$12,485,912	\$12,392,328	\$12,392,328	\$12,938,775	\$0	0%	\$546,447	4%
Sales Tax	\$11,948,882	\$13,333,686	\$17,888,070	\$16,433,542	\$4,554,384	34%	(\$1,454,528)	-8%
Franchise Tax	\$2,422,750	\$3,261,596	\$3,261,596	\$3,297,706	\$0	0%	\$36,110	1%
Planning, Building and Engineering Fees	\$3,375,087	\$3,565,757	\$3,565,757	\$3,914,520	\$0	0%	\$348,763	10%
Recreation	\$1,952,619	\$1,941,591	\$1,941,591	\$2,365,076	\$0	0%	\$423,485	22%
Licenses	\$318,600	\$484,692	\$484,692	\$500,088	\$0	0%	\$15,396	3%
Ice Revenue	\$638,723	\$907,421	\$907,421	\$955,233	\$0	0%	\$47,812	5%
Intergovernmental Revenue	\$107,757	\$155,304	\$155,304	\$138,275	\$0	0%	(\$17,029)	-11%
Fees/Other	\$1,036,178	\$495,211	\$999,740	\$1,239,454	\$504,529	102%	\$239,714	24%
Interfund Transfers	\$1,862,750	\$2,950,291	\$2,950,291	\$2,950,291	\$0	0%	\$0	0%
Total	\$36,149,257	\$39,487,877	\$44,546,790	\$44,732,960	\$5,058,913	13%	\$186,170	0%

General Fund Revenue Summary

Park City is on a new revenue trajectory with respect to sales taxes, closing FY22 up +26.7% vs. FY21, a previous record sales tax year. The table above demonstrates the projected increase for different funding categories. The increases allow Park City to increase what it can mitigate and accomplish in FY23, and well beyond. The FY23 sales tax revenue budget is slightly lower than FY22, as we project a slight softening of the global economy and some additional economic volatility. However, the City must take strategic advantage of the new sales tax trajectory and deploy resources to meet community demands.



On the national front, the effects of inflation are eroding the buying power of American workers and Park City, and real growth concerns are beginning to manifest in household earnings and markets. Average U.S. households are increasingly deploying income once used for discretionary purposes into essentials to make ends meet. With an eye toward caution, we believe FY23 will remain robust in revenues, almost similar to FY22, with a minor reduction of -2.7%, as record revenue growth tapers off in the near term.

In addition, we forecast long-term revenues and operating, capital, and debt service expenses for the General Fund. The analysis below illustrates the potential impacts of financial decisions on the City's short and long-term financial health. The figures help set the funding limits for both the operating and capital budget related to the General Fund and General Fund capital transfer. [Please review Budget Document for more info.](#)

Major General Fund Expenses

The FY23 City Manager's Recommended Budget is a targeted and strategic deployment of resources that invests heavily in four themes and enhances core services while increasing operational capacity and productivity. The table below demonstrates the breakdown between the major categories of operating enhancements: capital projects, employee pay plan and compensation, and health insurance.

FY23 Expenses	Amount	Notes
		Maintains personnel compensation based upon surging inflation costs of over 10% and ensures PCMC meets its 75 th percentile commitments. Last year's strategic investments in employee compensation were arguably the most important action taken by PCMC during the budget. As many businesses suffered high attrition rates and even cut services, PCMC consistently met current service levels due to adequate staffing.
Pay Plan	\$2,500,000	

Health Insurance	\$150,000	Health insurance premiums maintain commitment to provide quality healthcare. The recommendation is to cover the one-time increase and not pass it off to our employees.
Ops Increases	\$3,307,767	Considerable inflationary cost increases (supplies, equipment, contracts, and new positions, etc.) and targeted expansion of specific services allow managers to continue to deliver high levels of service.
Capital	\$3,400,000	General Fund capital expenses deployed on key projects for community benefit, including walkability initiatives, recreation, complete streets, and X, Y and Z
\$9,357,767		

FY23 Sources	Amount	Notes
Revenue Capacity	\$4,142,704	Total projected revenue for FY23
Repurpose Capital Projects	\$955,467	Capital project closeout
Fee Increases	\$500,000	Increase in fees for services
General Fund Transfer	\$3,400,000	Transfer from General Fund to Capital Fund
Resort Funding	\$280,000	Resort funding for enhanced traffic mitigation
\$9,278,171		

The Budget Department projects \$4.1M in new revenue for FY23, which includes sales tax revenue, fee increases, and closing out several completed capital project budgets. This strategy helps Council deploy resources faster and more strategically to meet new community demands in FY23. We also anticipate continuing to receive \$280k/year from the resorts to pay for enhanced traffic mitigation and public safety services. Lastly, the \$3.4M represents the General Fund Transfer to the Capital fund, which moves revenues from the General Fund to Capital to pay for ongoing capital projects.

Major Operating Initiatives and Key Investments in Community Priorities

FY23 Expenses	Amount	Notes
Organizational Infrastructure	\$725,163	Budget increases to enhance our IT infrastructure, cybersecurity, 3Kings Water Treatment Plant, a new financial and accounting system, and new investment in data collection to better respond to public input and requests for information, transparency, and level of service increases.
Resort Economy Mitigation	\$755,499	Enhanced traffic and resort economy impacts – expand Neighborhood Traffic Management Program, Traffic Coordinator position, intersection management and equipment, and monitoring and enforcement.
Neighborhood Reinvestment	\$796,742	Increased neighborhood patrols, code enforcement and equipment, fire inspection, and community and area planning efforts.

	\$267,905	Additional resources to enhance recruitment, retention, and quality benefits, employee assistance, and professional development programs (non-monetary benefits).
Workforce Support		
	\$1,005,005	Service increases related to existing Critical Community Priorities and existing service demands – Affordable Housing, Recreation, Customer service, and Street Projects.
Core Services		
Total	\$3,307,767	

Information Technology/ Organizational Infrastructure

Expanding the City's critical IT support and infrastructure is at a crucial inflection point. Today's flexible work environment, combined with an unprecedented demand for automation and data collection, requires a new municipal financial and accounting system and a host of new data science and cybersecurity tools to drive our decision-making and planning processes and protect municipal assets. Key personnel and new technology staff are requested (2 Junior Network Administrators). These positions will support the 3Kings Water Treatment Plant's technology and core software and security systems throughout the City. The FY23 budget also includes department-level support for updating webpages, efficiency software and updated equipment for staff.

Resort Economy Mitigation

Enhanced traffic management is a major community priority. We have proposed new investments to multiple departments to enhance the Neighborhood Traffic Management Program – a Police Officer, two positions in Public Works (Streets), a Traffic Coordinator and a new Parking Officer to manage major intersections and neighborhoods during peak visitation. This investment alone is nearly \$1 million of the new sales tax revenues available to Council in FY23.

As our trail systems continue to experience high usage, we have added two Trail Rangers to oversee maintenance, manage trailhead parking and neighborhood impacts and ensure compliance with adopted conservation easements.

Neighborhood Reinvestment

Unprecedented demand continues to burden our Building, Planning, Engineering, Housing, and Resident Advocate departments. New investments include a new position in Engineering to assist residents and businesses and new municipal code software (noticing, outreach, ad hoc analysis, etc.). It also includes a new position in Affordable Housing in anticipation of more public-private partnerships and the collaborative project on Woodside with the Seniors. In addition, we propose a new Police Detective to respond to the rising investigative caseloads, demand for deeper community policing, and help with the increase in violent crimes.

As we continue to build upon our Sustainability programs, the FY23 budget includes investments in the new Sustainability Resource center at the library which provides unconventional circulating items such as sewing machines, outdoor games, tools and electronics. Environmental Sustainability will also kick-off their Curbside Composting pilot program this year.

Recruiting, Retention, and Workforce Support

Unemployment continues to hover around 1% in Summit County (lowest in decades), turnover remains above 15%, and Jan-Mar 2022 saw six voluntary resignations to accept better-paying positions in other agencies or relocations due to the exceptionally high cost of living. Over the last year, HR has spent over approximately 6,000 hours hiring over 200 employees, with hundreds of hours devoted to onboarding and setting up benefits with various providers.

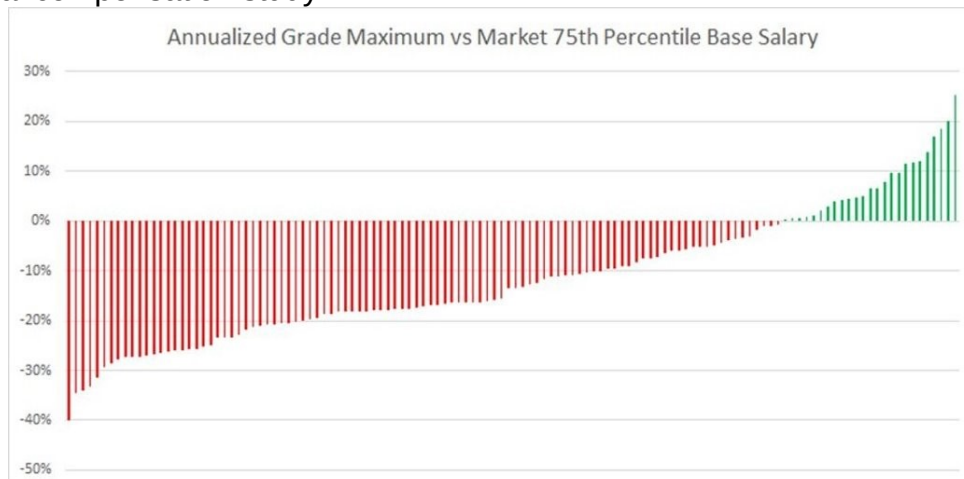
The City must improve its training, culture, and employee policies to reflect the current dynamic workforce needs and expectations of newly recruited employees. Thus, we propose 1.5 new HR positions to support our workforce. The new analyst position will focus on day-to-day departmental needs and supporting or leading benefits procurement and professional development programs. The Recruiter will focus on key recruitments and professionalizing our onboarding programs and platform. In addition, new investments are recommended in non-monetary employee programs, such as increasing education reimbursements, employee appreciation programs, instant bonuses for customer service, and wellness.

Pay Plan

Historically, Park City has collected salary information on select jobs from a sample of Utah cities every two years, then averaged salaries from the top seven to benchmark salary ranges and job types. In “off” years, a 2% market adjustment was routinely applied.

Due to a rise in retention and recruitment challenges and extended vacancies in critical positions, the previous City Council and Mayor proactively renovated our compensation philosophy. The City’s internal Compensation Committee was reorganized, and an external Blue-Ribbon Compensation Committee. The BRC is comprised of residents and HR experts to guide progress toward a more modern, market-based pay plan utilizing third-party salary data to determine salary ranges/pay grades. Salary ranges are now based on specific jobs as opposed to job types, and the City targets the 75th percentile of market pay.

The slide below demonstrates that many City positions ranked well-below the 75th percentile in our initial compensation study.



For the FY22 budget, the City brought salary ranges up to the 75th percentile of 2020 market rates. It was the best we could provide given the duration since the study was completed and due to ongoing COVID concerns and impacts.

This year, in response to inflation (+10.6% Mountain West), historically low unemployment rates, and serious wage competition both in the public and private sector, the Compensation Committee and Blue Ribbon Committee proposed a 10.33% increase to bring salary ranges to market 2022 levels. On April 07, 2022, the recommendation to continue to target the 75th percentile received overwhelming support from City Council and is included in this proposal. By comparison, cities and towns all over Utah are in a competitive battle to recruit and retain employees. Some jurisdictions, such as Salt Lake City and West Valley City have implemented policies to stay within the top three paid agencies in the State. Summit County, for example, increased its payroll and benefits by 28% in the December budget adoption. The chart below shows the recommended budget increase for the pay plan by fund:

FY23 Pay Plan	
Fund	FY23 Request
011 GENERAL FUND	\$ 2,513,970
051 WATER FUND	\$ 392,143
052 STORM WATER FUND	\$ 68,293
055 GOLF COURSE FUND	\$ 98,152
057 TRANSPORTATION FUND	\$ 1,002,061
058 PARKING FUND	\$ 98,660
062 FLEET SERVICES FUND	\$ 57,440

Health, Dental, & Life Insurance Costs

The City maintains a competitive health and dental insurance plan through Regence Blue Cross Blue Shield Utah. Each year, Regence examines the City's plan "use" and total costs to Regence and then determines Park City's price for the following year. Our FY23 Health Insurance premiums have a minimal increase of 2.62%.

Personnel Changes

Several departments submitted personnel requests that are recommended within the FY23 Budget (by Fund, table below). The Budget Team will provide more detail on May 26. For more information, please review the [budget documents posted online](#).

FY23 New Personnel Requests

Fund	FY23 Request
011 GENERAL FUND	\$ 1,782,101
051 WATER FUND	\$ 120,000
057 TRANSPORTATION FUND	\$ 384,518
058 PARKING FUND	\$ 44,695
Grand Total	\$ 2,331,314

Recommended Personnel Requests by Fund

Materials, Supplies, and Services

The table below displays changes to materials, supplies, and services by Fund over the FY22 Adjusted Budget. In FY23, the main increases are for software, contract services, supplies, utilities, and bank fees, mainly due to inflationary cost increases occurring across the U.S. Many of the Organizational Infrastructure requests are located here.

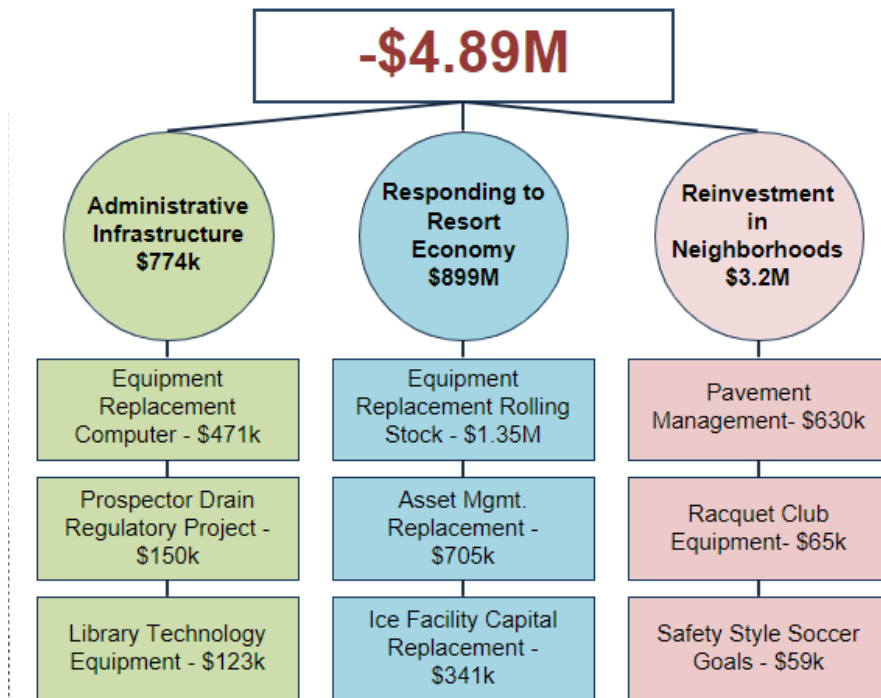
Total Materials, Supplies and Services by Fund

Fund	FY23 Request
011 GENERAL FUND	\$ 1,751,714
051 WATER FUND	\$ 1,196,858
055 GOLF COURSE FUND	\$ 55,500
057 TRANSPORTATION FUND	\$ 575,890
058 PARKING FUND	\$ 46,000
Grand Total	\$ 3,624,062

Materials, Supplies & Services Options by Fund

Capital Changes

The capital project budget is spread throughout various Funds. The General Fund does not contain any capital budget but does contribute to the Capital Improvement Fund through an annual transfer of funds. For the FY23 Budget, we recommend an annual CIP transfer of \$3.4M. However, the recommended budget is set at \$4.9M, as several old capital projects were closed out. The yearly transfer to capital generally pays for important ongoing capital projects, such as equipment, asset management, and pavement program.



The rest of the capital budget is broken out through the different funds: Capital Improvement, Water, Transportation, and RDA. On June 6, we plan to review, in detail, all proposed changes to capital budgets. However, below is a list of notable projects included within the proposal:

- **Park Avenue Neighborhood Street Reconstruction** - \$750k, project has an expected total budget of ~\$5M over time. The FY23 budget contemplates \$750k for design and planning activities
- **Upper Main Street Intersection Improvements and Mitigation** - \$750k, project focuses on near-term capital improvements on Upper Main Street near Hillside Avenue
- **Homestake Road Complete Street, Pedestrian and Multi-Use Trail** - \$450k
- **Munchkin Roach Complete Street Extension, Multi-Use Trail, and Woodbine Road Connection Improvements** - \$450k
- **Arts & Culture District** - \$450k, to support planning and land use entitlement work
- **PC Transit Rolling Stock Replacement** – \$16.8M to replace and upgrade the municipal fleet over time. Primarily funded through Federal grants, including \$14.9M from Federal funding, and only \$2.6M matching funds from the City's Transportation Fund
- **SR248/US40 Park and Ride Lot** - \$4.5M is budgeted in FY23 if Council approves this project. The Federal Funding is \$3.85M of the \$4.5M.
- **Park City's Long Range Transportation Plan** - \$3.9M has been set aside in reserve to begin the funding plan and process to move from planning to implementation
- **Snow Creek Crossing (SR-248 Tunnel)** - \$4.3M from the remaining 2013 Walkability Bond proceeds
- **Old Town Complete Streets** - \$200k to provide resources to resolve intermittent

maintenance projects in Old Town due to tourism and visitation and demand from small business owners

- **Three Kings Water Treatment Plant** – \$20M from 2021 Water Revenue Bond to complete the City's Three Kings Water Treatment Plant in FY23. This remains the City's current single-largest capital initiative in FY23. It will modernize Park City's drinking water capabilities. By consolidating the amount of borrowing during a period of low-interest rates, PCMC saved approximately \$1.5M in gross cashflow savings by refunding (refinancing) past bond issuances. Additionally, these actions ensured that the Three Kings Water Treatment Plant is funded at record low interest rates.

Long-term Unfunded Capital Initiatives

While the City is building a robust capital budget plan for the next several years based on Council's goals and direction, the focus remains on core capital maintenance and medium-term infrastructure projects. Several capital project ideas percolate around the community but require a new funding source or strategy due to their magnitude. Some of the most talked-about project ideas are the following:

1. Arts & Culture District – Parking, Housing, Transportation and Transit, and Common Areas
2. Long-Range Transportation Capital Plan – a list of implementation projects tops out at over \$87M
 - a. Bus Rapid Transit
 - b. Regionally significant park and ride
 - c. Tunnels, aerial transit, etc.
 - d. Roadway acquisition and/or improvements
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 capital project not currently budgeted, a prioritization process will help us develop a creative financial strategy. For example, the City can raise considerable resources to finance projects through various methods. But even then, it would prove challenging to finance multiple projects on the list above at the same time. The most common financial tools for future consideration are:

1. Pay-as-You-Go: This method pays for capital projects with funds on hand or through saving up over time. We are already deploying this strategy.
2. General Obligation Debt: Property tax increase targeted toward specific projects. Requires voter approval 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.
4. Revenue Debt: Issue bonds paid back through ongoing revenues. Historically, we have 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 untapped. Today, based upon a 20-year maturity, the City could conservatively bond upwards of \$60M. We could also evaluate our overly conservative bonding policy that goes even further than required by Utah Law.

5. Grants/Other Government Agencies: There are many grant opportunities for local governments from other government agencies. However, to fund large capital projects, the City has been 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). 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.
7. Public-private Partnerships (P3s): Public-private partnerships involve collaboration 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 increase our use of this tool, given the rise in construction costs and workforce pressures.

Summary

Overall, Park City's General and Capital Improvement Funds remain strong and well-positioned to continue investing 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 major capital project investments, departmental operating improvements, competitive compensation, and keeping up with inflationary increases.

The proposed 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, strategically advance capital project opportunities, and recruit and retain a high-performing workforce 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 – Budget Summaries
- B – Tentative Budget Ordinance

All Funds Combined

Revenue	Actual FY 2019	Actual FY 2020	Actual FY 2021	YTD Actual FY 2022	Original FY 2022	Adjusted FY 2022	Var FY 2022	Original FY 2023	Var FY 2023
RESOURCES									
Property Taxes	\$21,368,077	\$25,486,395	\$28,380,276	\$27,135,334	\$27,430,335	\$27,430,335	\$0	\$27,976,782	\$546,447
Sales Tax	\$29,273,042	\$30,409,928	\$33,614,011	\$30,694,194	\$32,326,725	\$45,056,487	\$12,729,762	\$41,341,803	(\$3,714,684)
Franchise Tax	\$3,230,881	\$3,161,759	\$3,253,431	\$2,422,750	\$3,261,596	\$3,261,596	\$0	\$3,297,706	\$36,110
Licenses	\$1,395,163	\$1,315,865	\$1,213,639	\$1,225,530	\$1,437,989	\$1,437,989	\$0	\$1,481,984	\$43,995
Planning Building & Engineering Fees	\$5,820,662	\$7,513,747	\$5,005,364	\$4,677,638	\$5,157,166	\$5,157,166	\$0	\$5,553,671	\$396,505
Special Event Fees	\$178,413	\$178,672	\$8,081	\$224,144	\$115,681	\$115,681	\$0	\$101,319	(\$14,362)
Federal Revenue	\$3,969,044	\$5,698,041	\$11,071,350	\$5,755,565	\$20,638,912	\$7,638,912	(\$13,000,000)	\$22,261,621	\$14,622,709
State Revenue	\$518,845	\$818,625	\$527,368	\$575,219	\$440,577	\$440,577	\$0	\$443,115	\$2,538
County/SP District Revenue	\$705,240	\$3,888,378	\$1,171,385	\$1,915,080	\$474,143	\$1,607,941	\$1,133,798	\$484,943	(\$1,122,998)
Water Charges for Services	\$20,092,203	\$19,944,310	\$22,597,344	\$18,596,122	\$21,819,145	\$21,819,145	\$0	\$22,392,268	\$573,123
Transit Charges for Services	\$7,425,047	\$5,286,336	\$2,455,909	\$6,183	\$6,080,819	\$7,580,819	\$1,500,000	\$83,243	(\$7,497,576)
Cemetery Charges for Services	\$18,816	\$22,922	\$19,787	\$19,086	\$80,182	\$80,182	\$0	\$70,098	(\$10,084)
Recreation	\$3,348,293	\$3,294,003	\$4,241,522	\$3,239,564	\$3,267,017	\$3,267,017	\$0	\$3,730,265	\$463,248
Ice	\$828,397	\$691,828	\$634,725	\$638,723	\$907,421	\$907,421	\$0	\$955,233	\$47,812
Other Service Revenue	\$45,786	\$59,527	\$54,964	\$39,000	\$56,768	\$56,768	\$0	\$56,768	\$0
Library Fees	\$20,198	\$14,357	\$13,483	\$13,383			\$0	\$13,691	13691
Fines & Forfeitures	\$2,611,357	\$1,934,534	\$1,075,883	\$1,949,318	\$2,603,364	\$2,603,364	\$0	\$2,603,364	\$0
Misc. Revenues	\$4,078,297	\$8,426,163	\$3,620,970	\$691,402	\$15,946,624	\$48,778,068	\$32,831,444	\$1,950,086	(\$46,827,982)
Interfund Transactions (Admin)	\$6,821,583	\$6,898,975	\$6,495,085	\$5,658,855	\$6,882,441	\$6,882,441	\$0	\$6,992,984	\$110,543
Interfund Transactions (CIP/Debt)	\$73,024,818	\$17,718,703	\$13,194,041	\$11,334,895	\$12,365,348	\$15,815,649	\$3,450,301	\$12,365,348	(\$3,450,301)
Special Revenues & Resources	\$1,059,990	\$1,000,912	\$8,106,934	\$1,488,896	\$691,988	\$1,196,517	\$504,529	\$1,476,517	\$280,000
Bond Proceeds	\$85,387,786	\$10,768,465			\$40,190,000	\$108,276,554	\$68,086,554	\$40,589,496	(\$67,687,058)
Beginning Balance	\$83,191,254	\$117,332,085	\$130,306,234	\$152,780,088	\$58,704,025	\$152,780,088	\$94,076,063	\$105,701,537	(\$47,078,551)
TOTAL	\$354,413,190	\$271,864,529	\$277,061,784	\$271,080,969	\$260,878,266	\$462,190,717		\$301,923,842	

Expenditure Summary by Fund and Major Object (FY 2022 Adjusted Budget)

Description	Personnel FY 2022	Mat, Supplies, Services FY 2022	Capital FY 2022	Debt Service FY 2022	Contingen cy FY 2022	Sub - Total FY 2022	Interfund Transfer FY 2022	Ending Balance FY 2022	Total FY 2022
Park City Municipal Corporation									
011 GENERAL FUND	\$27,203,238	\$10,585,021	\$371,443	\$0	\$300,000	\$38,459,702	\$6,535,086	\$17,860,695	\$62,855,483
012 QUINNS RECREATION COMPLEX	\$975,372	\$379,800	\$1,000	\$0	\$0	\$1,356,172	\$0	\$-6,064,295	\$-4,708,123
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,773	\$35,773
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$23,168	\$23,168
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$116,092,470	\$0	\$0	\$116,092,470	\$4,174,626	\$49,650,186	\$169,917,282
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$3,921,944	\$0	\$0	\$3,921,944	\$0	\$330,150	\$4,252,094
051 WATER FUND	\$3,760,132	\$4,109,243	\$90,848,651	\$5,577,420	\$0	\$104,295,447	\$1,807,429	\$2,977,357	\$109,080,233
052 STORM WATER FUND	\$ 668,062	\$ 291,444	\$ 1,725,688	\$ 0	\$ 0	\$ 2,685,194	\$ 135,448	\$ 1,074,701	\$ 3,895,343
055 GOLF COURSE FUND	\$915,363	\$729,075	\$383,000	\$0	\$0	\$2,027,438	\$142,377	\$750,780	\$2,920,595
057 TRANSPORTATION & PARKING FUND	\$7,387,382	\$1,915,272	\$28,818,105	\$0	\$0	\$38,120,758	\$3,306,502	\$3,028,120	\$44,455,380
058 PARKING FUND	\$ 926,073	\$ 706,500	\$ 105,000	\$ 0	\$ 0	\$ 1,737,573	\$ 16,500	\$ 863,191	\$ 2,617,264
062 FLEET SERVICES FUND	\$1,073,522	\$1,853,155	\$0	\$0	\$0	\$2,926,677	\$0	\$798,782	\$3,725,459
064 SELF INSURANCE FUND	\$0	\$1,555,328	\$0	\$0	\$0	\$1,555,328	\$0	\$1,275,137	\$2,830,465
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,273,977	\$33,246,193
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,674,814	\$11,184,502
Total Park City Municipal Corporation	\$42,909,144	\$22,124,838	\$242,267,301	\$22,059,324	\$300,000	\$329,660,607	\$16,117,968	\$100,552,536	\$446,331,111
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$682,300	\$0	\$0	\$0	\$682,300	\$3,092,532	\$1,538,319	\$5,313,151
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$1,251,470	\$2,406,470
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$2,565,212	\$0	\$0	\$2,565,212	\$2,787,590	\$744,537	\$6,097,339
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$427,971	\$0	\$0	\$427,971	\$0	\$1,163,361	\$1,591,332
Total Park City Redevelopment Agency	\$0	\$1,137,300	\$2,993,183	\$0	\$0	\$4,130,483	\$6,580,122	\$4,697,687	\$15,408,292
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$42,909,144	\$23,262,138	\$245,260,484	\$22,059,324	\$300,000	\$333,791,090	\$22,698,090	\$105,701,537	\$462,190,717

Expenditure Summary by Fund and Major Object (FY 2023 Budget)

Description	Personnel FY 2023	Mat, Supplies, Services FY 2023	Capital FY 2023	Debt Service FY 2023	Contingency FY 2023	Sub - Total FY 2023	Interfund Transfer FY 2023	Ending Balance FY 2023	Total FY 2023
Park City Municipal Corporation									
011 GENERAL FUND	\$31,049,860	\$12,604,327	\$699,713	\$0	\$300,000	\$44,653,900	\$3,140,130	\$13,837,857	\$61,631,888
012 QUINNS RECREATION COMPLEX	\$1,140,200	\$400,679	\$1,000	\$0	\$0	\$1,541,879	\$0	\$-6,644,407	\$-5,102,528
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,773	\$35,773
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$23,168	\$23,168
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$20,485,212	\$0	\$0	\$20,485,212	\$4,174,626	\$43,379,956	\$68,039,794
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,851,062	\$0	\$0	\$1,851,062	\$0	\$64,688	\$1,915,750
051 WATER FUND	\$4,471,634	\$5,079,362	\$31,600,962	\$5,577,420	\$0	\$46,729,378	\$1,834,448	\$14,293,804	\$62,857,631
052 STORM WATER FUND	\$ 714,043	\$ 310,376	\$ 371,500	\$ 0	\$ 0	\$ 1,395,919	\$ 134,997	\$ 1,543,785	\$ 3,074,701
055 GOLF COURSE FUND	\$1,013,515	\$652,909	\$114,565	\$0	\$0	\$1,780,989	\$142,492	\$256,447	\$2,179,928
057 TRANSPORTATION & PARKING FUND	\$8,988,991	\$2,548,074	\$14,322,449	\$0	\$0	\$25,859,514	\$3,335,016	\$9,285,126	\$38,479,657
058 PARKING FUND	\$ 1,144,087	\$ 752,500	\$ 146,000	\$ 0	\$ 0	\$ 2,042,587	\$ 16,500	\$ 1,407,468	\$ 3,466,555
062 FLEET SERVICES FUND	\$1,138,805	\$1,845,050	\$6,205	\$0	\$0	\$2,990,060	\$0	\$157,422	\$3,147,482
064 SELF INSURANCE FUND	\$0	\$1,555,128	\$0	\$0	\$0	\$1,555,128	\$0	\$1,689,002	\$3,244,130
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,263,977	\$33,236,193
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,714,180	\$11,223,868
Total Park City Municipal Corporation	\$49,661,135	\$25,748,405	\$69,598,668	\$22,059,324	\$300,000	\$167,367,532	\$12,778,209	\$107,308,246	\$287,453,990
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$682,623	\$0	\$0	\$0	\$682,623	\$3,092,532	\$2,015,164	\$5,790,319
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$1,372,789	\$2,527,789
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$255,000	\$0	\$0	\$255,000	\$2,787,590	\$794,479	\$3,837,069
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,863,361	\$1,863,361
Total Park City Redevelopment Agency	\$0	\$1,137,623	\$255,000	\$0	\$0	\$1,392,623	\$6,580,122	\$6,045,793	\$14,018,538
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$49,661,135	\$26,886,028	\$69,853,668	\$22,059,324	\$300,000	\$168,760,155	\$19,358,331	\$113,805,353	\$301,923,842

Change in Fund Balance

Fund	Actuals FY 2021	Budget FY 2022	Adjusted FY 2022	\$ Var FY 2022	% Var FY 2022	Budget FY 2023	\$ Var FY 2023	% Var FY 2023
Park City Municipal Corporation								
011 GENERAL FUND	\$19,222,320	\$12,134,585	\$17,860,695	\$5,726,110	47%	\$13,837,857	(\$4,022,838)	-23%
012 QUINNS RECREATION COMPLEX	(\$5,621,751)	(\$6,139,275)	(\$6,064,295)	\$74,980	-1%	(\$6,644,407)	(\$580,112)	10%
021 POLICE SPECIAL REVENUE FUND	\$35,773	\$0	\$35,773	\$35,773	0%	\$35,773	\$0	\$0
022 CRIMINAL FORFEITURE RESTRICTED	\$23,168	\$0	\$23,168	\$23,168	0%	\$23,168	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$66,506,424	\$27,326,315	\$49,650,186	\$22,323,871	82%	\$43,379,956	(\$6,270,230)	-13%
038 EQUIPMENT REPLACEMENT CIP	\$2,666,494	\$313,515	\$330,150	\$16,635	5%	\$64,688	(\$265,462)	-80%
051 WATER FUND	\$11,227,874	\$1,087,844	\$2,977,357	\$1,889,513	174%	\$14,293,804	\$11,316,447	380%
052 STORM WATER FUND	\$1,895,343	\$237,354	\$1,074,701	\$837,347	353%	\$1,543,785	\$469,084	44%
055 GOLF COURSE FUND	\$1,532,345	\$438,113	\$750,780	\$312,667	71%	\$256,447	(\$494,333)	-66%
057 TRANSPORTATION & PARKING FUND	\$18,471,244	\$6,622,049	\$3,028,120	(\$3,593,929)	-54%	\$9,285,126	\$6,257,006	207%
058 PARKING FUND	\$13,900	\$2,151,717	\$863,191	(\$1,288,526)	-60%	\$1,407,468	\$544,277	63%
062 FLEET SERVICES FUND	\$1,376,759	\$115,705	\$798,782	\$683,077	590%	\$157,422	(\$641,360)	-80%
064 SELF INSURANCE FUND	\$972,015	\$934,764	\$1,275,137	\$340,373	36%	\$1,689,002	\$413,865	32%
070 SALES TAX REV BOND - DEBT SVS FUND	\$26,283,977	\$26,113,690	\$26,273,977	\$160,287	1%	\$26,263,977	(\$10,000)	0%
071 DEBT SERVICE FUND	\$1,635,448	\$1,720,007	\$1,674,814	(\$45,193)	-3%	\$1,714,180	\$39,366	2%
Total Park City Municipal Corporation	\$146,241,333	\$73,056,383	\$100,552,536	\$27,496,153	38 %	\$107,308,246	\$6,755,710	369 %
Park City Redevelopment Agency								
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$1,061,151	\$1,947,197	\$1,538,319	(\$408,878)	-21%	\$2,015,164	\$476,845	31%
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$1,130,151	\$933,449	\$1,251,470	\$318,021	34%	\$1,372,789	\$121,319	10%
033 RDA-LOWER PRK	\$3,004,807	\$467,447	\$744,537	\$277,090	59%	\$794,479	\$49,942	7%
034 REDEVELOPMENT AGENCY-MAIN ST	\$891,332	\$1,160,567	\$1,163,361	\$2,794	0%	\$1,863,361	\$700,000	60%
Total Park City Redevelopment Agency	\$6,087,441	\$4,508,660	\$4,697,687	\$189,027	4 %	\$6,045,793	\$1,348,106	108 %
Municipal Building Authority								
035 BUILDING AUTHORITY	\$451,314	\$449,191	\$451,314	\$2,123	0%	\$451,314	\$0	
Total Municipal Building Authority	\$451,314	\$449,191	\$451,314	\$2,123	0 %	\$451,314	0	



Ordinance No. 2022-12

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

WHEREAS, the Utah State law requires that city budgets be adopted by ordinance: and;

WHEREAS, a public hearing was held on May 12, 2022 at the City Council's regularly scheduled meetings, complying with State law;

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

SECTION 1. TENTATIVE REVISED BUDGET ADOPTED. The budget as outlined in the City Manager's Recommended budget presented on May 12, 2022 and with changes as summarized in the Attachments to this ordinance is hereby adopted as the tentative revised Fiscal Year 2022 budget for Park City Municipal Corporation and its related agencies.

SECTION 2. TENTATIVE BUDGET ADOPTED. The budget as outlined in the City Manager's Recommended budget presented on May 12, 2022 and with changes as summarized in the Attachments to this ordinance is hereby adopted as the tentative budget for Fiscal Year 2023 for Park City Municipal Corporation and its related agencies.

SECTION 3. CERTIFIED PROPERTY TAX RATE. The City's Budget Officer is authorized, after the County has provided the Certified Property Tax data, to compute the City's Certified Property Tax Rate for 2022 at a "No Tax Increase Rate" and file said rate with the County.

SECTION 4. EFFECTIVE DATE. This Ordinance shall be effective on the day of publication.

PASSED AND ADOPTED this 12th day of May, 2022.

PARK CITY MUNICIPAL CORPORATION

Mayor Nann Worel

Attest:

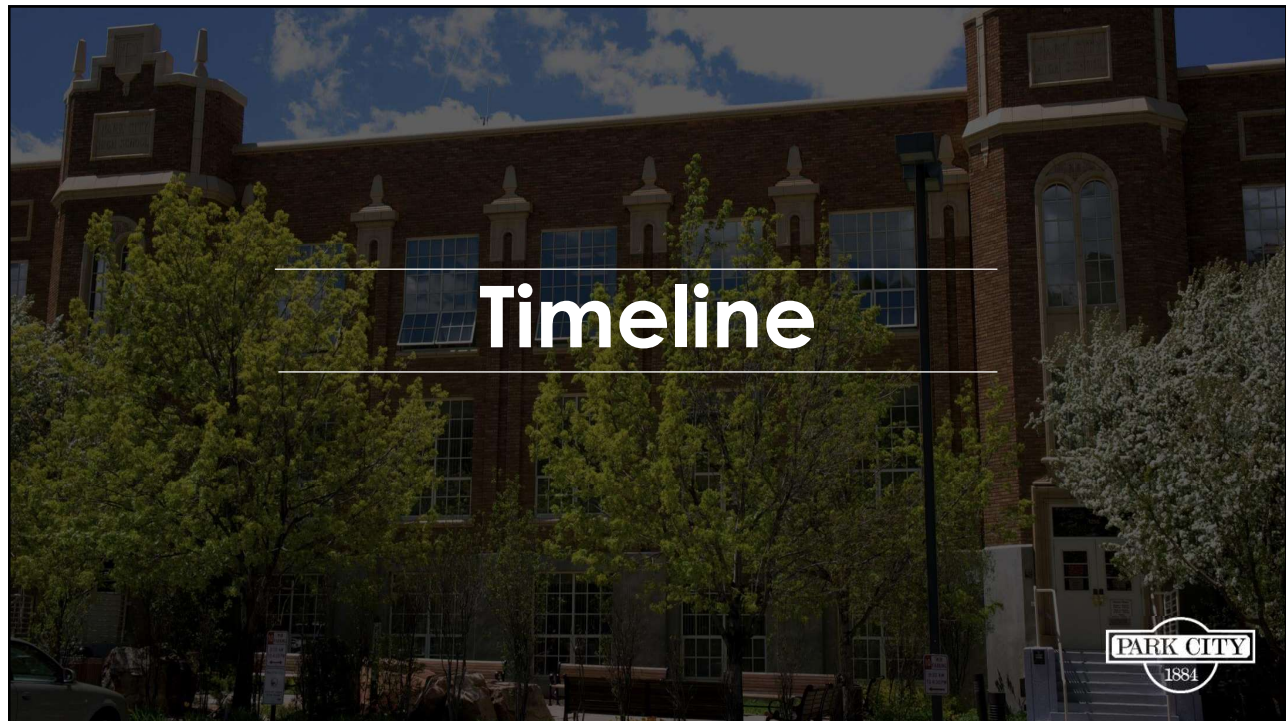
Michelle Kellogg, City Recorder

APPROVED AS TO FORM:

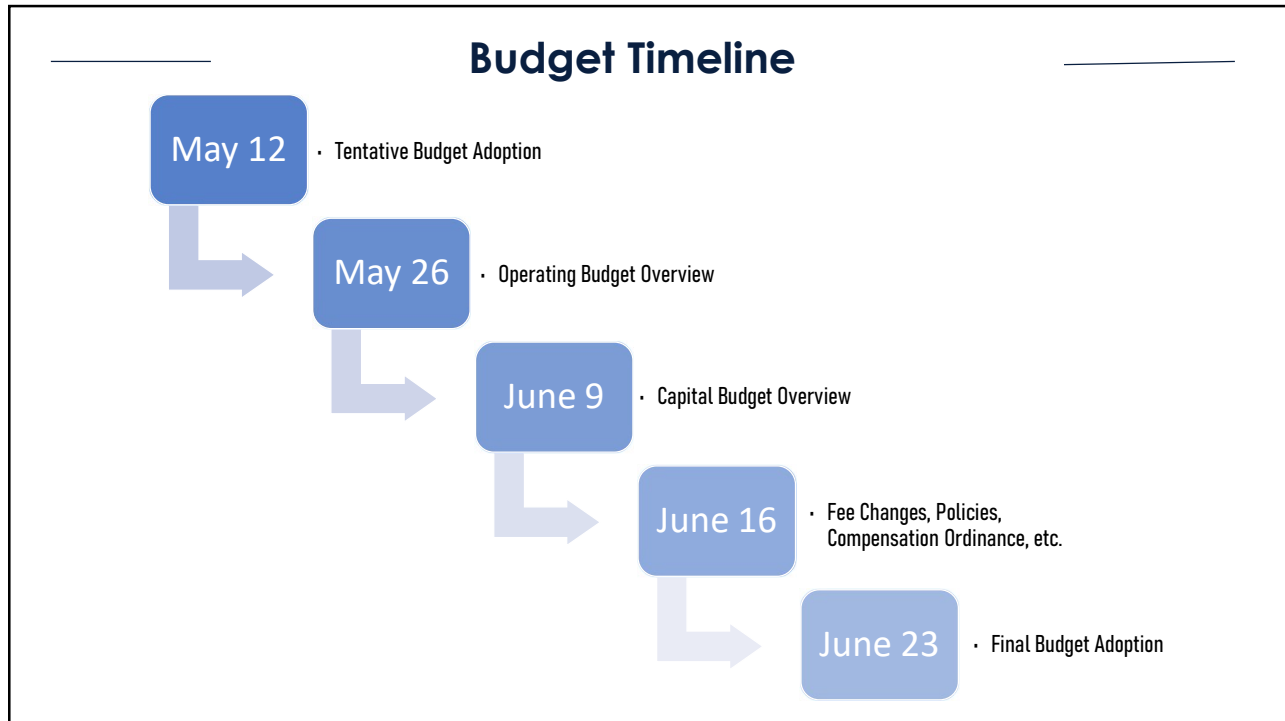
City Attorney's Office



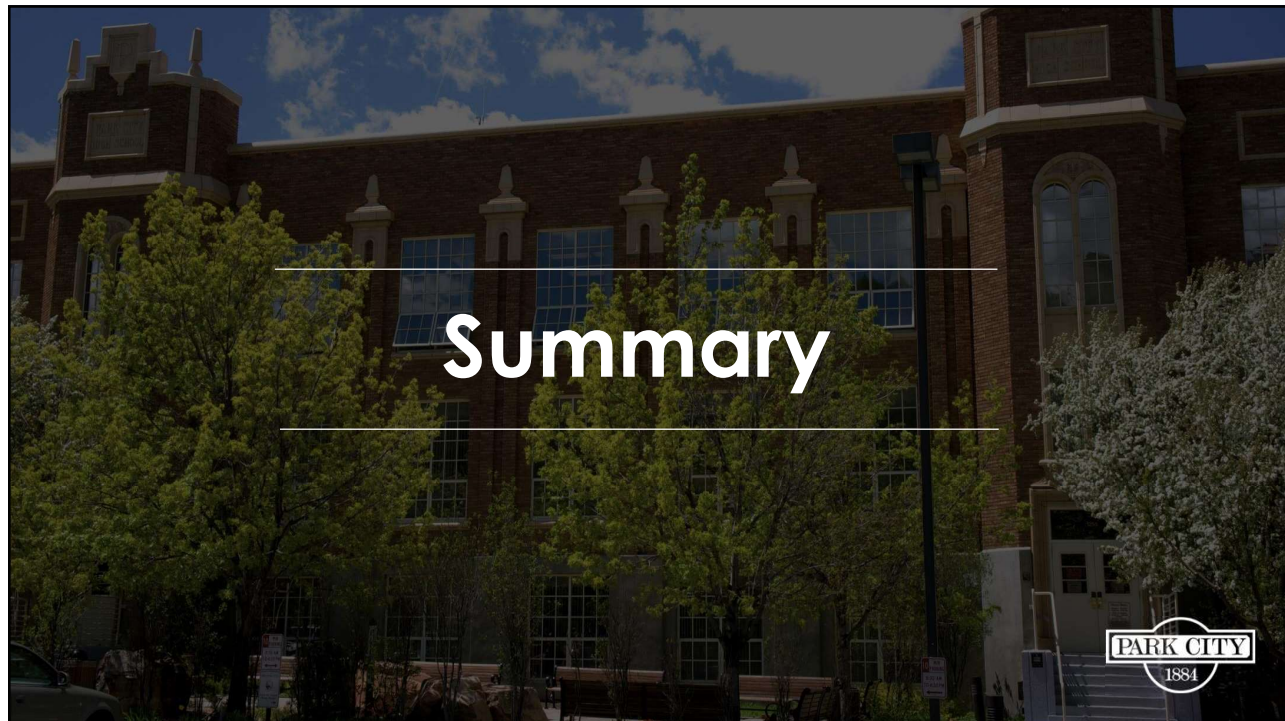
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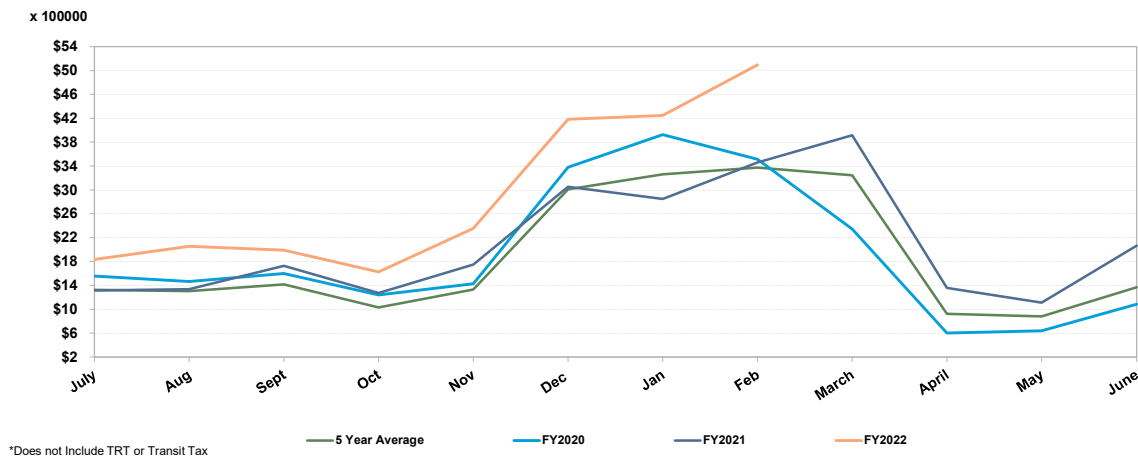


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4

Sales Tax Revenues through February



- February 2022 highest sales tax month ever recorded in PCMC history, previous monthly high was January 2022
- February FY22 up 47% vs. February FY21
- TRT February FY22 up 62% vs. February FY21

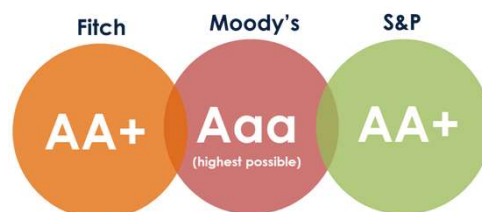
Source: Park City Municipal Corporation. As of April 29, 2022.

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Financial Assessment

The 'AA+' IDR and GO bond ratings reflect the city's highest level of gap-closing capacity. This results from the city's high level of revenue control, solid expenditure flexibility and robust reserves, and a low long-term liability burden. The ratings also reflect the city's strong financial management practices and planning, which help mitigate concerns about a concentrated economy supported by the volatile tourism sector. ~Fitch

- High-level of revenue control
- Solid expenditure flexibility
- Robust reserves
- Low long-term liability burden
- Strong financial management practices



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Key Budget Themes

\$3.5M – General Fund

1. Organizational Infrastructure \$725k

Enhancements to data analytics, financial systems, business intelligence, etc.

3. Neighborhood Reinvestment \$797k

Increased neighborhood patrols, code enforcement, safety, and planning efforts

5. Core & Essential Services \$1M

Service increases related to critical priorities and existing service demands

2. Resort Economy Mitigation \$855k

More resources dedicated to traffic and resort impacts

4. Workforce Support \$268k

Resources to enhance recruitment, retention, and quality benefits

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General Fund Transfer - Summary

Revenue

+\$5.0M

+\$4.89M

FY22 Adjusted Budget

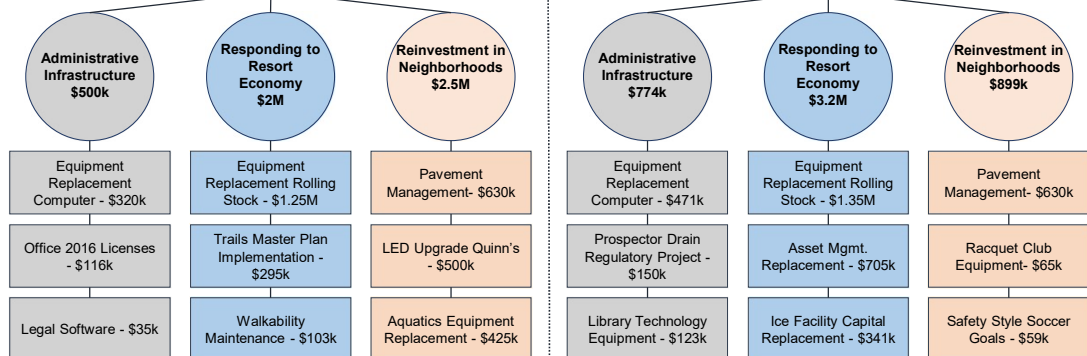
FY23 Proposed Budget

Expense

-\$5.0M

-\$4.89M

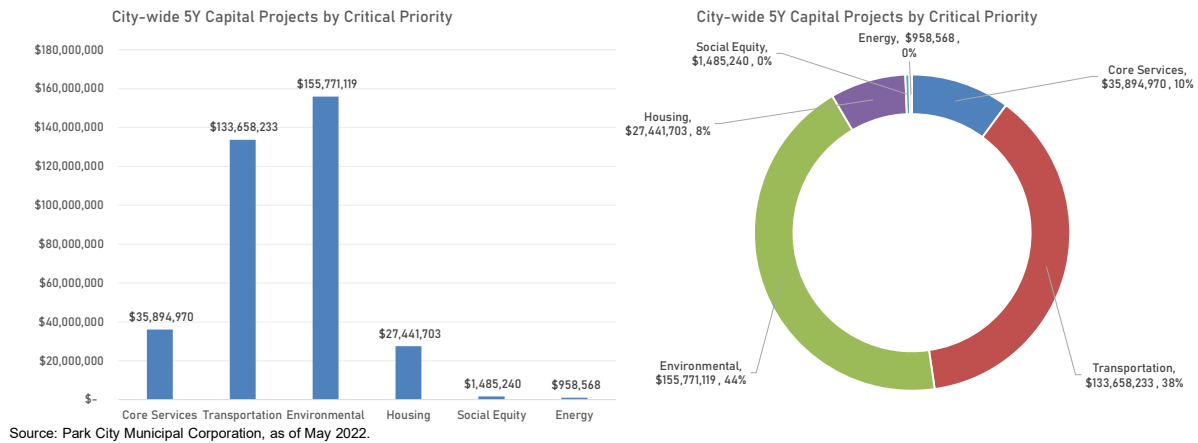
Top 3 Largest \$ Projects by Category



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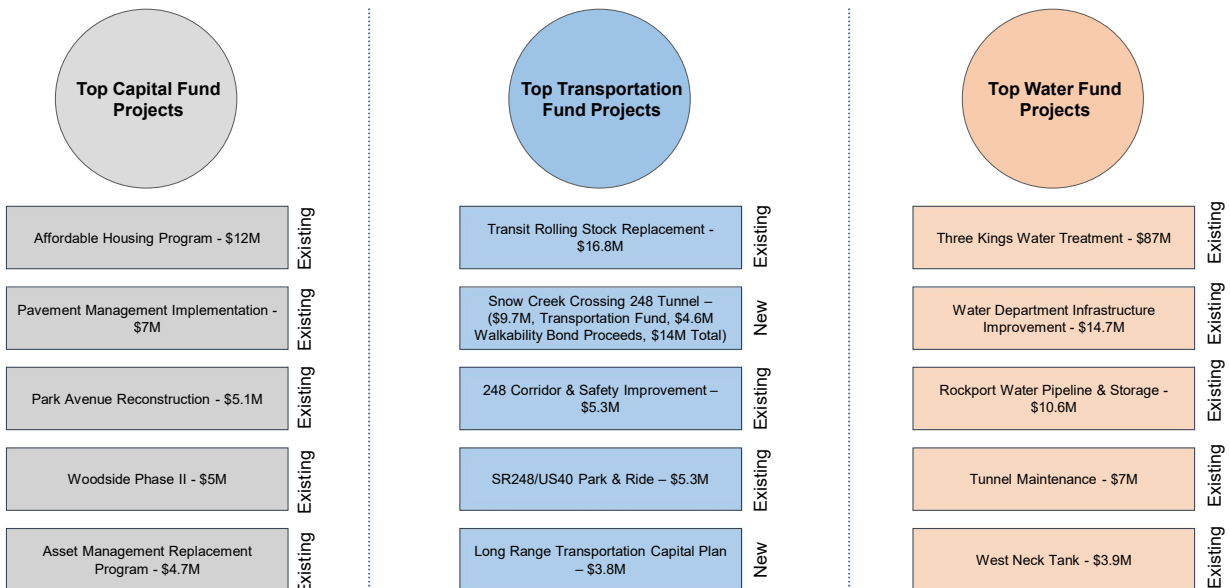
City-Wide Capital Projects by Critical Priority

City-wide Capital Projects Budgets by Critical Priority								
Critical Priority	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total Plan
Core Services	\$ 16,702,555	\$ 1,528,101	\$ 5,364,819	\$ 3,692,608	\$ 5,960,029	\$ 1,622,867	\$ 1,023,991	\$ 35,894,970
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	\$ 32,384,054	\$ 33,340,442	\$ 8,114,613	\$ 5,404,174	\$ 4,996,323	\$ 5,897,986	\$155,771,119
Housing	\$ 13,985,829	\$ 9,455,874	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 27,441,703
Social Equity	\$ 1,383,722	\$ 61,518	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 1,485,240
Energy	\$ 958,568	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 958,568
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



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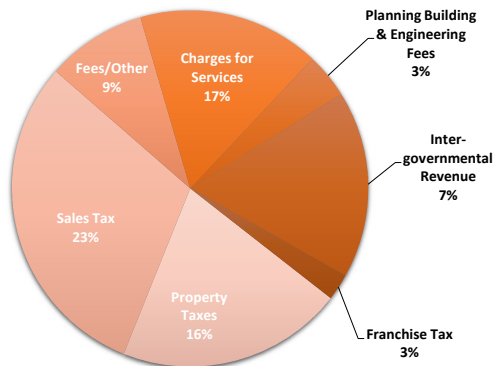
Top \$ Value - Key 5Y Infrastructure Projects



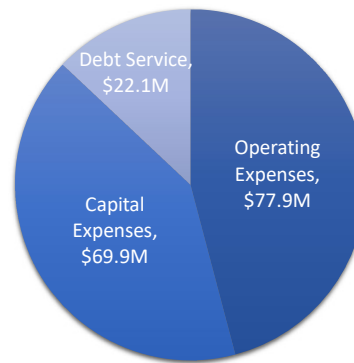
10

Park City FY23 Budget

FY23 Projected Revenue



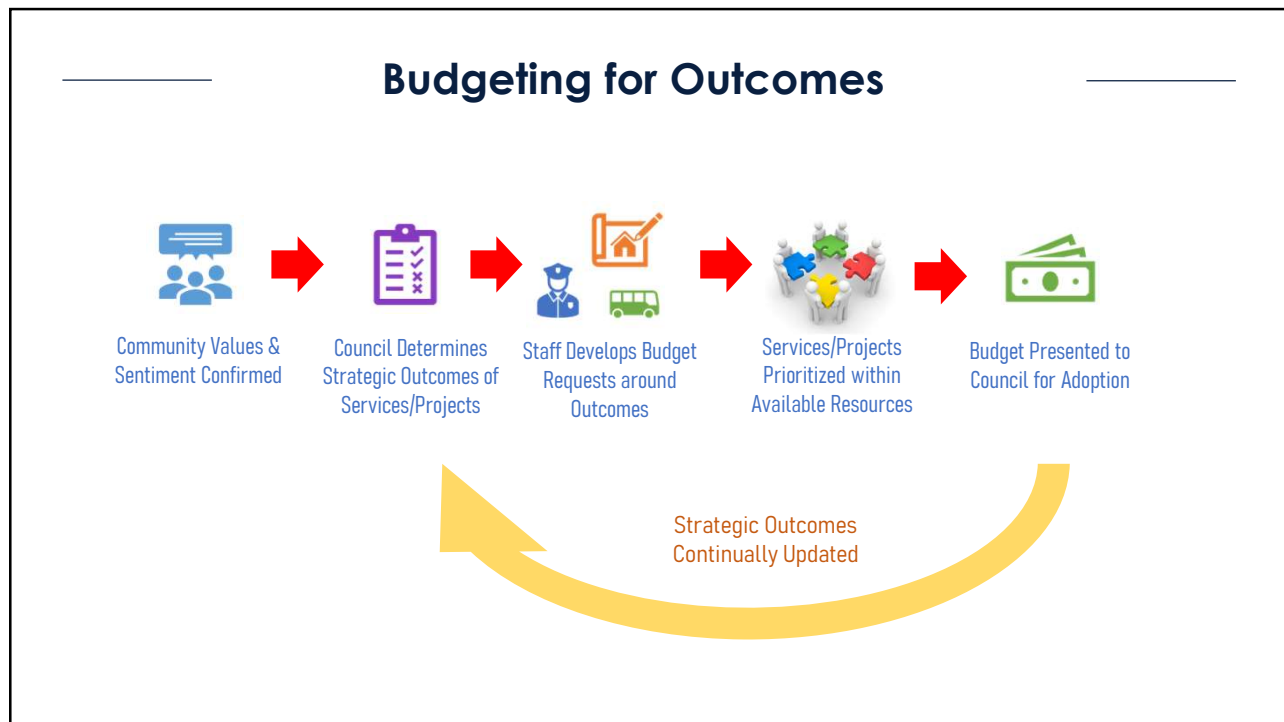
FY23 Budgeted Expenses



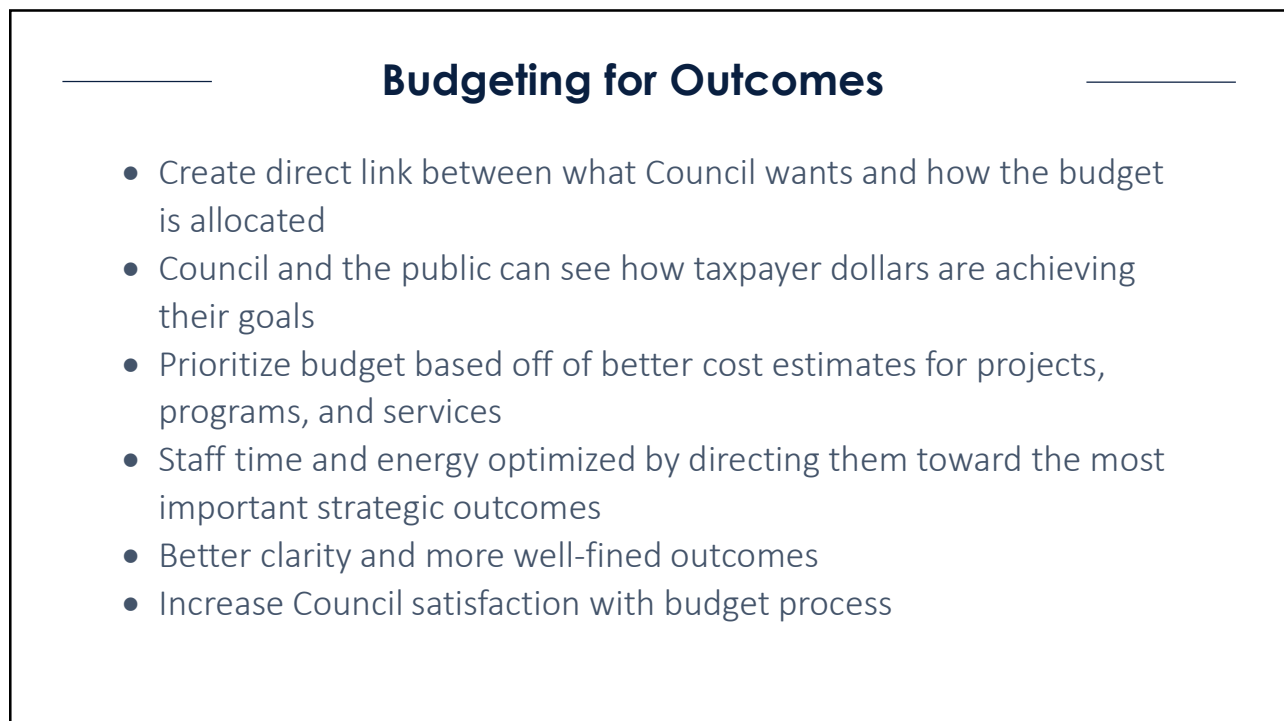
11



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13



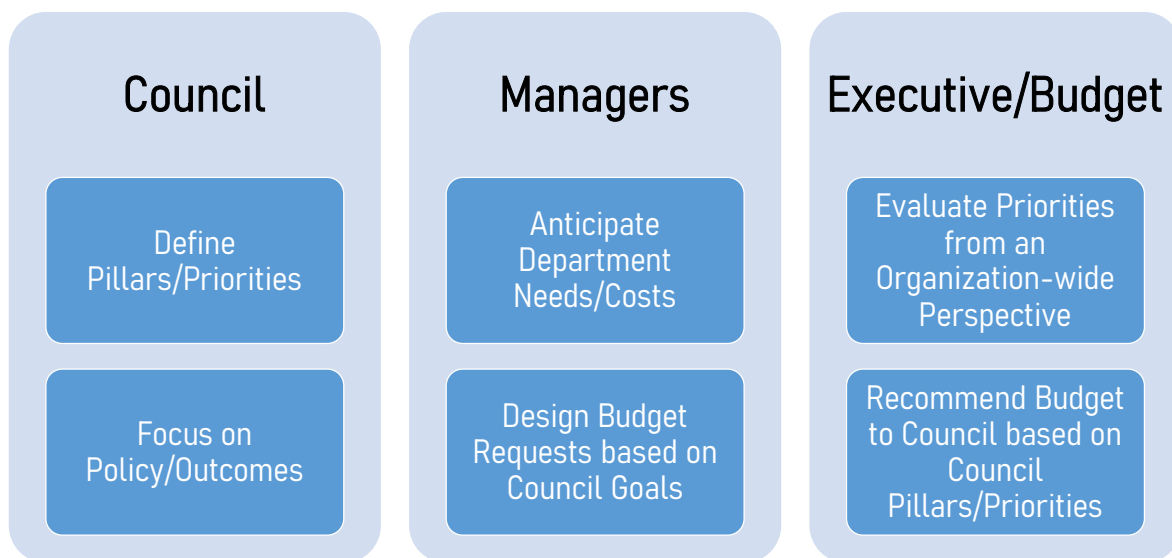
14

BFO Strategies

- Priority-driven budget process based upon Council's priorities, goals, objectives, and desired outcomes
- Internal budget committees develop the final budget proposal. Committees are made up of cross-departmental staff, including the Results Team, CIP, Pay Plan, Benefit, and Fleet committees, and other ad hoc committees as needed
- The Results Team formulates recommendations based on total BFO score, manager's request, established need, available resources, and related performance measures

15

Council/Staff Roles



16

BFO

Criteria & Weighting

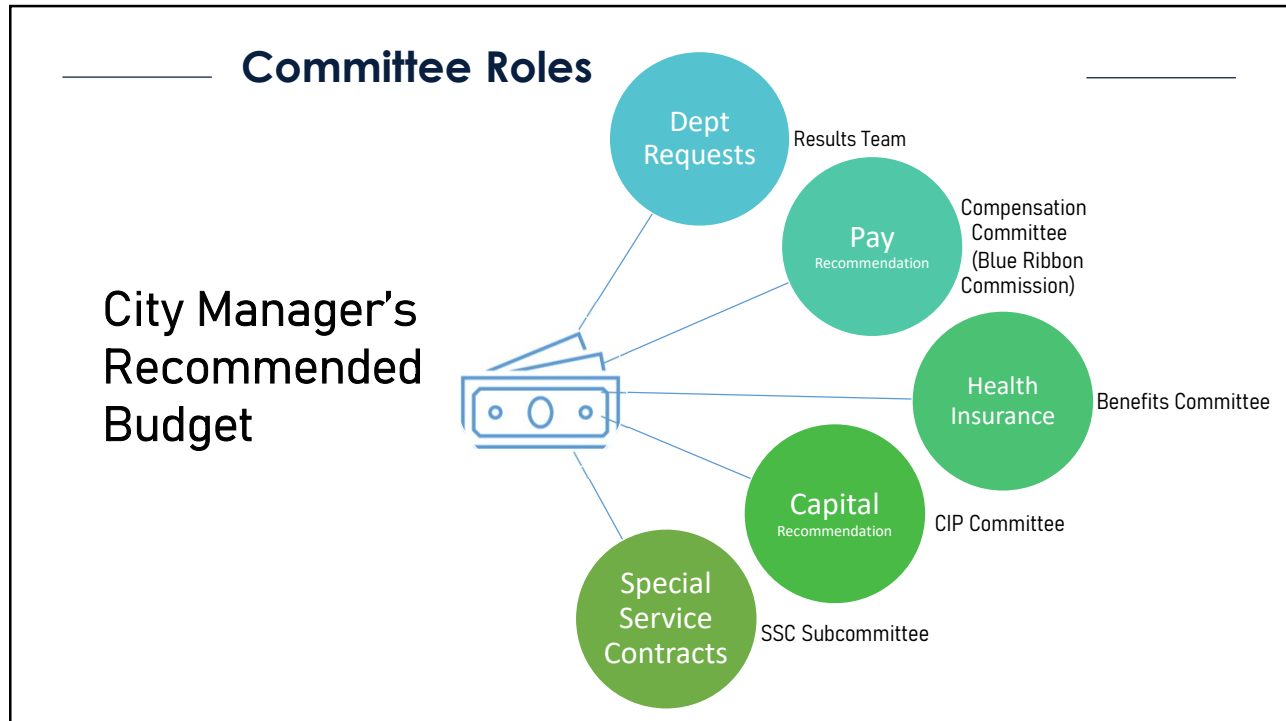
Council Priorities/Pillars/Core Services	2.00
Portion of Community Served by Program	1.00
Reliance on City to Provide Program	1.00
Change in Demand for the Program	1.00
Mandated to Provide Program	1.00
Effectiveness of Proposal	0.75
Cost Recovery of Program	0.50
Cost Savings/Innovation /Collaboration	0.25

17

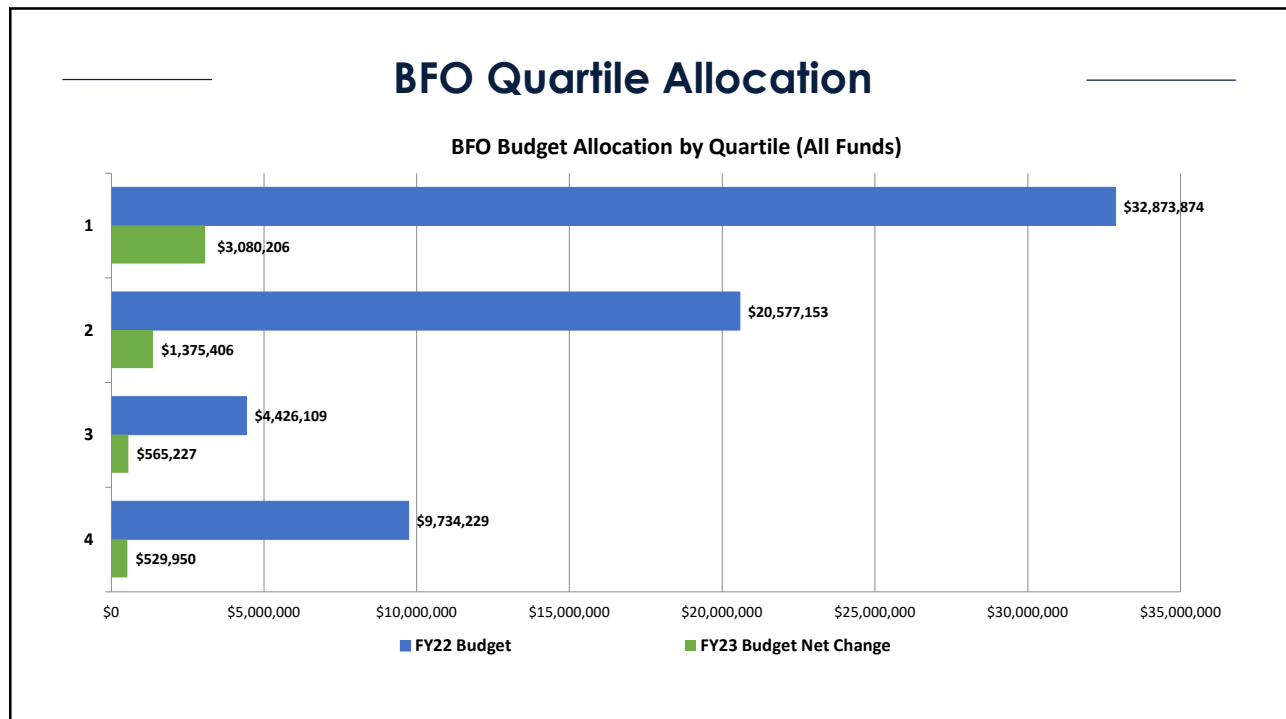
BFO Scoring

Prioritization	Weights FY 2015	Score Entry FY 2015	Score FY 2015	Weights FY 2016	Score Entry FY 2016	Score FY 2016
Program : Street & Sidewalk Maintenance (8)						
Desired Outcomes	2.00	4	8.00	2.00	4	8.00
Cost Savings	0.75	1	0.75	0.75	1	0.75
Effectiveness	0.25	4	1.00	0.25	4	1.00
Cost Recovery	0.50	0		0.50	0	
Community Served	1.00	4	4.00	1.00	4	4.00
Reliance on City	1.00	4	4.00	1.00	4	4.00
Change in Demand	1.00	1	1.00	1.00	1	1.00
Mandated	1.00	3	3.00	1.00	3	3.00
Total Street & Sidewalk Maintenance	7.50	21	22	7.50	21	22
Program : Clean-up and Storm Drain (8)						
Desired Outcomes	2.00	3	6.00	2.00	3	6.00
Cost Savings	0.75	1	0.75	0.75	1	0.75
Effectiveness	0.25	3	0.75	0.25	3	0.75
Cost Recovery	0.50	0		0.50	0	
Community Served	1.00	4	4.00	1.00	4	4.00
Reliance on City	1.00	4	4.00	1.00	4	4.00
Change in Demand	1.00	2	2.00	1.00	2	2.00
Mandated	1.00	2	2.00	1.00	2	2.00
Total Clean-up and Storm Drain	7.50	19	20	7.50	19	20

18



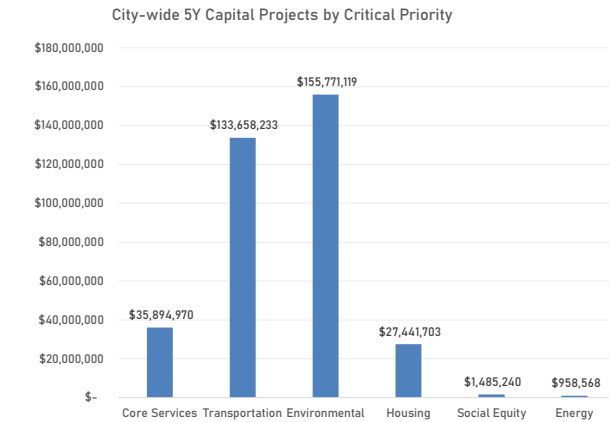
19



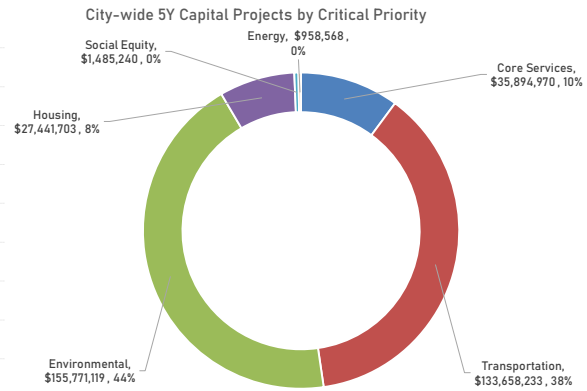
20

City-Wide Capital Projects by Critical Priority

City-wide Capital Projects Budgets by Critical Priority								
Critical Priority	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total Plan
Core Services	\$ 16,702,555	\$ 1,528,101	\$ 5,364,819	\$ 3,692,608	\$ 5,960,029	\$ 1,622,867	\$ 1,023,991	\$ 35,894,970
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	\$ 32,384,054	\$ 33,340,442	\$ 8,114,613	\$ 5,404,174	\$ 4,996,323	\$ 5,897,986	\$155,771,119
Housing	\$ 13,985,829	\$ 9,455,874	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 27,441,703
Social Equity	\$ 1,383,722	\$ 61,518	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 1,485,240
Energy	\$ 958,568	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 958,568
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

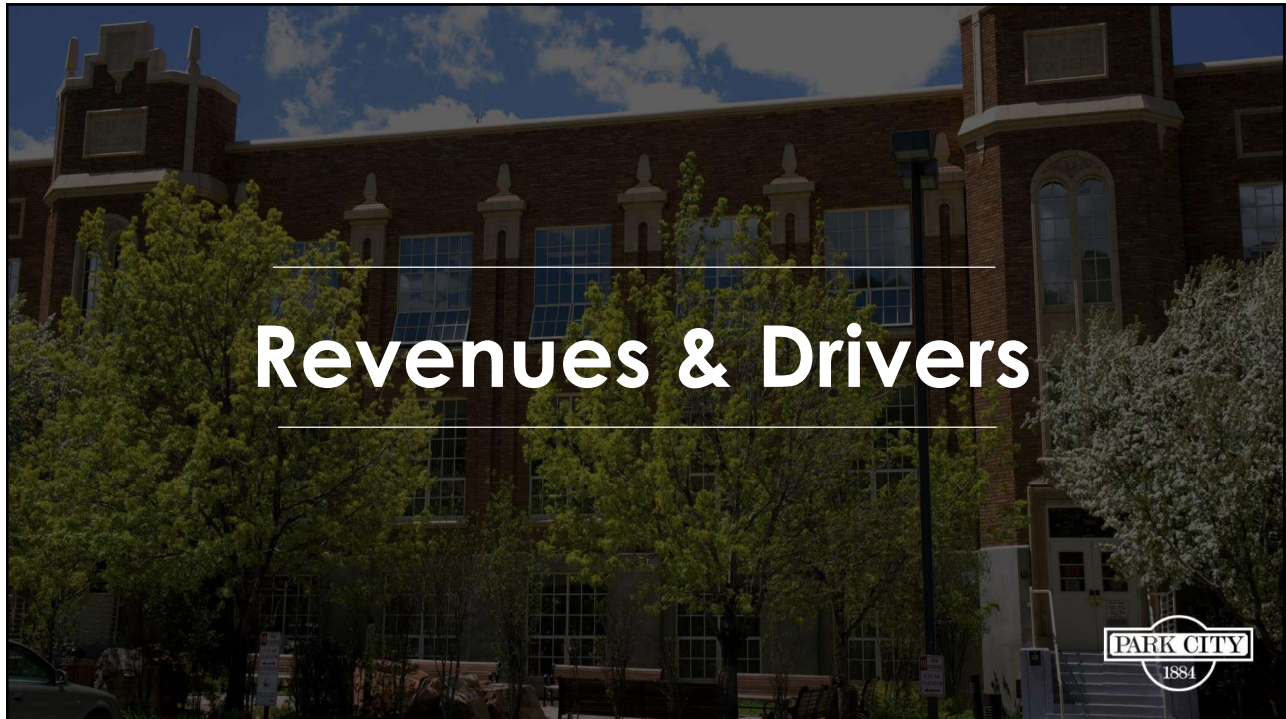


Source: Park City Municipal Corporation, as of May 2022.



21

Revenues & Drivers



22

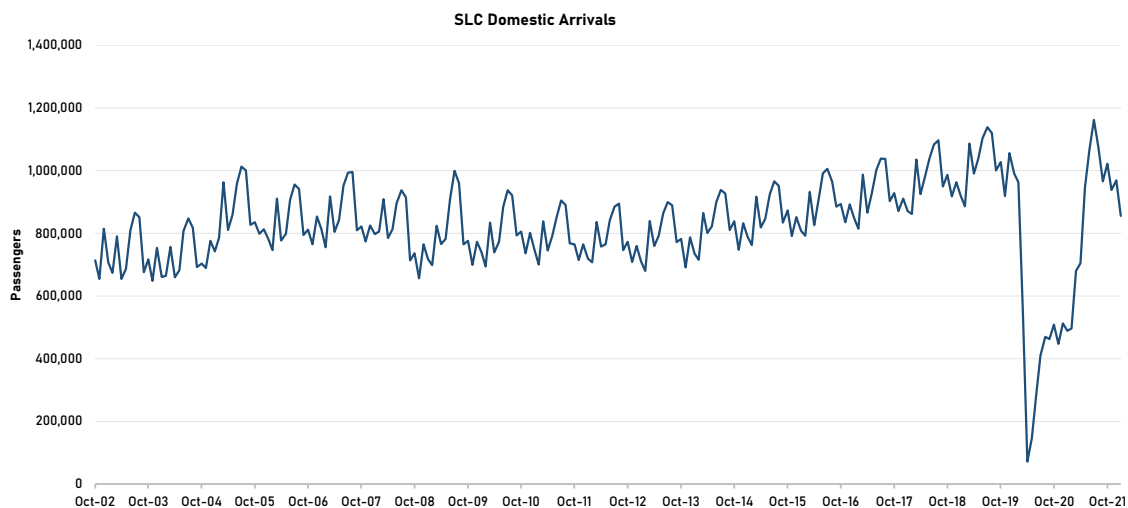
Budget Drivers

- **Inflation** – Cost-of-doing business increases
- **Increase Demand for Services** – Increased volume and demand for service delivery
- **Labor Challenges** – Wage increases due to less labor participation and lower unemployment and cost of living challenges
- **Big Solutions**
 - Transportation, Transit & Parking
 - Housing and Affordability
 - Recreation Demand
 - Cultural District

23

Travel

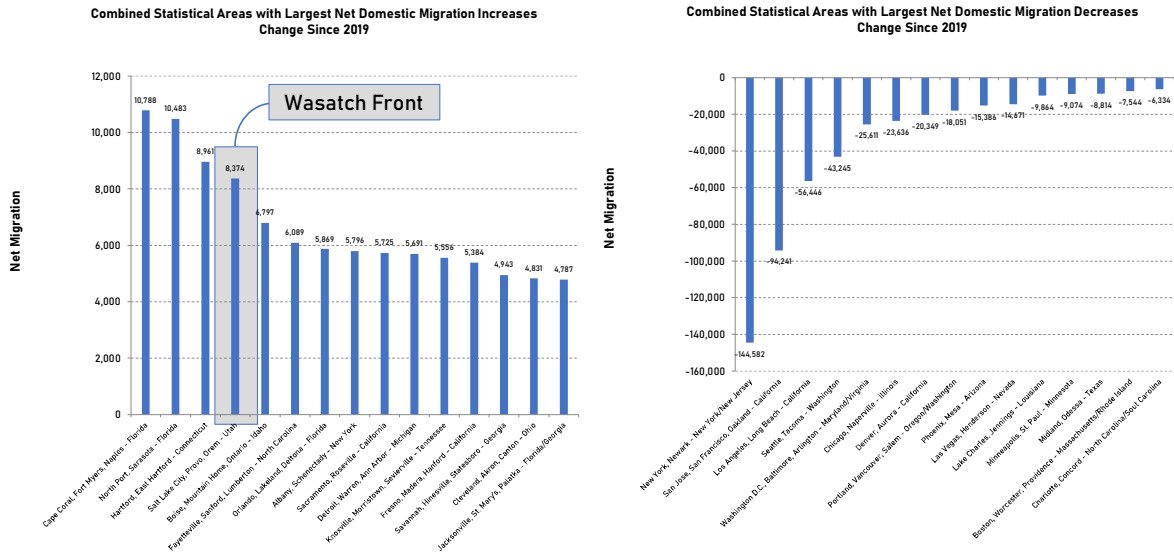
Domestic arrivals at SLC International surpassed pre-pandemic highs.



Source: Bureau of Transportation, PCMC. As of April 2022.

24

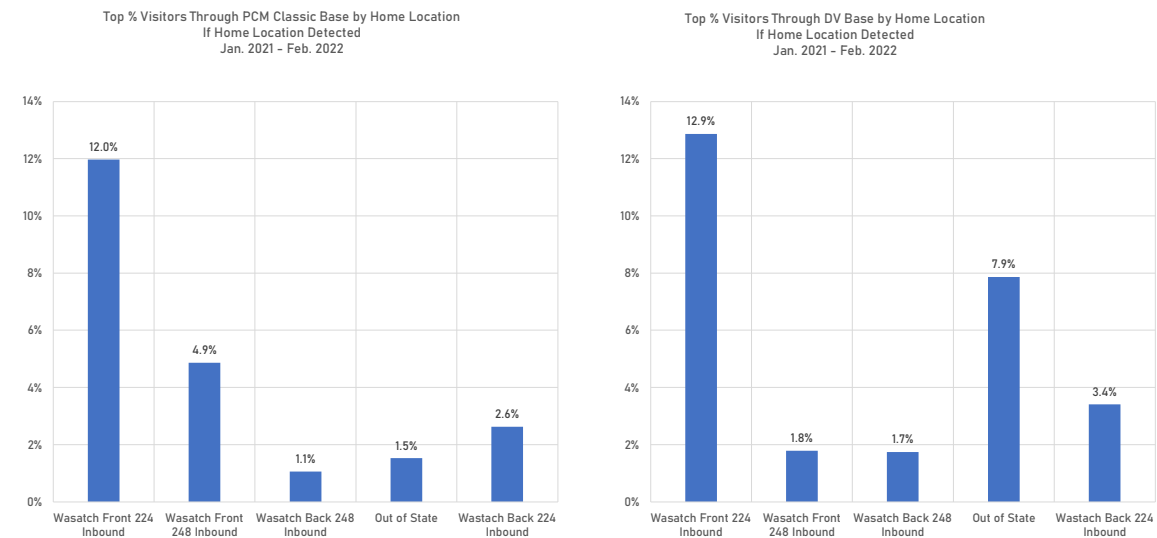
Wasatch Front is a Stabilizer



Source: PCMC, U.S. Census Bureau as of April 2022.

25

But Also Comes with Impacts

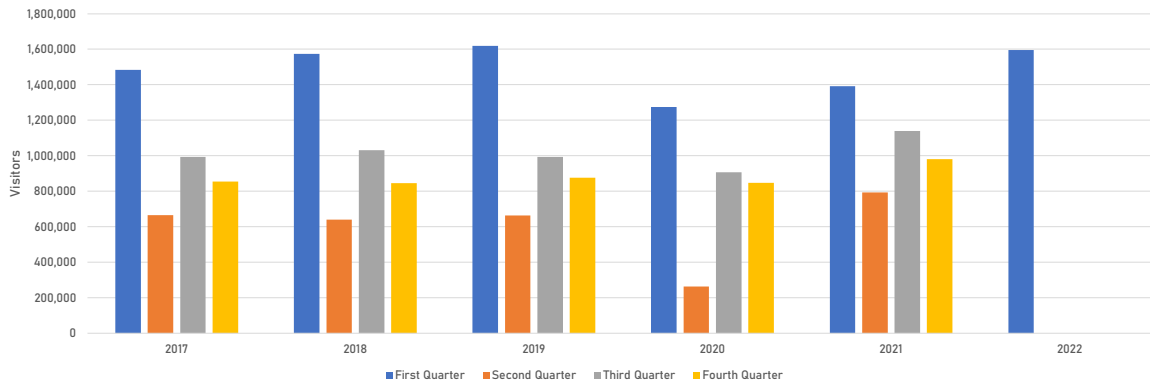


Source: PCMC, U.S. Census Bureau as of April 2022.

26

Shoulder Season A New Marginal Driver

Estimated Main Street Visitors by Calendar Year and Quarter



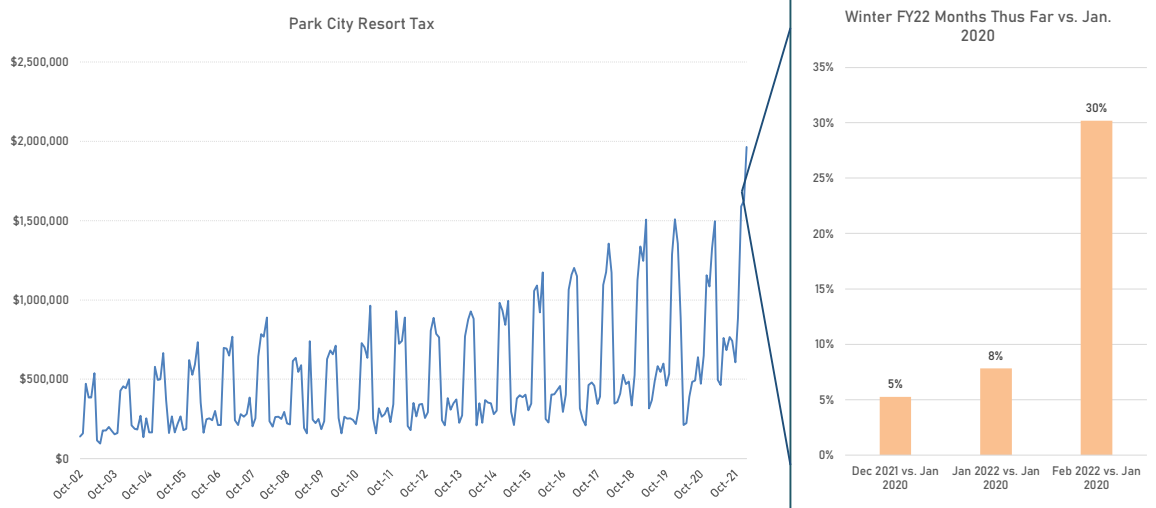
Calendar Year	Main Street Visitors				Total Calendar Year	Main Street Visitors, YoY % Change				
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Calendar Year
2017	1,483,161	665,538	993,336	853,676	3,995,711					
2018	1,573,286	640,188	1,030,691	845,928	4,090,093	6%	-4%	4%	-1%	2%
2019	1,618,275	663,881	992,946	875,761	4,150,863	3%	4%	-4%	4%	1%
2020	1,273,540	262,389	906,242	846,605	3,288,776	-21%	-60%	-9%	-3%	-21%
2021	1,391,936	793,237	1,139,918	981,176	4,306,267	9%	202%	26%	16%	31%
2022	1,594,725					15%				

Source: PCMC, U.S. Census Bureau as of April 2022.

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Sales Revenues Reach Record Highs

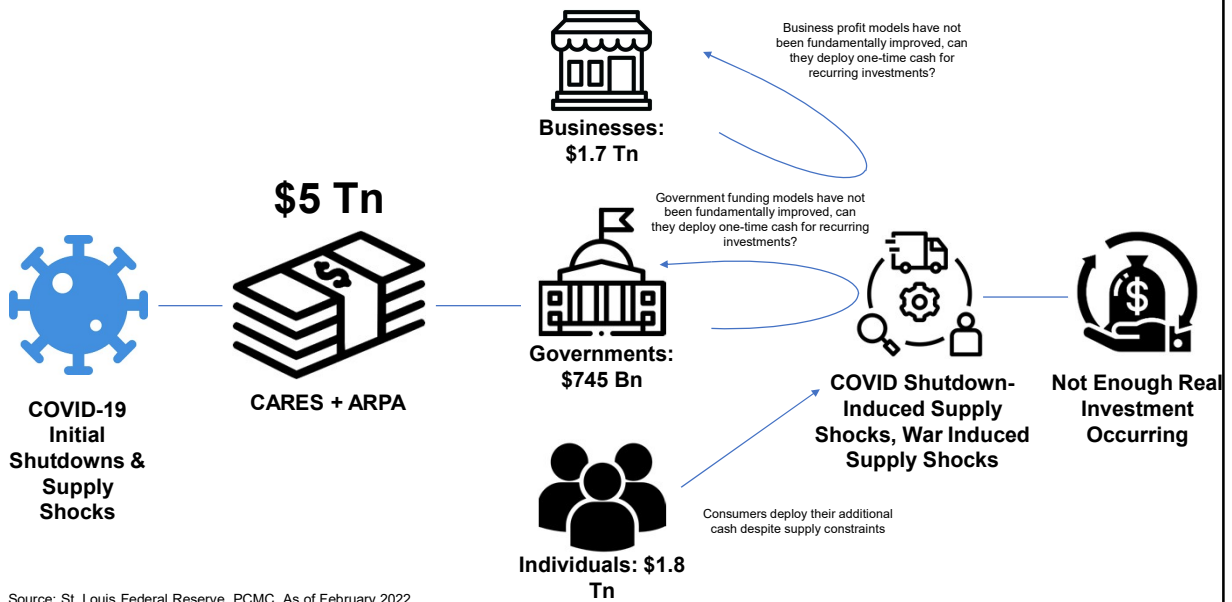
Each month of winter FY22 thus far has beaten the City's previous record monthly high of January 2020.



Source: PCMC, U.S. Census Bureau as of April 2022.

28

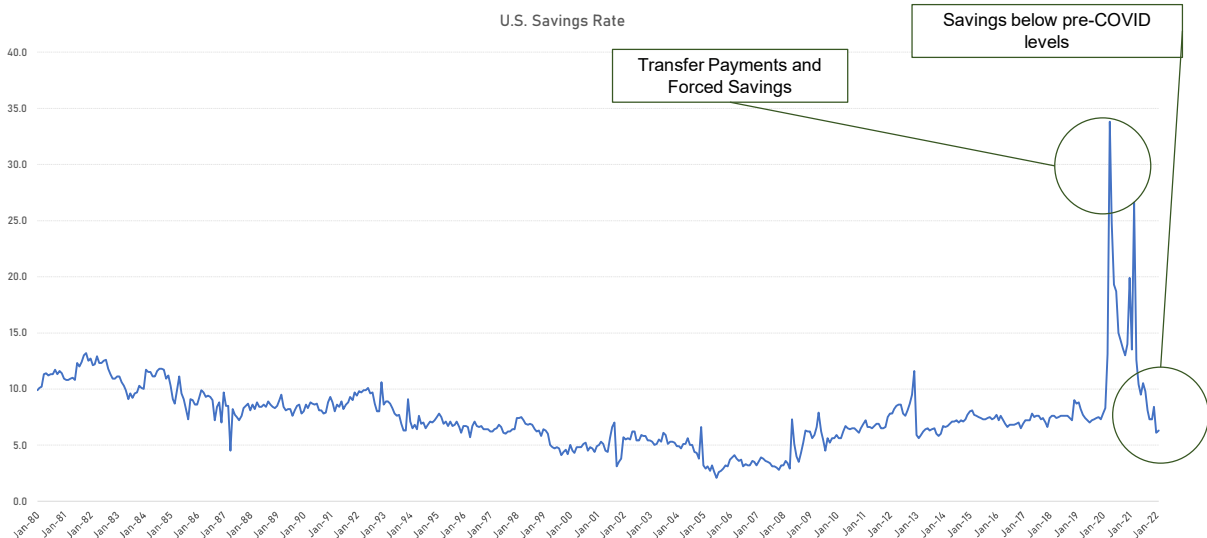
— Where We've Come From – National/Global Picture —



29

Savings Rates

COVID transfer payments and economic shutdowns stockpiled savings, which have now been spent.

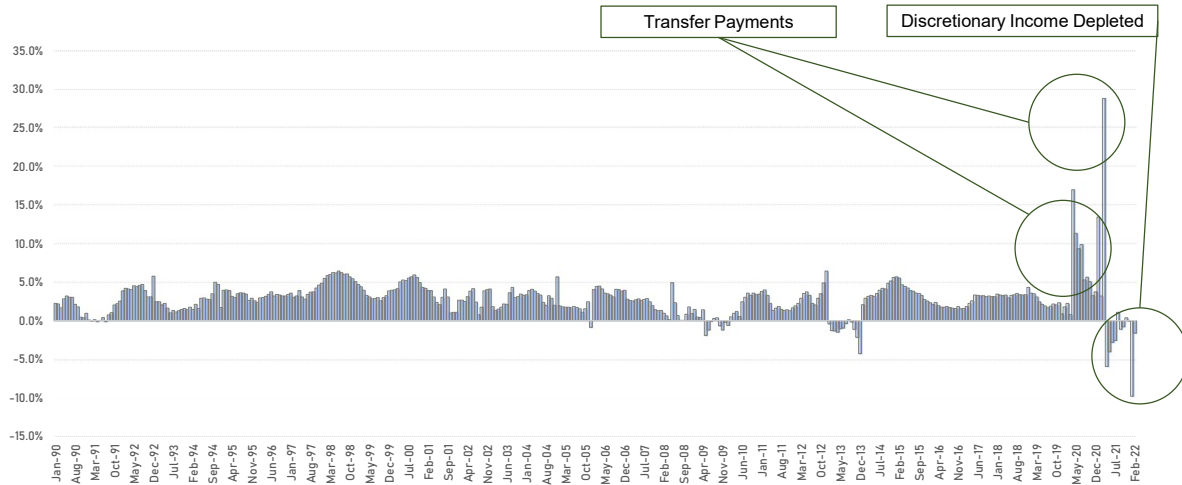


30

Real Disposable Income

Consumers are depleting discretionary income as must fund core purchases at increasing prices.

YoY% Change in U.S. Real Disposable Personal Income



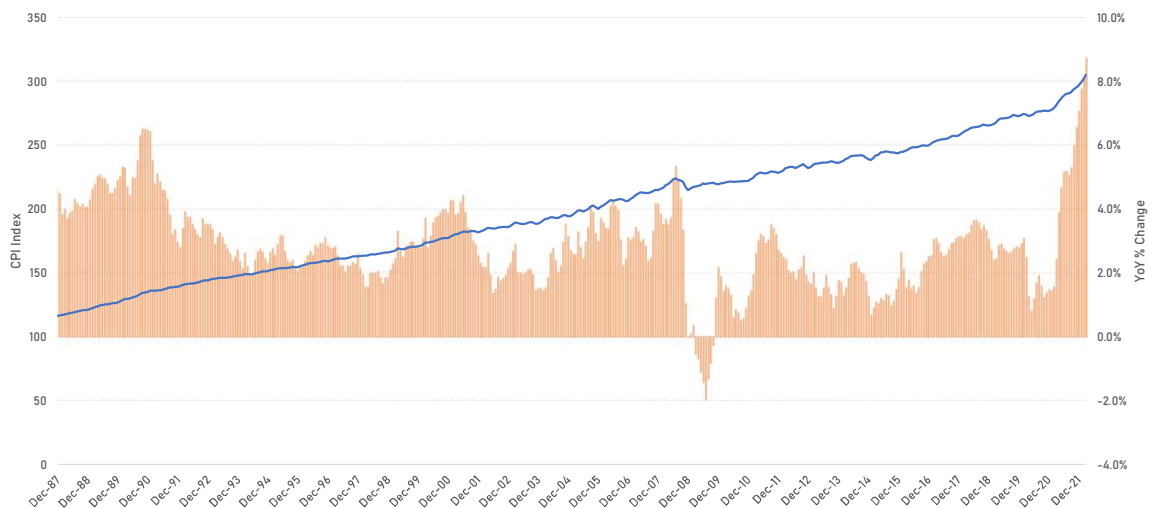
Source: Bureau of Labor Statistics, PCMC. As of April 2022.

31

Inflation

Western region inflation continues to climb at historic levels, nearing 9% as of March 2022.

West Region CPI & YoY % Change



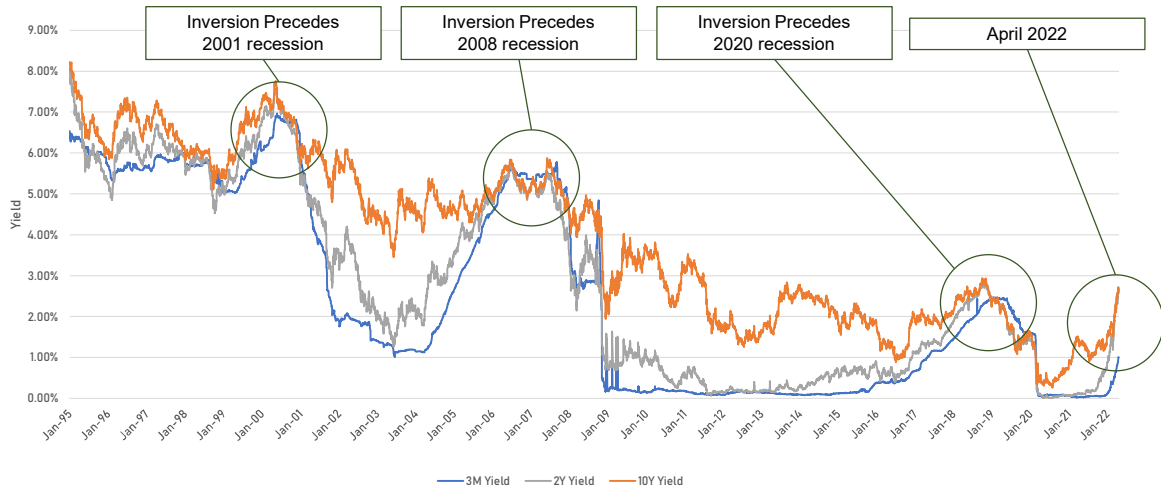
Source: Bureau of Labor Statistics, PCMC. As of April 2022.

32

Credit Conditions

Benchmark yield curve inversions in the 3M-10Y spread have never not been followed by a recession within 10-15 months, we are approaching potential inversion.

U.S. 3-Month, 2-Year & 10-Year Yields



Source: Bloomberg, Barclays, PCMC. As of April 2022.

33

Why Does This Happen?

Investors are becoming concerned that wages are not keeping up with inflation coupled with major supply issues, weighing on near term economic prospects

Investors sell short-term obligations

1

Investors seek medium to longer term protection

Demand for mid-curve to long-dated Treasuries keep 10Y-20Y yields more stable

2

This reduces the steepness of the yield curve

Yield curve flattens or inverts

3

Bank net interest margin is compressed

Bank business models are based on borrowing cheaply in the short-term and lending at higher rates in the long-term

4

In response banks make less loans at lower profitability

Credit contracts, less lending at higher cost of capital for broader economy

5

Recession follows

Businesses and households reassess their plans and/or hold back on further expenses

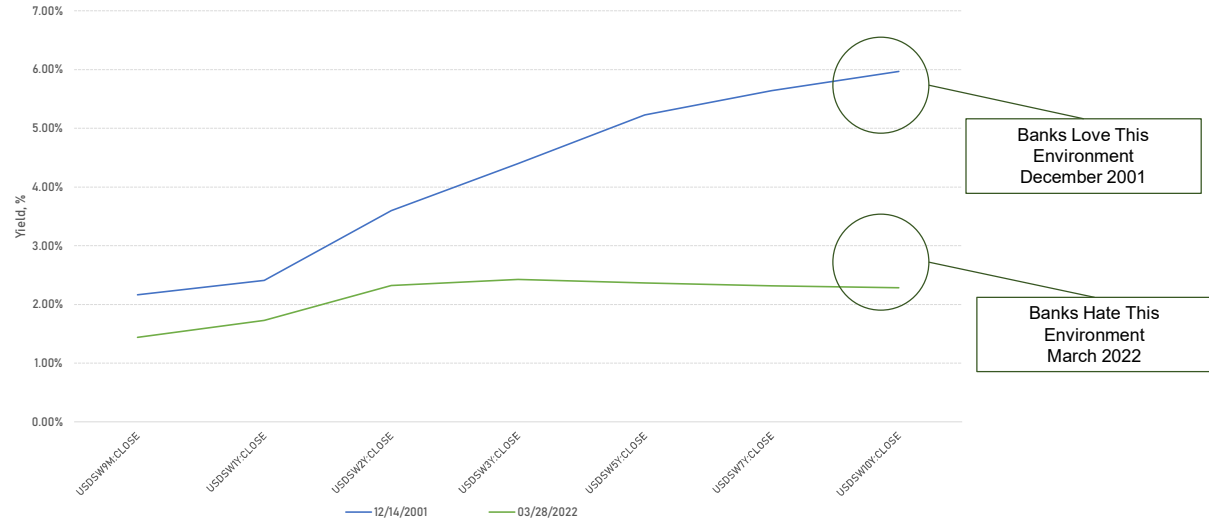
6

Source: Bloomberg, Barclays, PCMC. As of February 2022.

34

Why Does This Happen?

U.S. Yield Curve on Two Different Dates

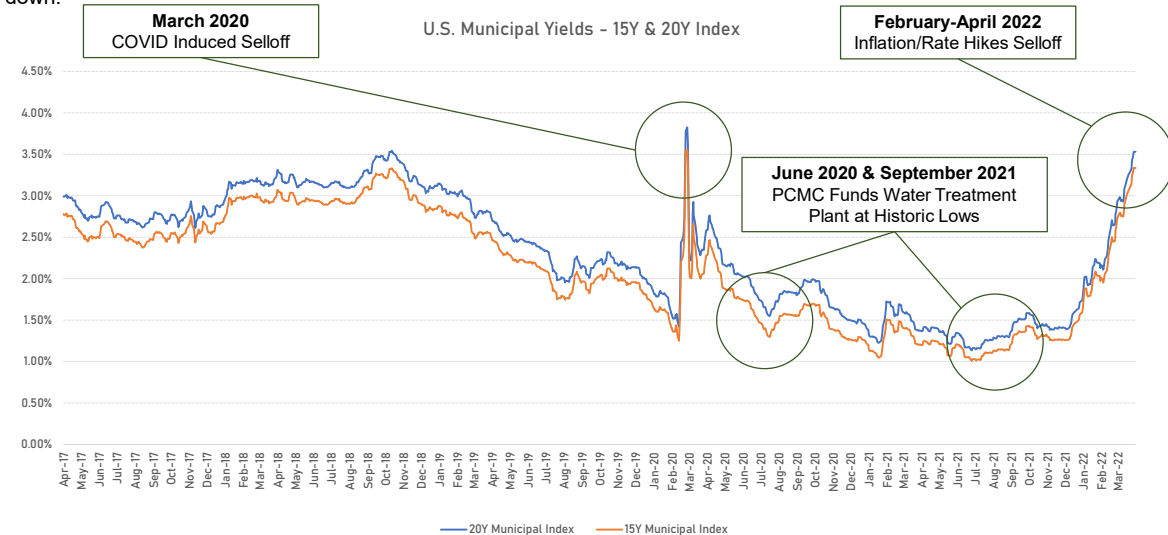


Source: Bloomberg, Barclays, PCMC. As of February 2022.

35

The Bond Market Has Awoken

Global bond markets, including the U.S. Municipal market, have awoken to the risks and borrowing capacity is going down.

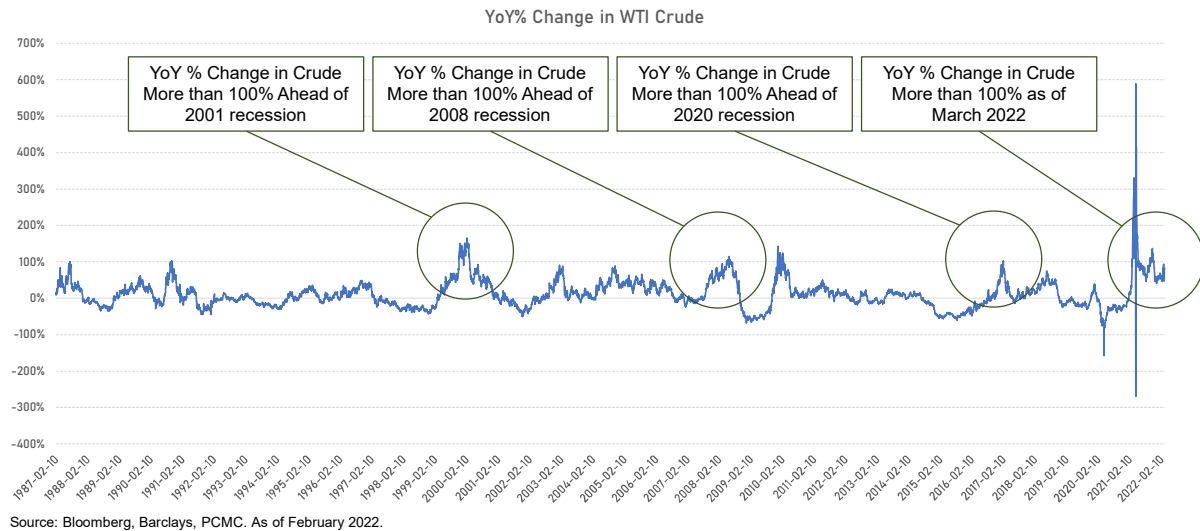


Source: Bloomberg, Barclays, PCMC. As of April 2022.

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Additional Indicators

Large year-over-year increases in oil prices are also usually associated with precursors to recession, albeit as a slightly less strong predictor.



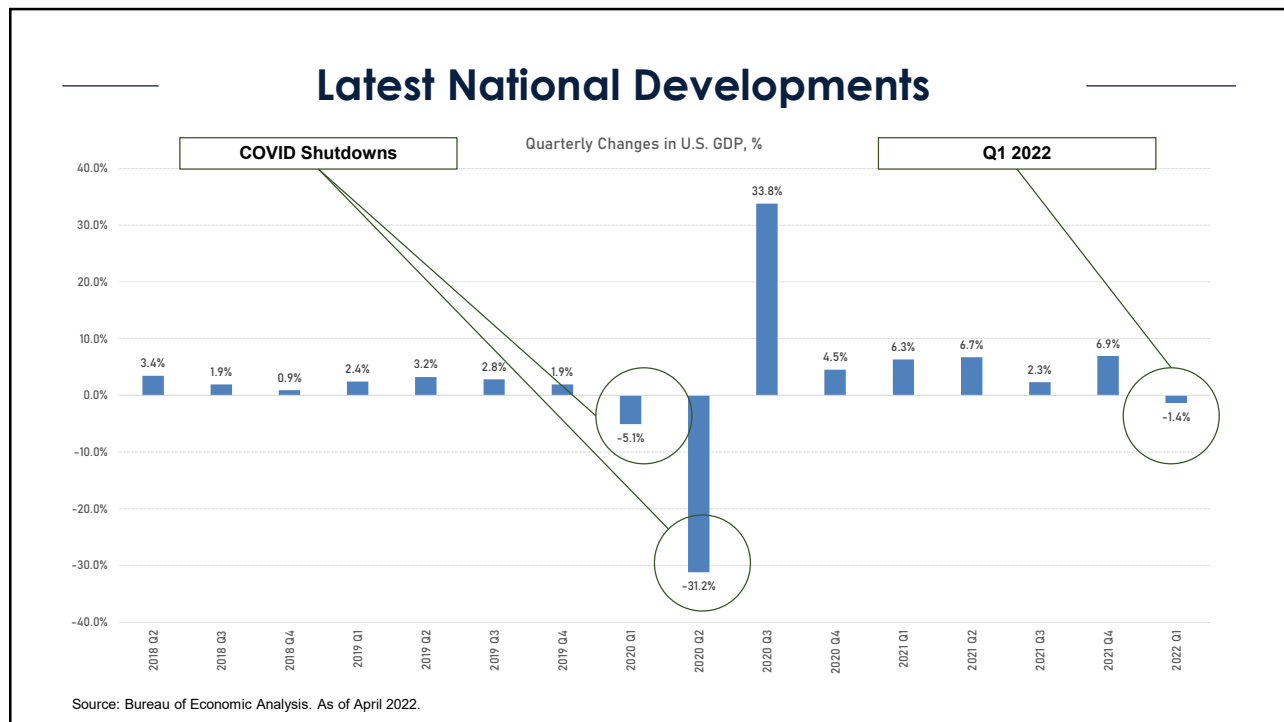
37

Why Does This Happen?

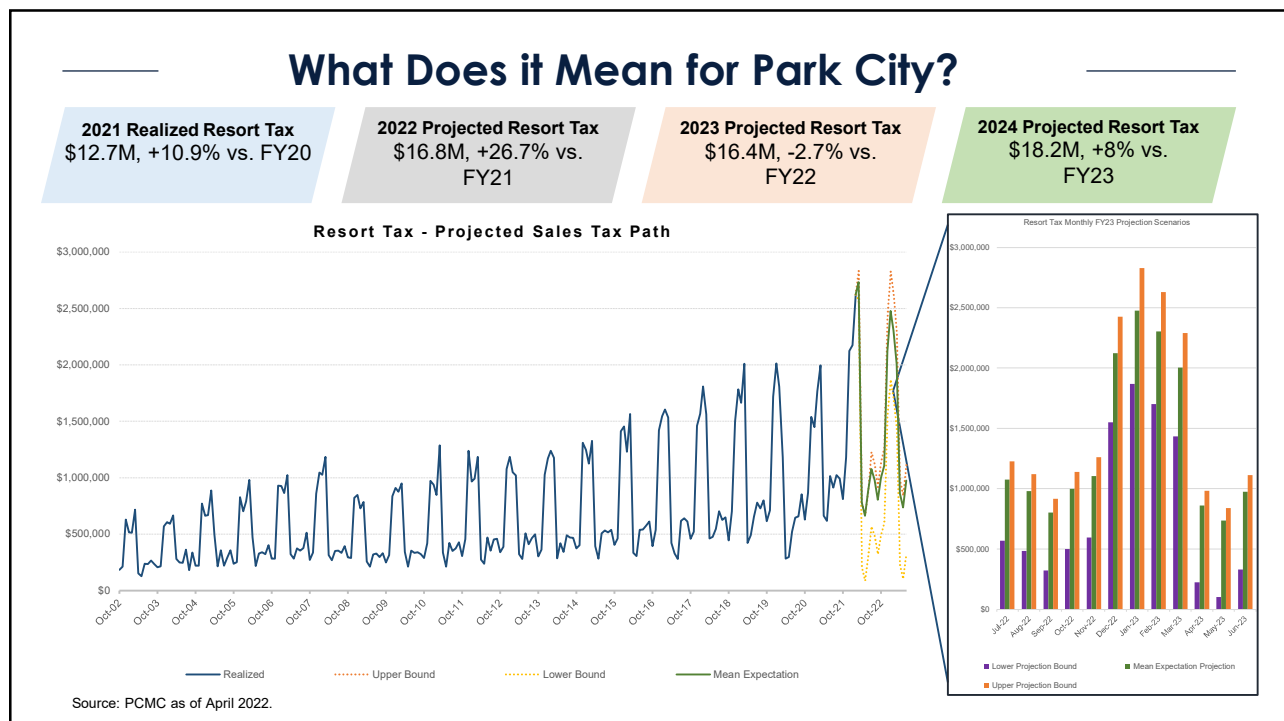
- 1 Crude oil is a key input into most industrial processes and in the delivery of goods and services. It becomes even more critical when economies are supplied by lengthy supply chains.
- 2 When marginal demand outstrips near-term supply projections, prices rise.
- 3 If prices reach significantly high rates of change, plans for future growth and profitability are made more uncertain and both consumers and producers put planned growth and consumption on hold.

Source: Bloomberg, Barclays, PCMC. As of February 2022.

38



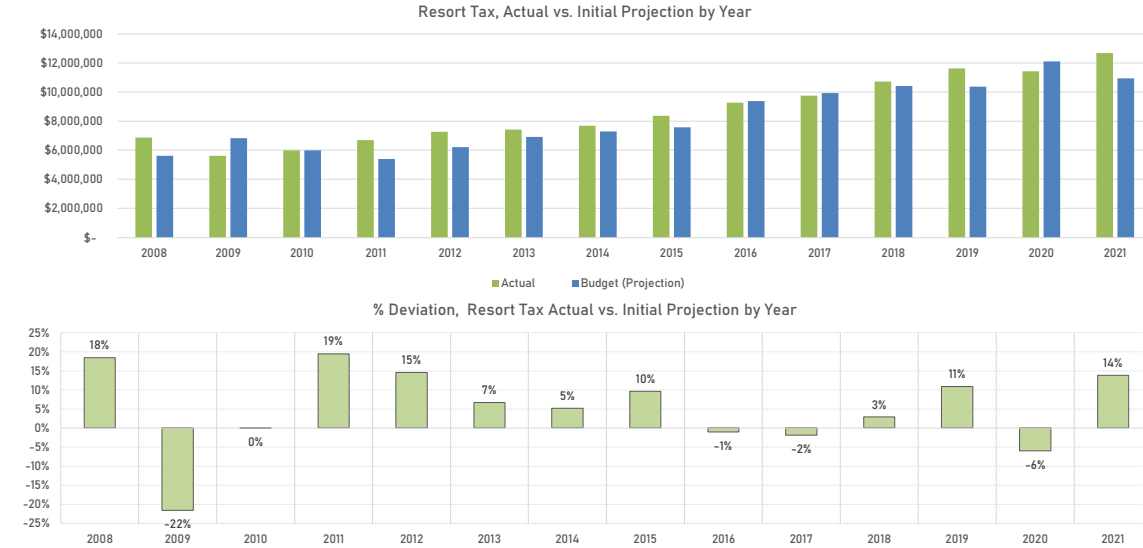
39



40

How Accurate Have Past Estimates Been?

Historical sales tax budgets have been within 9% of actuals, on average.

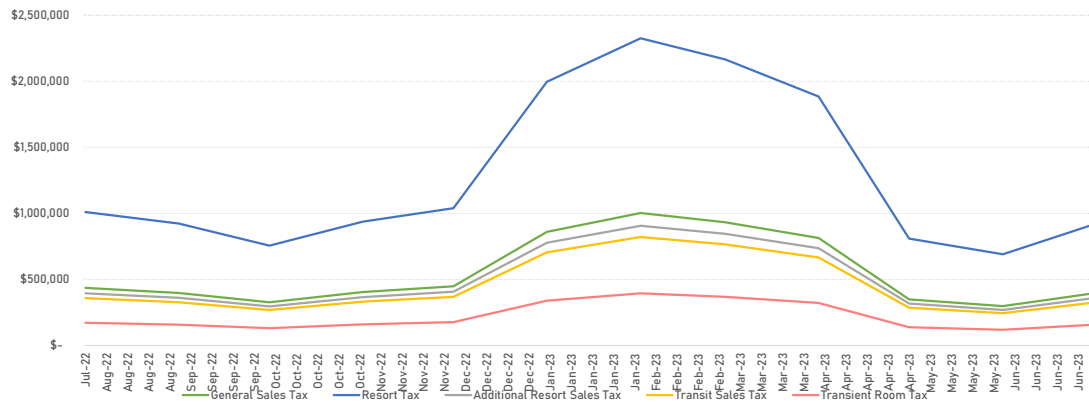


Source: PCMC as of April 2022.

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All Sales Taxes & Distribution to Funds

FY23 All Sales Taxes - Projection by Month



General Fund - FY23 Projection	
General Sales Tax	\$ 7,078,984
Resort Tax	\$ 9,354,558
Total	\$ 16,433,542

Capital Fund - FY23 Projection	
GFT (Resort Tax)	\$ 3,619,937
Additional Resort Sales Tax	\$ 6,404,558
Transit Room Tax	\$ 2,787,539
Total	\$ 12,812,034

Transportation Fund - FY23 Projection	
Transit Sales Tax	\$ 5,796,765
Resort Tax	\$ 3,459,047
County Related Transit Sales Tax ¹	\$ 2,840,415
Total	\$ 12,096,227

Source: PCMC as of April 2022.

1. County Related Transit Sales tax is anticipated PCMC's distribution from Summit County but is not yet received.

42

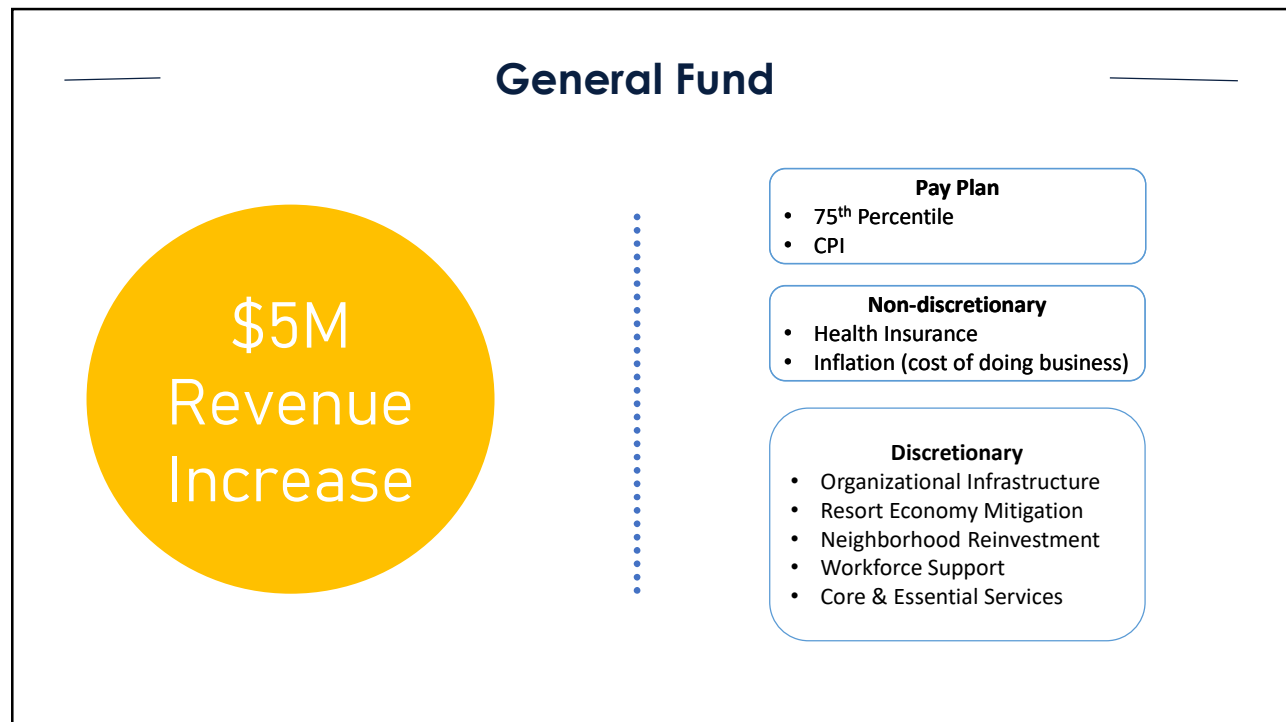
FY23 General Fund Revenue Projections

General Fund Revenue Summary - FY22 & FY23								
Revenue	FY22 YTD Actual	FY22 Ori Bud	FY22 Adj Bud	FY23 Budget	\$, Variance Adj vs. Ori FY22	%, Variance Adj vs. Ori FY22	\$, Variance FY23 vs. Adj	%, Variance FY23 vs. Adj
Property Taxes	\$12,485,912	\$12,392,328	\$12,392,328	\$12,938,775	\$0	0%	\$546,447	4%
Sales Tax	\$11,948,882	\$13,333,686	\$17,888,070	\$16,433,542	\$4,554,384	34%	(\$1,454,528)	-8%
Franchise Tax	\$2,422,750	\$3,261,596	\$3,261,596	\$3,297,706	\$0	0%	\$36,110	1%
Planning, Building and Engineering Fees	\$3,375,087	\$3,565,757	\$3,565,757	\$3,914,520	\$0	0%	\$348,763	10%
Recreation	\$1,952,619	\$1,941,591	\$1,941,591	\$2,365,076	\$0	0%	\$423,485	22%
Licenses	\$318,600	\$484,692	\$484,692	\$500,088	\$0	0%	\$15,396	3%
Ice Revenue	\$638,723	\$907,421	\$907,421	\$955,233	\$0	0%	\$47,812	5%
Intergovernmental Revenue	\$107,757	\$155,304	\$155,304	\$138,275	\$0	0%	(\$17,029)	-11%
Fees/Other	\$1,036,178	\$495,211	\$999,740	\$1,239,454	\$504,529	102%	\$239,714	24%
Interfund Transfers	\$1,862,750	\$2,950,291	\$2,950,291	\$2,950,291	\$0	0%	\$0	0%
Total	\$36,149,257	\$39,487,877	\$44,546,790	\$44,732,960	\$5,058,913	13%	\$186,170	0%

43



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45

FY23 Major General Fund Key Investments

FY23 Expenses	Amount	Notes
Organizational Infrastructure	\$725,163	Budget increases to enhance our IT infrastructure, cybersecurity, 3Kings Water Treatment Plant, a new financial and accounting system, and new investment in data collection to better respond to public input and requests for information, transparency, and level of service increases.
Resort Economy Mitigation	\$855,848	Enhanced traffic and resort economy impacts – expand Neighborhood Traffic Management Program, Traffic Coordinator position, intersection management and equipment, and monitoring and enforcement.
Neighborhood Reinvestment	\$796,742	Increased neighborhood patrols, code enforcement and equipment, fire inspection, and community and area planning efforts.
Workforce Support	\$267,905	Additional resources to enhance recruitment, retention, and quality benefits, employee assistance, and professional development programs (non-monetary benefits).
Core Services	\$1,005,005	Service increases related to existing Critical Community Priorities and existing service demands – Affordable Housing, Recreation, Customer service, and Street Projects.

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Organizational Infrastructure

IT

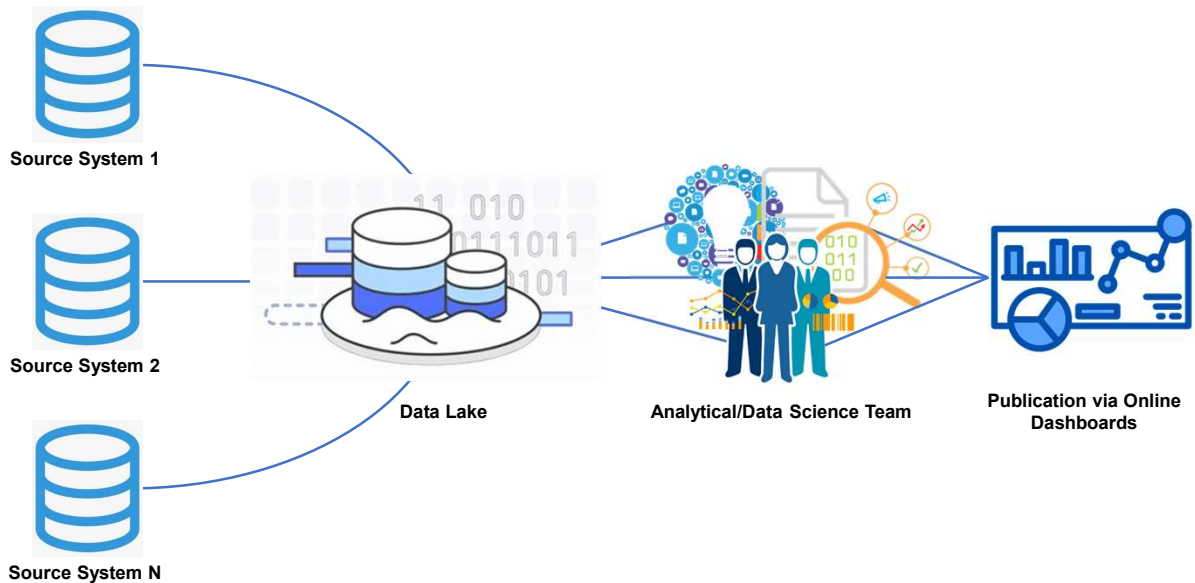
- Two additional staff added in IT department
- Data Science Tools – dashboards, cloud computing & processing/pipeline tools
- New ERP/Financial system multi-year implementation as current system is sunsetting (2027 sunset)
- Case Management Software
- Departmental webpage updates

Multiple Departments

- Bank Fees
- Replacement equipment (laptops, devices, cables, etc.) for Staff

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Potential Future State Data Environment



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Example Deliverables

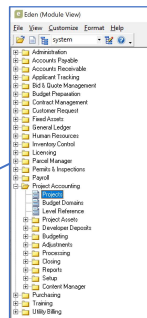


Digitize Neighborhood Dashboards with statistics on:

- Traffic
- Crime
- NTMP
- Source of Visitors



Further public statistics on City financials



Digitize Key Department Metric Dashboards :

- E.g. digitize elements of PC Stat Dashboards

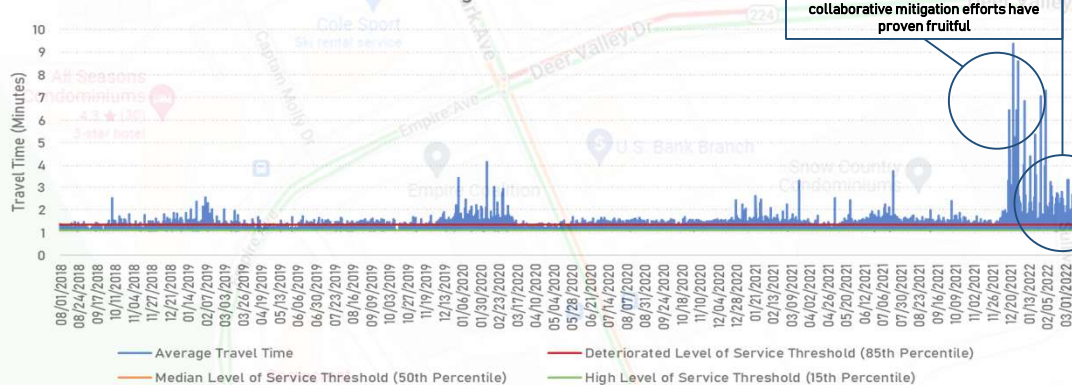


49

Empire to PCMR Drop-Zone

Travel times to key base areas have proven challenging, yet mitigation efforts are improving conditions.

Empire to PCMR Drop-Zone Travel Time
Aug. 2018 - March 2022

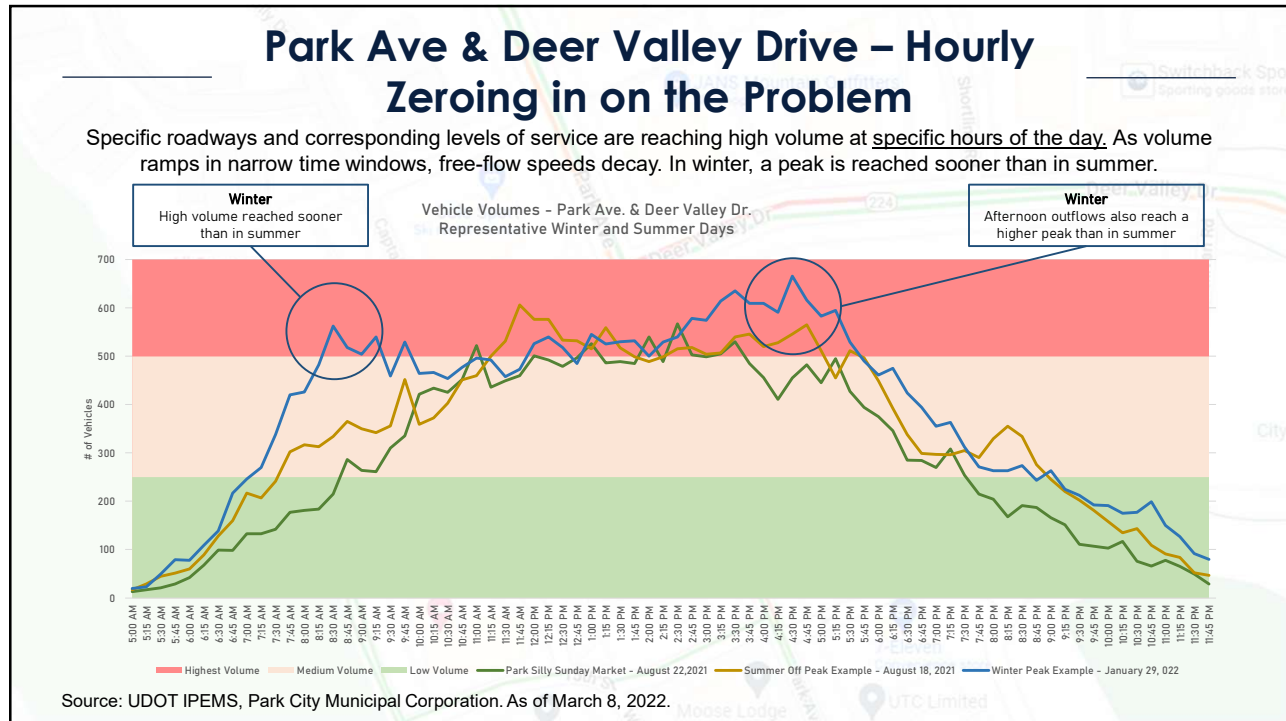


PCMC is partnered with UDOT on key projects:

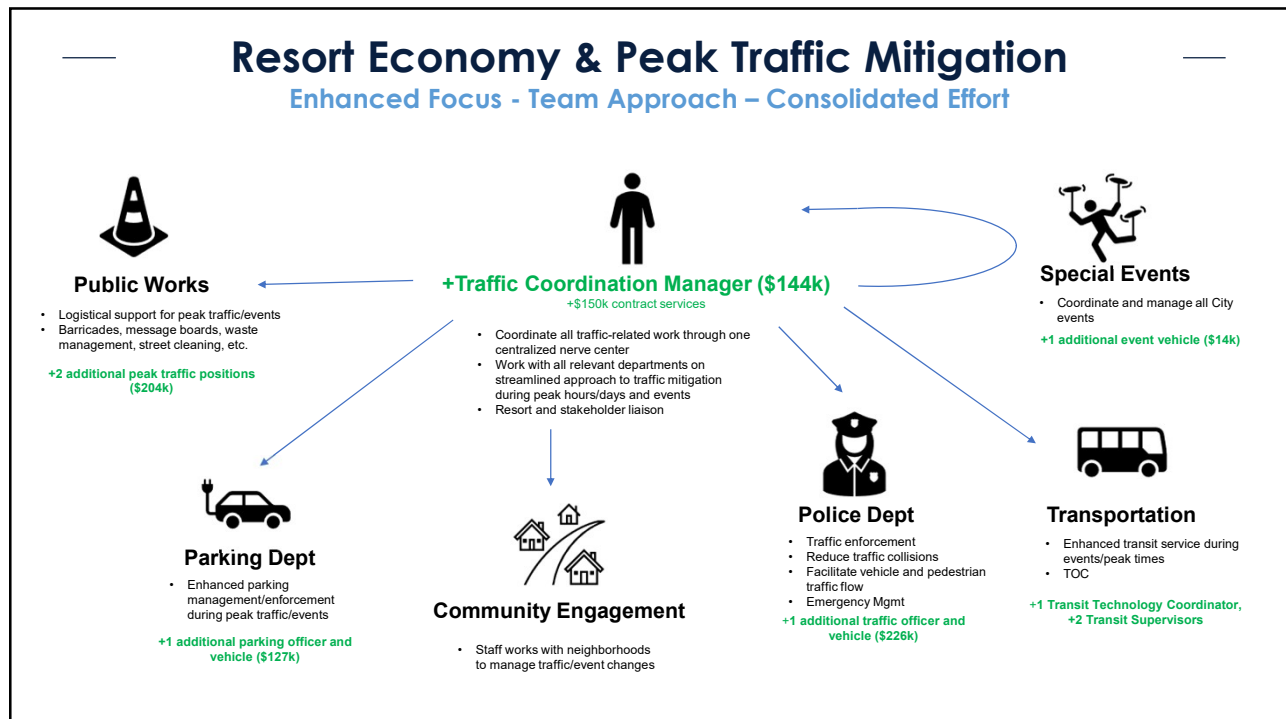
1. S-LC43(34) Summit County Intersection Planning Study: PIN No. 20035; Contract No. 228840 Ongoing project with Summit County, Park City, UDOT.
2. SR248 EA pin # 14549.

Source: UDOT IPEMS, Park City Municipal Corporation. As of March 8, 2022.

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Transportation Fund

\$2M
Revenue
Increase

Pay Plan

- 75th Percentile
- Targeted increased based on current market data

Non-discretionary

- Health Insurance
- Inflation (cost of doing business)

Discretionary

- Enhanced Transit Services
- Snow Creek Crossing
- Additional FTEs
- Short-range Transit Plan Implementation

53

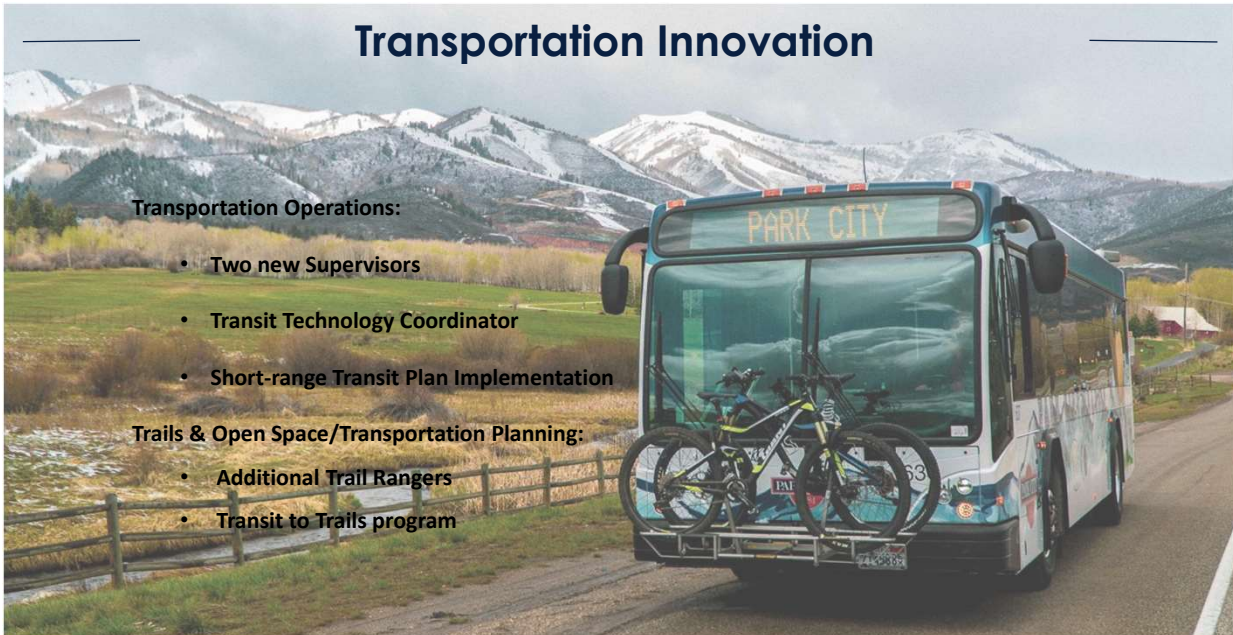
Transportation Innovation

Transportation Operations:

- Two new Supervisors
- Transit Technology Coordinator
- Short-range Transit Plan Implementation

Trails & Open Space/Transportation Planning:

- Additional Trail Rangers
- Transit to Trails program

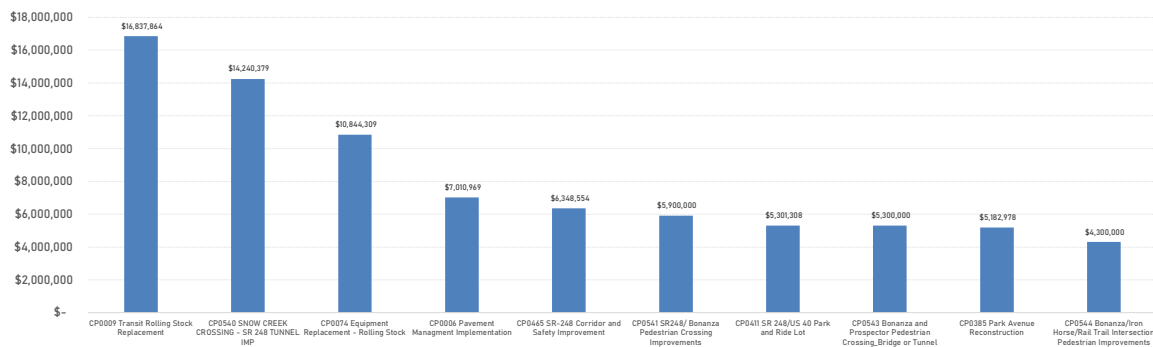


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Transportation – Top 10

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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,837,864
2	CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	\$ -	\$ 268,107	\$ 4,320,365	\$ 7,064,619	\$ 2,587,288	\$ -	\$ -	\$ 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	\$ -	\$ -	\$ 6,348,554	\$ -	\$ -	\$ -	\$ -	\$ 6,348,554
6	CP0541 SR248/ Bonanza Pedestrian Crossing Improvements	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 5,600,000	\$ -	\$ 5,900,000
7	CP0411 SR 248/US 40 Park and Ride Lot	\$ 127,643	\$ 4,513,665	\$ 300,000	\$ 360,000	\$ -	\$ -	\$ -	\$ 5,301,308
8	CP0543 Bonanza and Prosperator Pedestrian Crossing Bridge or Tunnel	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 5,000,000	\$ -	\$ 5,300,000
9	CP0385 Park Avenue Reconstruction	\$ 3,689,298	\$ 747,100	\$ 746,580	\$ -	\$ -	\$ -	\$ -	\$ 5,182,978
10	CP0544 Bonanza/Iron Horse/Rail Trail Intersection Pedestrian Improvements	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 4,000,000	\$ -	\$ 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

Transportation Top 10 5Y Capital Projects



Source: Park City Municipal Corporation, as of May 2022.

55

Neighborhood Reinvestment

Community Engagement:

- Additional funds to expand support for outreach and community events, such as Catch up With Council and Mayor Nann in the Neighborhood, along with our printed quarterly newsletter

Planning

- Increased public noticing
- Contract services for Neighborhood Plans and General Plan Update

Police

- New detective
- Take-Home Car Program
- Communications/Dispatch Contract with County for dispatch services

Housing

- Additional FTE to support collaborative projects and public-private partnerships
- Maintenance and minor repairs of City-owned units

Engineering

- Office Assistant and new analysis software, +\$150k NTMP increase (CIP)

Building

- New vehicles for the Building dept to replace leased and borrowed vehicles

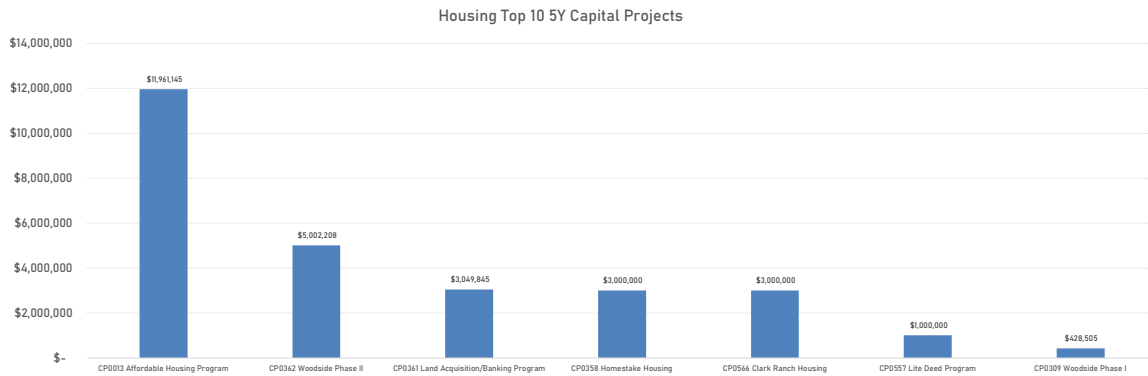
Parks/Streets

- Increase seasonal staff
- Striping & Street Signs projects

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Housing – Top 10

Housing Top 10 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,961,145
2	CP0362 Woodside Phase II	\$ 12,802,208	\$ (7,800,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,002,208
3	CP0361 Land Acquisition/Banking Program	\$ -	\$ 3,049,845	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,049,845
4	CP0358 Homestake Housing	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
5	CP0566 Clark Ranch Housing	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
6	CP0557 Lite Deed Program	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
7	CP0309 Woodside Phase I	\$ 418,505	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 428,505
Total \$		13,985,829	9,455,874	4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 27,441,703



Source: Park City Municipal Corporation, as of May 2022.

57

Workforce Support

Creating
the Great
Retention

Investment in Staff Salaries

- Creation of 20 new positions to support across the organization
- 10.3% increase to pay ranges (grades)
- Targeted increase to Transit Operators based on 2022 data ~ \$4/hr increase per driver

Exploring Enhanced Benefits

- Parental leave, increased PTO, Childcare options, increased life insurance and housing allowance

Continue to Follow “Pay for Performance” Standards

- Annual review process with self, peer and manager feedback
- Training on goal setting and performance management including reviews
- Focused Goal Setting for FY23
- Performance Review Software (streamline process)

58

Workforce Support

- Vacation, Holidays, & Sick Leave
- Generous Health Benefits, Employee Assistance/Wellness Program
- Utah Retirement System (URS) choice of hybrid or 401k plan with 10% employer contribution
- Monthly housing allowance for employees within the Park City School District
- Free access to community athletic center (PC MARC), discounted skiing, tennis, ice rink, golf
- Free UTA Transit Pass/Vanpool
- Education reimbursement up to \$10,000 per year
- Flex-Time Accommodations - the ability to work from home and flex work hours as job responsibilities allow
- IREACH bonus – peer nomination and manager approved spot bonuses up to \$400
- Transit High Five – peer or customer-nominated recognition for transit drivers
- Service awards – recognition at five-year intervals

59

Workforce Support

Human Resources:

- New Recruiter and increased support for benefits/onboarding and daily operations
- Increase recruitment and retention programs such as education assistance, recruiting programs, employee assistance/wellness program
- Compensation analysis software, payroll system training and support
- Pay Plan – update 2020 compensation ranges to current 75th percentile

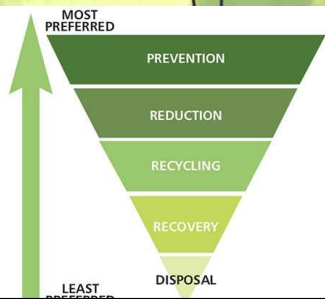
INTEGRITY **ACCOUNTABILITY**
Communication **RESPECT**
HUMOR **engagement**

60

Environmental Leadership



- Contract Services in Legal and Environmental Regulatory to support Senior Project Manager position added in mid-FY22
- Curbside Composting pilot program
- Enhance water leak detection efforts
- Library Sustainability Resource Center
- Forestry Plan \$100k FY22 CIP
- Wildfire Risk Mitigation and Mapping \$250k FY22 CIP

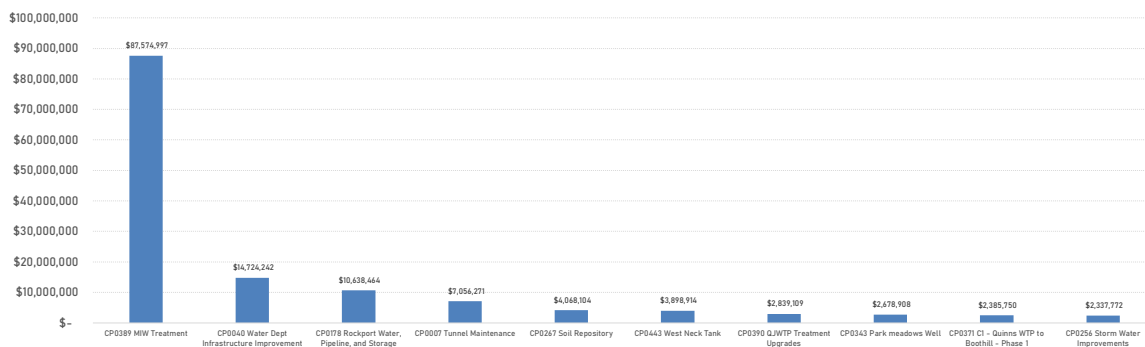


61

Environmental – Top 10

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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,068,104
6	CP0443 West Neck Tank	\$ 1,398,914	\$ 1,250,000	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ 3,898,914
7	CP0390 QJWTP Treatment Upgrades	\$ 2,839,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,839,109
8	CP0343 Park meadows Well	\$ 2,678,908	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,678,908
9	CP0371 C1 - Quinns WTP to Boothill - Phase 1	\$ -	\$ 2,385,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 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	\$ 6,696,942	\$ 3,860,021	\$ 3,381,160	\$ 4,236,327	\$ 138,202,531

Environmental Top 10 5Y Capital Projects



Source: Park City Municipal Corporation, as of May 2022.

62

Recreation



MARC

- Full-time front desk staff to meet increased demand
- Increase Pickleball Instructor hours
- Equipment, pool chemicals
- MARC Equipment Replacement +\$150k
- Aquatics Equipment Replacement +\$400k

Tennis

- Increase Pro Shop inventory to keep product stocked
- Freight, Office Supplies
- Tennis Court Resurface +\$100k

Ice

- Seasonal Ice Tech to support outdoor rink

Golf

- Increase Pro Shop inventory
- Uniforms, fertilizer, plant materials

Trails Master Plan Implementation

63

Core Services



Building Maintenance

- Two Building Maintenance employees and vehicle to support increased demand and 3Kings Water Treatment Plant
- Increase in contract services due to inflation

Water (offset by revenue)

- Chemicals, utilities, technology, contract services
- Vehicles and heavy equipment rental
- Maintenance of meters and hydrants

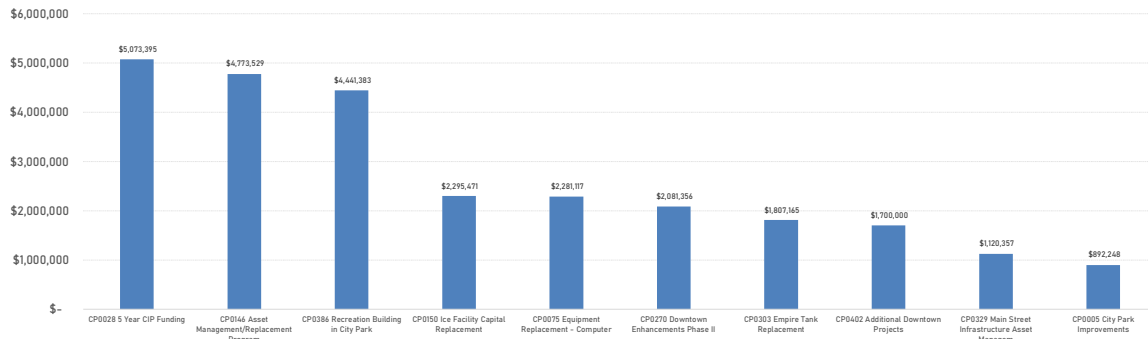


64

Core Services – Top 10

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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,073,395
2	CP0146 Asset Management/Replacement Program	\$ 160,642	\$ 552,709	\$ 704,760	\$ 1,105,418	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,773,529
3	CP0386 Recreation Building in City Park	\$ 241,383	\$ -	\$ -	\$ -	\$ 4,200,000	\$ -	\$ -	\$ 4,441,383
4	CP0150 Ice Facility Capital Replacement	\$ 888,601	\$ 537,870	\$ 473,000	\$ 132,000	\$ 132,000	\$ 132,000	\$ -	\$ 2,295,471
5	CP0075 Equipment Replacement - Computer	\$ 505,963	\$ 360,564	\$ 628,026	\$ 502,564	\$ 142,000	\$ 142,000	\$ -	\$ 2,281,117
6	CP0270 Downtown Enhancements Phase II	\$ 152,130	\$ 620,810	\$ 327,104	\$ 327,104	\$ 327,104	\$ 327,104	\$ -	\$ 2,081,356
7	CP0303 Empire Tank Replacement	\$ -	\$ 1,807,165	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,807,165
8	CP0402 Additional Downtown Projects	\$ -	\$ 500,000	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000
9	CP0329 Main Street Infrastructure Asset Managem	\$ 21,047	\$ 100,000	\$ 100,000	\$ 599,310	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,120,357
10	CP0005 City Park Improvements	\$ 652,013	\$ 90,235	\$ 50,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 892,248
Total		\$ 7,695,174	\$ 4,569,353	\$ 3,482,890	\$ 2,766,396	\$ 5,651,104	\$ 1,451,104	\$ 850,000	\$ 26,466,021

Core Services Top 10 5Y Capital Projects



Source: Park City Municipal Corporation, as of May 2022.

65



66

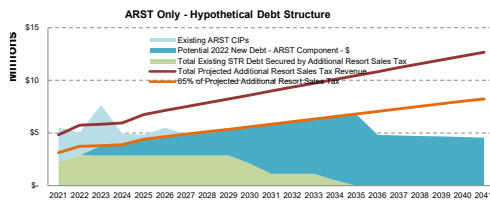
Project Prioritization & Budgeting



67

Additional Opportunity 1: ARST

Debt Capacity



**~\$45-50M over 20 yrs
@ 65% of Gross Revenue**

Historical Use

- Open Space Acquisition
- Historic Park City, Main Street & Downtown Projects
- Old Town Street Improvements
- Storm Water

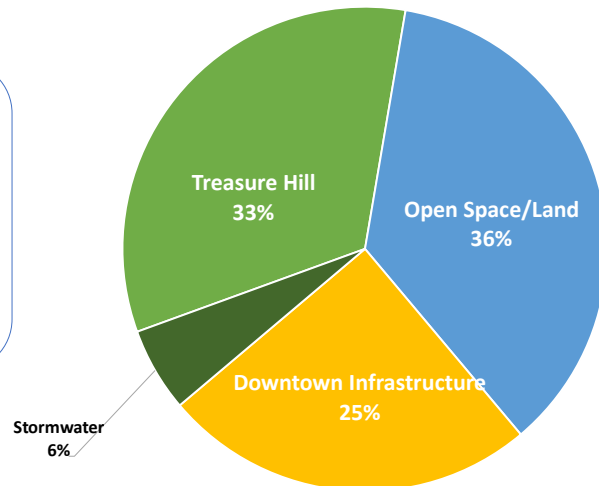
Potential Future Use

100% Flexible at Council Discretion

68

Additional Resort Sales Tax

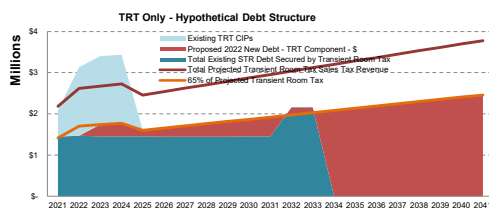
- Adopted 2012 with Intended Uses
- \$5.2M (5-year avg)
- \$2.6M/year debt service
- \$42.5M Expended



69

Additional Opportunity 2: TRT

Debt Capacity



~\$13-15M over 20 yrs
@ 65% of Gross Revenue
~\$17-20M over 20yrs
@ 75% of Gross Revenue

Historical Use

- Arts & Culture

- Adopted 2017
- \$2.7M (3-year avg)
- \$1.4M/year debt service
- \$22.2M Expended

Potential Future Use

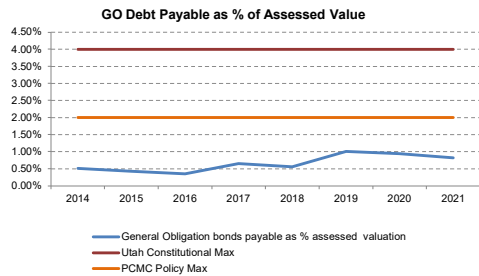
100% Flexible at Council Discretion

70

Debt Practices

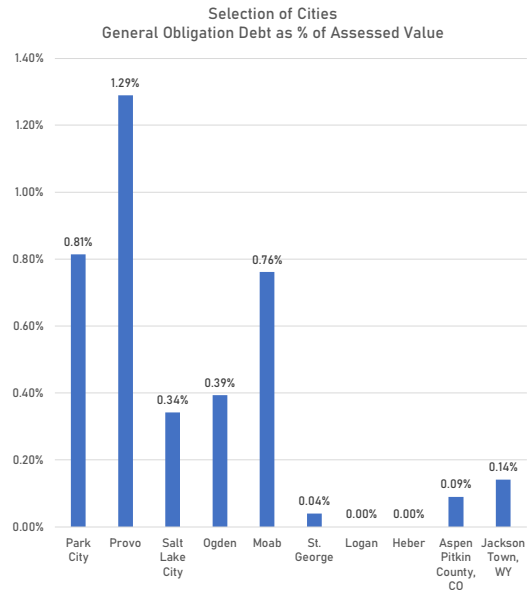
General Obligation Bonds

PCMC limits total General Obligation debt payable to not exceed 2% of the City's assessed value, which stood at \$10.1 Bn as of FY21.



\$324M to Utah Policy Max

\$121M to PCMC Policy Max



71

Additional Opportunity 4: Special Financing Tools

CRA

Community Reinvestment Agency

- Redistributes property tax within geographic boundary based on new growth
- Other governmental entities must authorize

PID

Public Improvement District

- Creates a new property tax within geographic boundary
- City authorizes

Proceeds from special financing deals are 100% dependent on creating new asset growth and the corresponding resulting assessed value of the new asset

72

Transportation Revenue Opportunities

Transit
Sales Taxes



Grants

- \$5M/year received directly for operations
- \$2.5M/year received from Summit County for ops
- \$2.5M/year apply through Summit County annually (capital only)

- Federal and state grants
- Over \$30M planned in next 5 yrs
- Continually applying

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Flexible Sales Tax Revenue Raising Capacity & Competing Capital Priorities

Unfunded Large Capital Initiatives

Arts &
Culture
District

Long
Range
Transp.
Plan

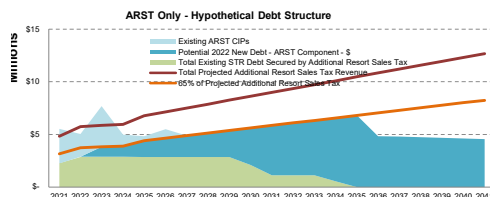
RMP
Substation
Move

Soils
Remed.
Program

Housing
Program
Expansion

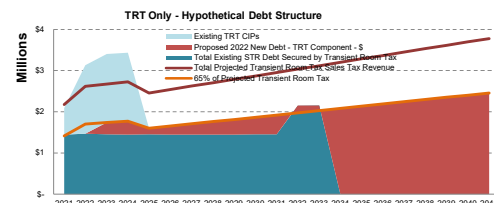
Recreation
Expansion

ARST Proceed Potential



**~\$45-50M over 20 yrs
@ 65% of Gross Revenue**

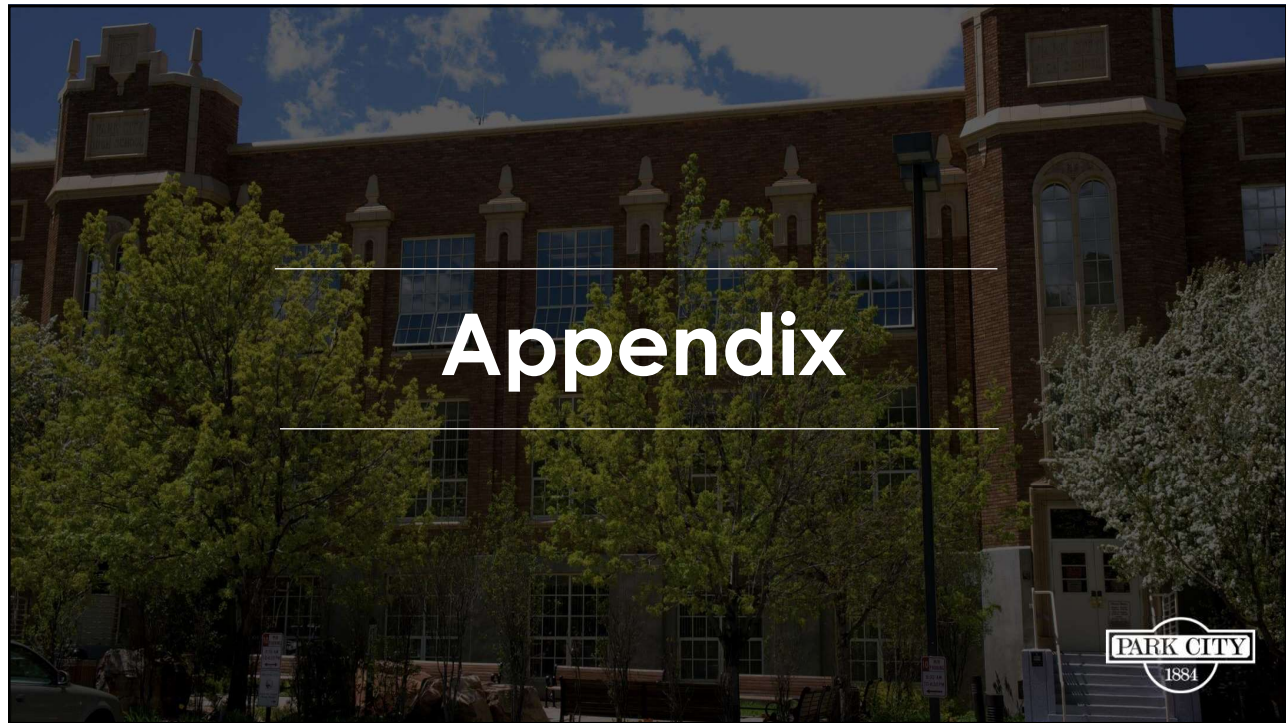
TRT Proceed Potential



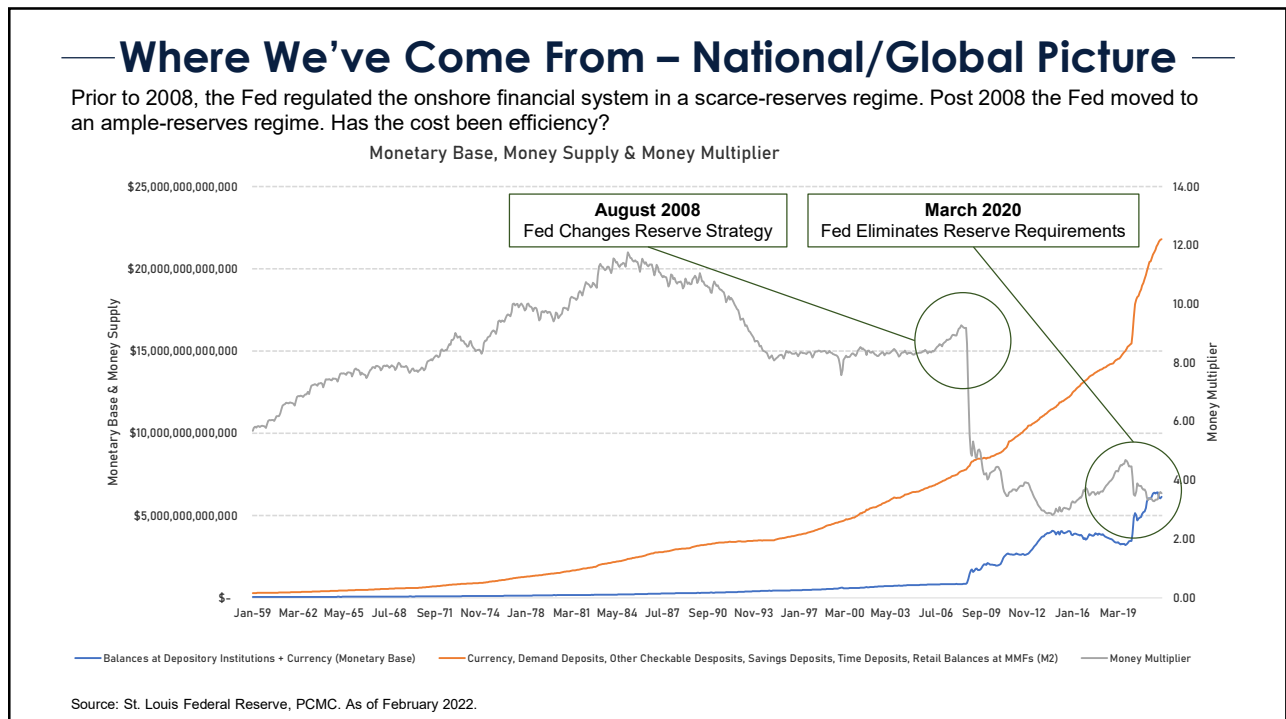
**~\$13-20M over 20 yrs
@ 65-75% of Gross Revenue**

Source: PCMC as of 2/24/22.

74



75

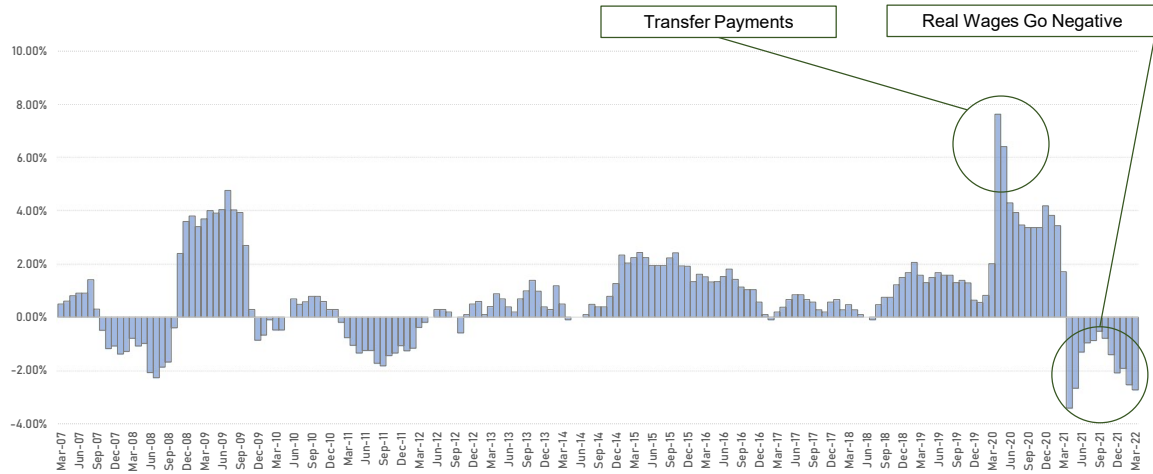


76

Real Wages

Year-over-year changes in real average hourly earnings went negative in April of 2021.

YoY % Change in U.S. Real Average Hourly Earnings



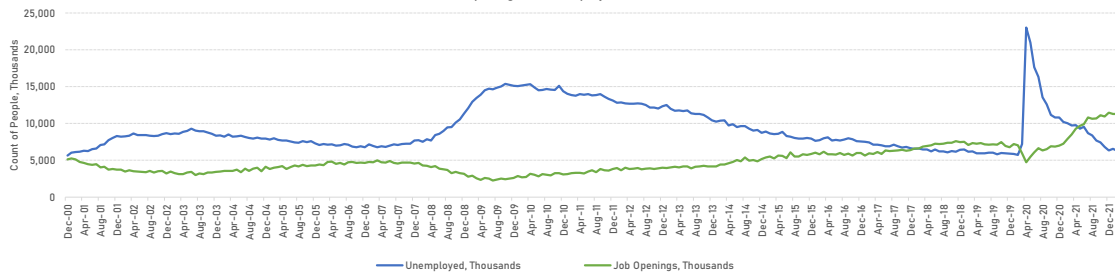
Source: Bureau of Labor Statistics, PCMC. As of April 2022.

77

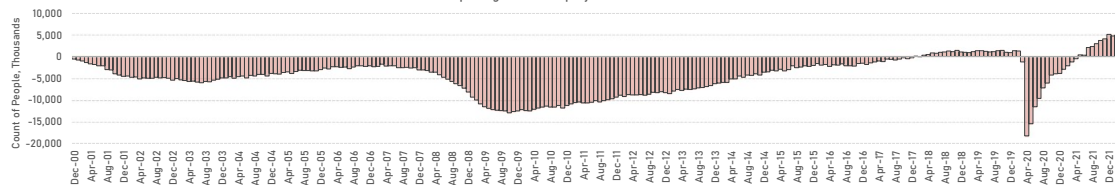
Job Openings vs. Unemployed

Labor market unemployment has come down yet openings remain at record highs.

U.S. Job Openings vs. Unemployed



U.S. Openings vs. Unemployed - Difference

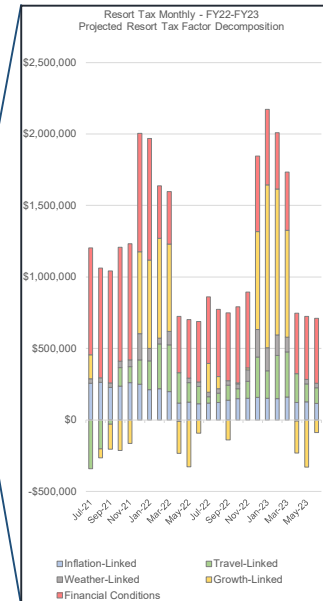
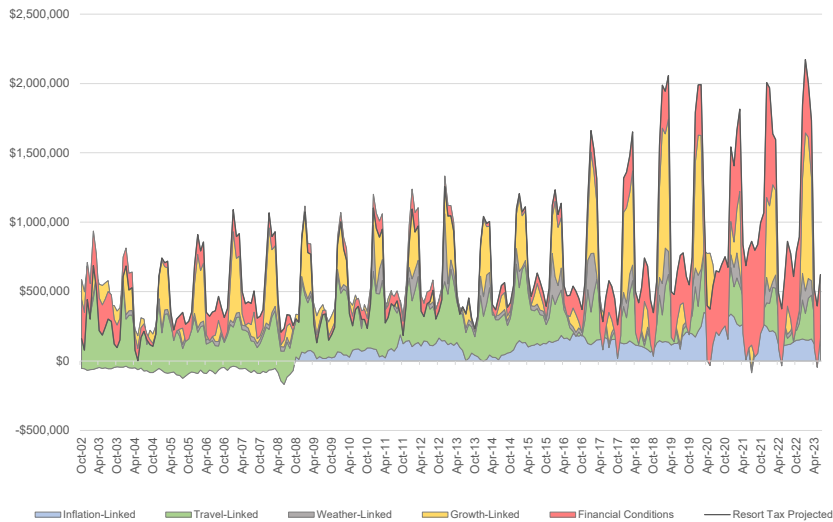


Source: St. Louis Federal Reserve, PCMC. As of February 2022.

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Sales Tax Decomposition by Month

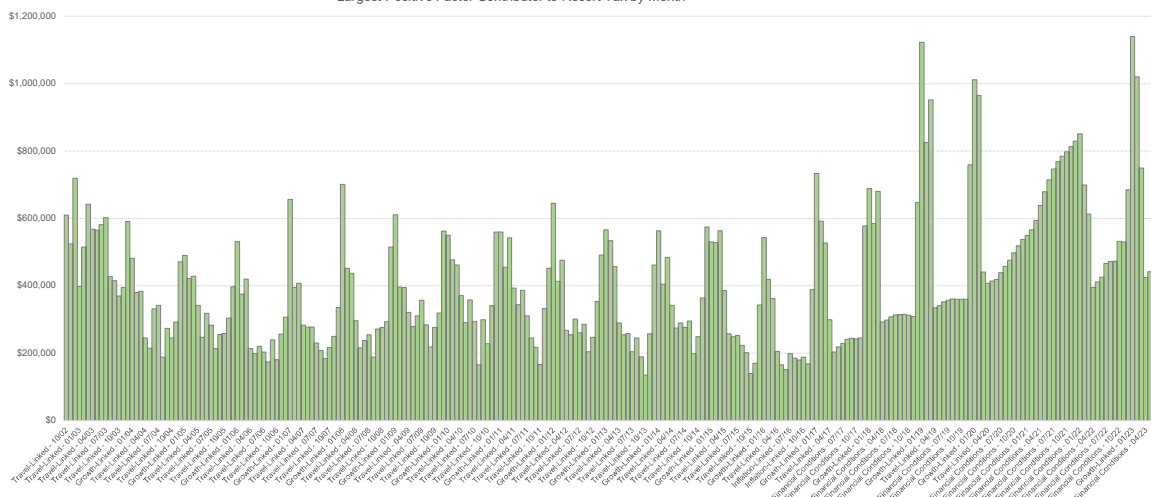
Resort Tax Monthly
Historical & Projected with Statistical Factor Decomposition



79

Sales Tax Top Driver by Month

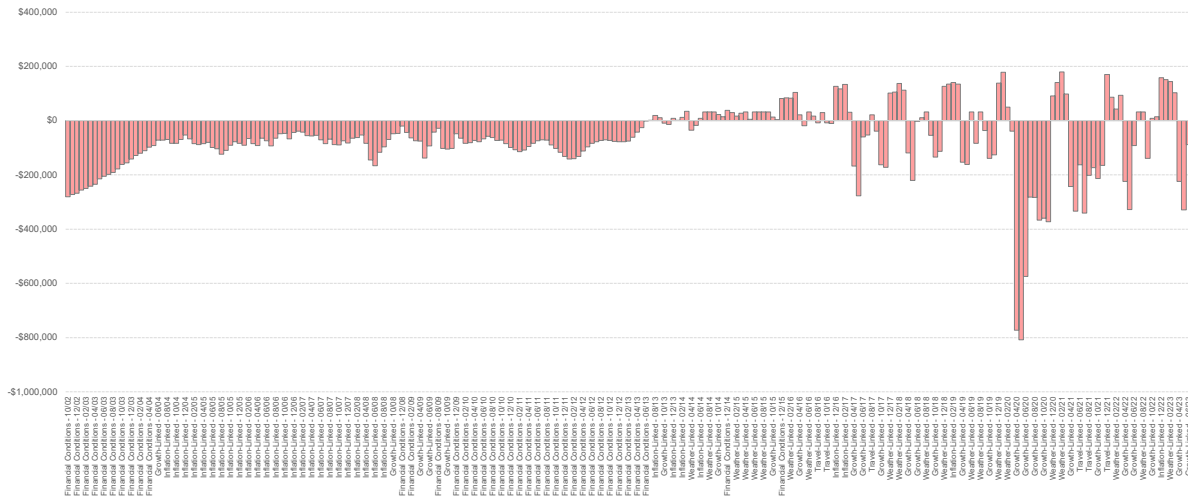
Largest Positive Factor Contributor to Resort Tax by Month



80

Sales Tax Smallest Contributor by Month

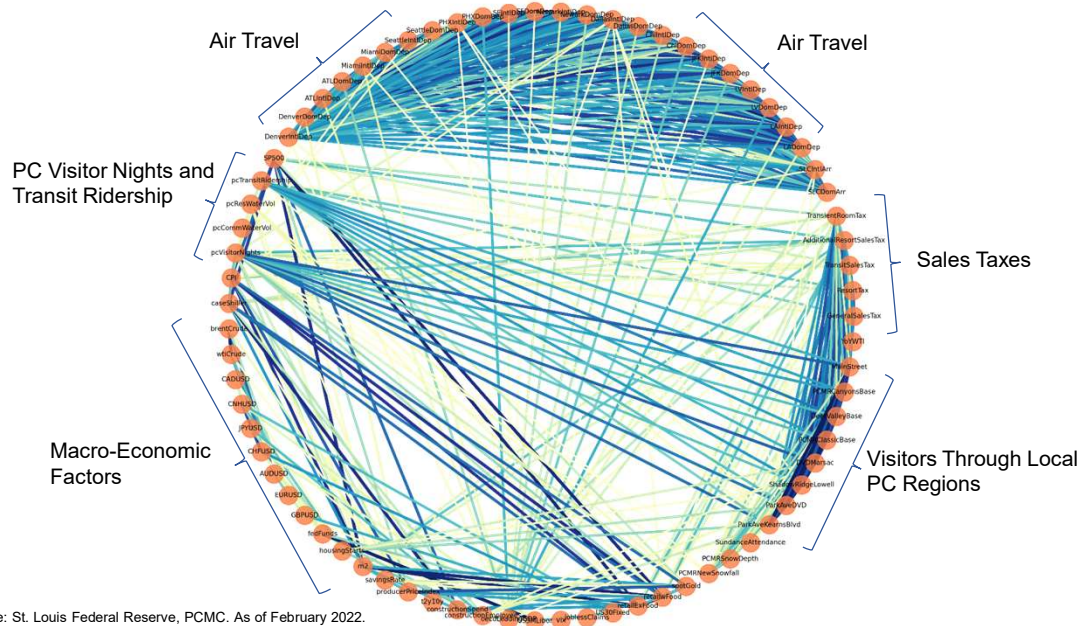
Smallest Factor Contributor to Sales Taxes by Month



Source: PCMC as of April 2022.

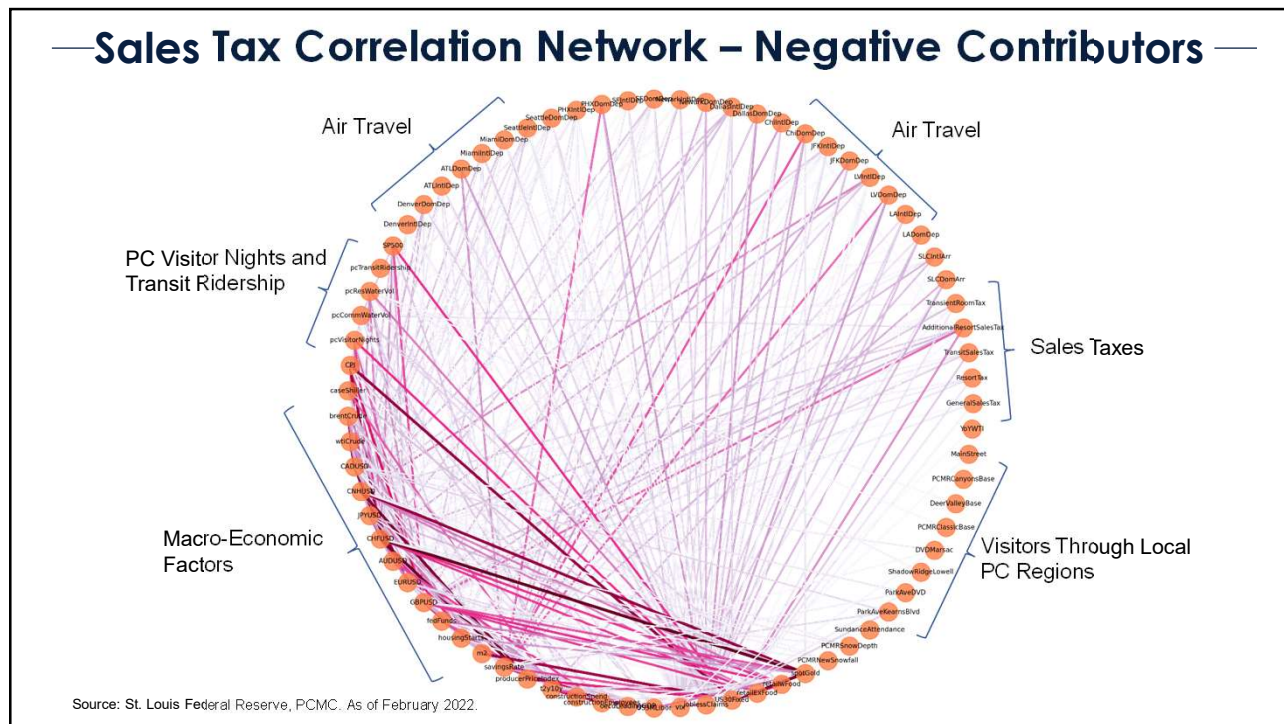
81

Sales Tax Correlation Network – Positive Contributors



Source: St. Louis Federal Reserve, PCMC. As of February 2022.

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Council Agenda Item Report

Meeting Date: May 12, 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:

Council Agenda Item Report

Meeting Date: May 12, 2022

Submitted by: Michelle Kellogg

Submitting Department: Parking Services

Item Type: Staff Report

Agenda Section: COMMUNICATIONS AND DISCLOSURES FROM
COUNCIL AND STAFF

Subject:

2022 Parking Summary

Suggested Action:

Attachments:

[2022 Parking Summary Staff Report](#)

[Exhibit A: 2022 Parking Facility Use Data](#)

[Exhibit B: Spring 2022 Old Town Employee Outreach Flyer](#)



City Council Staff Report

Subject: Winter 2021/2022 Old Town Parking Summary & Analysis
Author: Billy Kurek, Parking Supervisor
Johnny Wasden, Parking Manager
Department: Transportation– Parking Services
Date: May 12, 2022
Type of Item: Informational

Summary

The Old Town parking management program plays a critical role in supporting Park City's transportation goals and the overall quality of life in Old Town. The parking management program balances the often-competing interests of residents, visitors, Main Street businesses, employees, promoting parking turnover, and special events.

Key goals of the parking management program include: Effectively managing parking inventory daily and during projected peak times, reducing traffic congestion and idling, and implementing viable solutions to accommodate travel to and from Old Town for residents, employees, and visitors.

This report reviews the utilization and parking occupancy Old Town parking facilities for Winter 2021/2022. Overall, 2021 saw a record number of parking transactions, and parking revenues returned to pre-COVID levels.

In addition, the Parking Team spent considerable time and resources supporting a host of community initiatives beyond parking in Old Town. The Parking Team could be found almost daily helping to enforce the Brake-Test station on the Marsac Mine Road, responding to various requests to enforce parking violations in residential areas, protecting neighborhood streets during peak periods and special events, directed patrols, and even managing intersections for several months of consistent resort ingress and egress.

The Parking Team is a key contributor for the City's overall transportation system and network. As Park City continues to grow and increase visitation and tourism, the Parking Team may require additional resources if requests for our services continue to expand beyond just parking and paid-parking enforcement.

Analysis

Peak and Off-Peak Utilization Trends

In reviewing utilization during peak and off-peak times in 2021, trends remained stable from previous years with exception of the elimination of paid parking during the COVID-19 pandemic. For 2021, the highest utilization occurred in March and July, and the lowest in April and November; See Exhibit A Tables 1, 2, 3, 4, 6, and 8. These data sets

are beginning to build confidence in parking data collection and guide future planning and technological enhancement efforts.

Main Street & Paid Surface Lot Utilization

Despite daily free parking in China Bridge until 5pm?, the higher-cost Main Street, and peripheral surface lots remain the most utilized areas. See Exhibit A Tables 1, 2, 4, 5, 7, 8.

China Bridge Utilization

Exhibit A Tables 4, 5, 6, and 8 illustrate occupancy, number of paid parking sessions, and parking duration in the China Bridge garage. As expected, weekends and special events produce the highest occupancy of visitor parking, often bringing the garage to capacity?. The 2021/2022 winter peak season demonstrated consistently high utilization during peak days, and even included some new usage during the day that was not present pre-COVID?.

Old Town Employee Transportation Programs

The Parking Team worked extensively with the Historic Park City Alliance (HPCA) operations group to develop quality options for Old Town employees. Simple and efficient transportation options play an important role in staff retention, morale, and customer satisfaction. The following transportation options are available to Old Town Employees seeking parking near their places of work. See Exhibit B for outreach material provided door to door on Main Street by parking staff 2 weeks in advance of rate changes.

- Free daytime parking in China Bridge and most surface lots;
- Park City on Demand Transit Service from the free Homestake parking lot;
- Guaranteed Ride Home;
- Old Town Employee monthly permit (limited availability);
- Old Town Business annual permit (transferrable between users);
- Free parking in the Sandridge lot; and
- Carpool permits that require 2 or more applicants.

These options are consistently communicated to businesses in concert with the HPCA group. There is still generous capacity among the above options except for the Sandridge lot which often reaches 100% capacity by 5 pm during both peak and off-peak seasons and tends to hold at 90%-100% until 7 pm. Afterward, we see a marked decline in usage until the following day. This data is in line with employee shift transitions and daytime users leaving.

Residential Parking Enforcement

Throughout the winter season, staff maintained vigilant and consistent patrol at strategic times to proactively deter peak day parking impacts in residential neighborhoods in Old Town, Deer Valley, Prospector, Thanynes, and Park Meadows. In addition, we actively patrolled trailheads and monitor for idling.

In 2021, the Parking Department implemented a “virtual permit” system which the nuisance of replacing hangtags and window stickers with a permit association tied to license plate numbers. Using our License Plate Recognition vehicle, officers can cross-reference permit records and vehicle information simply and efficiently. We found increases to patrol efficiency and coverage of areas with no opportunity for fraudulent permit use. Utilization of technology was a major reason we were able to lend so much support to the City’s traffic mitigation program.

The residential permit program includes signage and permit parking on residential streets near areas of Old Town that are impacted by commercial interests and events. The program has become an important piece of maintaining a neighborhood “feel” in areas that would otherwise be overrun with visitor parking. The value of the program is felt and communicated by many locals living within the permit zones and we continue to improve permit holder experience when registering with the Parking Department.

Long term, if visitation and tourism continue to grow, Park City may need to consider a new parking program and policy to balance interests of neighborhoods and commercial interests. For example, densely populated areas typically reach a point of frustration whereby the entire jurisdiction become parking by permit unless otherwise posted (paid timed, DLS, ADA, etc.). These programs efficiently balance the interests of those who live in a community with those who work or visit a community.

Special Event and Peak Day Parking

The Parking Department collaborates with the Special Events Department to apply appropriate parking rates based on peak demand volumes to incentivize transit ridership and reduce congestion. Maintaining 15% parking availability during peak times is the parking industry-standard; below 15%, drivers will create circling traffic and surrounding roadways as they search for available parking.

As stated, the Parking Department assisted heavily with peak day traffic mitigation to reduce cut-through traffic in residential areas. This included posting and maintaining “No Through Traffic” signs on barricades, parking behind signs with patrol vehicles at strategic intersections and times of ingress/egress, and proactively maintaining a presence in areas and times of high volume to deter illegal parking. The consistent observation on the busiest days when ski resort lots filled city-owned lots was in the evening, after 5 pm.

Exhibit A, Table 8 identifies the top 10 occupancy days in China Bridge and Main St./Surface Lots, which directly correlate to large events. While China Bridge tends to fluctuate and only fill to 100% during peak times, surface lot usage remains high and steady throughout peripheral non-event dates.

Upcoming Parking Projects

Text2Park – This new mobile parking payment solution will replace the current parking app. The GoParkCity brand will remain intact but mobile payments will take place

without the need to download software. New signs throughout Old Town are required to convey the new payment method to users. This project will launch in May 2022 and go live in June 2022.

Adjusting Parking Enforcement Policy and Rates - Under the direction of City Council from the 3/31/2022 Transportation work session, Parking Services is working to implement new tools to gain better compliance with parking rules. Some of these tools include increasing parking fines based on most-issued citations, reducing the number of issued warnings, charging for residential business permits, and minor increases to paid parking rates based on historical area demand. Education-first, fair, and transparent enforcement practices will still be the guiding rules of each enforcement officer and appeal process. The fee schedule amendments will be submitted to City Council through the budgeting process.

Future parking strategic plans

In 2016, City Council adopted the Transportation Demand Management (TDM) Plan with aggressive goals of managing congestion and reducing the number of Vehicle Miles Traveled (VMT) in Park City, as well as reducing Single-Occupant Vehicle (SOV) trips to, from, and within Park City. Since then, Transportation has been working to implement the recommended strategies to capture and change travel behavior of target groups including residents, part-time residents, commuters, and visitors.

These strategies include providing Park City Municipal employees a toolbox of benefits to incentivize carpooling and commuting. We estimate we take thousands of trips off the road each year due to the toolbox:

- Free Employee Utah Transit Authority (UTA) PC-SLC Connect Passes: These transit passes are provided free to all PCMC employees for commuting trips to and from work or for work related trips;
- Vanpool Subsidy, PCMC has a vanpool picking up each morning in SLC connecting to PCMC facilities. Employees are eligible for a \$50/month commuting subsidy for regular use of the vanpool;
- Guaranteed Ride Home Program: This valuable program was launched in 2017, and offers transit riders who either live or work in Summit County to get reimbursed for a ride home if they need to take a rideshare vehicle home in case of an emergency;
- Employee Showers: Shower facilities are available to PCMC employees, located in the Old Town Transit Center or PC MARC as an amenity to those who chose to bicycle in to work;
- Enhanced Transit: Employees commuting parts of eastern Summit County can take advantage of HVT Transit's fare-free commuter service from Kamas to Park City and Kimball Junction;
- Carpool Parking: During peak events, PCMC provides carpool parking permits as an incentive for those driving to have higher vehicle occupancies;
- Free Summit County Bike Share memberships; and
- Teleworking and/or staggered shift times also plays an important role in reducing traffic load on roadways during peak times. In 2020, Park City Municipal implemented a peak/event day policy which encourages employees to work remotely, if possible, and at times mandates any non-essential employee to work from home (Sundance, Kimball Arts Fest, inclement weather, etc.).

Parking management is also a significant component of Park City Forward – the Long-Range Transportation Plan. Fourteen parking and parking-related policies are included in PC Forward, including nine in Phase I. These projects and policies include park-and-ride facilities, high occupancy vehicle parking, real-time information, and parking pricing updates. Managed parking is a critical tool to balance the transportation system with business districts, land use goals, and neighborhood compatibility.

Exhibit A – Parking Facility Use Data

Exhibit B – Old Town Employee Outreach Flyer

EXHIBIT A

Table 1: Financial Comparison, Year Over Year – All Paid Parking Facilities

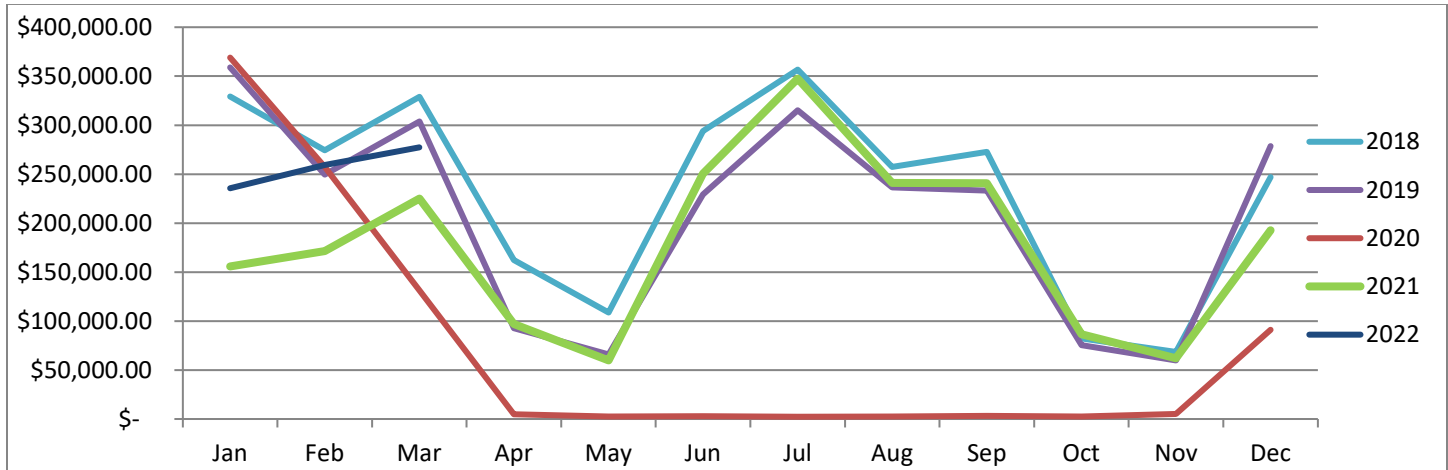
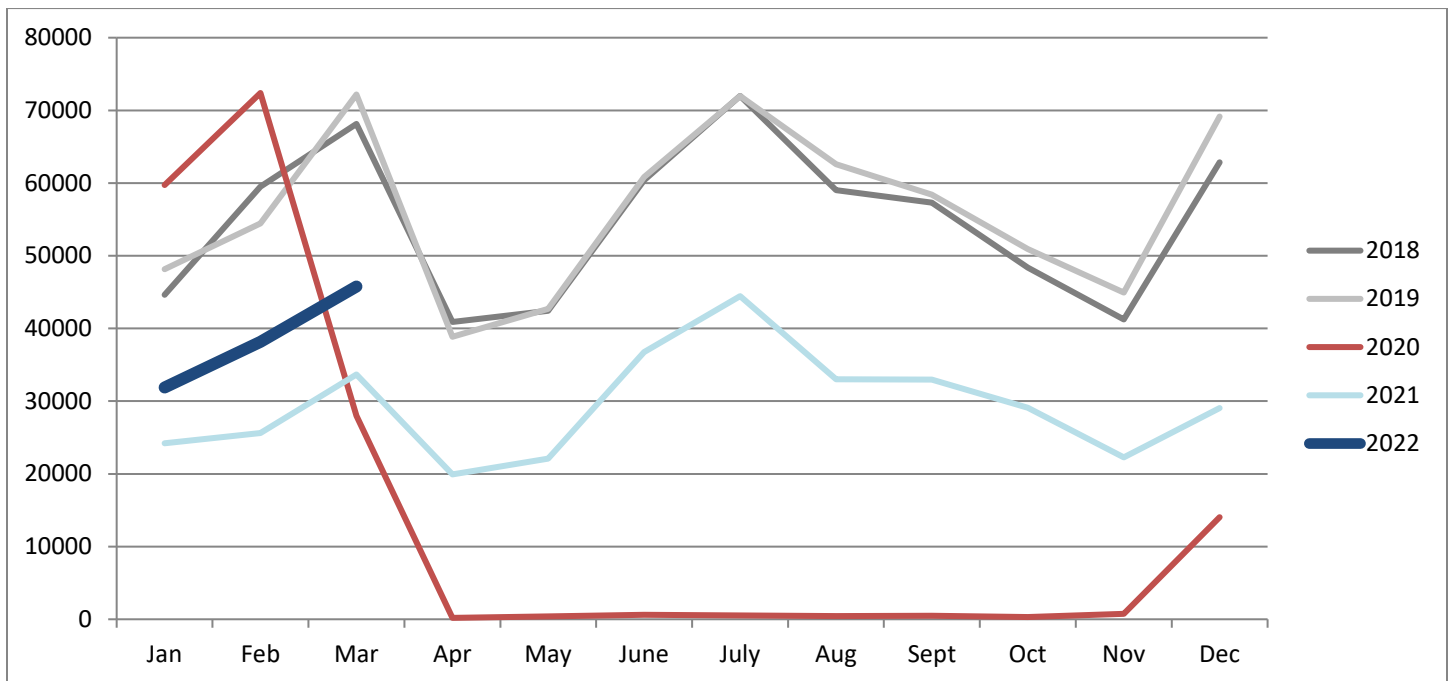


Table 2: Transaction Comparison, Year Over Year



Total parking utilization between 2018 and 2021 YTD. Trends show consistent utilization except for 2020, where parking technology was turned off due to COVID-19 impacts.

Apparent decreases in parking transactions in 2021 compared to previous years are a result of improved data collection and processing methods. 2018 and 2019 chart lines indicate inconsistent hardware and technology reporting used in 2018 through early 2020- Hence the grey chart lines. However, the same *trends* can be seen in terms of peak utilization months.

Table 3: Paid Parking Comparison - Weekday vs. Weekend

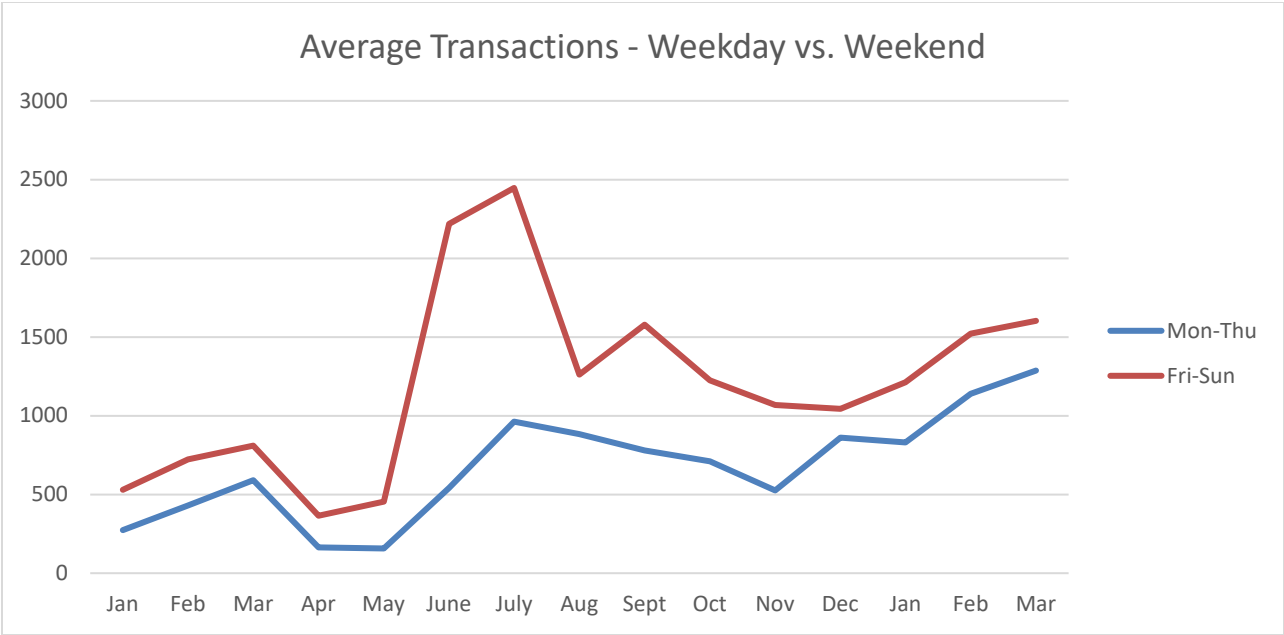


Table 4: Main Street & Surface Lots vs. China Bridge Transactions

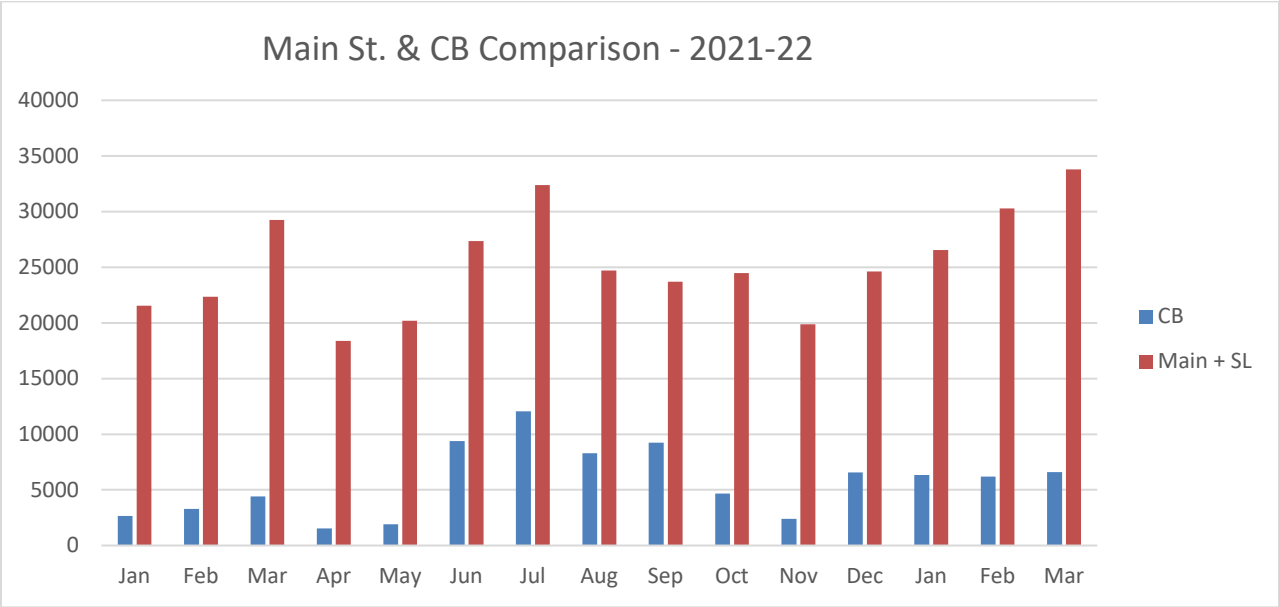


Table 4 shows the transactional (Paid parking session) comparison of Main Street vs. China Bridge. While China Bridge and Main Street are highly utilized during the day, Please note transactions are not reflected until paid parking begins at 5pm or 11am respectively. However, the following heat map demonstrates the dynamics of free parking until 5pm and overall parking turnover throughout paid parking areas.

Table 5: China Bridge Occupancy based on Time of Day

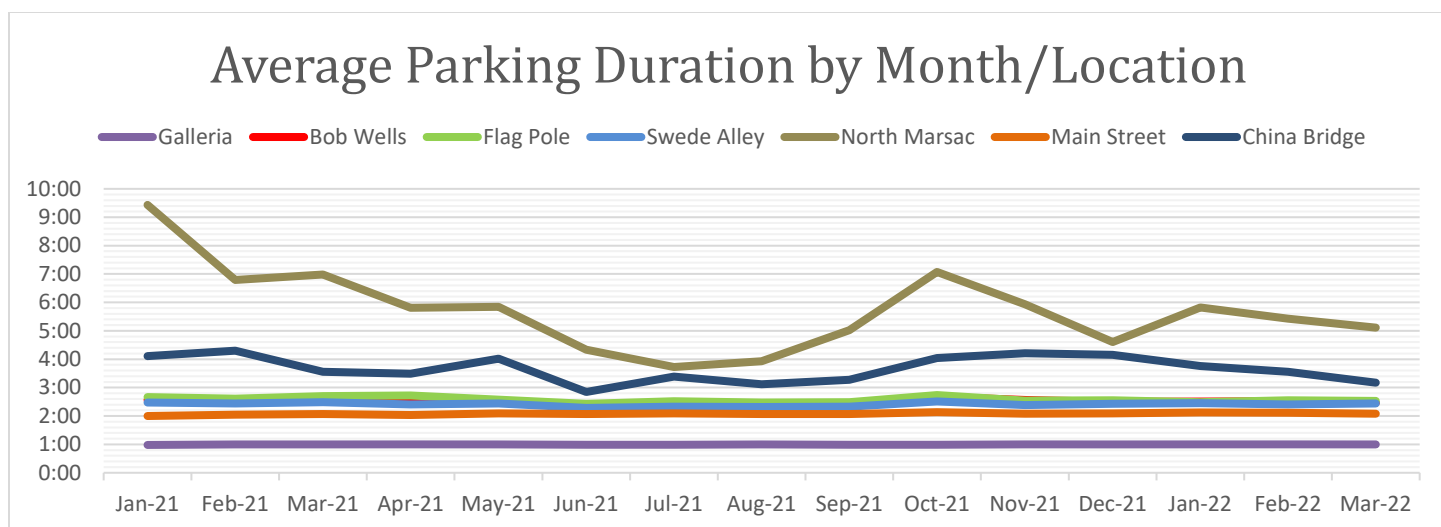
Average Occupancy by Hour/Month																	
2021	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec		2022	Jan	Feb	Mar
0	85	98	86	54	53	76	93	110	81	96	118	90		0	150	131	120
1	74	84	68	44	43	72	72	99	68	81	104	69		1	117	98	92
2	58	69	55	35	35	52	61	81	55	66	92	52		2	94	73	66
3	53	64	52	32	33	46	53	80	48	62	89	43		3	74	59	54
4	55	62	50	32	33	45	51	74	47	60	87	41		4	68	52	51
5	53	64	54	32	34	36	51	83	48	61	89	40		5	67	51	50
6	59	71	60	35	35	48	53	84	52	62	89	45		6	69	56	51
7	69	81	70	47	48	64	63	95	63	75	102	54		7	80	72	66
8	91	110	101	76	71	100	95	121	94	99	131	85		8	104	102	103
9	127	156	138	111	111	160	152	174	152	148	159	134		9	152	156	161
10	184	199	191	152	156	208	241	248	217	202	214	210		10	215	217	228
11	213	228	222	179	183	286	295	299	278	235	251	247		11	259	271	276
12	238	256	249	197	208	323	354	332	302	268	290	295		12	300	332	324
13	246	278	284	214	229	355	386	361	343	299	313	331		13	344	375	360
14	251	297	301	217	236	367	386	366	332	327	299	351		14	373	392	383
15	279	308	307	219	227	349	381	350	332	340	321	353		15	394	409	402
16	294	320	321	210	211	331	353	352	321	334	287	351		16	405	412	414
17	280	314	320	183	181	277	327	329	301	298	269	345		17	404	435	425
18	268	309	319	159	152	270	340	336	288	275	241	345		18	392	449	436
19	255	285	303	141	142	272	355	326	309	279	230	325		19	376	434	426
20	228	254	266	132	122	246	311	309	286	258	216	291		20	336	389	388
21	187	217	219	106	105	186	256	240	227	219	191	244		21	284	337	317
22	151	182	168	84	80	129	183	172	161	161	148	187		22	239	255	233
23	115	128	117	65	64	95	132	130	106	117	139	131		23	187	174	167
Before 5	143	161	153	111	114	172	185	195	167	166	178	164		Before 5	192	192	188
After 5	212	241	245	124	121	211	272	263	240	230	205	267		After 5	317	353	342
8a-5p	214	239	235	175	181	275	294	289	264	250	252	262		8a-5p	283	296	294

Table 5 shows a heat map of average occupancy in China Bridge garage, 2021 & 2022 Year to Date. Trends demonstrate increased garage usage during the peak Summer Event season, following factors like COVID and poor snow accumulation. These trends are consistent with previous years as seen in the 2019 data below.

2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
0	107	114	79	36	40	63	78	77	100	90	70	99
1	83	90	60	31	36	56	71	70	93	83	63	83
2	67	71	46	27	32	51	66	64	90	80	63	72
3	62	65	44	27	32	51	65	63	89	80	62	70
4	62	65	43	27	32	50	65	63	89	79	60	70
5	62	66	44	27	32	51	66	64	88	79	60	69
6	65	69	48	31	35	55	70	70	90	83	62	75
7	81	85	64	42	46	68	81	84	101	94	76	93
8	116	126	110	80	81	106	118	123	133	135	113	135
9	158	181	157	125	127	153	171	170	181	183	155	179
10	211	244	206	166	170	204	228	226	251	219	189	222
11	245	288	238	190	198	251	291	271	332	250	220	259
12	280	323	265	200	212	282	328	303	380	275	245	300
13	300	349	282	204	223	305	342	321	376	300	260	332
14	312	361	286	205	224	305	344	324	365	299	255	336
15	312	382	294	199	212	285	322	314	339	291	247	334
16	304	392	287	188	191	259	288	287	312	274	231	316
17	280	364	264	144	148	204	231	242	261	224	191	288
18	266	359	277	118	122	179	209	226	243	198	166	287
19	268	358	306	117	121	185	222	242	236	200	154	289
20	244	330	282	114	112	179	210	227	211	186	139	274
21	207	277	222	93	91	144	170	180	168	147	123	219
22	166	209	156	65	62	101	125	123	132	119	88	174
23	130	150	107	43	45	75	91	91	108	100	79	130
Before 5	166	192	150	106	113	152	176	170	201	170	143	179
After 5	223	293	231	99	100	152	180	190	194	168	134	237
8a-5p	249	294	236	173	182	239	270	260	296	247	213	268

2019 China Bridge occupancy. Note: 2020 China Bridge occupancy data is largely skewed due to the decision to lift gates and switch to free parking in response to COVID impacts. This action turned off our occupancy counting hardware.

Table 6: Average Parking Duration



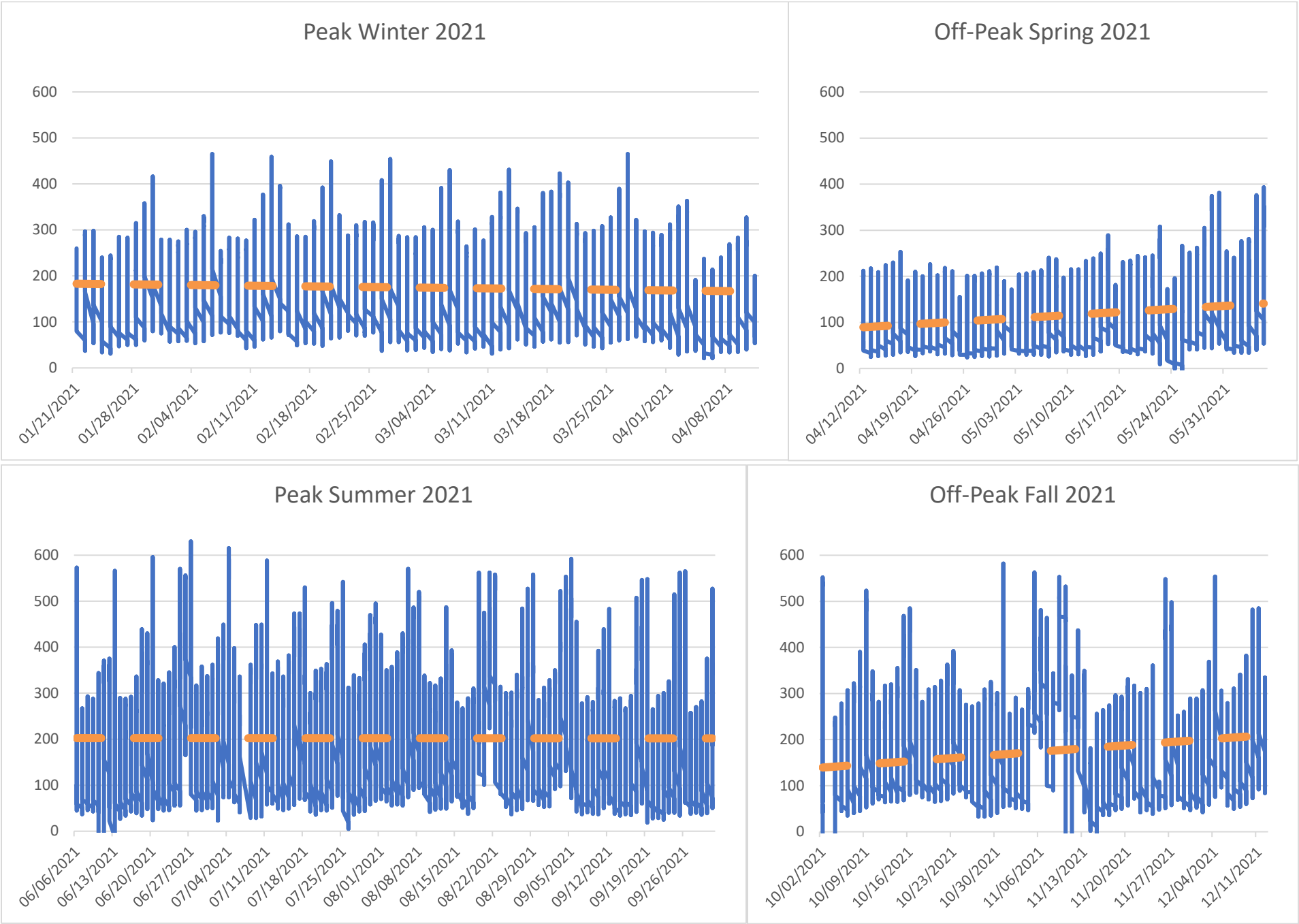
*Parking duration is derived from average transaction times of paid parking. Free parking periods in lots are not reported in duration averages. As a result, we see the most variability in China Bridge and North Marsac where parking is free until 5pm every day. In North Marsac, parking is free during off-peak operations.

Table 7: Peak Vs Off-Peak Parking Rate Structure

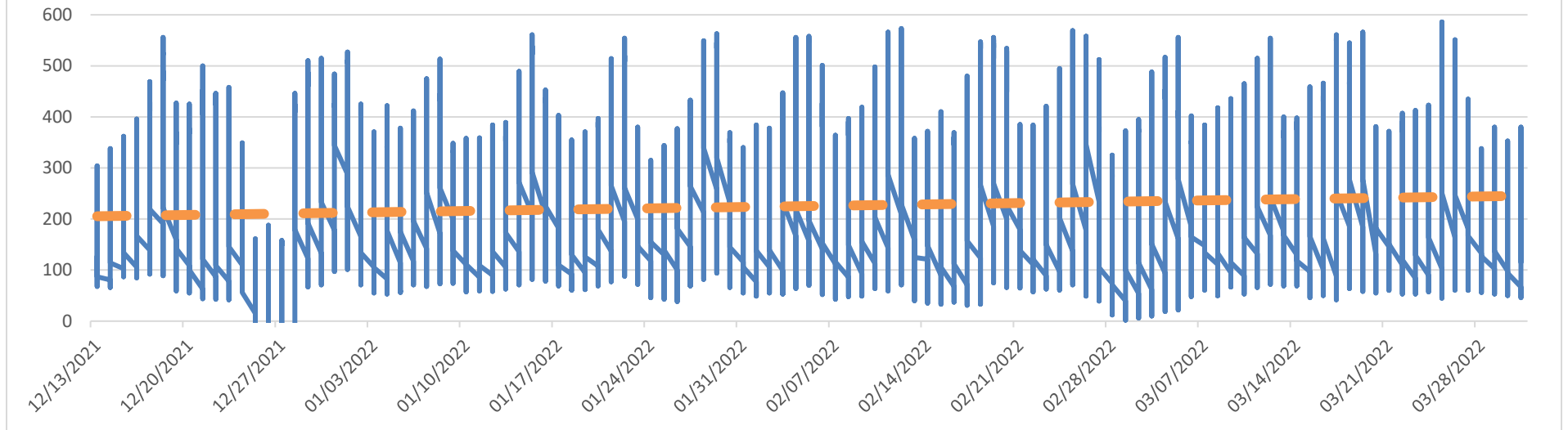
Peak Season		
Location	Rules	Rates
Main Street, Brew Pub	3 hours max	
	11am-5pm	\$2 per hour
	5pm-12am	\$4 per hour
Bob Wells, Swede Alley, Flag Pole	4 hours max	
	12am-5pm	FREE
	5pm-12am	\$3 per hour
Galleria	1 hour max	
	12am-5pm	FREE
	5pm-12am	\$3 per hour
North Marsac	4 hours max	
	12am-5pm	FREE
	5pm-12am	\$1 per hour
China Bridge - 1st hour FREE	72 hours max	
	12am-5pm	FREE
	5pm-12am	\$3 per hour

Off-Peak Season		
Location	Rules	Rates
Main Street, Brew Pub	3 hours max	
	11am-5pm	\$1 per hour
	5pm-12am	\$2 per hour
Bob Wells, Swede Alley, Flag Pole	4 hours max	
	12am-5pm	FREE
	5pm-12am	\$1 per hour
Galleria	1 hour max	
	12am-5pm	FREE
	5pm-12am	\$1 per hour
North Marsac	4 hours max	
	12am-5pm	FREE
	5pm-12am	FREE
China Bridge - 1st hour FREE	72 hours max	
	12am-5pm	FREE
	5pm-12am	\$1 per hour

Table 8: China Bridge Utilization Trends



Peak Winter 2022



China Bridge utilization, 2021-2022 to date. Trends show near-full utilization on specific event dates, and during weekends in the peak winter season. China Bridge experienced increased utilization in the peak winter season in 2022.

¡ATENCIÓN OLD TOWN PARK CITY EMPLEADOS!

¡Saber antes de ir!

algunas opciones de tránsito y estacionamiento si trabaja en el casco antiguo

OPCIONES DE TRANSIT-BUS

Estacionamiento de Homestake

- (Detrás del restaurante Boneyard en Kearns Blvd.)
- Estacionamiento gratuito para empleados: regístrese en Servicios de estacionamiento (consulte la parte inferior de la página para obtener instrucciones)
- Servido por el servicio Park City On-Demand y / o 5 minutos a pie hasta la parada de autobús de Park Ave frente a Park Avenue Condos (autobuses cada 15 minutos)

Ecker Hill Park and Ride en Kimball Junction

- Ideal para viajeros de SLC
- Servicio de tránsito cada 15 minutos

Programa de viaje a casa garantizado

Para viajeros que viajan en transporte público o en auto compartido

Los participantes registrados que necesiten transporte en caso de una emergencia o circunstancia imprevista pueden ser reembolsados por los costos de su viaje (sin incluir propina).

Visite GRH.parkcitytransit.org para obtener más información y registrarse en el programa.

La mayoría de las rutas van al centro de Old Town Transit cerca de Main St. y algunas funcionan hasta aproximadamente las 11:30 p.m.

¿Se pregunta dónde aparcar para los días de eventos?

- El estacionamiento de North Marsac está reservado para los titulares de permisos de estacionamiento durante los eventos.
- Se designará asta de bandera para los titulares de permisos durante Sundance. ¡Esté atento a las señales!

¿Estacionamiento gratis?

- Los lotes de Sandridge son gratuitos (no se requiere permiso a menos que se firme lo contrario durante Sundance)
- Los lotes de PC High School o Deer Valley cuentan con un mayor servicio de tránsito durante los eventos.
- Cualquiera de las opciones de Transit-Bus anteriores (Homestake, Ecker Hill)

No se estacione en China Bridge los días de eventos

OPCIONES DE ESTACIONAMIENTO

China Bridge Free Carpool Permit

- Dos o más empleados deben planificar el viaje compartido para utilizar el permiso.

Permiso de negocios de China Bridge

- Debe ser propietario o gerente de una empresa para presentar la solicitud.
- Disponible para su compra por \$ 400 al año con licencia comercial requerida en la solicitud.
- Transferible

Permiso de empleado de puente de China

- Disponible para cualquier empleado de Old Town con comprobante de empleo
- \$ 30 por mes
- Solo se puede registrar 1 vehículo por permiso
- Número limitado emitido; primero-vienen, primero servido

Tarifas de estacionamiento por ubicación		
Location	Rules	Off-Peak Season
Main Street	Time Limit	3 hours max
	11am-5pm	\$1 per hour
	5pm-12am	\$2 per hour
Brew Pub	Time Limit	3 hours max
	11am-5pm	\$1 per hour
	5pm-12am	\$2 per hour
China Bridge <i>1st hour of your parking transaction is FREE</i>	Time Limit	No max
	12am-5pm	FREE
	5pm-12am	\$1 per hour
Swede Alley	Time Limit	4 hours max
	12am-5pm	FREE
	5pm-12am	\$1 per hour
Bob Wells Plaza	Time Limit	4 hours max
	12am-5pm	FREE
	5pm-12am	\$1 per hour
Flag Pole	Time Limit	4 hours max
	12am-5pm	FREE
	5pm-12am	\$1 per hour
Galleria	Time Limit	1 hour max
	12am-5pm	FREE
	5pm-12am	\$1 per hour
North Marsac	Time Limit	24 hours max
	12am-5pm	FREE
	5pm-12am	FREE
Upper & Lower Sandridge	Time Limit	24 hours max
	12am-5pm	FREE
	5pm-12am	FREE

Para obtener información sobre el tránsito, visite:

parkcity.org/departments/transit-bus

Para obtener información sobre el evento, visite:

parkcity.org/departments/special-events-facilities

Para obtener información sobre permisos de estacionamiento, visite:

parkcity.org/departments/parking

Contáctenos para preguntas. ¡Estamos aquí para ayudar!
Parking Services: 435.615.5303 | pcparking@parkcity.org



Rev 4.4.22

HEADS UP OLD TOWN PARK CITY EMPLOYEES!

Know before you go!

Here are some transit and parking options if you work in Old Town

TRANSIT-BUS OPTIONS

Homestake Parking Lot

(Behind Boneyard Restaurant off Kearns Blvd.)

- Free employee parking - register with Parking Services (see bottom of page for instructions)
- Served by Park City On-Demand service and/or 5 minute walk to Park Ave bus stop in front of Park Avenue Condos (Buses every 15 minutes)

Ecker Hill Park and Ride in Kimball Junction

- Ideal for SLC commuters
- Served by Transit every 15 minutes

Guaranteed Ride Home Program

For commuters who ride transit or carpool
Registered participants who need transportation in case of an emergency or unforeseen circumstance can be reimbursed for their trip costs (excluding tip).
Visit GRH.parkcitytransit.org to learn more and register for the program.

Most routes run to the Old Town Transit center near Main St. with some running until approximately 11:30 PM

Wondering where to park for event days?

We got you.

- The North Marsac parking lot is reserved for parking permit holders during events.
- Flagpole will be designated for permit holders during Sundance – keep an eye out for signs!

Free parking? BAM!

- Sandridge lots are free (no permit required unless signed otherwise during Sundance)
- PC High School or Deer Valley lots are served by increased transit service during events.
- Any of the Transit-Bus options above (Homestake, Ecker Hill)

Please **do not** park in China Bridge on event days, it's for *your* customers!

PARKING OPTIONS

China Bridge Free Carpool Permit

- Two or more employees must plan to carpool to utilize the permit.

China Bridge Business Permit (Formerly Blue Square)

- Must be a business owner/manager to apply
- Available for purchase for \$400 a year with business license required at application.
- Transferable

China Bridge Employee Permit

- Available for any Old Town employee with proof of employment
- \$30 per month
- Only 1 vehicle can be registered per permit
- Limited number issued; first-come, first-served basis

Parking Rates by Location

Location	Rules	Off-Peak Season
Main Street	Time Limit	3 hours max
	11am-5pm	\$1 per hour
	5pm-12am	\$2 per hour
Brew Pub	Time Limit	3 hours max
	11am-5pm	\$1 per hour
	5pm-12am	\$2 per hour
China Bridge <i>1st hour of your parking transaction is FREE</i>	Time Limit	No max
	12am-5pm	FREE
	5pm-12am	\$1 per hour
Swede Alley	Time Limit	4 hours max
	12am-5pm	FREE
	5pm-12am	\$1 per hour
Bob Wells Plaza	Time Limit	4 hours max
	12am-5pm	FREE
	5pm-12am	\$1 per hour
Flag Pole	Time Limit	4 hours max
	12am-5pm	FREE
	5pm-12am	\$1 per hour
Galleria	Time Limit	1 hour max
	12am-5pm	FREE
	5pm-12am	\$1 per hour
North Marsac	Time Limit	24 hours max
	12am-5pm	FREE
	5pm-12am	FREE
Upper & Lower Sandridge	Time Limit	24 hours max
	12am-5pm	FREE
	5pm-12am	FREE

For Transit information visit:
parkcity.org/departments/transit-bus

For Event information visit:
parkcity.org/departments/special-events-facilities

For Parking Permit information visit:
parkcity.org/departments/parking

Holler at us with questions! We are here to help!
Parking Services: 435.615.5303 | [pcparking @parkcity.org](mailto:pcparking@parkcity.org)



Council Agenda Item Report

Meeting Date: May 12, 2022

Submitted by: Michelle Kellogg

Submitting Department: Engineering

Item Type: Staff Report

Agenda Section: COMMUNICATIONS AND DISCLOSURES FROM
COUNCIL AND STAFF

Subject:

Park Avenue Bus Shelter Design

Suggested Action:

Attachments:

[Park Avenue Bus Shelter Design Staff Report](#)

[Exhibit A: Bus Shelter Design Update](#)

[Exhibit B: Column Perforation Options](#)

City Council Staff Communications Report

Subject: Park Avenue Bus Shelter Design Update
Authors: John Robertson, City Engineer
Department: Engineering
Date: May 12, 2022
Type of Item: Informational

Summary

Park City Municipal Corporation (PCMC), in partnership with Summit County Transportation Planning, is phasing bus stop and bus shelter improvements throughout Park City and Summit County to improve customer service. The phased approach will address ADA flatwork improvements needed system wide and include bus shelter modifications and other amenities on a site-by-site basis.

The City Council approved a procurement contract with Dimensional Innovations, Inc. (DI) at the [January 13, 2022](#), meeting. The contract is for the construction of bus shelters to replace the two most used bus shelters in our entire system outside of the two Transit Centers (Old Town and Kimball) in front of Fresh Choice (market) on both sides of Park Avenue. As presented, the proposed design is a scalable shelter that will allow the City to use sized replacements for various shelters throughout town. The shelter designs were created to balance the mountain/mining town feel of Park City and the surrounding region, with the need to have structures that are also durable and can withstand extreme weather conditions and snow/salt.

Concerns were raised that the shelter design did not meet the criteria mentioned above. Accordingly, Engineering worked with the architect and contractor and representatives from Friends of Historic Mining History (History) over the last few months to create a more simplified design and incorporate materials of the mountain/mining town. The History has reviewed the updated design and agreed with the changes and recommended to move design forward.

The updated design is presented in Exhibit A. Though not shown on Exhibit A, a bench will also be installed for convenience and informational panels will be incorporated into the end column. It is proposed to make the end column a decorative feature. Examples of the proposed aesthetic are shown in Exhibit B. It is proposed to place perforated metal panels along the length of the column that are backlit to highlight the proposed design during evenings. The backlighting will conform with the City's dark sky ordinance. The perforations can be designed to reflect any desired design such as a forest, mountain landscape, or images consistent the City's mining history.

Exhibits

Exhibit A: Bus Shelter Design Update
Exhibit B: Column Perforation Options



1 AERIAL VIEW

			SUBMITTAL	SEAL	CONSULTANT AECOM 756 East Winchester Street Suite 400 Salt Lake City, UT 84107 Phone: (801) 904-4000 Fax: (801) 904-4100	CLIENT 	Designed By: S. HEIMSTEAD	PARK CITY BUS SHELTER IMPROVEMENTS	Submittal Date: 12/14/2020	
							Drawn By: S. HEIMSTEAD / B. OLSON		Contract No: 60605663	
							Checked By: J. DOYLE		PERSPECTIVES	
							Approved By: J. JACOBSON		Alignment:	Sheet No:
REV	DATE	DESCRIPTION					A-50102			



4 NORTHEAST VIEW



3 NORTHWEST VIEW



2 SOUTHEAST VIEW



1 SOUTHWEST VIEW

REV	DATE	DESCRIPTION	SUBMITTAL	SEAL	CONSULTANT AECOM 756 East Winchester Street Suite 400 Salt Lake City, UT 84107 Phone: (801) 904-4000 Fax: (801) 904-4100	CLIENT 	Designed By: S. HEIMSTEAD Drawn By: S. HEIMSTEAD / B. OLSON Checked By: J. DOYLE Approved By: J. JACOBSON	PARK CITY BUS SHELTER IMPROVEMENTS	Submittal Date: 12/14/2020
									Contract No: 60605663
									PERSPECTIVES
									Alignment:
									Sheet No: A-50103

Exhibit B Column Perforation Examples



Council Agenda Item Report

Meeting Date: May 12, 2022

Submitted by: Michelle Kellogg

Submitting Department: Engineering

Item Type: Staff Report

Agenda Section: COMMUNICATIONS AND DISCLOSURES FROM
COUNCIL AND STAFF

Subject:

Marsac (SR 224) Roadway Safety Improvements

Suggested Action:**Attachments:**

[Marsac SR 224 Roadway Safety Improvements Staff Report](#)

[Exhibit A: Brake Check Enforcement Data](#)

City Council Staff Communications Report



Subject: Marsac (SR-224) Roadway Safety Improvements Update
Authors: John Robertson, City Engineer
Department: Engineering
Date: May 12, 2022
Type of Item: Informational

Summary

Several vehicle accidents have occurred at the Marsac/Deer Valley Drive Roundabout on State Road 224 (SR-224) over the past three years that appear to result from equipment failure and operator error. This section of road connects Empire Pass to Old Town and supports thousands of residential, commercial, public transit, delivery, and construction traffic trips on any given day. Though located in Park City, this road is under the jurisdictional control and regulated and maintained by the State of Utah Department of Transportation (UDOT), not Park City Municipal.

Due to the volume, severity, and similar conditions of the accidents, additional safety measures were immediately implemented by Park City's Building, Parking, Engineering, and Police Departments (PD). The safety measures included additional enforcement at the brake check area (See Exhibit A) and reinforcement of the approved construction mitigation strategies for open building permits occurring above the emergency brake check area. Additionally, Utah Highway Patrol (UHP) increased checkpoints and spot enforcement, and UDOT improved safety signage and visual cues along the corridor. UDOT responded in the Fall by:

- Changing all existing signs along the corridor with new signs that meet current retroreflective standards and improve visibility and recognition;
- Added a separate, lower speed limit for trucks along the steepest grade of the corridor;
- Added flashing beacons to the brake check area signage to alert drivers approaching brake check area; and

UDOT is also in the process of design and plan preparation for a maintenance project from the roundabout to Empire Pass, planned for construction during the spring/summer of 2023. Engineering has requested improvements to the brake check area to improve the ingress/egress and to lengthen/widen the area to allow for use by multiple vehicles and to make the area far more visible and conspicuous.

Background

The section of State highway connects Empire Pass (Flagstaff Development Area) to Old Town and supports thousands of residential, commercial, public transit, emergency, delivery, and construction traffic trips each day. It is easy to assume that the issue is only related to construction vehicles. However, after several months of close monitoring, large vehicles utilizing this roadway include a wide variety of emergency, public transit, and residential and commercials delivery and household support services, such as landscaping, furniture, cleaning, safety, etc.

In coordination with UDOT, Park City initiated the following steps and deployed resources to assist addressing the issue of increased safety in the corridor:

- Dedicated police enforcement to gain compliance with the brake test area on SR-224. For almost 4 months, PCMC staffed the location 10-12 hours a day, using staff from the Police, Parking, and Building departments.
- Emergency UDOT request was submitted by City Engineer to have UDOT increase enforcement, enhance signage, and improve its roadway safety facilities.
- Placed a Stop-Work-Order on two Empire Pass worksites that were found in violation of Construction Mitigation Plan (CMP) regulations.
- The Building Official visited all active building sites in Empire Pass to reinforce CMP requirements related to heavy equipment, hauling, and deliveries to and from all Empire Pass construction sites.
- The Building Official reviewed all active CMPs to enhance safety standards for heavy-duty construction equipment (delivery, excavation, support vehicles, etc.).
- The Police Chief made a formal request to the Utah Highway Patrol (UHP) Colonel for increased enforcement and regular truck inspection. The UHP has communicated their support and has committed resources to this effort.
- The Building Official requested the Park City Homebuilders Association assist with contractor self-regulation and improve vehicle operator training for steep slope driving and equipment quality. The Homebuilders were supportive and welcoming of the conversation at their membership meeting.
- The City Manager contacted the Utah Homebuilders Association to request improved management of vehicle operator training and equipment.

Prior to the accident in 2021, Park City requested and UDOT completed a safety analysis of the corridor. UDOT has been responsive and a supportive partner. On July 28, 2021, the day of the most recent accident, the analysis was presented to Park City for review and discussion. UDOT's analysis recommended the following improvements, some of which have already been completed:

- Installation of advisory curve speed limits signing and striping;
- Replace all old signage with updated signage meeting current retroreflective standards (complete);
- Engine brake allowance prior to entering Ontario Canyon area (complete); and
- Flashing beacons for grade and brake test area (complete).

Upon review of UDOT's analysis, and considering the accident history, staff recommended to UDOT additional modifications that are listed below:

- Elongation of the brake test to allow more than one vehicle into the rest area at a time and bring their vehicles to a complete stop.
- Separate speed limits for passenger vehicles and trucks with higher gross vehicle weight along the steepest sections of the corridor (complete); and
- Install crash cushions to the north (lower side) of the existing runaway truck ramp.

UDOT placed the separate speed limits for trucks and vehicles when the other items listed as complete were performed. In addition, this summer UDOT will be installing a speed feedback sign and transverse rumble strips for northbound vehicles

approximately a quarter mile prior to the emergency ramp. The strategy will have trucks use their brakes in some form prior to the emergency ramp to identify a potential issue prior to passing by the emergency ramp.

Regarding the additional recommendations mentioned above, UDOT has requested that any additional work be postponed for a season as they have planned an extensive maintenance project on this corridor for the spring/summer of 2023. Engineering will continue to work with UDOT as their plans for that project are finalized to ensure that the recommended improvements at the brake test area are incorporated.

Since the last accident, there were discussions about provisions within the original Flagstaff Development Agreement and using Royal Street as a mandated alternative, or that the development agreement preferred Royal Street in general. Looking back, Royal Street as the only truck route was not pursued, as the original master CMP and Development Agreement describes a preference for SR-224/Guard Road because of its purpose-built truck facilities, unless otherwise specified, such as the brake test area and truck runaway ramp constructed to improve safety.

Importantly, the Chief of Police, City Engineer, and Building Official also believe operator equipment and error are primarily responsible for the accident history at this location, not the road itself. The existing brake test location and truck runaway ramp appear, when used appropriately, to be consistent with best practices. Yet we also believe it must be more conspicuous, widened, and elongated, and more strident and ongoing enforcement is necessary from UHP.

In the meantime, staff will continue to allocate intermittent enforcement resources, conduct unannounced brake-test checkpoints, proactively utilize construction mitigation plans and stop-work orders if necessary, and continue our collaborative work with UDOT.

Exhibits

Exhibit A: Brake Check Enforcement Tracking Data

Exhibit A – Brake Check Enforcement Tracking Data

#	Date/time of violation	Action taken	Driver's explanation	Business name	Driver	DOB	Case #
1	7-30-2021; 10:33 am	warning citation	thought local delivery veh's exempt	M & M Dist 7 Up	Law, Titus	1/5/1981	13274
2	7-30-2021; 10:55 am	warning citation	didn't see the sign	Mattress Warehouse	Wayman, Lyman	8/16/1995	13276
3	7-30-2021; 11:55 am	warning citation	didn't see the sign	Hot Rod Yox Plumbing	Funk, Tyler	12/30/1967	13281
4	7/31/2021; 1025 am	warning citation	didn't see the sign	Charlie's Produce	Webson, Mahershall	11/8/1983	13336
5	8-2-2021; 8:30 am	warning citation	didn't see the sign	Dig & Dump LLC	Puebla, Reyes	12/4/1990	13431
6	8-2-2021; 8:50 am	warning citation	didn't see the sign	Tuck Landscaping	Cruz, Mario	7/18/1969	13433
7	8-2-2021; 9:00 am	warning citation	didn't see the sign	Aviles Furniture (Mexico)	Torres, Esteban	4/7/2002	13434
8	8-2-2021; 2:19 pm	warning citation	didn't see the sign	Border States Electric	Lawrence, Jackson	10/13/1999	13451
9	8-2-2021; 2:30 pm	warning citation	didn't see the sign	Diamond Rental/Penske	Davila, Flores	7/13/1979	13463
10	8-2-2021; 3:05 pm	warning citation	didn't think I had to stop	SN Custom Railing	Palmer, Wayne	9/6/1974	13464
11	8-2-2021; 3:35 pm	warning citation	I didn't think tour buses had to stop	Vacations by Rail	Okelberry, Claire	10/9/1960	13468
12	8-3-2021; 9:30 am	citation	I can't read English so I didn't know to stop	Jeremy Kelle Trucking	Zayas, Ignacio	11/13/1981	13519
13	8-3-2021; 11:17 am	warning citation	saw the traffic cones but didn't see the sign	Snow County Limo (Dave)	Pinnell, Gary William	8/19/1958	13521
14	8-3-2021; 11:45 am	warning citation	I didn't know I needed to stop	On the Floor	Schiess, Paul Kennard	1/7/1961	13523
15	8-3-2021; 5:05 pm	warning citation	I didn't see the sign	landscaping self employed	Fiefia, Taniela K	10/4/1956	13549
16	8-4-2021; 10:21 am	warning citation	I didn't see the sign	Interwest Final; Milo delivery	Tuiloma, Mulimuga	3/21/1997	13593
17	8-4-2021; 10:50 am	warning citation	I didn't see the sign	Rocky Mountain Power	Cook, Travis Evan	7/25/1989	13597
18	8-4-2021; 3:45 pm	warning citation	I didn't see the sign	Cache Valley Electronic	Clyde, Chance Cole	7/19/2001	13621
19	8-4-2021; 4:00 pm	warning citation	I slowed & checked my brakes in traffic lane	FEDEX	Alexander, Elliott	10/5/1984	13623
20	8-4-2021; 4:50 pm	warning citation	I didn't know I needed to stop	Anderson Construction	Perez, Manuel S.	11/22/1961	13624
21	8-5-2021; 9:35 am	warning citation	I didn't see the sign	FJP Supply Inc, Midvale	Calix, Julio A	6/10/1995	13663
22	8-5-2021; 10:10 am	warning citation	I didn't see the sign; with UHP Trooper Rodenbac	Rocky Mountain Waterproofing	Clark, Benjamin K	6/17/1988	13673
23	8-5-2021; 10:35 am	warning citation	I didn't see the sign	Sheffield Plumbing	Dickerson, Steven M.	6/28/1968	13675
24	8-5-2021; 3:55 pm	warning citation	I didn't see the sign	Ron Peterson Construction	Cook, Russell E.	7/20/1972	13698
25	8-5-2021; 4:50 pm	warning citation	I didn't think I had to stop with this truck	Integrated Plumbing Solutions	Eardley, James K	8/30/1980	13700
26	8-6-2021; 3:30 PM	warning citation	I didn't see the sign	Pick's Installation	Flores, Carlos	10/28/1975	13771
27	8-23-2021; 9:55 am	citation	I didn't think I needed to stop unless I had a load	JPN Transport, Lehi	Perkins, Jeffrey	5/4/1963	14746
28	8-23-2021; 10:05 am	citation	I didn't see the sign since I was talking to passenger	Momentum Recycles	Aguilar, Gabriel	2/27/1991	14748
29	9-1-2021; 9:50 am	citation	I didn't see the sign; must have been looking elsewhere	Morgan Trucking hauling asphalt	McFarland, David	10/10/1957	15333
30	9-8-2021; 8:35 am	citation	saw engine brake sign but not the brake check sign	Home Depot	Hunter, Thomas L	8/21/1970	15793
31	9-8-2021; 10:20 am	citation	I didn't see the sign	Triton Plumbing	Huntington, Jeffrey	5/20/1971	15801
32	9-9-2021; 9:05 am	citation	I didn't know I had to stop; I have ADHD	Honey Bucket	Presnell, Kevin D	5/11/1977	15858
33	9-10-2021; 10:15 am	citation	I didn't see the sign	Rand Concrete Coatings	Izarraras, Brian J	8/18/1998	15956
34	9-13-2021; 9:45 am	citation	I saw the signs but sorry I didn't stop for them	Elite Hardscape	Rabia, Saldana	9/27/1971	16124
35	9-14-2021; 9:45 am	citation	I saw the signs but my pass. told me I didn't need to stop	Martinez Parcel	Bartlett, Timothy	12/27/1992	16169
36	9-15-2021; 11:30 am	citation	I'm sorry--I saw the signs but didn't stop	Bisel Const.	Atkinson, Harley	5/19/1950	16241
37	9-16-2021; 10:55 am	citation	I didn't see the signs.	Heber Appliance	Peters, Cordell	12/17/1954	16318
38	9-16-2021; 11:50 am	citation	I thought I was below the 10,000 GVW since empty	Atlas Roofing (26,00 GVW)	Uriate, Johnsua	4/23/1984	16321
39	9-17-2021; 8:50 am	citation	I saw the sign but sorry but I didn't stop for it.	PC Tree	Cluff, Trevor	12/28/1998	16380
40	9-22-2021; 9:00 am	citation	The other drivers told me I didn't need to stop	Codale Electric	Flores, Fernando	1/21/1987	16636
41	9-23-2021; 9:30 am	citation	I thought that was for trucks with air brakes	Momentum Recycling	Vega, Joseph	5/31/1962	16703
42	9-24-2021; 8:55 am	citation	I didn't think it applied to smaller trucks like mine	Atlas Sheet Metal	Furlong, Jesse	12/15/1991	16777
43	9-24-2021; 9:40 am	citation	I didn't know I had to stop in a truck this size	PC Handyman Services	Ayala, Luis	7/16/1982	16785
44	9-24-2021; 10:20 am	citation	I didn't think I needed to stop in a truck this size	Epic Windows	Withers, Brayden	11/5/1996	16787
45	9-27-2021; 9:30 am	citation	I wasn't sure if I needed to stop with this size truck	Wasatch Electric	Stam, Caleb	6/12/1996	16964
46	9-27-2021; 1:30 pm	citation	I didn't see the signs. First time I've been up here	1-800-Got-Junk	Lewis, Anthony	7/20/1990	16978
47	9-27-2021; 1:45 pm	citation	I didn't see the signs.	Wild Willies Yard Services	Muller, Michael	6/8/1970	16980
48	9-28-2021; 1:30 pm	citation	Sorry but I wasn't paying attention.	CI Hardwood Floors	Condori, Federico	1/1/1982	17038
49	9-30-2021; 9:25 am	citation	I thought only bigger trucks had to stop	Burton Lumber	Jensen, Bruce	8/1/1969	17120
50	10-1-2021; 10:00 am	citation	I didn't see the signs and the flashing lights	Performance Audio	Watts, Charles	1/17/1982	17184
51	10-1-2021; 6:00 pm	citation	Sorry. I didn't see the signs.	Bigrock Landscaping	Alfaro, Jose	9/21/1978	17210
52	10-4-2021; 4:30 pm	citation	I didn't see the signs.	Redoubt Excavation	Meyer, Sadie	6/1/2002	17367
53	10-5-2021; 9:10 am	citation	I saw the signs but I only go 25 mph down the hill.	Waxie	Martin, Randy	4/11/1967	17410
54	10-5-2021; 10:00 am	citation	I'm sorry I only speak Spanish.	C & E Stone Masonry	Castro, Antonio	10/23/1973	17415
55	10-6-2021; 9:15 am	citation	Sorry but I wasn't paying attention.	Wind River Contracting	Sumsion, Johnny	1/27/1962	17457
56	10-11-2021; 4:00 pm	citation	Just moved here from Hawaii--didn't see the signs	FedEX	Eteuati, Patrick	9/7/1995	17741
57	10-18-2021; 10:00 am	citation	I didn't see the signs. Just renting the truck.	Penske	Gale, Philip	7/8/1975	18071

Council Agenda Item Report

Meeting Date: May 12, 2022

Submitted by: Michelle Kellogg

Submitting Department: Legal

Item Type: Staff Report

Agenda Section: CONSENT AGENDA

Subject:

Request to Approve Settlement of the Katrina Kmak v. PCMC Personal Injury Litigation in the Amount of \$75,000.00.

Suggested Action:

Attachments:

[Katrina Kmak v. PCMC-Personal Injury Litigation Staff Report](#)

City Council Staff Report

Subject: Katrina Kmak v. PCMC – Personal Injury Litigation
Author: Tricia S. Lake, Assistant City Attorney/Prosecutor
Department: City Attorney's Office
Date: May 12, 2022
Type of Item: Litigation

Summary Recommendation

Staff recommends approving the settlement in the amount of \$75,000.00.

Executive Summary

This case involves an automobile accident at the intersection of Main Street and Deer Valley Drive. On January 15, 2016, Plaintiff was stopped at Main Street and Deer Valley Drive, waiting to turn left. She pulled out in front of a Park City police officer as he was driving straight on Deer Valley Drive. The officer was speeding at the time of the collision. He was responding to an incident but did not have his lights or sirens activated.

According to Plaintiff, Park City was negligent as a result of the officer failing to operate his vehicle in a safe and reasonable manner thereby causing Plaintiff's injuries. Plaintiff seeks economic damages (the amount of money that will fairly and adequately compensate a plaintiff for measurable losses of money caused by a defendant's fault) for past medical expenses. Plaintiff also seeks economic damages for future medical expenses and noneconomic damages (the amount of money that will fairly and adequately compensate a plaintiff for losses other than economic losses, e.g. pain and suffering).

In advance of a scheduled trial on May 10, 2022, the proposed settlement was reached by the parties subject to City Council approval.

Background

Under the Governmental Immunity Act of Utah, immunity from suit is waived by governmental entities as to any injury proximately caused by a negligent act or omission of an employee committed within the scope of employment. For a plaintiff to prevail on a claim of negligence, the plaintiff must establish: 1) that the defendant owed the plaintiff a duty; 2) that the defendant breached that duty; 3) that the breach of duty was the proximate cause of the plaintiff's injury; and 4) that the plaintiff in fact suffered injuries or damages.

In the present case, Plaintiff claims that the officer breached this duty of care by failing to activate his lights and sirens while speeding, thus causing the collision.

After Plaintiff filed a Notice of Claim on January 13, 2017, Plaintiff filed a formal Complaint in the Third District Court on January 12, 2018. The Complaint made allegations including: 1) that Park City owed Plaintiff a duty to use reasonable care

while operating a motor vehicle; 2) that Park City breached this duty by failing to operate a vehicle in a safe manner, failing to maintain a proper lookout, failing to yield, speeding and failing to activate lights and siren; 3) that Park City's conduct was the direct and proximate cause of the injuries sustained by Plaintiff; and 4) that Plaintiff suffered damages as a result. The City responded citing Plaintiff's contributory negligence and other defenses.

Due to COVID-19 related issues, previously scheduled jury trials were postponed. In advance of a scheduled trial on May 10, 2022, Plaintiff accepted the City's offer to settle this matter for \$75,000.00. The proposed settlement was reached subject to City Council approval. The recommendation is that the City Council approve the settlement in the amount of \$75,000.00. Approving the settlement will resolve this matter with finality and avoid the risks and burdens to the parties and witnesses that come with a jury trial.

Funding

Settlement funds would be drawn from Park City's Risk Management Fund.

Council Agenda Item Report

Meeting Date: May 12, 2022

Submitted by: Michelle Kellogg

Submitting Department: Budget, Debt & Grants

Item Type: Staff Report

Agenda Section: NEW BUSINESS

Subject:

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
(A) Public Hearing (B) Action

Suggested Action:

Attachments:

[FY23 Tentative Budget Staff Report](#)

[Exhibit A: Budget Summaries](#)

[Exhibit B: FY23 Tentative Budget Ordinance](#)

[Exhibit C: Budget Presentation](#)



City Council Work Session Report

Subject: City Manager's Recommended Budget
Author: Budget Team
Department: Budget, Debt, & Grants
Resources Date: May 12, 2022
Type of Item: Legislative

Summary Recommendation

Consider approving the ordinance to adopt a Tentative Revised Budget for FY22 and a Tentative Budget for FY23 for Park City Municipal Corporation and related agencies, and authorize the property tax rate computation at a no tax increase rate.

Over the next two months, we plan to present various aspects of the FY23 City Manager's Recommended Budget to Council and the public. The process will begin with a broad overview of the FY23 budget strategy, lay out the budget-approval timeline, and highlight next year's revenue and expenditure projections. Subsequent sessions will fill focus on budget policy, capital and debt, operations, compensation, transportation, water, and other miscellaneous budget items.

On June 23, 2021, the City Council will hold a final public hearing and adopt a Final FY23 Budget.

Executive Summary

Revenues for the General Fund continue their strong trend and higher than we expected when we planned the FY22 budget. The effects are clearly quantified in realizing consecutive months of new record sales tax revenues starting in December 2021 through February 2022 (the most recent available data). Each month beat the previous record monthly high (January 2020), which was pre-pandemic. The magnitude of growth is illustrated by the most recent sales tax month we have available, or February 2022, which beat January 2020 by 30%. We believe Park City is on a new revenue plane with respect to sales taxes, closing FY22 up +26.7% vs. FY21, which was also a previous record tax year.

With an eye toward caution, we believe that FY23 will see similar sales tax revenues as FY22, meaning the year over year growth will be maintained, but not surpassed, due to some weaker economic signals on the horizon. As a result, we project the FY23 General Fund revenue \$4.5M higher than the FY22 budget.

Overall, Park City is strongly positioned to continue its post-pandemic momentum, while also capitalized to push back against many of the challenges associated with the resort economy and increased visitation, demand for elevated levels of service, and a myriad of necessary organizational and community needs.

While FY22 has been a banner year for sales tax revenue, it is important to note that our budget process is built with economic ebbs and flows in mind. Park City's Budget Policies strive to maintain expenditure control in strong economic years to avoid significant service and personnel cuts in times of economic challenges. While a prudent strategy in years past, the City Council must consider some of the extreme societal and community pressures facing tourism locations across the country.

For example, most day-to-day municipal expenditures (supplies, equipment, and services and contracts) have seen significant increases or are projected to increase due to inflation. This puts a strain on a myriad of municipal construction projects, contracts for regular and routine services, and the City's ability to retain and recruit competent and motivated employees.

With this in mind, the Budget and Executive Team focused our energy on the Annual City Council Retreat and subsequent work sessions and discussions to ascertain the new Mayor and City Council's priorities, areas of strategic focus, and underlying intent. From these meetings, we developed four budgetary themes for FY23 that drove our decision-making process:

1. **Resort Economy Mitigation** – Enhance traffic, special event, law and code enforcement, and overall municipal response to the growth in the resort economy;
2. **Neighborhood Reinvestments** – Refocus investments in residential areas - safety, complete streets, parking, HOA outreach, parks and playgrounds, and area planning;
3. **Organizational Infrastructure** – Meet professional obligations to modernize administration tools – technology and software systems, data collection and utilization, financial and accounting system, and purchasing policy; and
4. **Workforce Support** – Recruit and retain with competitive pay, benefits, and support for professional training and development to ensure PCMC remains a competitive regional employer.

Timeline

Utah law requires that the City Manager present a balanced budget at the first regularly scheduled Council meeting in May. Utah Code defines a balanced budget: *The total of the anticipated revenues shall equal the total of appropriated expenditures*. The Council must adopt a Tentative Budget and then it begins working to develop a final budget. Between May 12 and the Final Budget presentation on June 24, the Council reviews detailed budget requests, considers public comment, and adopts a balanced budget.

The proposed budget review timeline is below. The City Council may request additional meetings if desired:

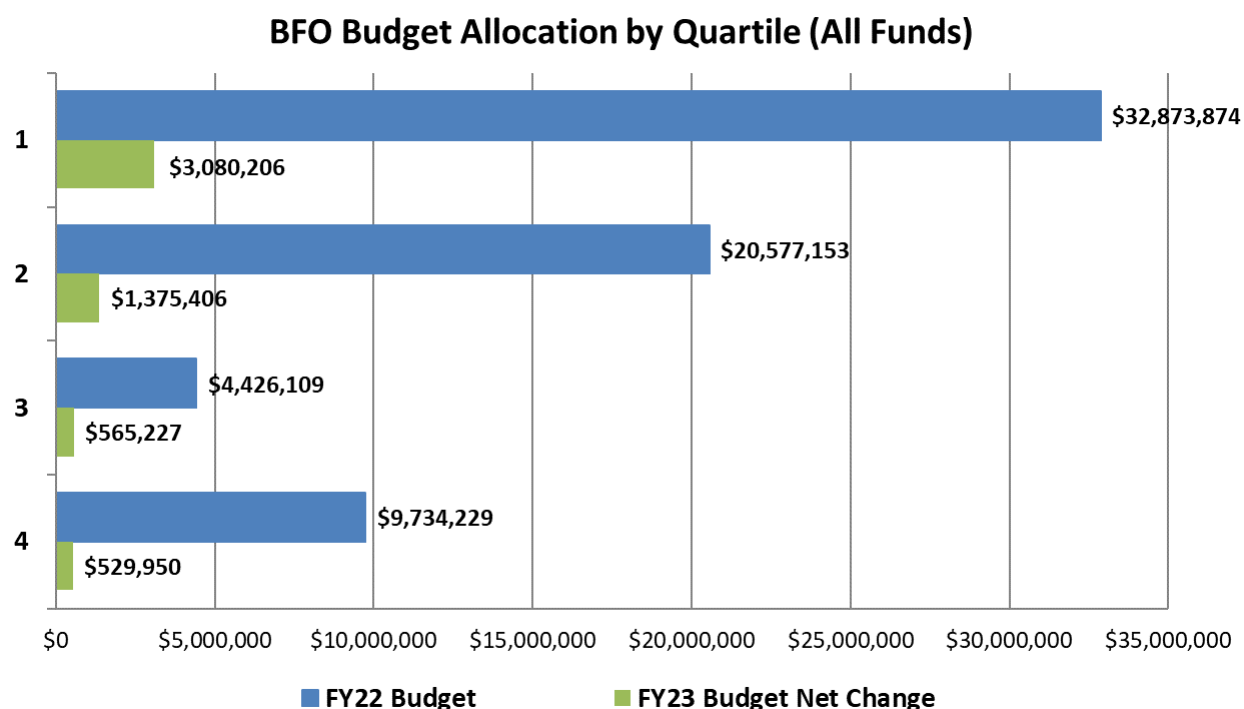
1. **May 11** – FY23 City Manager's Recommended (Tentative) Budget published on the City's website and available to Council and the public
2. **May 12** – Presentation and adoption of Tentative Budget – Budget overview, timeline, and update of long-term budget strategies and revenue projections

- a. Council will determine time and place of future public hearings leading to adopt a Final Budget on June 23, 2022
3. **May 26** – Operating budget review; General Fund, Personnel (pay plan, health insurance, positions); Transportation Fund; and Water Fund
4. **June 9** – Capital Budget & Capital Projects review – 5-year Capital Improvement Plan (Ongoing Capital, New Projects, Water, and Transportation)
5. **June 16** – Fee Changes; Polices; Council Compensation; and Outstanding Items
6. **June 23** – Presentation, review of additional outstanding items, and adoption of Final Budget

Analysis

The budget process is essential for sound financial planning, administration, accountability, and evaluation. The City deploys [Budgeting for Outcomes](#) (BFO), or a process that focuses on Council priorities and objectives to drive the annual budget decisions. BFO is a mechanism to link Council's policy goals to the day-to-day management of the City.

Each year, to build the City Manager's Recommended Budget, departments assess operations, consider the shifting Council and community priorities, and present budget requests to the Results Team (internal budget review committee). The Team evaluates new funding requests based on Council goals and the need to maintain essential services. The Results Team ranks budget requests and makes a final recommendation to the City Manager.



The Results Team scores each BFO program by quartile. For example, Quartile 1 is the top 25% of programs that received the highest score. This graphic demonstrates the budget changes most important to the community (Quartiles 1 and 2). The City Council may choose to change or enhance the underlying strategies and policies used to drive the City Manager's Recommended Budget as desired.

These are the three main strategies that make up Budget for Outcomes:

- Priority-driven budget process based upon Council's priorities, goals, objectives, and desired outcomes;
- Internal budget committees develop the final budget proposal. Committees are made up of cross-departmental staff, including the Results Team, CIP, Pay Plan, Benefit, and Fleet committees, and other ad hoc committees as needed; and
- The Results Team formulates recommendations based on total BFO score, manager's request, established need, available resources, and related performance measures.

The City also uses a host of Budget Policies adopted by the Council that govern the stewardship of public funds and ensure transparency. These policies cover revenue management, fees and rates, capital financing and debt management, reserves, capital improvements, compensation, and public service contracts. The policies are found in the back of the [Budget Document](#). Staff plans on updating and reviewing these during the 2023 fiscal year.

Budget Summary

The FY22 Adjusted Budget reflects a 2.6% increase from the FY22 Original Budget (capital excluded). The Adjusted Budget reflects the current fiscal year's budget ending June 30, accounting for increases and decreases over the Original FY22 Budget. Most increases were adopted as part of the December 2021 budget adjustment. Increases include critical pay adjustments for positions that the City was struggling to fill and restoration of the Senior Environmental Project Manager and Transportation Director. As the end of FY22 approaches, we tightly monitor the adjusted budget to ensure changes are captured in the Final Budget adoption on June 23.

Expenditure Summary - All Funds								
	Actuals FY 2018	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD Actuals FY 2022	Original Budget FY 2022	Adjusted Budget FY 2022	Original Budget FY 2023
Personnel	\$36,532,398	\$39,163,872	\$40,019,168	\$36,565,560	\$32,794,144	\$41,804,336	\$42,909,145	\$49,661,137
Mat. Suppls. Services	\$17,825,325	\$19,683,793	\$20,850,156	\$29,470,146	\$15,823,698	\$22,707,279	\$23,262,138	\$26,886,028
Capital Outlay	\$402,605	\$624,690	\$435,427	\$429,591	\$385,655	\$526,685	\$551,685	\$1,139,514
Contingency	\$75,437	\$67,018	\$362,218	\$172,741	\$24,600	\$300,000	\$300,000	\$300,000
TOTAL	\$ 54,835,765	\$ 59,539,372	\$ 61,666,969	\$ 66,638,038	\$49,028,097	\$ 65,338,300	\$ 67,022,968	\$ 77,986,679
Capital	\$60,601,638	\$87,511,154	\$47,829,798	\$61,354,362	\$33,313,784	\$76,218,620	\$244,708,799	\$68,714,154
Debt Service	\$16,216,948	\$16,853,649	\$24,538,521	\$19,373,212	\$19,888,420	\$22,059,324	\$22,059,324	\$22,059,324
Interfund Transfer	\$47,750,191	\$79,846,401	\$24,617,678	\$19,689,126	\$16,988,400	\$19,247,789	\$22,698,090	\$19,358,332
Ending Balance	\$83,191,254	\$117,717,331	\$130,691,480	\$152,780,088		\$78,014,234	\$105,701,537	
TOTAL	\$207,760,031	\$301,928,535	\$227,677,477	\$253,196,788	\$70,190,604	\$195,539,967	\$395,167,750	\$110,131,810
COMBINED TOTAL	\$262,595,797	\$354,413,192	\$272,249,775	\$126,310,250		\$234,710,852	\$358,763,309	\$257,723,796

The FY23 operating budget reflects an increase over the FY22 Adjusted Budget, capturing an increase in the aggregate from the City's major operating funds: General, Water, and Transportation. The increase reinforces the City's desire to address the community's most critical needs, inflationary cost increases, and commitment to retaining and recruiting employees. The proposed budget is supported by a historic rise sales tax revenues. Operating budget changes from across all funds and details on departmental requests and committee recommendations will be discussed and provided on May 26.

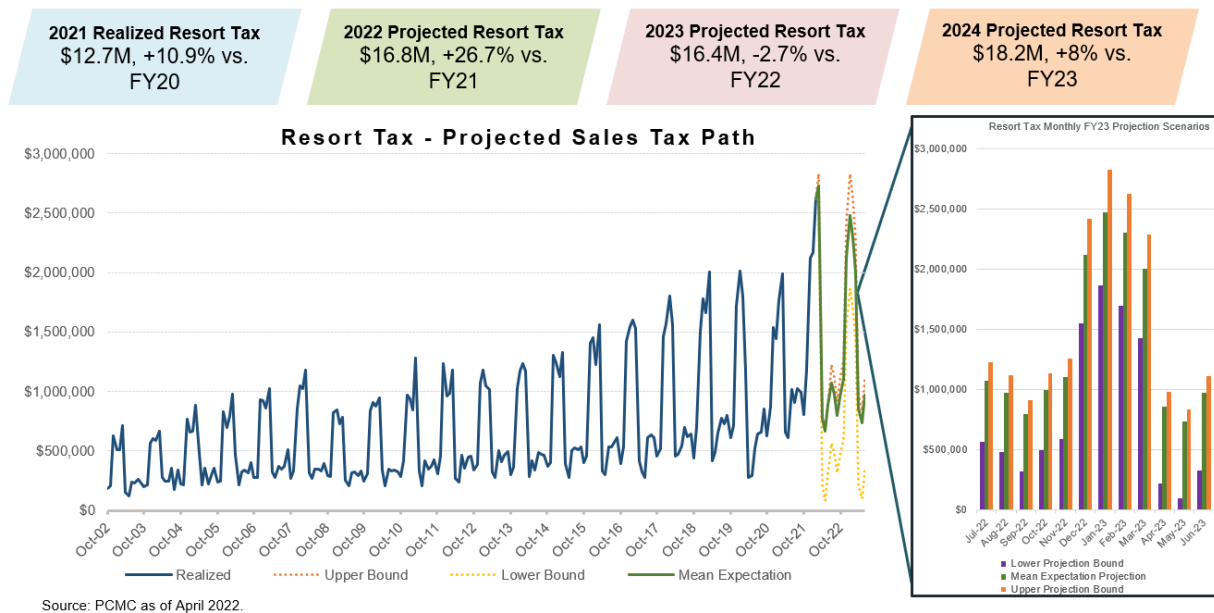
General Fund Revenues

We project an increase of \$4.5M in General Fund sales tax for FY22—from \$13.3M to \$17.8M. While winter visitation remained robust, the unique post-pandemic trend in Park City is the growth of shoulder season and non-winter visitation. This trend is visible by the volume of visitors through the City's Main Street business district. While winter visitation reached near-record highs, growth in the summer, spring and fall caused the calendar year 2021 to see the most visitors on record.

General Fund Revenue Summary - FY22 & FY23								
Revenue	FY22 YTD Actual	FY22 Ori Bud	FY22 Adj Bud	FY23 Budget	\$, Variance Adj vs. Ori FY22	%, Variance Adj vs. Ori FY22	\$, Variance FY23 vs. Adj	%, Variance FY23 vs. Adj
Property Taxes	\$12,485,912	\$12,392,328	\$12,392,328	\$12,938,775	\$0	0%	\$546,447	4%
Sales Tax	\$11,948,882	\$13,333,686	\$17,888,070	\$16,433,542	\$4,554,384	34%	(\$1,454,528)	-8%
Franchise Tax	\$2,422,750	\$3,261,596	\$3,261,596	\$3,297,706	\$0	0%	\$36,110	1%
Planning, Building and Engineering Fees	\$3,375,087	\$3,565,757	\$3,565,757	\$3,914,520	\$0	0%	\$348,763	10%
Recreation	\$1,952,619	\$1,941,591	\$1,941,591	\$2,365,076	\$0	0%	\$423,485	22%
Licenses	\$318,600	\$484,692	\$484,692	\$500,088	\$0	0%	\$15,396	3%
Ice Revenue	\$638,723	\$907,421	\$907,421	\$955,233	\$0	0%	\$47,812	5%
Intergovernmental Revenue	\$107,757	\$155,304	\$155,304	\$138,275	\$0	0%	(\$17,029)	-11%
Fees/Other	\$1,036,178	\$495,211	\$999,740	\$1,239,454	\$504,529	102%	\$239,714	24%
Interfund Transfers	\$1,862,750	\$2,950,291	\$2,950,291	\$2,950,291	\$0	0%	\$0	0%
Total	\$36,149,257	\$39,487,877	\$44,546,790	\$44,732,960	\$5,058,913	13%	\$186,170	0%

General Fund Revenue Summary

Park City is on a new revenue trajectory with respect to sales taxes, closing FY22 up +26.7% vs. FY21, a previous record sales tax year. The table above demonstrates the projected increase for different funding categories. The increases allow Park City to increase what it can mitigate and accomplish in FY23, and well beyond. The FY23 sales tax revenue budget is slightly lower than FY22, as we project a slight softening of the global economy and some additional economic volatility. However, the City must take strategic advantage of the new sales tax trajectory and deploy resources to meet community demands.



On the national front, the effects of inflation are eroding the buying power of American workers and Park City, and real growth concerns are beginning to manifest in household earnings and markets. Average U.S. households are increasingly deploying income once used for discretionary purposes into essentials to make ends meet. With an eye toward caution, we believe FY23 will remain robust in revenues, almost similar to FY22, with a minor reduction of -2.7%, as record revenue growth tapers off in the near term.

In addition, we forecast long-term revenues and operating, capital, and debt service expenses for the General Fund. The analysis below illustrates the potential impacts of financial decisions on the City's short and long-term financial health. The figures help set the funding limits for both the operating and capital budget related to the General Fund and General Fund capital transfer. [Please review Budget Document for more info.](#)

Major General Fund Expenses

The FY23 City Manager's Recommended Budget is a targeted and strategic deployment of resources that invests heavily in four themes and enhances core services while increasing operational capacity and productivity. The table below demonstrates the breakdown between the major categories of operating enhancements: capital projects, employee pay plan and compensation, and health insurance.

FY23 Expenses	Amount	Notes
		Maintains personnel compensation based upon surging inflation costs of over 10% and ensures PCMC meets its 75 th percentile commitments. Last year's strategic investments in employee compensation were arguably the most important action taken by PCMC during the budget. As many businesses suffered high attrition rates and even cut services, PCMC consistently met current service levels due to adequate staffing.
Pay Plan	\$2,500,000	

Health Insurance	\$150,000	Health insurance premiums maintain commitment to provide quality healthcare. The recommendation is to cover the one-time increase and not pass it off to our employees.
Ops Increases	\$3,307,767	Considerable inflationary cost increases (supplies, equipment, contracts, and new positions, etc.) and targeted expansion of specific services allow managers to continue to deliver high levels of service.
Capital	\$3,400,000	General Fund capital expenses deployed on key projects for community benefit, including walkability initiatives, recreation, complete streets, and X, Y and Z
\$9,357,767		

FY23 Sources	Amount	Notes
Revenue Capacity	\$4,142,704	Total projected revenue for FY23
Repurpose Capital Projects	\$955,467	Capital project closeout
Fee Increases	\$500,000	Increase in fees for services
General Fund Transfer	\$3,400,000	Transfer from General Fund to Capital Fund
Resort Funding	\$280,000	Resort funding for enhanced traffic mitigation
\$9,278,171		

The Budget Department projects \$4.1M in new revenue for FY23, which includes sales tax revenue, fee increases, and closing out several completed capital project budgets. This strategy helps Council deploy resources faster and more strategically to meet new community demands in FY23. We also anticipate continuing to receive \$280k/year from the resorts to pay for enhanced traffic mitigation and public safety services. Lastly, the \$3.4M represents the General Fund Transfer to the Capital fund, which moves revenues from the General Fund to Capital to pay for ongoing capital projects.

Major Operating Initiatives and Key Investments in Community Priorities

FY23 Expenses	Amount	Notes
Organizational Infrastructure	\$725,163	Budget increases to enhance our IT infrastructure, cybersecurity, 3Kings Water Treatment Plant, a new financial and accounting system, and new investment in data collection to better respond to public input and requests for information, transparency, and level of service increases.
Resort Economy Mitigation	\$755,499	Enhanced traffic and resort economy impacts – expand Neighborhood Traffic Management Program, Traffic Coordinator position, intersection management and equipment, and monitoring and enforcement.
Neighborhood Reinvestment	\$796,742	Increased neighborhood patrols, code enforcement and equipment, fire inspection, and community and area planning efforts.

	\$267,905	Additional resources to enhance recruitment, retention, and quality benefits, employee assistance, and professional development programs (non-monetary benefits).
Workforce Support		
	\$1,005,005	Service increases related to existing Critical Community Priorities and existing service demands – Affordable Housing, Recreation, Customer service, and Street Projects.
Core Services		
Total	\$3,307,767	

Information Technology/ Organizational Infrastructure

Expanding the City's critical IT support and infrastructure is at a crucial inflection point. Today's flexible work environment, combined with an unprecedented demand for automation and data collection, requires a new municipal financial and accounting system and a host of new data science and cybersecurity tools to drive our decision-making and planning processes and protect municipal assets. Key personnel and new technology staff are requested (2 Junior Network Administrators). These positions will support the 3Kings Water Treatment Plant's technology and core software and security systems throughout the City. The FY23 budget also includes department-level support for updating webpages, efficiency software and updated equipment for staff.

Resort Economy Mitigation

Enhanced traffic management is a major community priority. We have proposed new investments to multiple departments to enhance the Neighborhood Traffic Management Program – a Police Officer, two positions in Public Works (Streets), a Traffic Coordinator and a new Parking Officer to manage major intersections and neighborhoods during peak visitation. This investment alone is nearly \$1 million of the new sales tax revenues available to Council in FY23.

As our trail systems continue to experience high usage, we have added two Trail Rangers to oversee maintenance, manage trailhead parking and neighborhood impacts and ensure compliance with adopted conservation easements.

Neighborhood Reinvestment

Unprecedented demand continues to burden our Building, Planning, Engineering, Housing, and Resident Advocate departments. New investments include a new position in Engineering to assist residents and businesses and new municipal code software (noticing, outreach, ad hoc analysis, etc.). It also includes a new position in Affordable Housing in anticipation of more public-private partnerships and the collaborative project on Woodside with the Seniors. In addition, we propose a new Police Detective to respond to the rising investigative caseloads, demand for deeper community policing, and help with the increase in violent crimes.

As we continue to build upon our Sustainability programs, the FY23 budget includes investments in the new Sustainability Resource center at the library which provides unconventional circulating items such as sewing machines, outdoor games, tools and electronics. Environmental Sustainability will also kick-off their Curbside Composting pilot program this year.

Recruiting, Retention, and Workforce Support

Unemployment continues to hover around 1% in Summit County (lowest in decades), turnover remains above 15%, and Jan-Mar 2022 saw six voluntary resignations to accept better-paying positions in other agencies or relocations due to the exceptionally high cost of living. Over the last year, HR has spent over approximately 6,000 hours hiring over 200 employees, with hundreds of hours devoted to onboarding and setting up benefits with various providers.

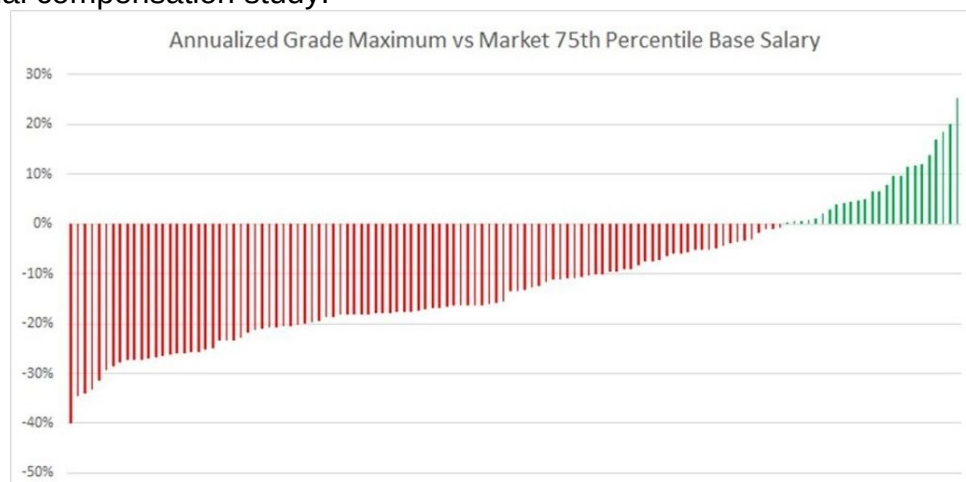
The City must improve its training, culture, and employee policies to reflect the current dynamic workforce needs and expectations of newly recruited employees. Thus, we propose 1.5 new HR positions to support our workforce. The new analyst position will focus on day-to-day departmental needs and supporting or leading benefits procurement and professional development programs. The Recruiter will focus on key recruitments and professionalizing our onboarding programs and platform. In addition, new investments are recommended in non-monetary employee programs, such as increasing education reimbursements, employee appreciation programs, instant bonuses for customer service, and wellness.

Pay Plan

Historically, Park City has collected salary information on select jobs from a sample of Utah cities every two years, then averaged salaries from the top seven to benchmark salary ranges and job types. In “off” years, a 2% market adjustment was routinely applied.

Due to a rise in retention and recruitment challenges and extended vacancies in critical positions, the previous City Council and Mayor proactively renovated our compensation philosophy. The City’s internal Compensation Committee was reorganized, and an external Blue-Ribbon Compensation Committee. The BRC is comprised of residents and HR experts to guide progress toward a more modern, market-based pay plan utilizing third-party salary data to determine salary ranges/pay grades. Salary ranges are now based on specific jobs as opposed to job types, and the City targets the 75th percentile of market pay.

The slide below demonstrates that many City positions ranked well-below the 75th percentile in our initial compensation study.



For the FY22 budget, the City brought salary ranges up to the 75th percentile of 2020 market rates. It was the best we could provide given the duration since the study was completed and due to ongoing COVID concerns and impacts.

This year, in response to inflation (+10.6% Mountain West), historically low unemployment rates, and serious wage competition both in the public and private sector, the Compensation Committee and Blue Ribbon Committee proposed a 10.33% increase to bring salary ranges to market 2022 levels. On April 07, 2022, the recommendation to continue to target the 75th percentile received overwhelming support from City Council and is included in this proposal. By comparison, cities and towns all over Utah are in a competitive battle to recruit and retain employees. Some jurisdictions, such as Salt Lake City and West Valley City have implemented policies to stay within the top three paid agencies in the State. Summit County, for example, increased its payroll and benefits by 28% in the December budget adoption. The chart below shows the recommended budget increase for the pay plan by fund:

FY23 Pay Plan	
Fund	FY23 Request
011 GENERAL FUND	\$ 2,513,970
051 WATER FUND	\$ 392,143
052 STORM WATER FUND	\$ 68,293
055 GOLF COURSE FUND	\$ 98,152
057 TRANSPORTATION FUND	\$ 1,002,061
058 PARKING FUND	\$ 98,660
062 FLEET SERVICES FUND	\$ 57,440

Health, Dental, & Life Insurance Costs

The City maintains a competitive health and dental insurance plan through Regence Blue Cross Blue Shield Utah. Each year, Regence examines the City's plan "use" and total costs to Regence and then determines Park City's price for the following year. Our FY23 Health Insurance premiums have a minimal increase of 2.62%.

Personnel Changes

Several departments submitted personnel requests that are recommended within the FY23 Budget (by Fund, table below). The Budget Team will provide more detail on May 26. For more information, please review the [budget documents posted online](#).

FY23 New Personnel Requests

Fund	FY23 Request
011 GENERAL FUND	\$ 1,782,101
051 WATER FUND	\$ 120,000
057 TRANSPORTATION FUND	\$ 384,518
058 PARKING FUND	\$ 44,695
Grand Total	\$ 2,331,314

Recommended Personnel Requests by Fund

Materials, Supplies, and Services

The table below displays changes to materials, supplies, and services by Fund over the FY22 Adjusted Budget. In FY23, the main increases are for software, contract services, supplies, utilities, and bank fees, mainly due to inflationary cost increases occurring across the U.S. Many of the Organizational Infrastructure requests are located here.

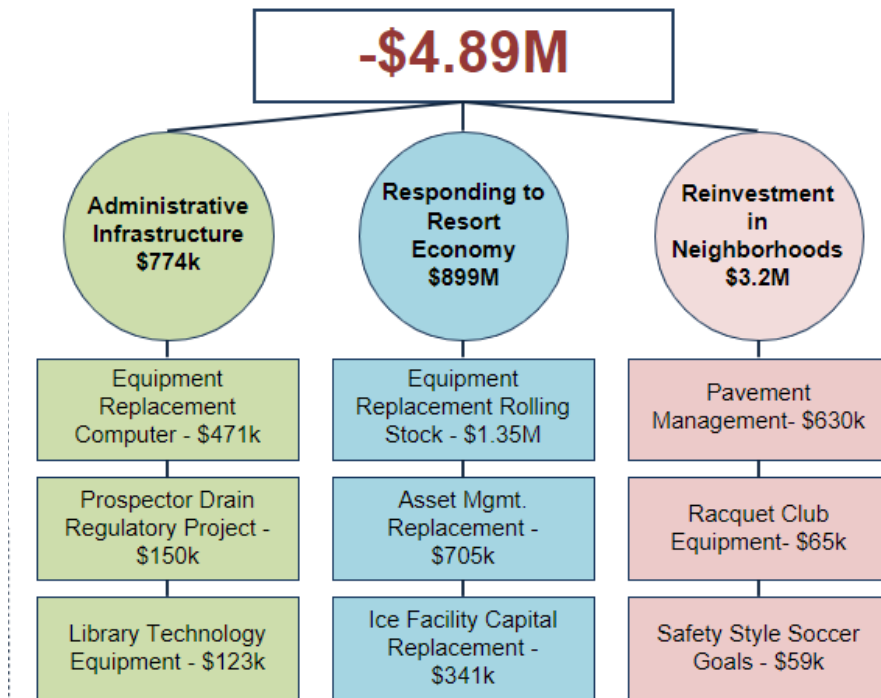
Total Materials, Supplies and Services by Fund

Fund	FY23 Request
011 GENERAL FUND	\$ 1,751,714
051 WATER FUND	\$ 1,196,858
055 GOLF COURSE FUND	\$ 55,500
057 TRANSPORTATION FUND	\$ 575,890
058 PARKING FUND	\$ 46,000
Grand Total	\$ 3,624,062

Materials, Supplies & Services Options by Fund

Capital Changes

The capital project budget is spread throughout various Funds. The General Fund does not contain any capital budget but does contribute to the Capital Improvement Fund through an annual transfer of funds. For the FY23 Budget, we recommend an annual CIP transfer of \$3.4M. However, the recommended budget is set at \$4.9M, as several old capital projects were closed out. The yearly transfer to capital generally pays for important ongoing capital projects, such as equipment, asset management, and pavement program.



The rest of the capital budget is broken out through the different funds: Capital Improvement, Water, Transportation, and RDA. On June 6, we plan to review, in detail, all proposed changes to capital budgets. However, below is a list of notable projects included within the proposal:

- **Park Avenue Neighborhood Street Reconstruction** - \$750k, project has an expected total budget of ~\$5M over time. The FY23 budget contemplates \$750k for design and planning activities
- **Upper Main Street Intersection Improvements and Mitigation** - \$750k, project focuses on near-term capital improvements on Upper Main Street near Hillside Avenue
- **Homestake Road Complete Street, Pedestrian and Multi-Use Trail** - \$450k
- **Munchkin Roach Complete Street Extension, Multi-Use Trail, and Woodbine Road Connection Improvements** - \$450k
- **Arts & Culture District** - \$450k, to support planning and land use entitlement work
- **PC Transit Rolling Stock Replacement** – \$16.8M to replace and upgrade the municipal fleet over time. Primarily funded through Federal grants, including \$14.9M from Federal funding, and only \$2.6M matching funds from the City's Transportation Fund
- **SR248/US40 Park and Ride Lot** - \$4.5M is budgeted in FY23 if Council approves this project. The Federal Funding is \$3.85M of the \$4.5M.
- **Park City's Long Range Transportation Plan** - \$3.9M has been set aside in reserve to begin the funding plan and process to move from planning to implementation
- **Snow Creek Crossing (SR-248 Tunnel)** - \$4.3M from the remaining 2013 Walkability Bond proceeds
- **Old Town Complete Streets** - \$200k to provide resources to resolve intermittent

maintenance projects in Old Town due to tourism and visitation and demand from small business owners

- **Three Kings Water Treatment Plant** – \$20M from 2021 Water Revenue Bond to complete the City's Three Kings Water Treatment Plant in FY23. This remains the City's current single-largest capital initiative in FY23. It will modernize Park City's drinking water capabilities. By consolidating the amount of borrowing during a period of low-interest rates, PCMC saved approximately \$1.5M in gross cashflow savings by refunding (refinancing) past bond issuances. Additionally, these actions ensured that the Three Kings Water Treatment Plant is funded at record low interest rates.

Long-term Unfunded Capital Initiatives

While the City is building a robust capital budget plan for the next several years based on Council's goals and direction, the focus remains on core capital maintenance and medium-term infrastructure projects. Several capital project ideas percolate around the community but require a new funding source or strategy due to their magnitude. Some of the most talked-about project ideas are the following:

1. Arts & Culture District – Parking, Housing, Transportation and Transit, and Common Areas
2. Long-Range Transportation Capital Plan – a list of implementation projects tops out at over \$87M
 - a. Bus Rapid Transit
 - b. Regionally significant park and ride
 - c. Tunnels, aerial transit, etc.
 - d. Roadway acquisition and/or improvements
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 capital project not currently budgeted, a prioritization process will help us develop a creative financial strategy. For example, the City can raise considerable resources to finance projects through various methods. But even then, it would prove challenging to finance multiple projects on the list above at the same time. The most common financial tools for future consideration are:

1. Pay-as-You-Go: This method pays for capital projects with funds on hand or through saving up over time. We are already deploying this strategy.
2. General Obligation Debt: Property tax increase targeted toward specific projects. Requires voter approval 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.
4. Revenue Debt: Issue bonds paid back through ongoing revenues. Historically, we have 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 untapped. Today, based upon a 20-year maturity, the City could conservatively bond upwards of \$60M. We could also evaluate our overly conservative bonding policy that goes even further than required by Utah Law.

5. Grants/Other Government Agencies: There are many grant opportunities for local governments from other government agencies. However, to fund large capital projects, the City has been 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). 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.
7. Public-private Partnerships (P3s): Public-private partnerships involve collaboration 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 increase our use of this tool, given the rise in construction costs and workforce pressures.

Summary

Overall, Park City's General and Capital Improvement Funds remain strong and well-positioned to continue investing 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 major capital project investments, departmental operating improvements, competitive compensation, and keeping up with inflationary increases.

The proposed 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, strategically advance capital project opportunities, and recruit and retain a high-performing workforce 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 – Budget Summaries
- B – Tentative Budget Ordinance

All Funds Combined

Revenue	Actual FY 2019	Actual FY 2020	Actual FY 2021	YTD Actual FY 2022	Original FY 2022	Adjusted FY 2022	Var FY 2022	Original FY 2023	Var FY 2023
RESOURCES									
Property Taxes	\$21,368,077	\$25,486,395	\$28,380,276	\$27,135,334	\$27,430,335	\$27,430,335	\$0	\$27,976,782	\$546,447
Sales Tax	\$29,273,042	\$30,409,928	\$33,614,011	\$30,694,194	\$32,326,725	\$45,056,487	\$12,729,762	\$41,341,803	(\$3,714,684)
Franchise Tax	\$3,230,881	\$3,161,759	\$3,253,431	\$2,422,750	\$3,261,596	\$3,261,596	\$0	\$3,297,706	\$36,110
Licenses	\$1,395,163	\$1,315,865	\$1,213,639	\$1,225,530	\$1,437,989	\$1,437,989	\$0	\$1,481,984	\$43,995
Planning Building & Engineering Fees	\$5,820,662	\$7,513,747	\$5,005,364	\$4,677,638	\$5,157,166	\$5,157,166	\$0	\$5,553,671	\$396,505
Special Event Fees	\$178,413	\$178,672	\$8,081	\$224,144	\$115,681	\$115,681	\$0	\$101,319	(\$14,362)
Federal Revenue	\$3,969,044	\$5,698,041	\$11,071,350	\$5,755,565	\$20,638,912	\$7,638,912	(\$13,000,000)	\$22,261,621	\$14,622,709
State Revenue	\$518,845	\$818,625	\$527,368	\$575,219	\$440,577	\$440,577	\$0	\$443,115	\$2,538
County/SP District Revenue	\$705,240	\$3,888,378	\$1,171,385	\$1,915,080	\$474,143	\$1,607,941	\$1,133,798	\$484,943	(\$1,122,998)
Water Charges for Services	\$20,092,203	\$19,944,310	\$22,597,344	\$18,596,122	\$21,819,145	\$21,819,145	\$0	\$22,392,268	\$573,123
Transit Charges for Services	\$7,425,047	\$5,286,336	\$2,455,909	\$6,183	\$6,080,819	\$7,580,819	\$1,500,000	\$83,243	(\$7,497,576)
Cemetery Charges for Services	\$18,816	\$22,922	\$19,787	\$19,086	\$80,182	\$80,182	\$0	\$70,098	(\$10,084)
Recreation	\$3,348,293	\$3,294,003	\$4,241,522	\$3,239,564	\$3,267,017	\$3,267,017	\$0	\$3,730,265	\$463,248
Ice	\$828,397	\$691,828	\$634,725	\$638,723	\$907,421	\$907,421	\$0	\$955,233	\$47,812
Other Service Revenue	\$45,786	\$59,527	\$54,964	\$39,000	\$56,768	\$56,768	\$0	\$56,768	\$0
Library Fees	\$20,198	\$14,357	\$13,483	\$13,383			\$0	\$13,691	13691
Fines & Forfeitures	\$2,611,357	\$1,934,534	\$1,075,883	\$1,949,318	\$2,603,364	\$2,603,364	\$0	\$2,603,364	\$0
Misc. Revenues	\$4,078,297	\$8,426,163	\$3,620,970	\$691,402	\$15,946,624	\$48,778,068	\$32,831,444	\$1,950,086	(\$46,827,982)
Interfund Transactions (Admin)	\$6,821,583	\$6,898,975	\$6,495,085	\$5,658,855	\$6,882,441	\$6,882,441	\$0	\$6,992,984	\$110,543
Interfund Transactions (CIP/Debt)	\$73,024,818	\$17,718,703	\$13,194,041	\$11,334,895	\$12,365,348	\$15,815,649	\$3,450,301	\$12,365,348	(\$3,450,301)
Special Revenues & Resources	\$1,059,990	\$1,000,912	\$8,106,934	\$1,488,896	\$691,988	\$1,196,517	\$504,529	\$1,476,517	\$280,000
Bond Proceeds	\$85,387,786	\$10,768,465			\$40,190,000	\$108,276,554	\$68,086,554	\$40,589,496	(\$67,687,058)
Beginning Balance	\$83,191,254	\$117,332,085	\$130,306,234	\$152,780,088	\$58,704,025	\$152,780,088	\$94,076,063	\$105,701,537	(\$47,078,551)
TOTAL	\$354,413,190	\$271,864,529	\$277,061,784	\$271,080,969	\$260,878,266	\$462,190,717		\$301,923,842	

Expenditure Summary by Fund and Major Object (FY 2022 Adjusted Budget)

Description	Personnel FY 2022	Mat, Supplies, Services FY 2022	Capital FY 2022	Debt Service FY 2022	Contingen cy FY 2022	Sub - Total FY 2022	Interfund Transfer FY 2022	Ending Balance FY 2022	Total FY 2022
Park City Municipal Corporation									
011 GENERAL FUND	\$27,203,238	\$10,585,021	\$371,443	\$0	\$300,000	\$38,459,702	\$6,535,086	\$17,860,695	\$62,855,483
012 QUINNS RECREATION COMPLEX	\$975,372	\$379,800	\$1,000	\$0	\$0	\$1,356,172	\$0	\$-6,064,295	\$-4,708,123
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,773	\$35,773
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$23,168	\$23,168
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$116,092,470	\$0	\$0	\$116,092,470	\$4,174,626	\$49,650,186	\$169,917,282
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$3,921,944	\$0	\$0	\$3,921,944	\$0	\$330,150	\$4,252,094
051 WATER FUND	\$3,760,132	\$4,109,243	\$90,848,651	\$5,577,420	\$0	\$104,295,447	\$1,807,429	\$2,977,357	\$109,080,233
052 STORM WATER FUND	\$ 668,062	\$ 291,444	\$ 1,725,688	\$ 0	\$ 0	\$ 2,685,194	\$ 135,448	\$ 1,074,701	\$ 3,895,343
055 GOLF COURSE FUND	\$915,363	\$729,075	\$383,000	\$0	\$0	\$2,027,438	\$142,377	\$750,780	\$2,920,595
057 TRANSPORTATION & PARKING FUND	\$7,387,382	\$1,915,272	\$28,818,105	\$0	\$0	\$38,120,758	\$3,306,502	\$3,028,120	\$44,455,380
058 PARKING FUND	\$ 926,073	\$ 706,500	\$ 105,000	\$ 0	\$ 0	\$ 1,737,573	\$ 16,500	\$ 863,191	\$ 2,617,264
062 FLEET SERVICES FUND	\$1,073,522	\$1,853,155	\$0	\$0	\$0	\$2,926,677	\$0	\$798,782	\$3,725,459
064 SELF INSURANCE FUND	\$0	\$1,555,328	\$0	\$0	\$0	\$1,555,328	\$0	\$1,275,137	\$2,830,465
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,273,977	\$33,246,193
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,674,814	\$11,184,502
Total Park City Municipal Corporation	\$42,909,144	\$22,124,838	\$242,267,301	\$22,059,324	\$300,000	\$329,660,607	\$16,117,968	\$100,552,536	\$446,331,111
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$682,300	\$0	\$0	\$0	\$682,300	\$3,092,532	\$1,538,319	\$5,313,151
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$1,251,470	\$2,406,470
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$2,565,212	\$0	\$0	\$2,565,212	\$2,787,590	\$744,537	\$6,097,339
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$427,971	\$0	\$0	\$427,971	\$0	\$1,163,361	\$1,591,332
Total Park City Redevelopment Agency	\$0	\$1,137,300	\$2,993,183	\$0	\$0	\$4,130,483	\$6,580,122	\$4,697,687	\$15,408,292
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$42,909,144	\$23,262,138	\$245,260,484	\$22,059,324	\$300,000	\$333,791,090	\$22,698,090	\$105,701,537	\$462,190,717

Expenditure Summary by Fund and Major Object (FY 2023 Budget)

Description	Personnel FY 2023	Mat, Supplies, Services FY 2023	Capital FY 2023	Debt Service FY 2023	Contingency FY 2023	Sub - Total FY 2023	Interfund Transfer FY 2023	Ending Balance FY 2023	Total FY 2023
Park City Municipal Corporation									
011 GENERAL FUND	\$31,049,860	\$12,604,327	\$699,713	\$0	\$300,000	\$44,653,900	\$3,140,130	\$13,837,857	\$61,631,888
012 QUINNS RECREATION COMPLEX	\$1,140,200	\$400,679	\$1,000	\$0	\$0	\$1,541,879	\$0	\$-6,644,407	\$-5,102,528
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,773	\$35,773
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$23,168	\$23,168
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$20,485,212	\$0	\$0	\$20,485,212	\$4,174,626	\$43,379,956	\$68,039,794
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,851,062	\$0	\$0	\$1,851,062	\$0	\$64,688	\$1,915,750
051 WATER FUND	\$4,471,634	\$5,079,362	\$31,600,962	\$5,577,420	\$0	\$46,729,378	\$1,834,448	\$14,293,804	\$62,857,631
052 STORM WATER FUND	\$ 714,043	\$ 310,376	\$ 371,500	\$ 0	\$ 0	\$ 1,395,919	\$ 134,997	\$ 1,543,785	\$ 3,074,701
055 GOLF COURSE FUND	\$1,013,515	\$652,909	\$114,565	\$0	\$0	\$1,780,989	\$142,492	\$256,447	\$2,179,928
057 TRANSPORTATION & PARKING FUND	\$8,988,991	\$2,548,074	\$14,322,449	\$0	\$0	\$25,859,514	\$3,335,016	\$9,285,126	\$38,479,657
058 PARKING FUND	\$ 1,144,087	\$ 752,500	\$ 146,000	\$ 0	\$ 0	\$ 2,042,587	\$ 16,500	\$ 1,407,468	\$ 3,466,555
062 FLEET SERVICES FUND	\$1,138,805	\$1,845,050	\$6,205	\$0	\$0	\$2,990,060	\$0	\$157,422	\$3,147,482
064 SELF INSURANCE FUND	\$0	\$1,555,128	\$0	\$0	\$0	\$1,555,128	\$0	\$1,689,002	\$3,244,130
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,263,977	\$33,236,193
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,714,180	\$11,223,868
Total Park City Municipal Corporation	\$49,661,135	\$25,748,405	\$69,598,668	\$22,059,324	\$300,000	\$167,367,532	\$12,778,209	\$107,308,246	\$287,453,990
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$682,623	\$0	\$0	\$0	\$682,623	\$3,092,532	\$2,015,164	\$5,790,319
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$1,372,789	\$2,527,789
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$255,000	\$0	\$0	\$255,000	\$2,787,590	\$794,479	\$3,837,069
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,863,361	\$1,863,361
Total Park City Redevelopment Agency	\$0	\$1,137,623	\$255,000	\$0	\$0	\$1,392,623	\$6,580,122	\$6,045,793	\$14,018,538
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$49,661,135	\$26,886,028	\$69,853,668	\$22,059,324	\$300,000	\$168,760,155	\$19,358,331	\$113,805,353	\$301,923,842

Change in Fund Balance

Fund	Actuals FY 2021	Budget FY 2022	Adjusted FY 2022	\$ Var FY 2022	% Var FY 2022	Budget FY 2023	\$ Var FY 2023	% Var FY 2023
Park City Municipal Corporation								
011 GENERAL FUND	\$19,222,320	\$12,134,585	\$17,860,695	\$5,726,110	47%	\$13,837,857	(\$4,022,838)	-23%
012 QUINNS RECREATION COMPLEX	(\$5,621,751)	(\$6,139,275)	(\$6,064,295)	\$74,980	-1%	(\$6,644,407)	(\$580,112)	10%
021 POLICE SPECIAL REVENUE FUND	\$35,773	\$0	\$35,773	\$35,773	0%	\$35,773	\$0	\$0
022 CRIMINAL FORFEITURE RESTRICTED	\$23,168	\$0	\$23,168	\$23,168	0%	\$23,168	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$66,506,424	\$27,326,315	\$49,650,186	\$22,323,871	82%	\$43,379,956	(\$6,270,230)	-13%
038 EQUIPMENT REPLACEMENT CIP	\$2,666,494	\$313,515	\$330,150	\$16,635	5%	\$64,688	(\$265,462)	-80%
051 WATER FUND	\$11,227,874	\$1,087,844	\$2,977,357	\$1,889,513	174%	\$14,293,804	\$11,316,447	380%
052 STORM WATER FUND	\$1,895,343	\$237,354	\$1,074,701	\$837,347	353%	\$1,543,785	\$469,084	44%
055 GOLF COURSE FUND	\$1,532,345	\$438,113	\$750,780	\$312,667	71%	\$256,447	(\$494,333)	-66%
057 TRANSPORTATION & PARKING FUND	\$18,471,244	\$6,622,049	\$3,028,120	(\$3,593,929)	-54%	\$9,285,126	\$6,257,006	207%
058 PARKING FUND	\$13,900	\$2,151,717	\$863,191	(\$1,288,526)	-60%	\$1,407,468	\$544,277	63%
062 FLEET SERVICES FUND	\$1,376,759	\$115,705	\$798,782	\$683,077	590%	\$157,422	(\$641,360)	-80%
064 SELF INSURANCE FUND	\$972,015	\$934,764	\$1,275,137	\$340,373	36%	\$1,689,002	\$413,865	32%
070 SALES TAX REV BOND - DEBT SVS FUND	\$26,283,977	\$26,113,690	\$26,273,977	\$160,287	1%	\$26,263,977	(\$10,000)	0%
071 DEBT SERVICE FUND	\$1,635,448	\$1,720,007	\$1,674,814	(\$45,193)	-3%	\$1,714,180	\$39,366	2%
Total Park City Municipal Corporation	\$146,241,333	\$73,056,383	\$100,552,536	\$27,496,153	38 %	\$107,308,246	\$6,755,710	369 %
Park City Redevelopment Agency								
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$1,061,151	\$1,947,197	\$1,538,319	(\$408,878)	-21%	\$2,015,164	\$476,845	31%
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$1,130,151	\$933,449	\$1,251,470	\$318,021	34%	\$1,372,789	\$121,319	10%
033 RDA-LOWER PRK	\$3,004,807	\$467,447	\$744,537	\$277,090	59%	\$794,479	\$49,942	7%
034 REDEVELOPMENT AGENCY-MAIN ST	\$891,332	\$1,160,567	\$1,163,361	\$2,794	0%	\$1,863,361	\$700,000	60%
Total Park City Redevelopment Agency	\$6,087,441	\$4,508,660	\$4,697,687	\$189,027	4 %	\$6,045,793	\$1,348,106	108 %
Municipal Building Authority								
035 BUILDING AUTHORITY	\$451,314	\$449,191	\$451,314	\$2,123	0%	\$451,314	\$0	
Total Municipal Building Authority	\$451,314	\$449,191	\$451,314	\$2,123	0 %	\$451,314	0	



Ordinance No. 2022-12

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

WHEREAS, the Utah State law requires that city budgets be adopted by ordinance: and;

WHEREAS, a public hearing was held on May 12, 2022 at the City Council's regularly scheduled meetings, complying with State law;

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

SECTION 1. TENTATIVE REVISED BUDGET ADOPTED. The budget as outlined in the City Manager's Recommended budget presented on May 12, 2022 and with changes as summarized in the Attachments to this ordinance is hereby adopted as the tentative revised Fiscal Year 2022 budget for Park City Municipal Corporation and its related agencies.

SECTION 2. TENTATIVE BUDGET ADOPTED. The budget as outlined in the City Manager's Recommended budget presented on May 12, 2022 and with changes as summarized in the Attachments to this ordinance is hereby adopted as the tentative budget for Fiscal Year 2023 for Park City Municipal Corporation and its related agencies.

SECTION 3. CERTIFIED PROPERTY TAX RATE. The City's Budget Officer is authorized, after the County has provided the Certified Property Tax data, to compute the City's Certified Property Tax Rate for 2022 at a "No Tax Increase Rate" and file said rate with the County.

SECTION 4. EFFECTIVE DATE. This Ordinance shall be effective on the day of publication.

PASSED AND ADOPTED this 12th day of May, 2022.

PARK CITY MUNICIPAL CORPORATION

Mayor Nann Worel

Attest:

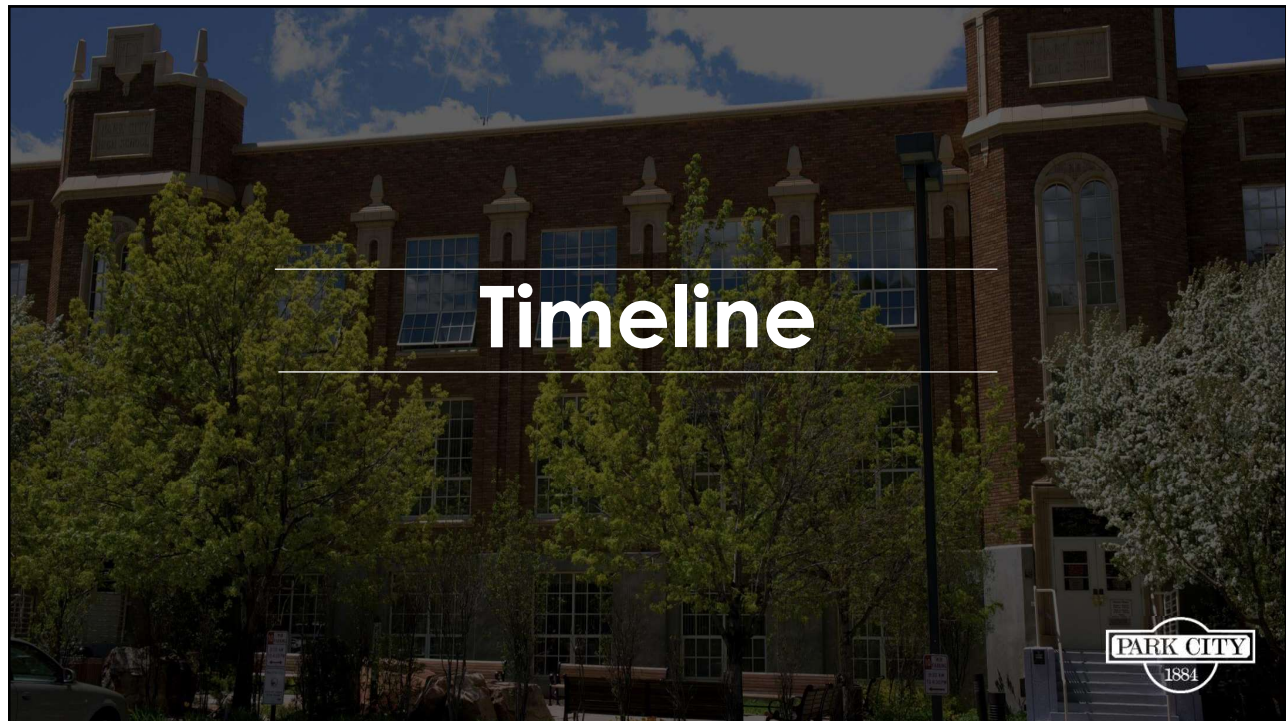
Michelle Kellogg, City Recorder

APPROVED AS TO FORM:

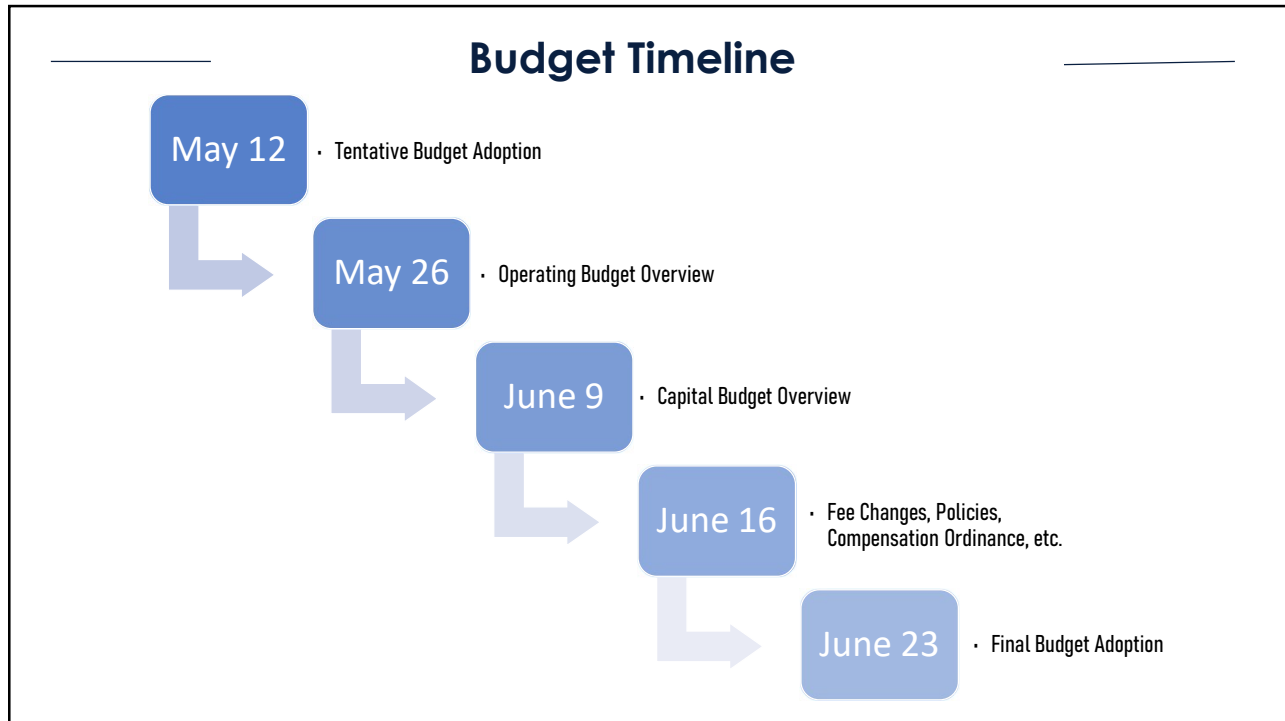
City Attorney's Office



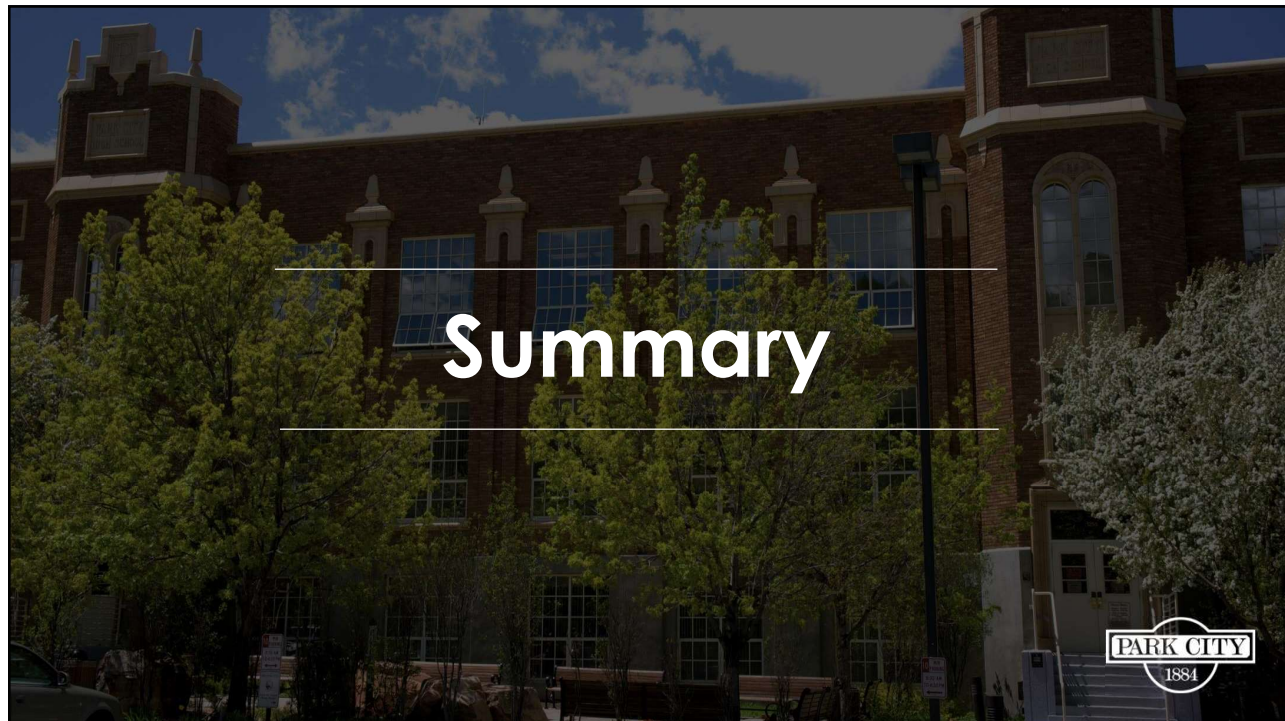
1



2

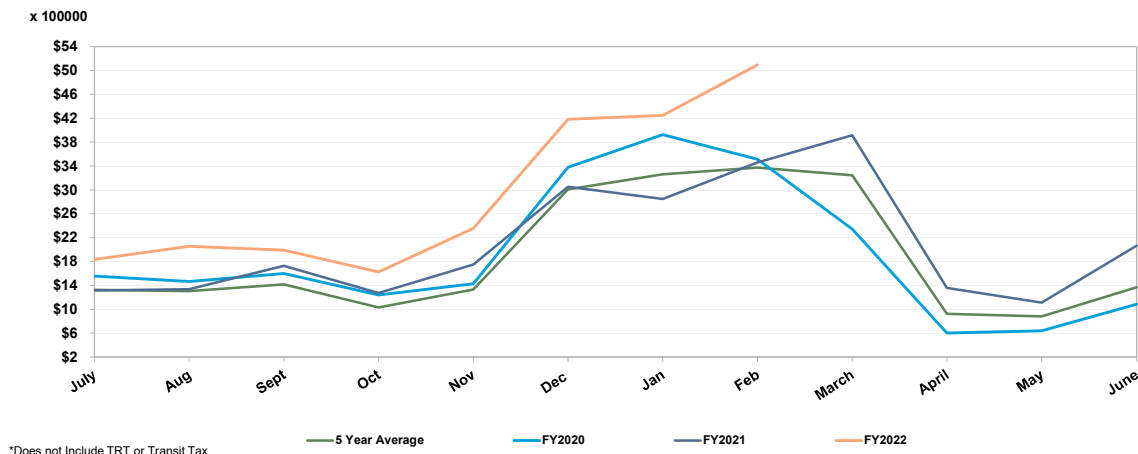


3



4

Sales Tax Revenues through February



- February 2022 highest sales tax month ever recorded in PCMC history, previous monthly high was January 2022
- February FY22 up 47% vs. February FY21
- TRT February FY22 up 62% vs. February FY21

Source: Park City Municipal Corporation. As of April 29, 2022.

5

Financial Assessment

The 'AA+' IDR and GO bond ratings reflect the city's highest level of gap-closing capacity. This results from the city's high level of revenue control, solid expenditure flexibility and robust reserves, and a low long-term liability burden. The ratings also reflect the city's strong financial management practices and planning, which help mitigate concerns about a concentrated economy supported by the volatile tourism sector. ~Fitch

- High-level of revenue control
- Solid expenditure flexibility
- Robust reserves
- Low long-term liability burden
- Strong financial management practices



6

Key Budget Themes

\$3.5M – General Fund

1. Organizational Infrastructure \$725k

Enhancements to data analytics, financial systems, business intelligence, etc.

3. Neighborhood Reinvestment \$797k

Increased neighborhood patrols, code enforcement, safety, and planning efforts

5. Core & Essential Services \$1M

Service increases related to critical priorities and existing service demands

2. Resort Economy Mitigation \$855k

More resources dedicated to traffic and resort impacts

4. Workforce Support \$268k

Resources to enhance recruitment, retention, and quality benefits

7

General Fund Transfer - Summary

Revenue

+\$5.0M

+\$4.89M

FY22 Adjusted Budget

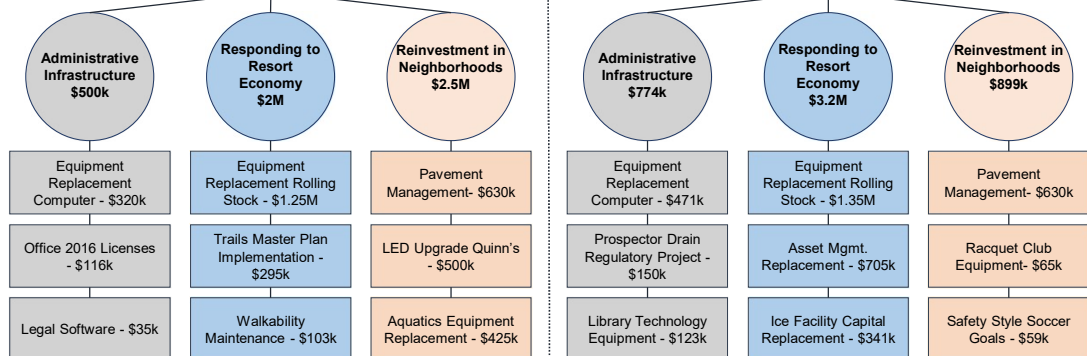
FY23 Proposed Budget

Expense

-\$5.0M

-\$4.89M

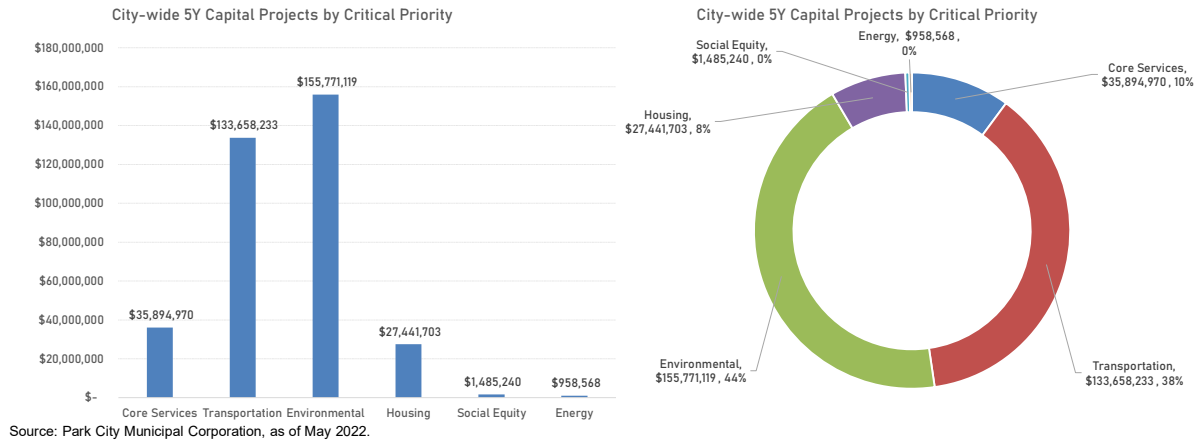
Top 3 Largest \$ Projects by Category



8

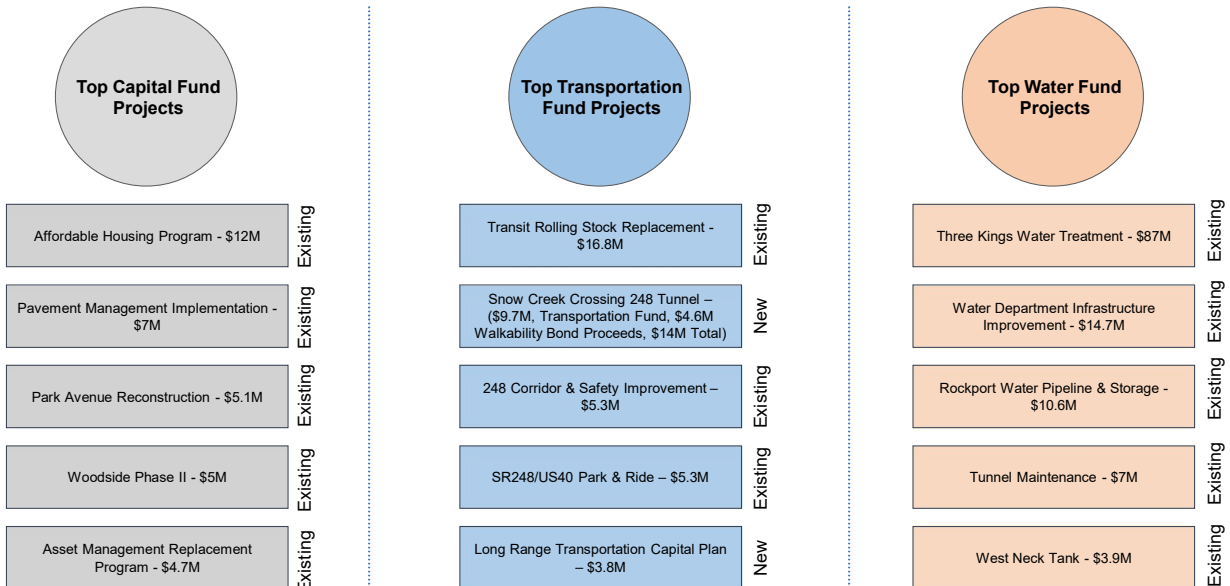
City-Wide Capital Projects by Critical Priority

Critical Priority	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total Plan
Core Services	\$ 16,702,555	\$ 1,528,101	\$ 5,364,819	\$ 3,692,608	\$ 5,960,029	\$ 1,622,867	\$ 1,023,991	\$ 35,894,970
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	\$ 32,384,054	\$ 33,340,442	\$ 8,114,613	\$ 5,404,174	\$ 4,996,323	\$ 5,897,986	\$155,771,119
Housing	\$ 13,985,829	\$ 9,455,874	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 27,441,703
Social Equity	\$ 1,383,722	\$ 61,518	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 1,485,240
Energy	\$ 958,568	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 958,568
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



9

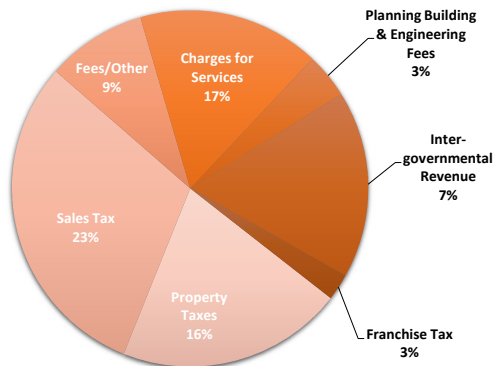
Top \$ Value - Key 5Y Infrastructure Projects



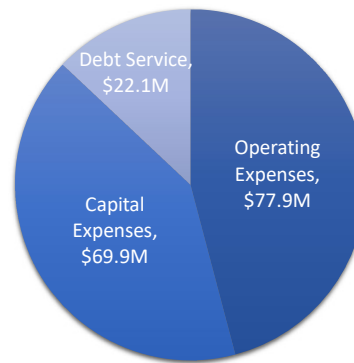
10

Park City FY23 Budget

FY23 Projected Revenue



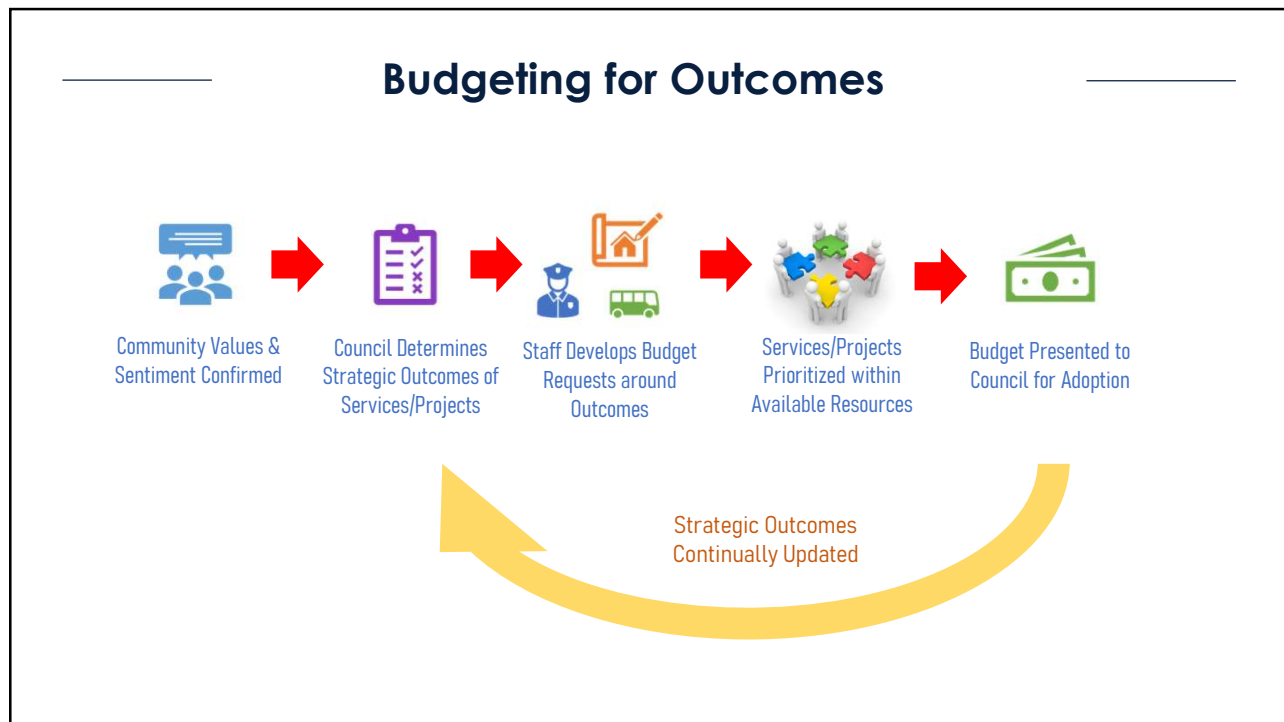
FY23 Budgeted Expenses



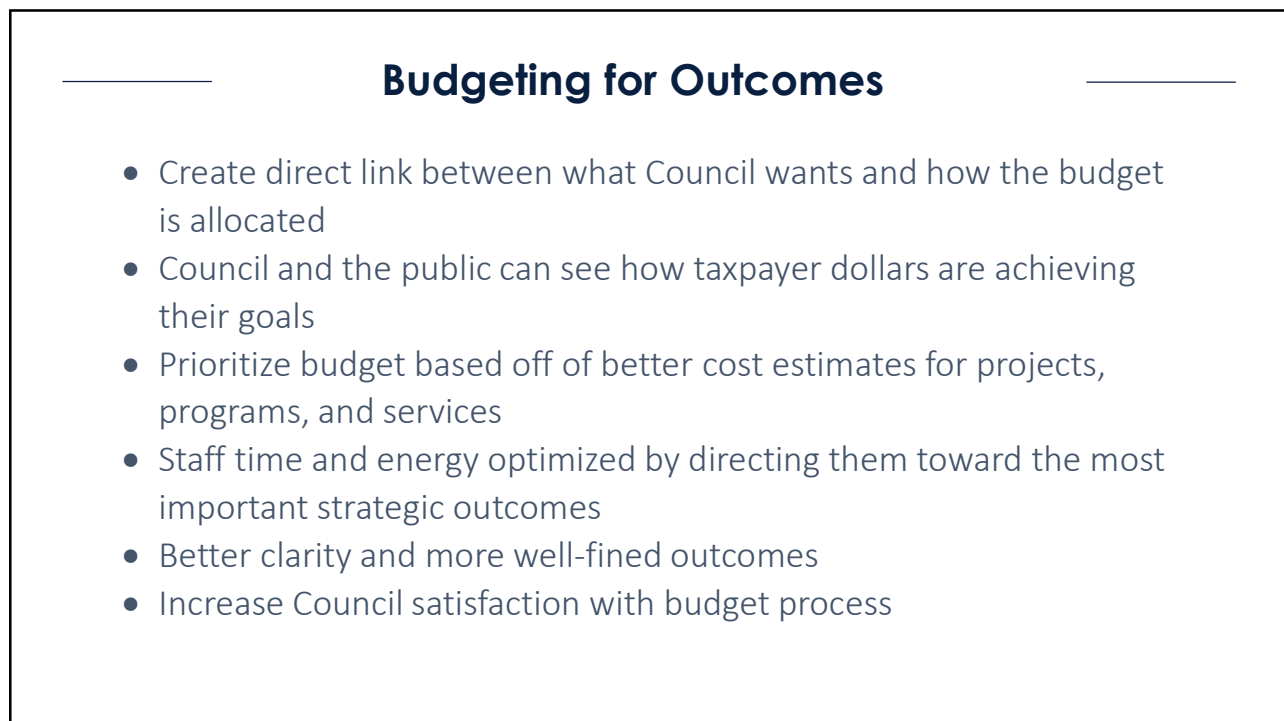
11



12



13



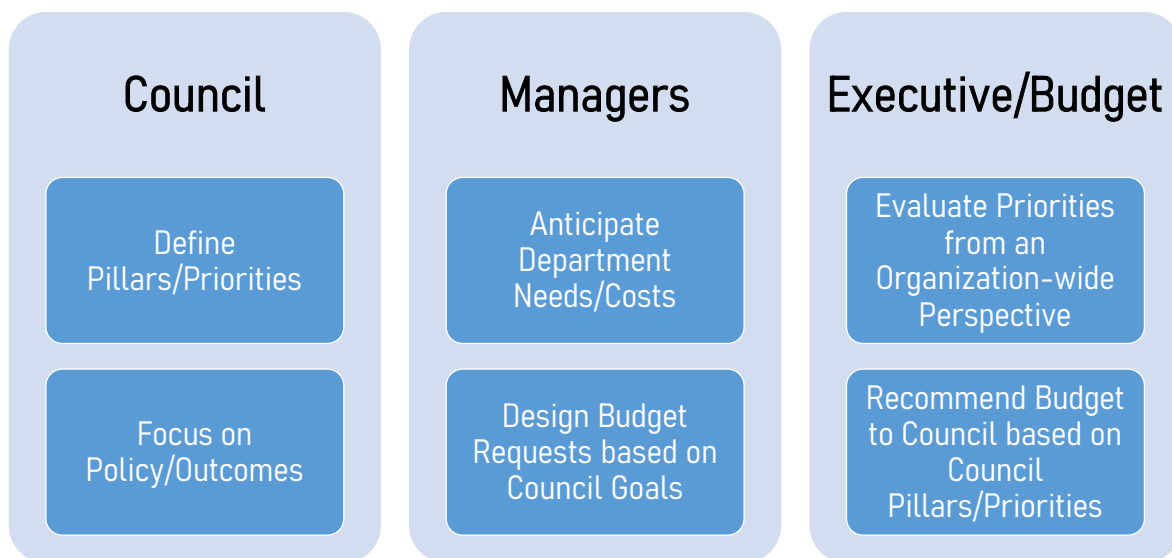
14

BFO Strategies

- Priority-driven budget process based upon Council's priorities, goals, objectives, and desired outcomes
- Internal budget committees develop the final budget proposal. Committees are made up of cross-departmental staff, including the Results Team, CIP, Pay Plan, Benefit, and Fleet committees, and other ad hoc committees as needed
- The Results Team formulates recommendations based on total BFO score, manager's request, established need, available resources, and related performance measures

15

Council/Staff Roles



16

BFO

Criteria & Weighting

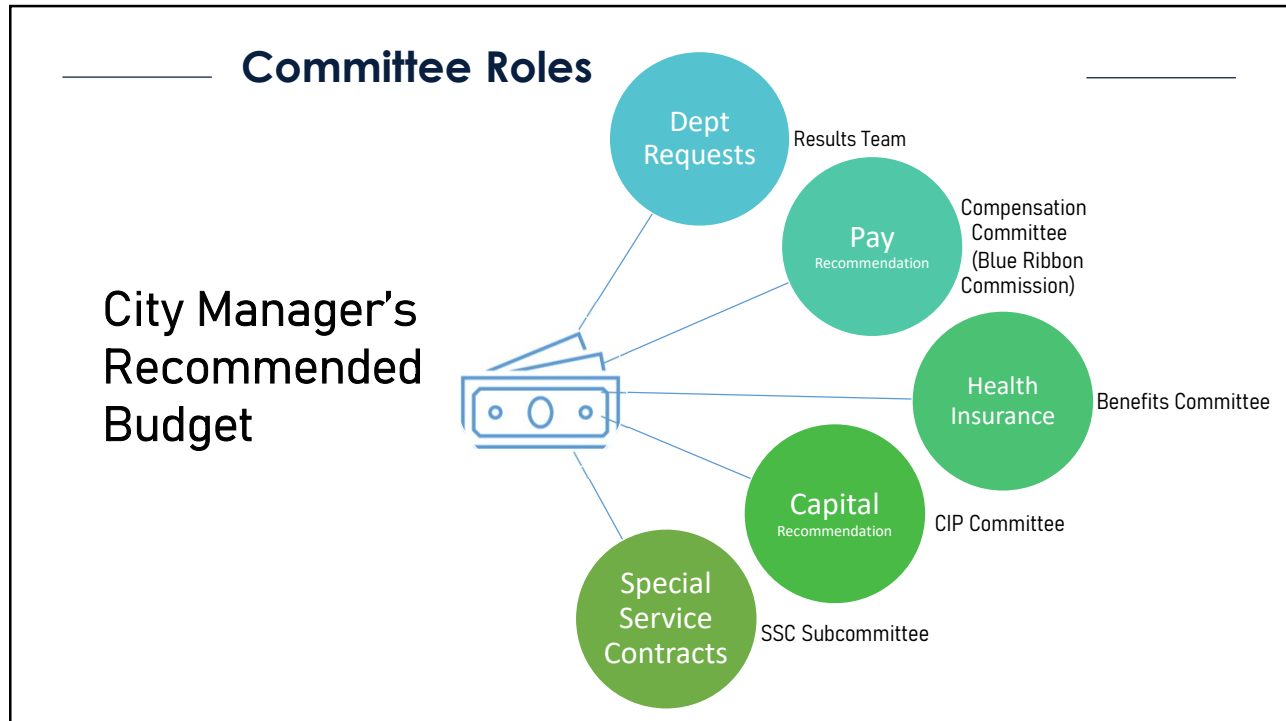
Council Priorities/Pillars/Core Services	2.00
Portion of Community Served by Program	1.00
Reliance on City to Provide Program	1.00
Change in Demand for the Program	1.00
Mandated to Provide Program	1.00
Effectiveness of Proposal	0.75
Cost Recovery of Program	0.50
Cost Savings/Innovation /Collaboration	0.25

17

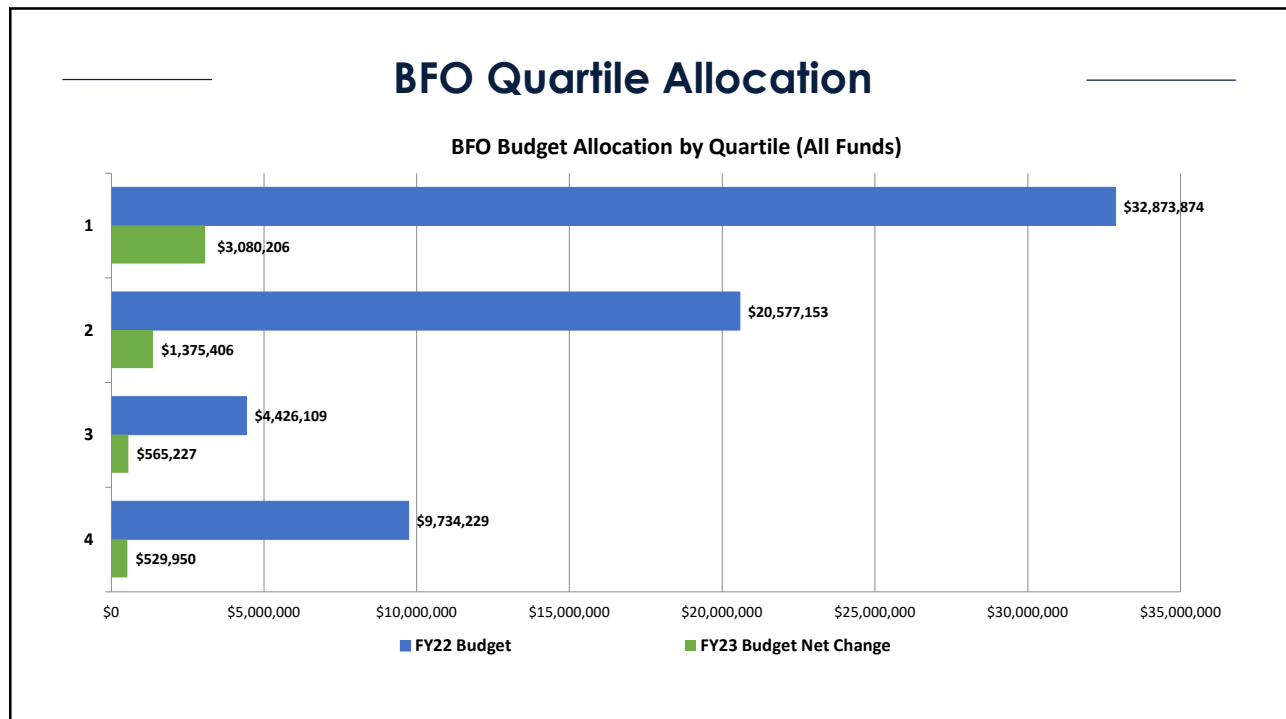
BFO Scoring

Prioritization	Weights FY 2015	Score Entry FY 2015	Score FY 2015	Weights FY 2016	Score Entry FY 2016	Score FY 2016
Program : Street & Sidewalk Maintenance (8)						
Desired Outcomes	2.00	4	8.00	2.00	4	8.00
Cost Savings	0.75	1	0.75	0.75	1	0.75
Effectiveness	0.25	4	1.00	0.25	4	1.00
Cost Recovery	0.50	0		0.50	0	
Community Served	1.00	4	4.00	1.00	4	4.00
Reliance on City	1.00	4	4.00	1.00	4	4.00
Change in Demand	1.00	1	1.00	1.00	1	1.00
Mandated	1.00	3	3.00	1.00	3	3.00
Total Street & Sidewalk Maintenance	7.50	21	22	7.50	21	22
Program : Clean-up and Storm Drain (8)						
Desired Outcomes	2.00	3	6.00	2.00	3	6.00
Cost Savings	0.75	1	0.75	0.75	1	0.75
Effectiveness	0.25	3	0.75	0.25	3	0.75
Cost Recovery	0.50	0		0.50	0	
Community Served	1.00	4	4.00	1.00	4	4.00
Reliance on City	1.00	4	4.00	1.00	4	4.00
Change in Demand	1.00	2	2.00	1.00	2	2.00
Mandated	1.00	2	2.00	1.00	2	2.00
Total Clean-up and Storm Drain	7.50	19	20	7.50	19	20

18



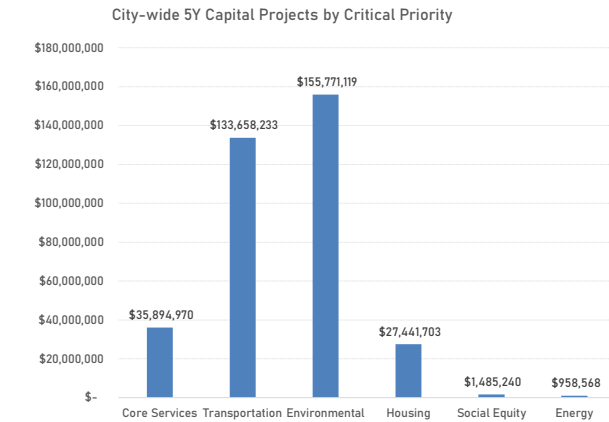
19



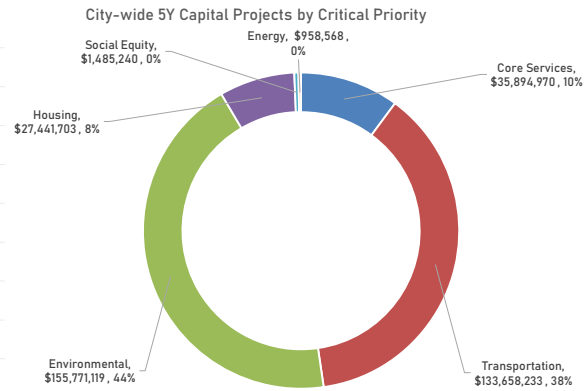
20

City-Wide Capital Projects by Critical Priority

City-wide Capital Projects Budgets by Critical Priority								
Critical Priority	Carry Forward	FY22	FY23	FY24	FY25	FY26	FY27	5Y Total Plan
Core Services	\$ 16,702,555	\$ 1,528,101	\$ 5,364,819	\$ 3,692,608	\$ 5,960,029	\$ 1,622,867	\$ 1,023,991	\$ 35,894,970
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	\$ 32,384,054	\$ 33,340,442	\$ 8,114,613	\$ 5,404,174	\$ 4,996,323	\$ 5,897,986	\$155,771,119
Housing	\$ 13,985,829	\$ 9,455,874	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 27,441,703
Social Equity	\$ 1,383,722	\$ 61,518	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 1,485,240
Energy	\$ 958,568	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 958,568
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

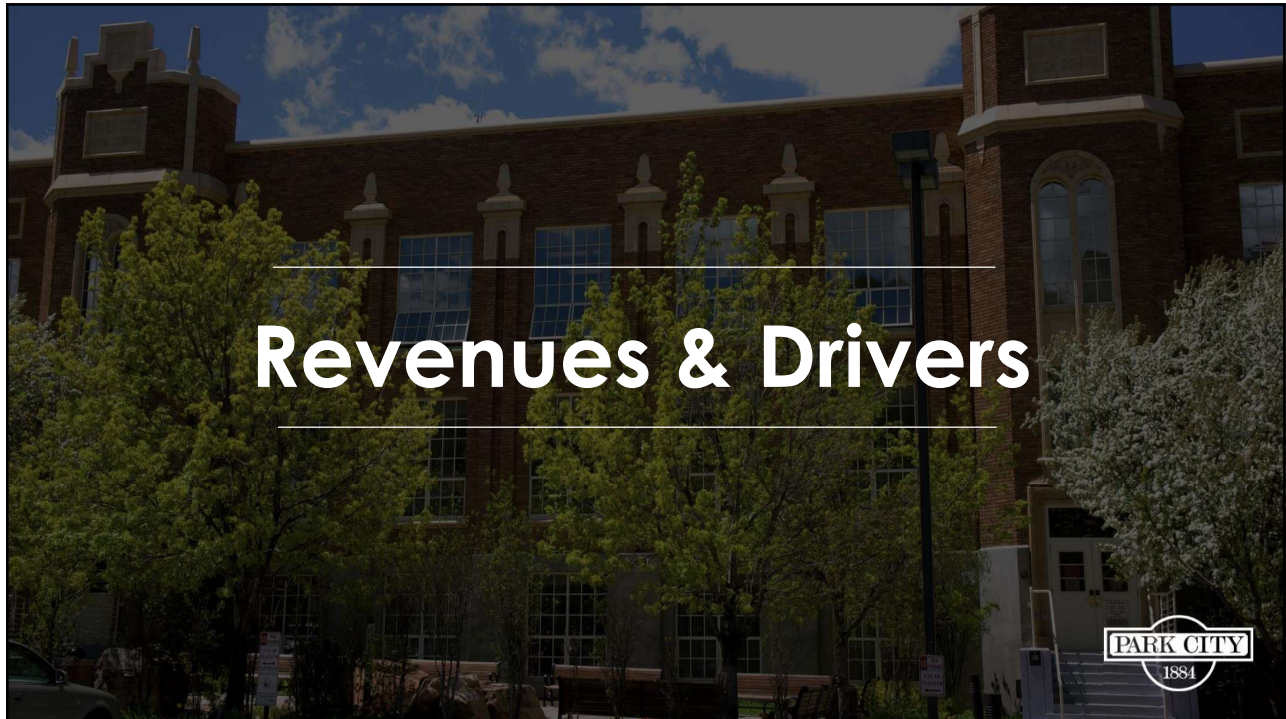


Source: Park City Municipal Corporation, as of May 2022.



21

Revenues & Drivers



22

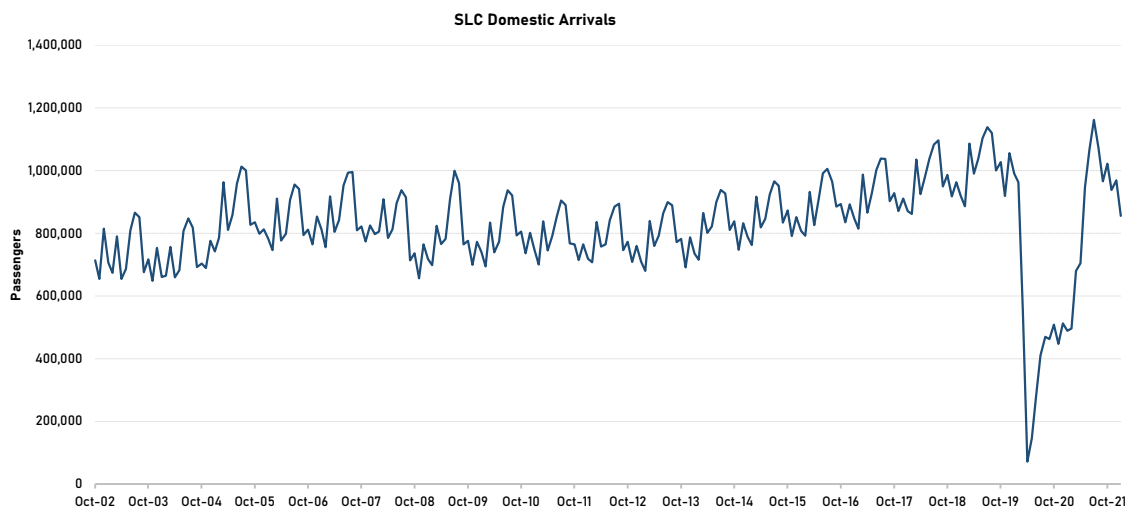
Budget Drivers

- **Inflation** – Cost-of-doing business increases
- **Increase Demand for Services** – Increased volume and demand for service delivery
- **Labor Challenges** – Wage increases due to less labor participation and lower unemployment and cost of living challenges
- **Big Solutions**
 - Transportation, Transit & Parking
 - Housing and Affordability
 - Recreation Demand
 - Cultural District

23

Travel

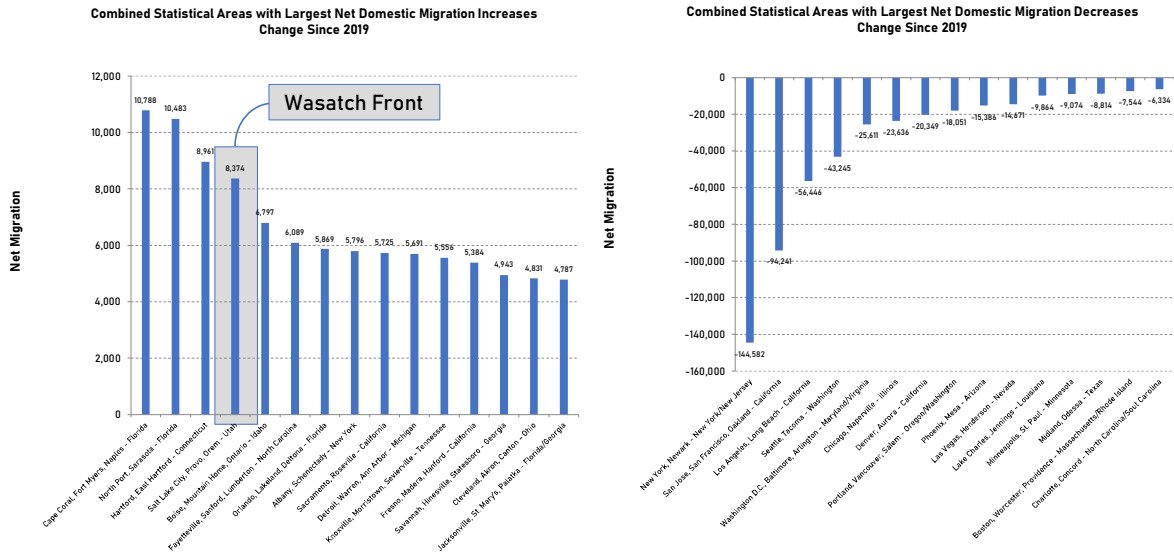
Domestic arrivals at SLC International surpassed pre-pandemic highs.



Source: Bureau of Transportation, PCMC. As of April 2022.

24

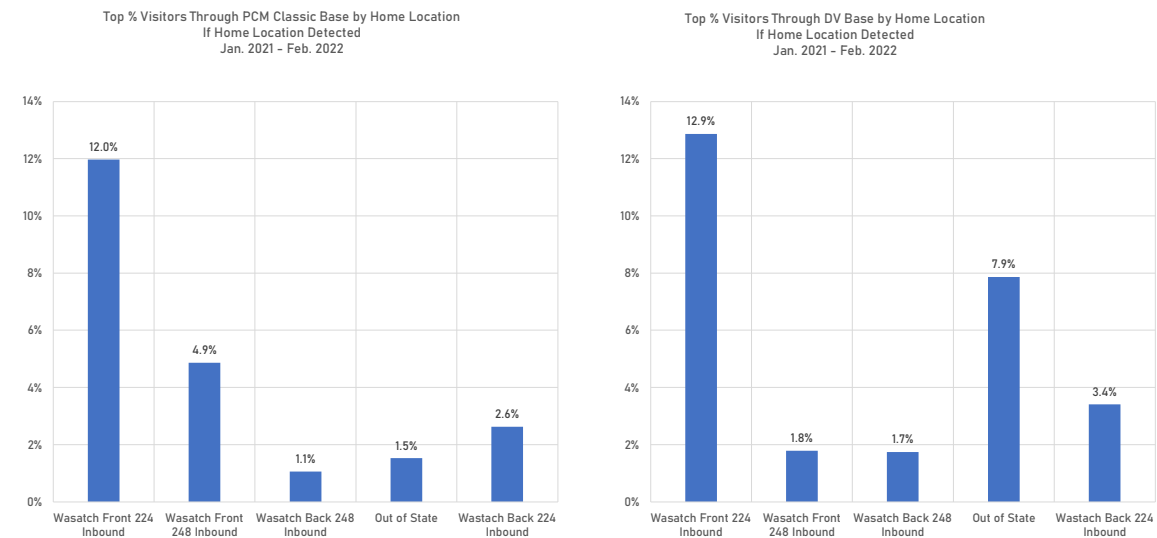
Wasatch Front is a Stabilizer



Source: PCMC, U.S. Census Bureau as of April 2022.

25

But Also Comes with Impacts

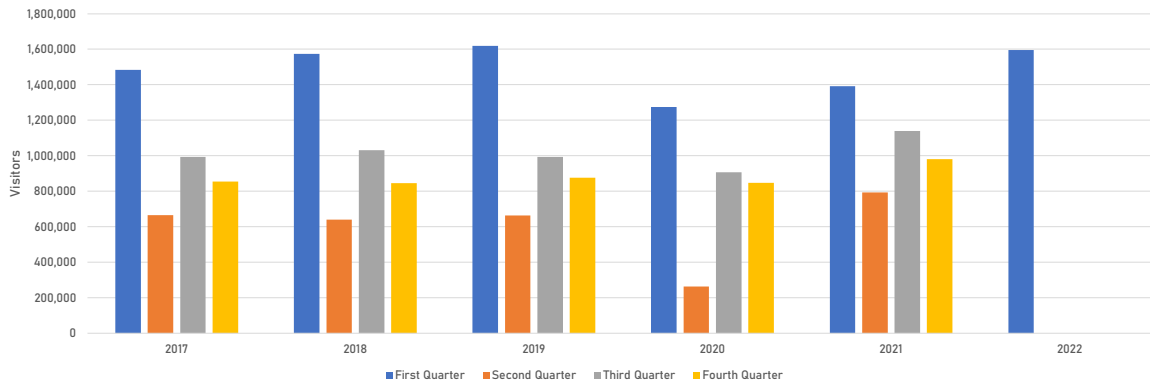


Source: PCMC, U.S. Census Bureau as of April 2022.

26

Shoulder Season A New Marginal Driver

Estimated Main Street Visitors by Calendar Year and Quarter



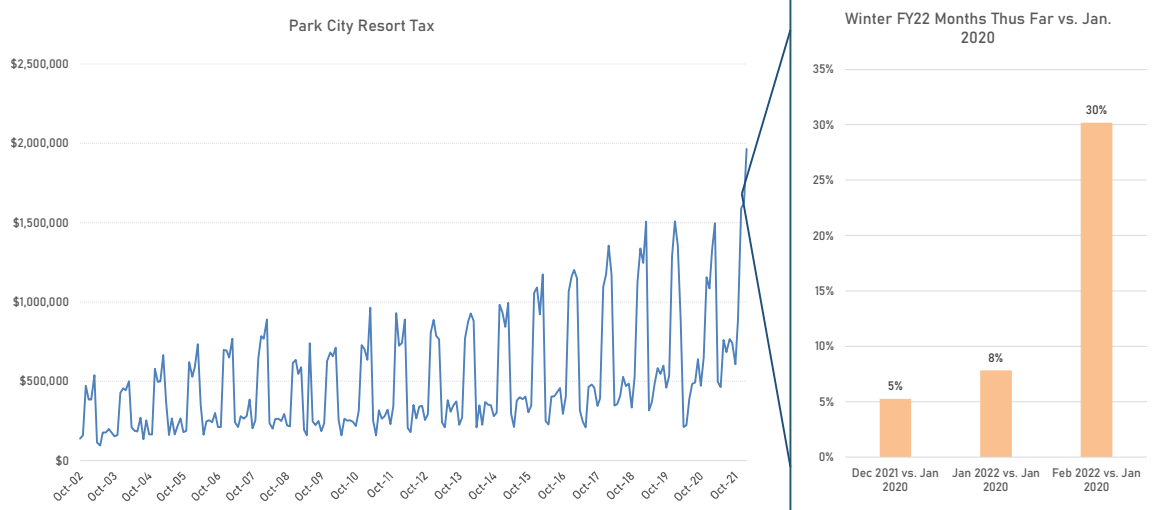
Calendar Year	Main Street Visitors				Total Calendar Year	Main Street Visitors, YoY % Change				
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Calendar Year
2017	1,483,161	665,538	993,336	853,676	3,995,711					
2018	1,573,286	640,188	1,030,691	845,928	4,090,093	6%	-4%	4%	-1%	2%
2019	1,618,275	663,881	992,946	875,761	4,150,863	3%	4%	-4%	4%	1%
2020	1,273,540	262,389	906,242	846,605	3,288,776	-21%	-60%	-9%	-3%	-21%
2021	1,391,936	793,237	1,139,918	981,176	4,306,267	9%	202%	26%	16%	31%
2022	1,594,725					15%				

Source: PCMC, U.S. Census Bureau as of April 2022.

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Sales Revenues Reach Record Highs

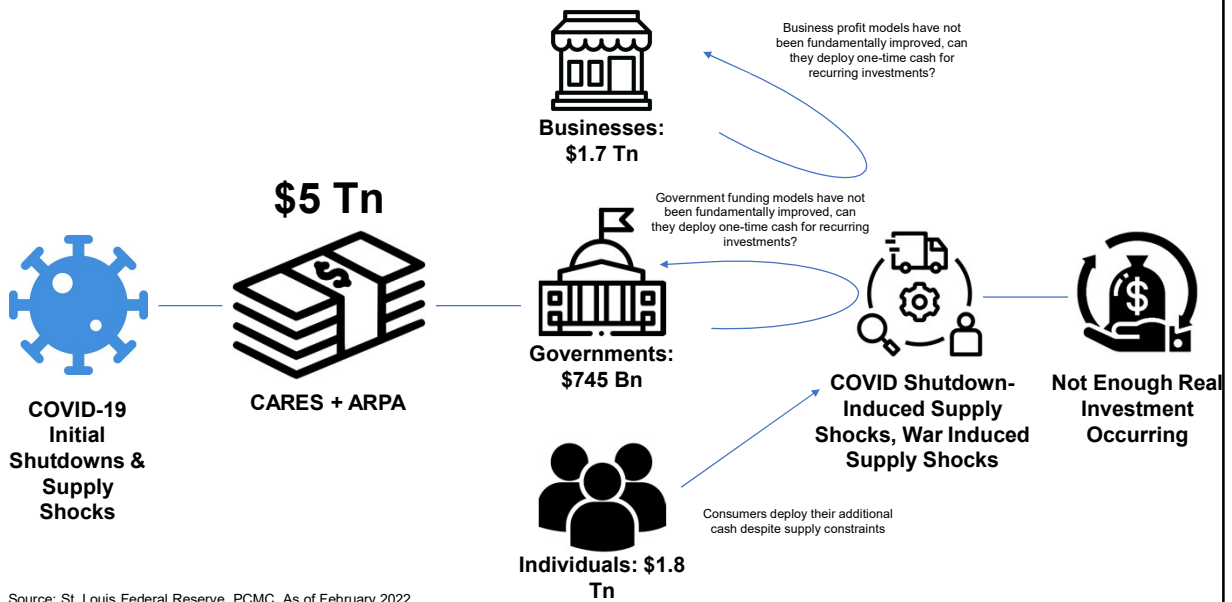
Each month of winter FY22 thus far has beaten the City's previous record monthly high of January 2020.



Source: PCMC, U.S. Census Bureau as of April 2022.

28

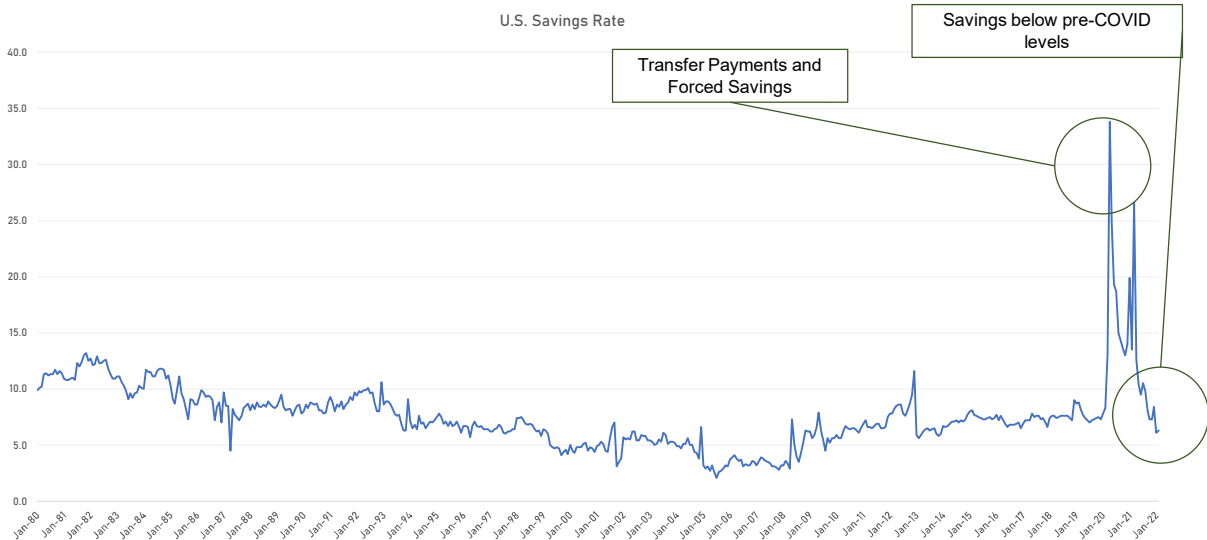
— Where We've Come From – National/Global Picture —



29

Savings Rates

COVID transfer payments and economic shutdowns stockpiled savings, which have now been spent.

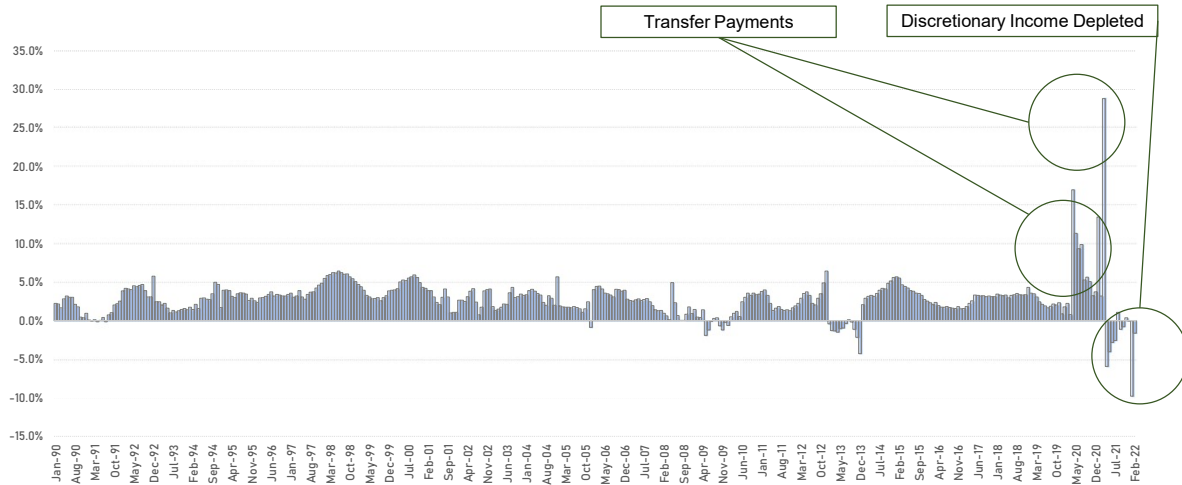


30

Real Disposable Income

Consumers are depleting discretionary income as must fund core purchases at increasing prices.

YoY% Change in U.S. Real Disposable Personal Income



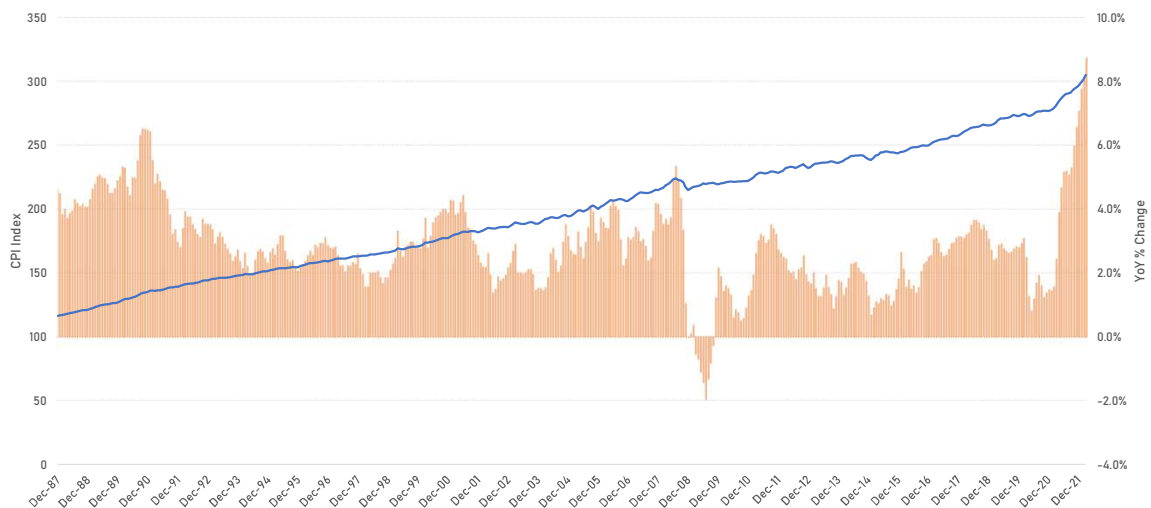
Source: Bureau of Labor Statistics, PCMC. As of April 2022.

31

Inflation

Western region inflation continues to climb at historic levels, nearing 9% as of March 2022.

West Region CPI & YoY % Change



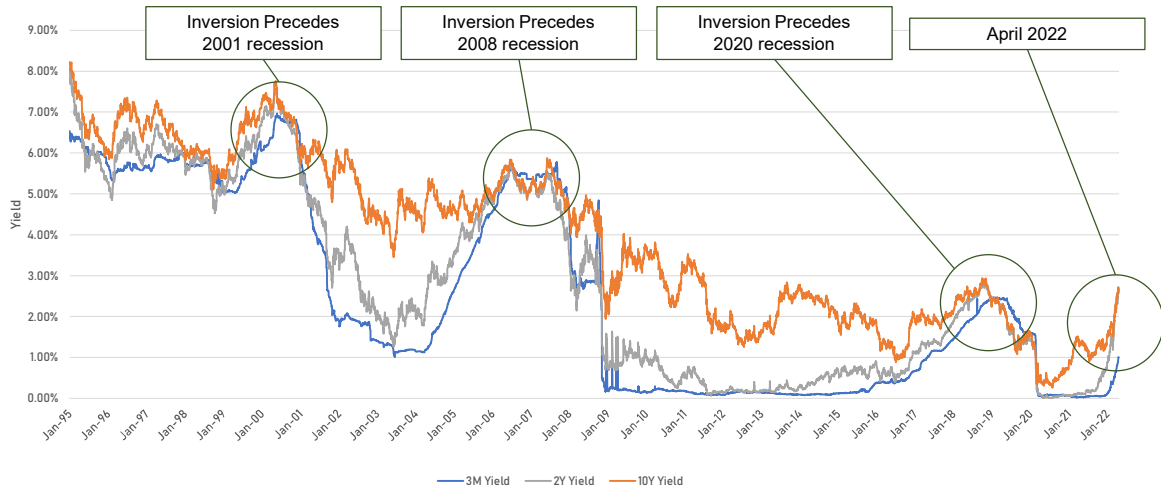
Source: Bureau of Labor Statistics, PCMC. As of April 2022.

32

Credit Conditions

Benchmark yield curve inversions in the 3M-10Y spread have never not been followed by a recession within 10-15 months, we are approaching potential inversion.

U.S. 3-Month, 2-Year & 10-Year Yields



33

Why Does This Happen?

Investors are becoming concerned that wages are not keeping up with inflation coupled with major supply issues, weighing on near term economic prospects

Investors sell short-term obligations

1

Investors seek medium to longer term protection

Demand for mid-curve to long-dated Treasuries keep 10Y-20Y yields more stable

2

This reduces the steepness of the yield curve

Yield curve flattens or inverts

3

Bank net interest margin is compressed

Bank business models are based on borrowing cheaply in the short-term and lending at higher rates in the long-term

4

In response banks make less loans at lower profitability

Credit contracts, less lending at higher cost of capital for broader economy

5

Recession follows

Businesses and households reassess their plans and/or hold back on further expenses

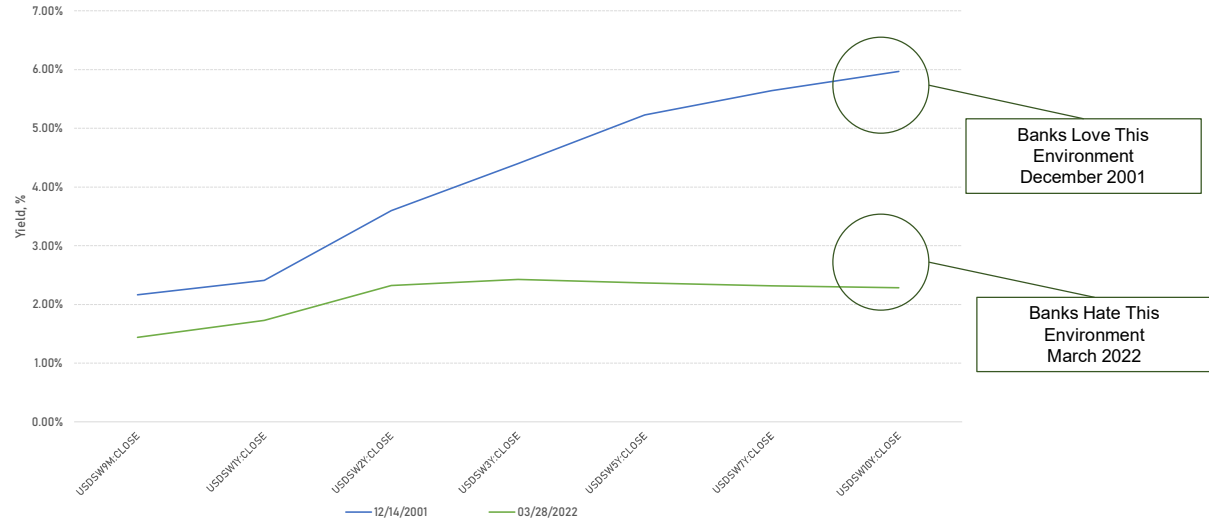
6

Source: Bloomberg, Barclays, PCMC. As of February 2022.

34

Why Does This Happen?

U.S. Yield Curve on Two Different Dates

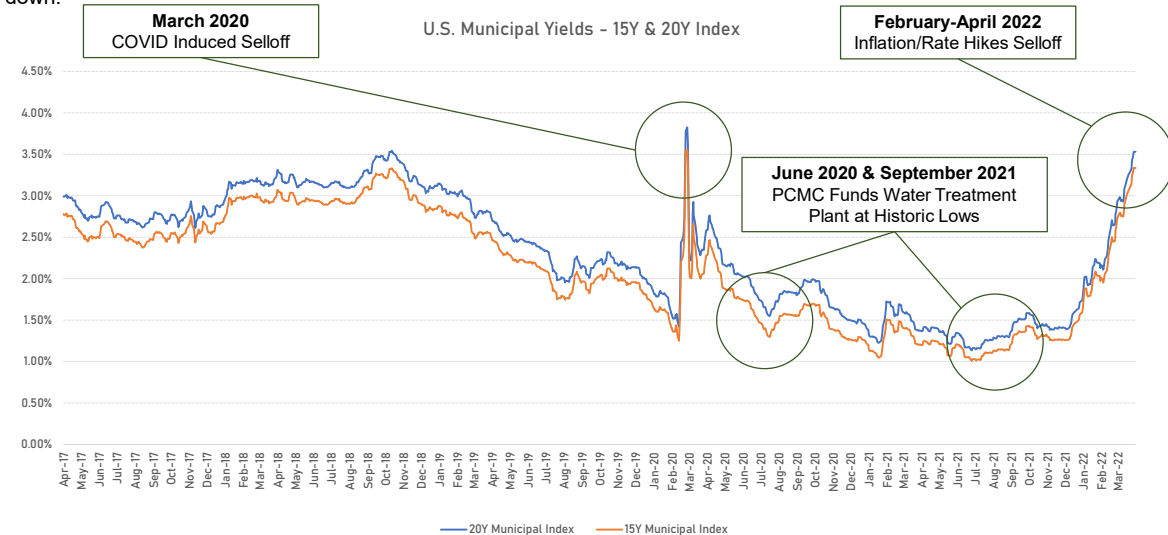


Source: Bloomberg, Barclays, PCMC. As of February 2022.

35

The Bond Market Has Awoken

Global bond markets, including the U.S. Municipal market, have awoken to the risks and borrowing capacity is going down.

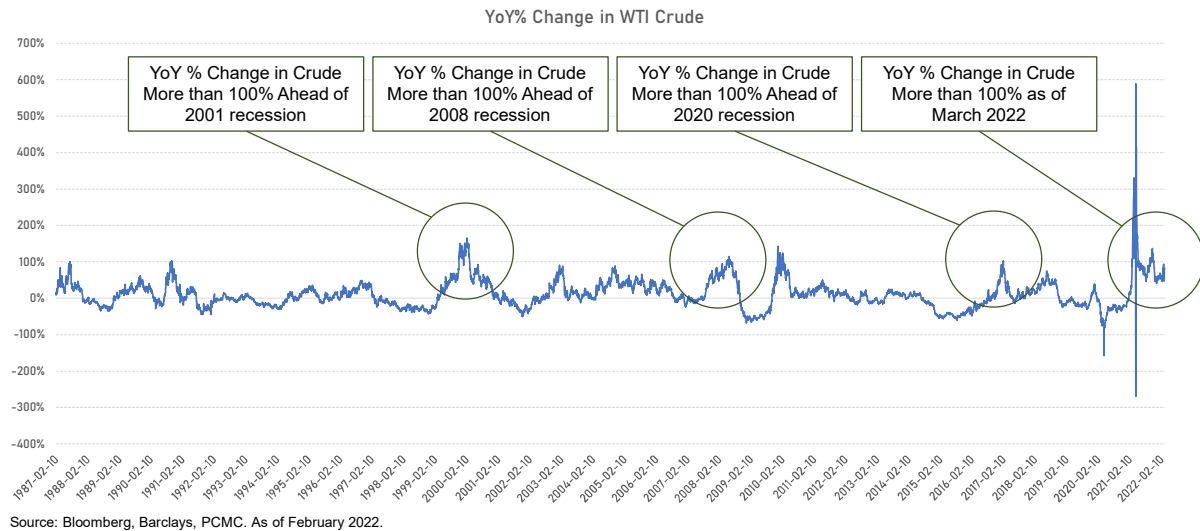


Source: Bloomberg, Barclays, PCMC. As of April 2022.

36

Additional Indicators

Large year-over-year increases in oil prices are also usually associated with precursors to recession, albeit as a slightly less strong predictor.



37

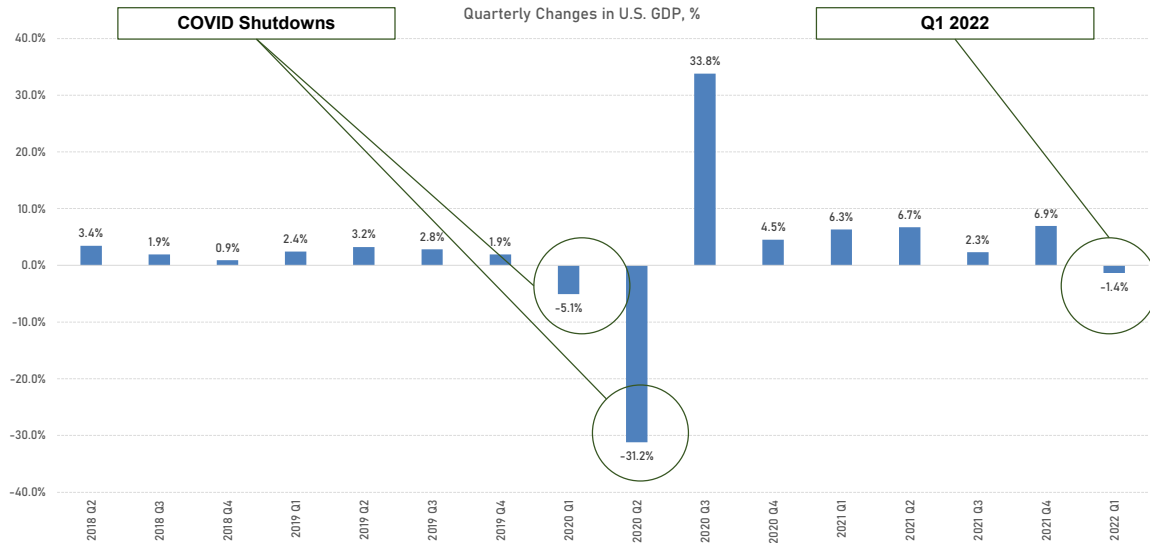
Why Does This Happen?

- 1 Crude oil is a key input into most industrial processes and in the delivery of goods and services. It becomes even more critical when economies are supplied by lengthy supply chains.
- 2 When marginal demand outstrips near-term supply projections, prices rise.
- 3 If prices reach significantly high rates of change, plans for future growth and profitability are made more uncertain and both consumers and producers put planned growth and consumption on hold.

Source: Bloomberg, Barclays, PCMC. As of February 2022.

38

Latest National Developments



Source: Bureau of Economic Analysis. As of April 2022.

39

What Does it Mean for Park City?

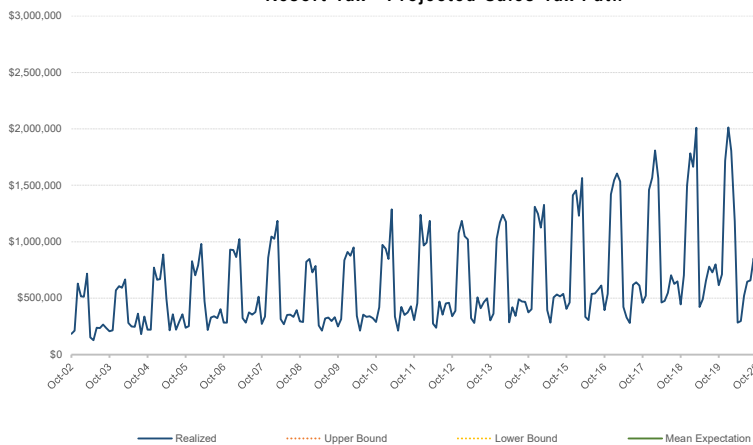
2021 Realized Resort Tax
\$12.7M, +10.9% vs. FY20

2022 Projected Resort Tax
\$16.8M, +26.7% vs. FY21

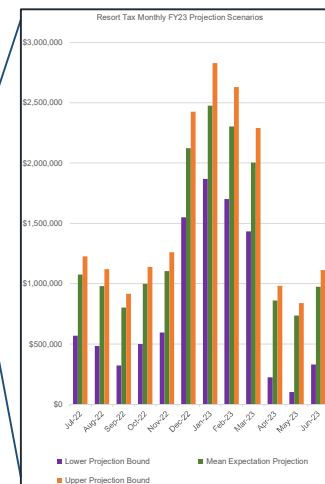
2023 Projected Resort Tax
\$16.4M, -2.7% vs. FY22

2024 Projected Resort Tax
\$18.2M, +8% vs. FY23

Resort Tax - Projected Sales Tax Path



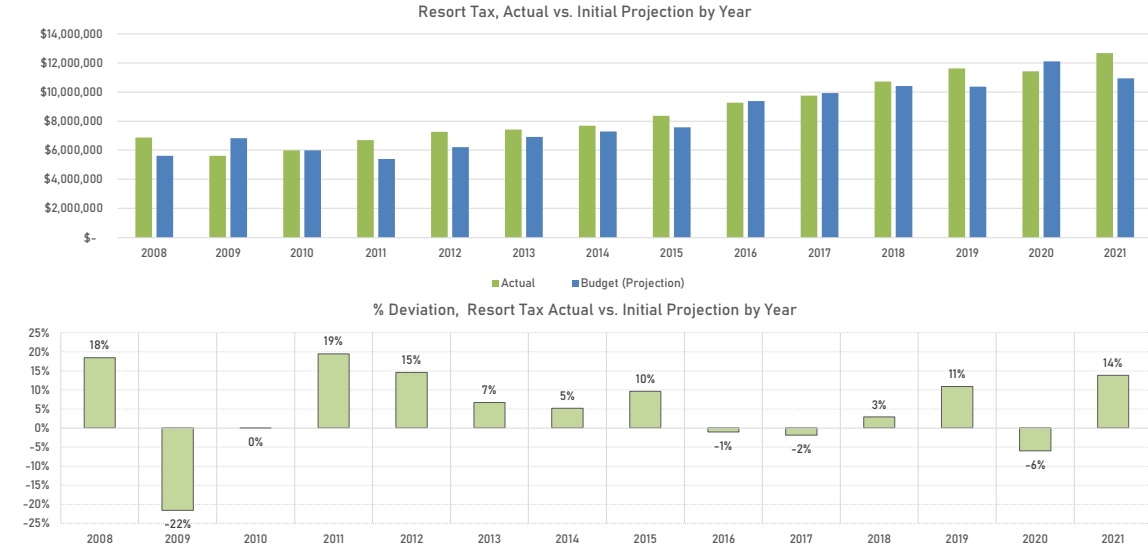
Source: PCMC as of April 2022.



40

How Accurate Have Past Estimates Been?

Historical sales tax budgets have been within 9% of actuals, on average.

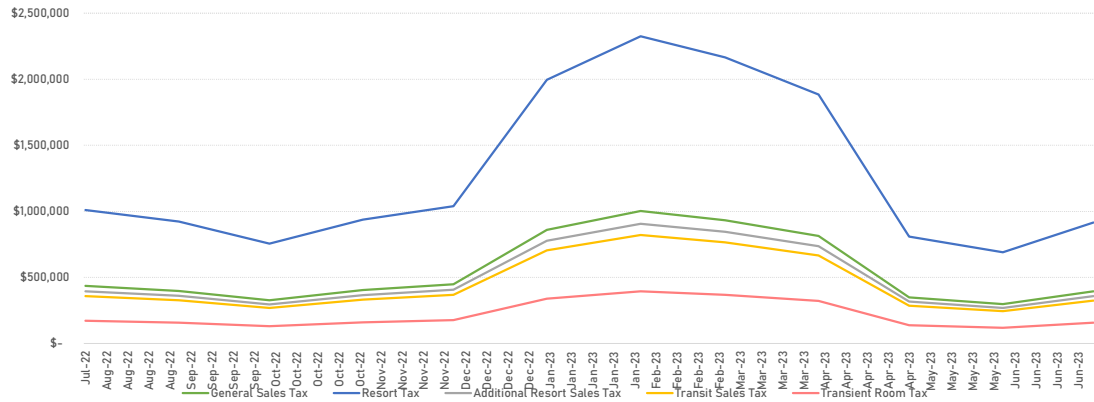


Source: PCMC as of April 2022.

41

All Sales Taxes & Distribution to Funds

FY23 All Sales Taxes - Projection by Month



General Fund - FY23 Projection	
General Sales Tax	\$ 7,078,984
Resort Tax	\$ 9,354,558
Total	\$ 16,433,542

Capital Fund - FY23 Projection	
GFT (Resort Tax)	\$ 3,619,937
Additional Resort Sales Tax	\$ 6,404,558
Transient Room Tax	\$ 2,787,539
Total	\$ 12,812,034

Transportation Fund - FY23 Projection	
Transit Sales Tax	\$ 5,796,765
Resort Tax	\$ 3,459,047
County Related Transit Sales Tax ¹	\$ 2,840,415
Total	\$ 12,096,227

Source: PCMC as of April 2022.

1. County Related Transit Sales tax is anticipated PCMC's distribution from Summit County but is not yet received.

42

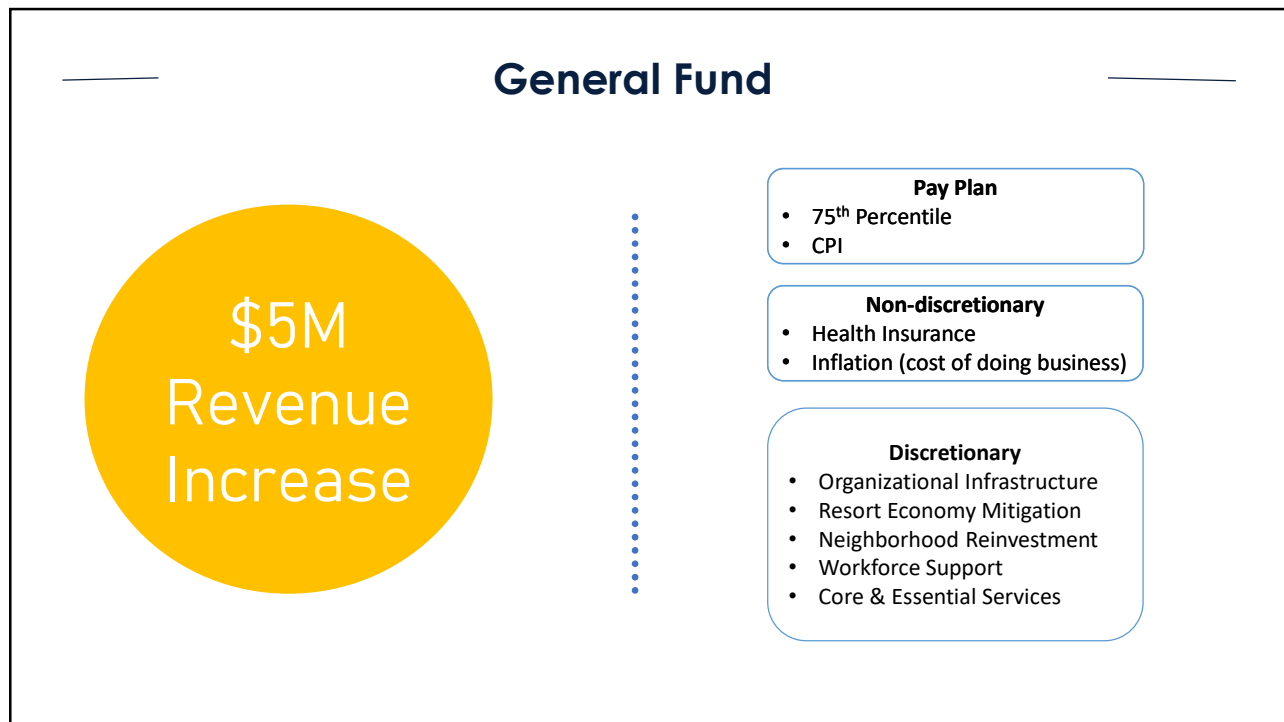
FY23 General Fund Revenue Projections

General Fund Revenue Summary - FY22 & FY23								
Revenue	FY22 YTD Actual	FY22 Ori Bud	FY22 Adj Bud	FY23 Budget	\$, Variance Adj vs. Ori FY22	%, Variance Adj vs. Ori FY22	\$, Variance FY23 vs. Adj	%, Variance FY23 vs. Adj
Property Taxes	\$12,485,912	\$12,392,328	\$12,392,328	\$12,938,775	\$0	0%	\$546,447	4%
Sales Tax	\$11,948,882	\$13,333,686	\$17,888,070	\$16,433,542	\$4,554,384	34%	(\$1,454,528)	-8%
Franchise Tax	\$2,422,750	\$3,261,596	\$3,261,596	\$3,297,706	\$0	0%	\$36,110	1%
Planning, Building and Engineering Fees	\$3,375,087	\$3,565,757	\$3,565,757	\$3,914,520	\$0	0%	\$348,763	10%
Recreation	\$1,952,619	\$1,941,591	\$1,941,591	\$2,365,076	\$0	0%	\$423,485	22%
Licenses	\$318,600	\$484,692	\$484,692	\$500,088	\$0	0%	\$15,396	3%
Ice Revenue	\$638,723	\$907,421	\$907,421	\$955,233	\$0	0%	\$47,812	5%
Intergovernmental Revenue	\$107,757	\$155,304	\$155,304	\$138,275	\$0	0%	(\$17,029)	-11%
Fees/Other	\$1,036,178	\$495,211	\$999,740	\$1,239,454	\$504,529	102%	\$239,714	24%
Interfund Transfers	\$1,862,750	\$2,950,291	\$2,950,291	\$2,950,291	\$0	0%	\$0	0%
Total	\$36,149,257	\$39,487,877	\$44,546,790	\$44,732,960	\$5,058,913	13%	\$186,170	0%

43



44



45

FY23 Major General Fund Key Investments

FY23 Expenses	Amount	Notes
Organizational Infrastructure	\$725,163	Budget increases to enhance our IT infrastructure, cybersecurity, 3Kings Water Treatment Plant, a new financial and accounting system, and new investment in data collection to better respond to public input and requests for information, transparency, and level of service increases.
Resort Economy Mitigation	\$855,848	Enhanced traffic and resort economy impacts – expand Neighborhood Traffic Management Program, Traffic Coordinator position, intersection management and equipment, and monitoring and enforcement.
Neighborhood Reinvestment	\$796,742	Increased neighborhood patrols, code enforcement and equipment, fire inspection, and community and area planning efforts.
Workforce Support	\$267,905	Additional resources to enhance recruitment, retention, and quality benefits, employee assistance, and professional development programs (non-monetary benefits).
Core Services	\$1,005,005	Service increases related to existing Critical Community Priorities and existing service demands – Affordable Housing, Recreation, Customer service, and Street Projects.

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Organizational Infrastructure

IT

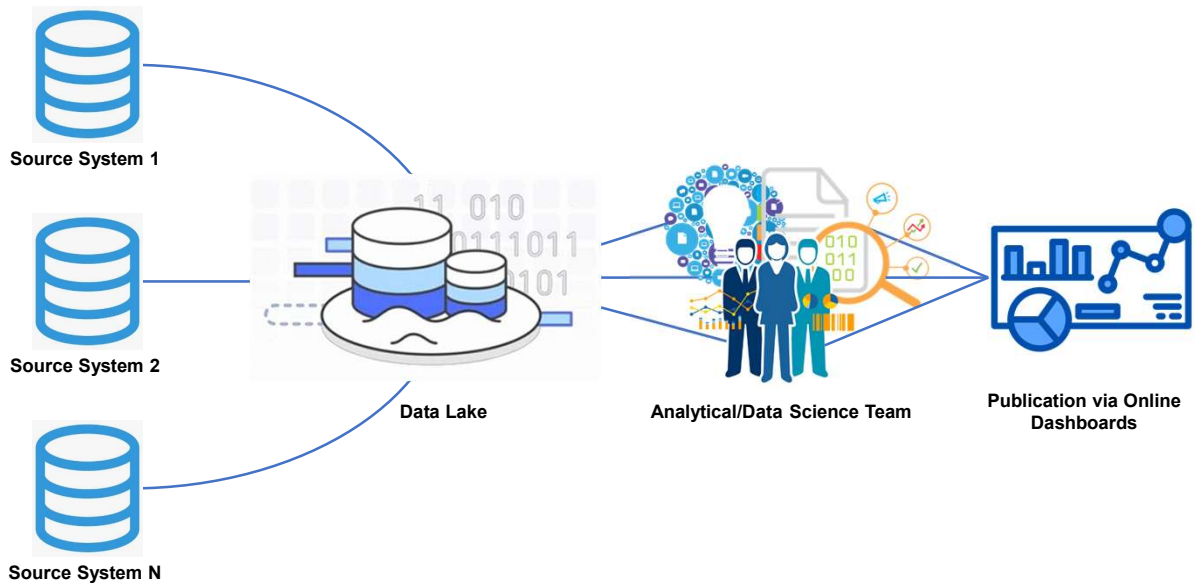
- Two additional staff added in IT department
- Data Science Tools – dashboards, cloud computing & processing/pipeline tools
- New ERP/Financial system multi-year implementation as current system is sunsetting (2027 sunset)
- Case Management Software
- Departmental webpage updates

Multiple Departments

- Bank Fees
- Replacement equipment (laptops, devices, cables, etc.) for Staff

47

Potential Future State Data Environment



48

Example Deliverables

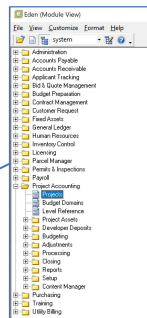


Digitize Neighborhood Dashboards with statistics on:

- Traffic
- Crime
- NTMP
- Source of Visitors



Further public statistics on City financials



Digitize Key Department Metric Dashboards :

- E.g. digitize elements of PC Stat Dashboards

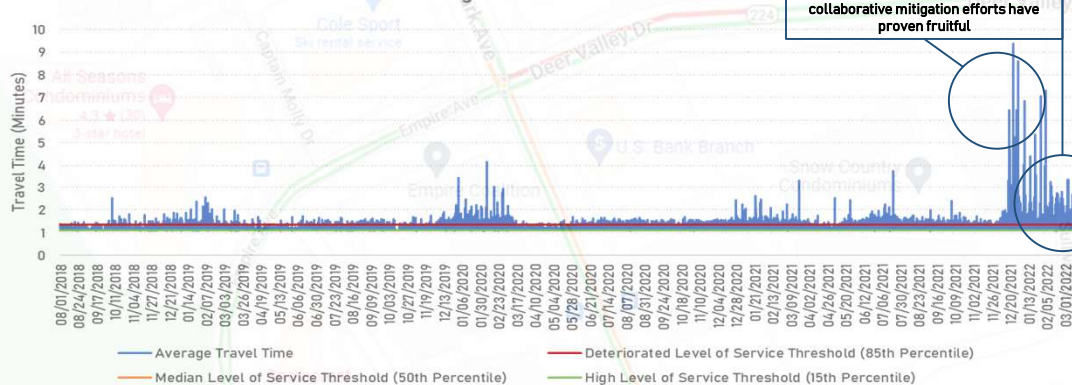


49

Empire to PCMR Drop-Zone

Travel times to key base areas have proven challenging, yet mitigation efforts are improving conditions.

Empire to PCMR Drop-Zone Travel Time
Aug. 2018 - March 2022



PCMC is partnered with UDOT on key projects:

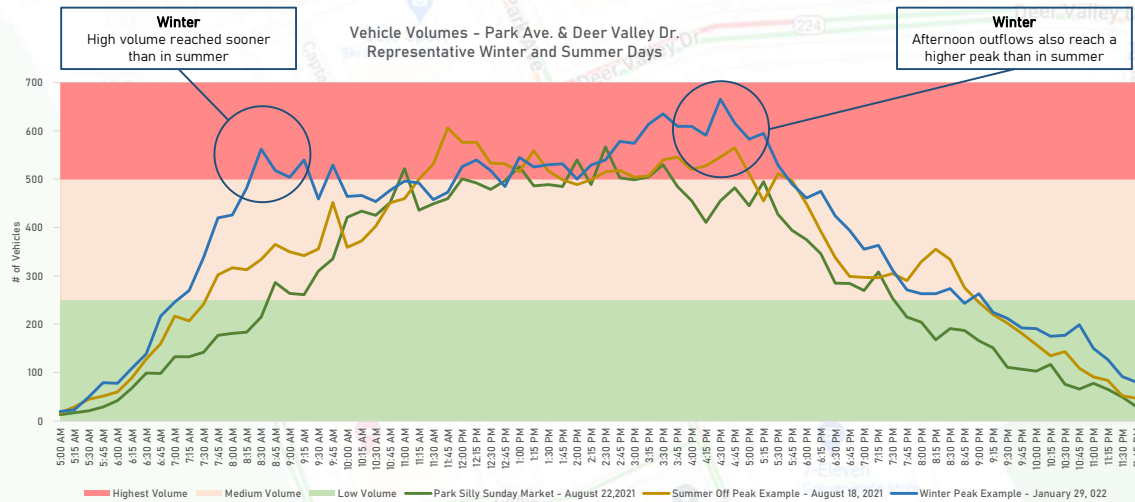
1. S-LC43(34) Summit County Intersection Planning Study: PIN No. 20035; Contract No. 228840 Ongoing project with Summit County, Park City, UDOT.
2. SR248 EA pin # 14549.

Source: UDOT IPEMS, Park City Municipal Corporation. As of March 8, 2022.

50

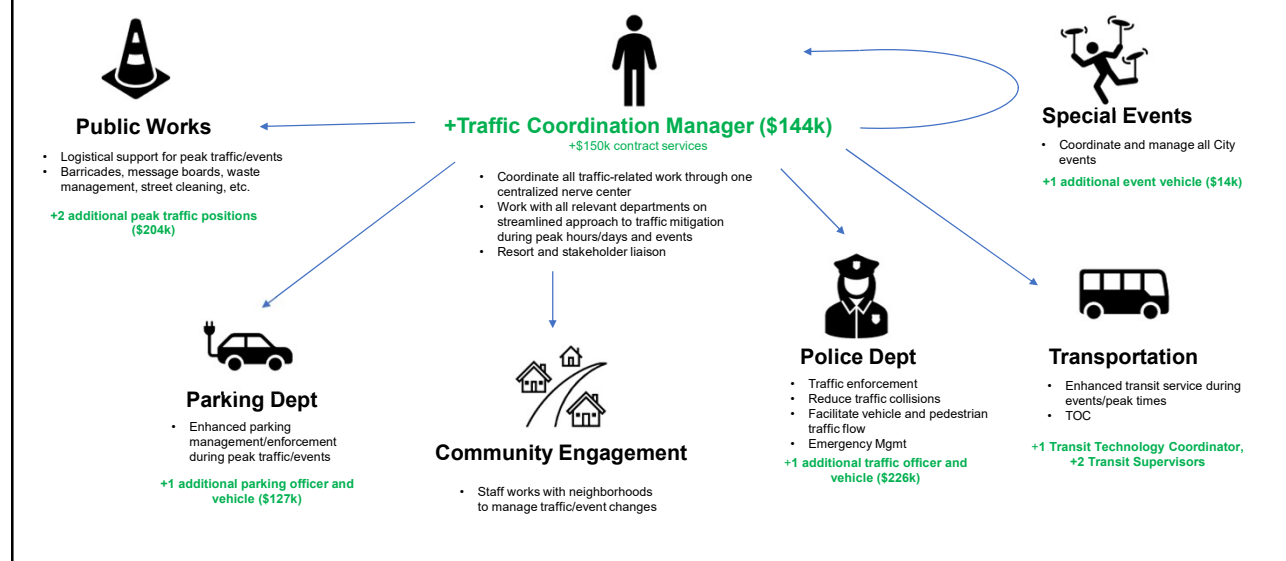
Park Ave & Deer Valley Drive – Hourly Zeroing in on the Problem

Specific roadways and corresponding levels of service are reaching high volume at specific hours of the day. As volume ramps in narrow time windows, free-flow speeds decay. In winter, a peak is reached sooner than in summer.



51

Resort Economy & Peak Traffic Mitigation Enhanced Focus - Team Approach – Consolidated Effort



52

Transportation Fund

\$2M
Revenue
Increase

Pay Plan

- 75th Percentile
- Targeted increased based on current market data

Non-discretionary

- Health Insurance
- Inflation (cost of doing business)

Discretionary

- Enhanced Transit Services
- Snow Creek Crossing
- Additional FTEs
- Short-range Transit Plan Implementation

53

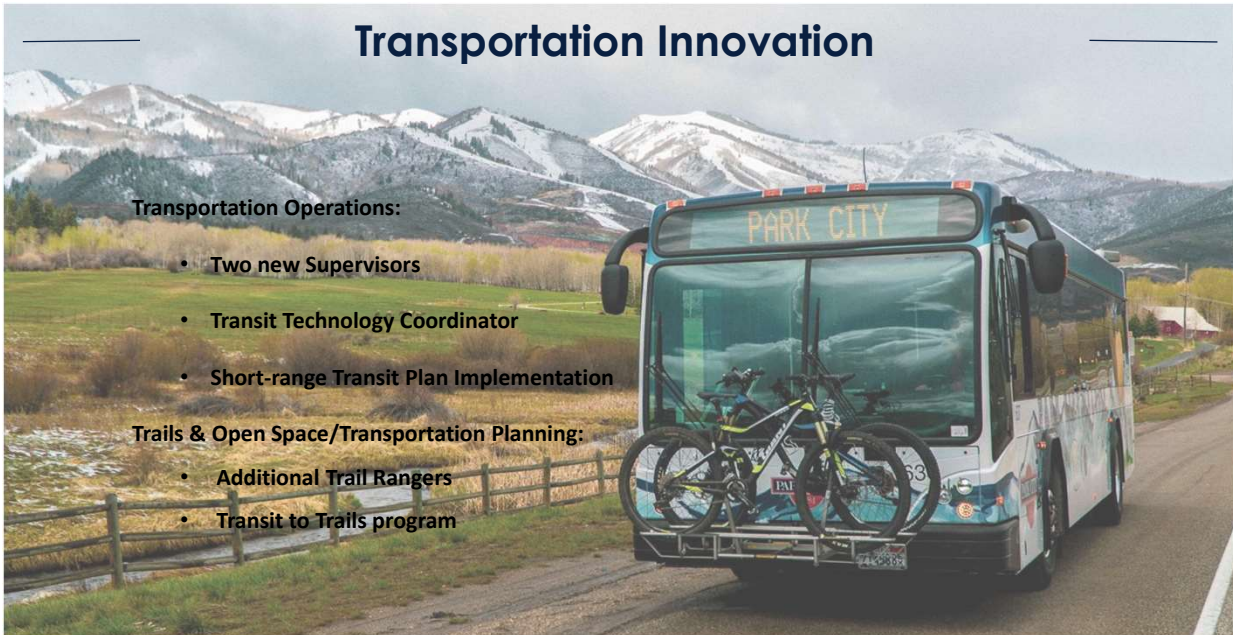
Transportation Innovation

Transportation Operations:

- Two new Supervisors
- Transit Technology Coordinator
- Short-range Transit Plan Implementation

Trails & Open Space/Transportation Planning:

- Additional Trail Rangers
- Transit to Trails program

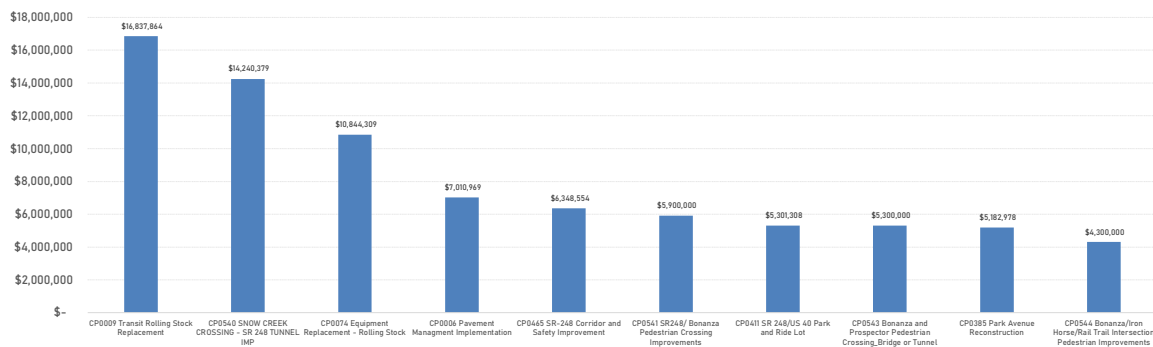


54

Transportation – Top 10

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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,837,864
2	CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	\$ -	\$ 268,107	\$ 4,320,365	\$ 7,064,619	\$ 2,587,288	\$ -	\$ -	\$ 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	\$ -	\$ -	\$ 6,348,554	\$ -	\$ -	\$ -	\$ -	\$ 6,348,554
6	CP0541 SR248/ Bonanza Pedestrian Crossing Improvements	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 5,600,000	\$ -	\$ 5,900,000
7	CP0411 SR 248/US 40 Park and Ride Lot	\$ 127,643	\$ 4,513,665	\$ 300,000	\$ 360,000	\$ -	\$ -	\$ -	\$ 5,301,308
8	CP0543 Bonanza and Prosperator Pedestrian Crossing Bridge or Tunnel	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 5,000,000	\$ -	\$ 5,300,000
9	CP0385 Park Avenue Reconstruction	\$ 3,689,298	\$ 747,100	\$ 746,580	\$ -	\$ -	\$ -	\$ -	\$ 5,182,978
10	CP0544 Bonanza/Iron Horse/Rail Trail Intersection Pedestrian Improvements	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 4,000,000	\$ -	\$ 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

Transportation Top 10 5Y Capital Projects



Source: Park City Municipal Corporation, as of May 2022.

55

Neighborhood Reinvestment

Community Engagement:

- Additional funds to expand support for outreach and community events, such as Catch up With Council and Mayor Nann in the Neighborhood, along with our printed quarterly newsletter

Planning

- Increased public noticing
- Contract services for Neighborhood Plans and General Plan Update

Police

- New detective
- Take-Home Car Program
- Communications/Dispatch Contract with County for dispatch services

Housing

- Additional FTE to support collaborative projects and public-private partnerships
- Maintenance and minor repairs of City-owned units

Engineering

- Office Assistant and new analysis software, +\$150k NTMP increase (CIP)

Building

- New vehicles for the Building dept to replace leased and borrowed vehicles

Parks/Streets

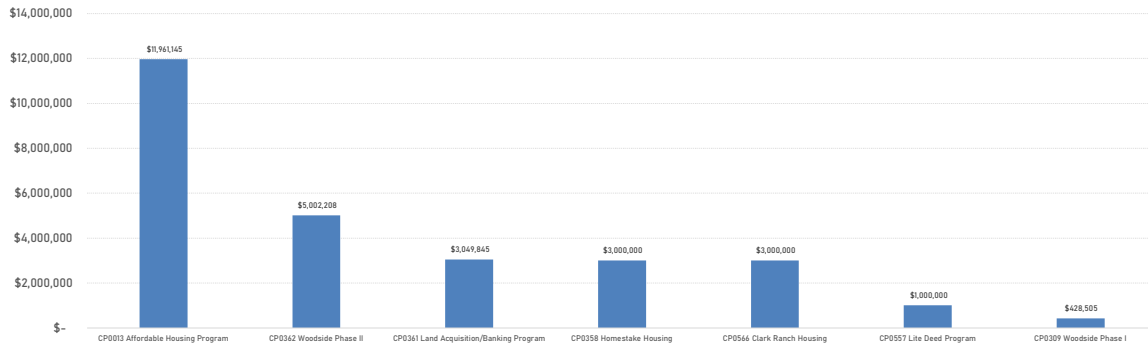
- Increase seasonal staff
- Striping & Street Signs projects

56

Housing – Top 10

Housing Top 10 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,961,145
2	CP0362 Woodside Phase II	\$ 12,802,208	\$ (7,800,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,002,208
3	CP0361 Land Acquisition/Banking Program	\$ -	\$ 3,049,845	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,049,845
4	CP0358 Homestake Housing	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
5	CP0566 Clark Ranch Housing	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
6	CP0557 Lite Deed Program	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
7	CP0309 Woodside Phase I	\$ 418,505	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 428,505
Total \$		13,985,829	9,455,874	4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 27,441,703

Housing Top 10 5Y Capital Projects



Source: Park City Municipal Corporation, as of May 2022.

57

Workforce Support

Creating
the Great
Retention

Investment in Staff Salaries

- Creation of 20 new positions to support across the organization
- 10.3% increase to pay ranges (grades)
- Targeted increase to Transit Operators based on 2022 data ~ \$4/hr increase per driver

Exploring Enhanced Benefits

- Parental leave, increased PTO, Childcare options, increased life insurance and housing allowance

Continue to Follow "Pay for Performance" Standards

- Annual review process with self, peer and manager feedback
- Training on goal setting and performance management including reviews
- Focused Goal Setting for FY23
- Performance Review Software (streamline process)

58

Workforce Support

- Vacation, Holidays, & Sick Leave
- Generous Health Benefits, Employee Assistance/Wellness Program
- Utah Retirement System (URS) choice of hybrid or 401k plan with 10% employer contribution
- Monthly housing allowance for employees within the Park City School District
- Free access to community athletic center (PC MARC), discounted skiing, tennis, ice rink, golf
- Free UTA Transit Pass/Vanpool
- Education reimbursement up to \$10,000 per year
- Flex-Time Accommodations - the ability to work from home and flex work hours as job responsibilities allow
- IREACH bonus – peer nomination and manager approved spot bonuses up to \$400
- Transit High Five – peer or customer-nominated recognition for transit drivers
- Service awards – recognition at five-year intervals

59

Workforce Support

Human Resources:

- New Recruiter and increased support for benefits/onboarding and daily operations
- Increase recruitment and retention programs such as education assistance, recruiting programs, employee assistance/wellness program
- Compensation analysis software, payroll system training and support
- Pay Plan – update 2020 compensation ranges to current 75th percentile

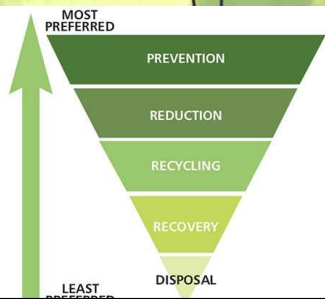
INTEGRITY **ACCOUNTABILITY**
Communication **RESPECT**
HUMOR **engagement**

60

Environmental Leadership



- Contract Services in Legal and Environmental Regulatory to support Senior Project Manager position added in mid-FY22
- Curbside Composting pilot program
- Enhance water leak detection efforts
- Library Sustainability Resource Center
- Forestry Plan \$100k FY22 CIP
- Wildfire Risk Mitigation and Mapping \$250k FY22 CIP

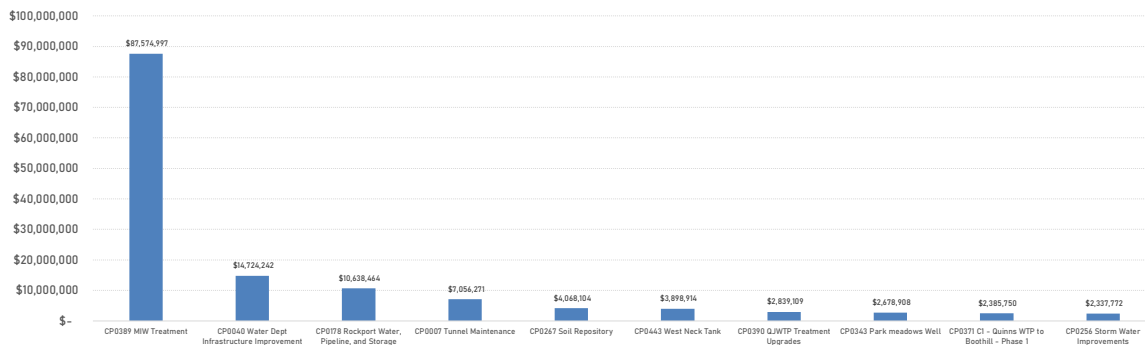


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Environmental – Top 10

\$ 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,068,104
6	CP0443 West Neck Tank	\$ 1,398,914	\$ 1,250,000	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ 3,898,914
7	CP0390 QJWTP Treatment Upgrades	\$ 2,839,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,839,109
8	CP0343 Park meadows Well	\$ 2,678,908	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,678,908
9	CP0371 C1 - Quinns WTP to Boothill - Phase 1	\$ -	\$ 2,385,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 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 \$		\$3,027,447	\$38,845,429	\$29,155,205	\$5,696,942	\$3,860,021	\$3,381,160	\$4,236,327	\$138,202,531

Environmental Top 10 5Y Capital Projects



Source: Park City Municipal Corporation, as of May 2022.

62

Recreation



MARC

- Full-time front desk staff to meet increased demand
- Increase Pickleball Instructor hours
- Equipment, pool chemicals
- MARC Equipment Replacement +\$150k
- Aquatics Equipment Replacement +\$400k

Tennis

- Increase Pro Shop inventory to keep product stocked
- Freight, Office Supplies
- Tennis Court Resurface +\$100k

Ice

- Seasonal Ice Tech to support outdoor rink

Golf

- Increase Pro Shop inventory
- Uniforms, fertilizer, plant materials

Trails Master Plan Implementation

63

Core Services



Building Maintenance

- Two Building Maintenance employees and vehicle to support increased demand and 3Kings Water Treatment Plant
- Increase in contract services due to inflation

Water (offset by revenue)

- Chemicals, utilities, technology, contract services
- Vehicles and heavy equipment rental
- Maintenance of meters and hydrants

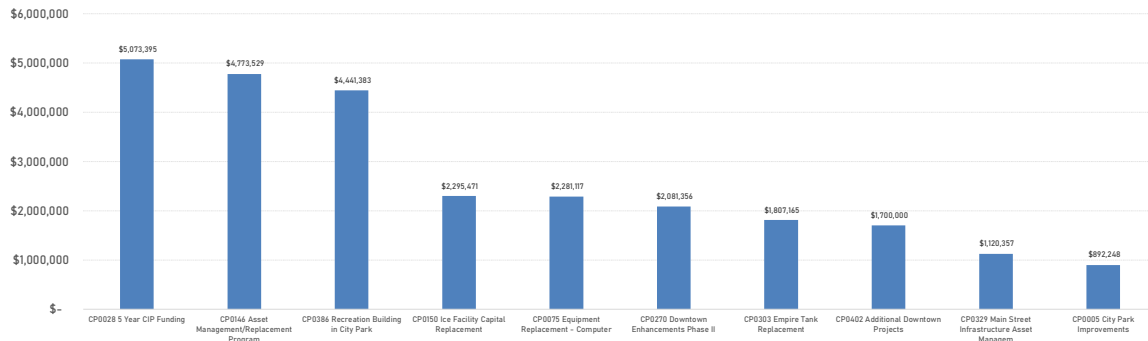


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Core Services – Top 10

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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,073,395
2	CP0146 Asset Management/Replacement Program	\$ 160,642	\$ 552,709	\$ 704,760	\$ 1,105,418	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,773,529
3	CP0386 Recreation Building in City Park	\$ 241,383	\$ -	\$ -	\$ -	\$ 4,200,000	\$ -	\$ -	\$ 4,441,383
4	CP0150 Ice Facility Capital Replacement	\$ 888,601	\$ 537,870	\$ 473,000	\$ 132,000	\$ 132,000	\$ 132,000	\$ -	\$ 2,295,471
5	CP0075 Equipment Replacement - Computer	\$ 505,963	\$ 360,564	\$ 628,026	\$ 502,564	\$ 142,000	\$ 142,000	\$ -	\$ 2,281,117
6	CP0270 Downtown Enhancements Phase II	\$ 152,130	\$ 620,810	\$ 327,104	\$ 327,104	\$ 327,104	\$ 327,104	\$ -	\$ 2,081,356
7	CP0303 Empire Tank Replacement	\$ -	\$ 1,807,165	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,807,165
8	CP0402 Additional Downtown Projects	\$ -	\$ 500,000	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000
9	CP0329 Main Street Infrastructure Asset Managem	\$ 21,047	\$ 100,000	\$ 100,000	\$ 599,310	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,120,357
10	CP0005 City Park Improvements	\$ 652,013	\$ 90,235	\$ 50,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 892,248
Total		\$ 7,695,174	\$ 4,569,353	\$ 3,482,890	\$ 2,766,396	\$ 5,651,104	\$ 1,451,104	\$ 850,000	\$ 26,466,021

Core Services Top 10 5Y Capital Projects



Source: Park City Municipal Corporation, as of May 2022.

65



66

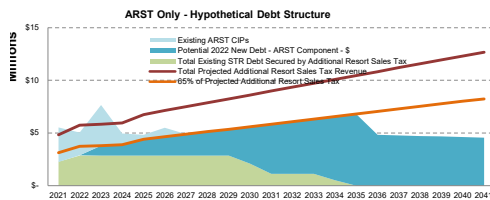
Project Prioritization & Budgeting



67

Additional Opportunity 1: ARST

Debt Capacity



**~\$45-50M over 20 yrs
@ 65% of Gross Revenue**

Historical Use

- Open Space Acquisition
- Historic Park City, Main Street & Downtown Projects
- Old Town Street Improvements
- Storm Water

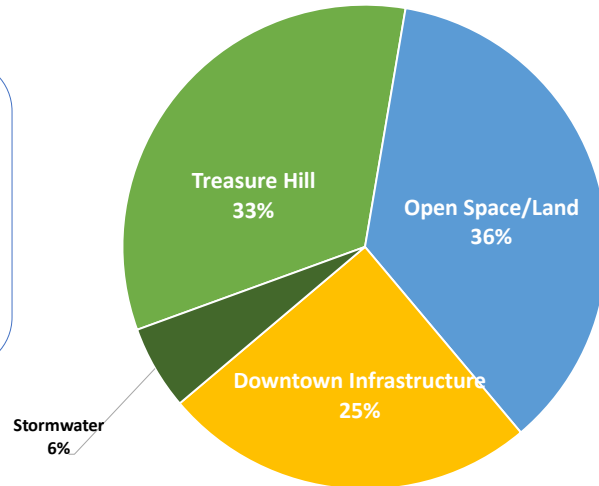
Potential Future Use

100% Flexible at Council Discretion

68

Additional Resort Sales Tax

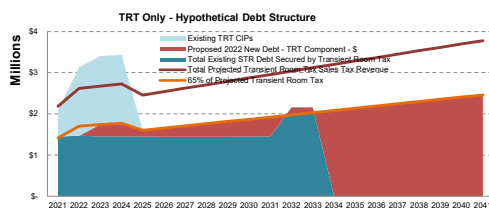
- Adopted 2012 with Intended Uses
- \$5.2M (5-year avg)
- \$2.6M/year debt service
- \$42.5M Expended



69

Additional Opportunity 2: TRT

Debt Capacity



~\$13-15M over 20 yrs
@ 65% of Gross Revenue
~\$17-20M over 20yrs
@ 75% of Gross Revenue

Historical Use

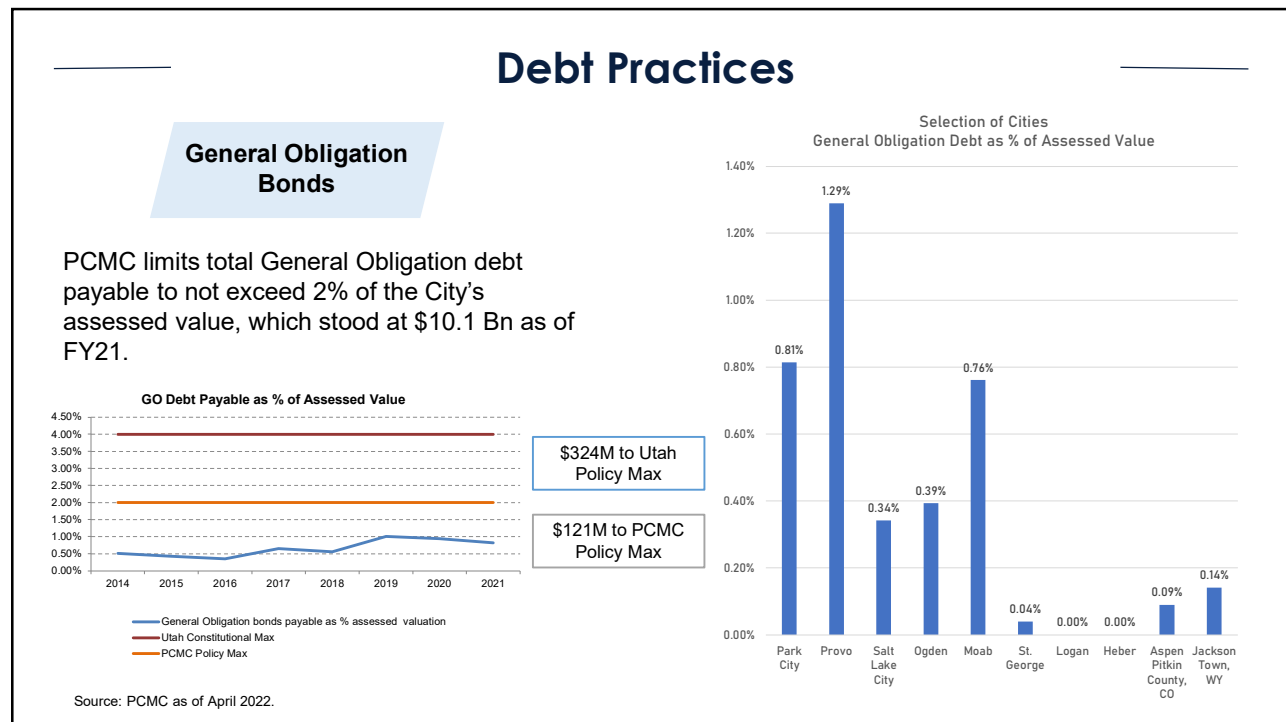
- Arts & Culture

- Adopted 2017
- \$2.7M (3-year avg)
- \$1.4M/year debt service
- \$22.2M Expended

Potential Future Use

100% Flexible at Council Discretion

70



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Additional Opportunity 4: Special Financing Tools

CRA

Community Reinvestment Agency

- Redistributes property tax within geographic boundary based on new growth
- Other governmental entities must authorize

PID

Public Improvement District

- Creates a new property tax within geographic boundary
- City authorizes

Proceeds from special financing deals are 100% dependent on creating new asset growth and the corresponding resulting assessed value of the new asset

72

Transportation Revenue Opportunities

Transit
Sales Taxes



Grants

- \$5M/year received directly for operations
- \$2.5M/year received from Summit County for ops
- \$2.5M/year apply through Summit County annually (capital only)

- Federal and state grants
- Over \$30M planned in next 5 yrs
- Continually applying

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Flexible Sales Tax Revenue Raising Capacity & Competing Capital Priorities

Unfunded Large Capital Initiatives

Arts &
Culture
District

Long
Range
Transp.
Plan

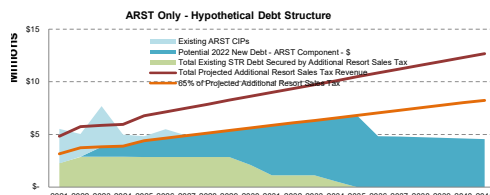
RMP
Substation
Move

Soils
Remed.
Program

Housing
Program
Expansion

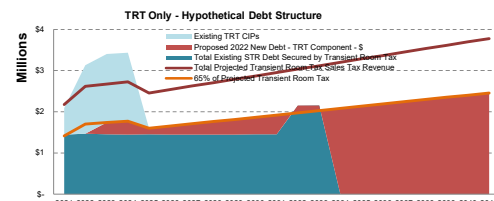
Recreation
Expansion

ARST Proceed Potential



**~\$45-50M over 20 yrs
@ 65% of Gross Revenue**

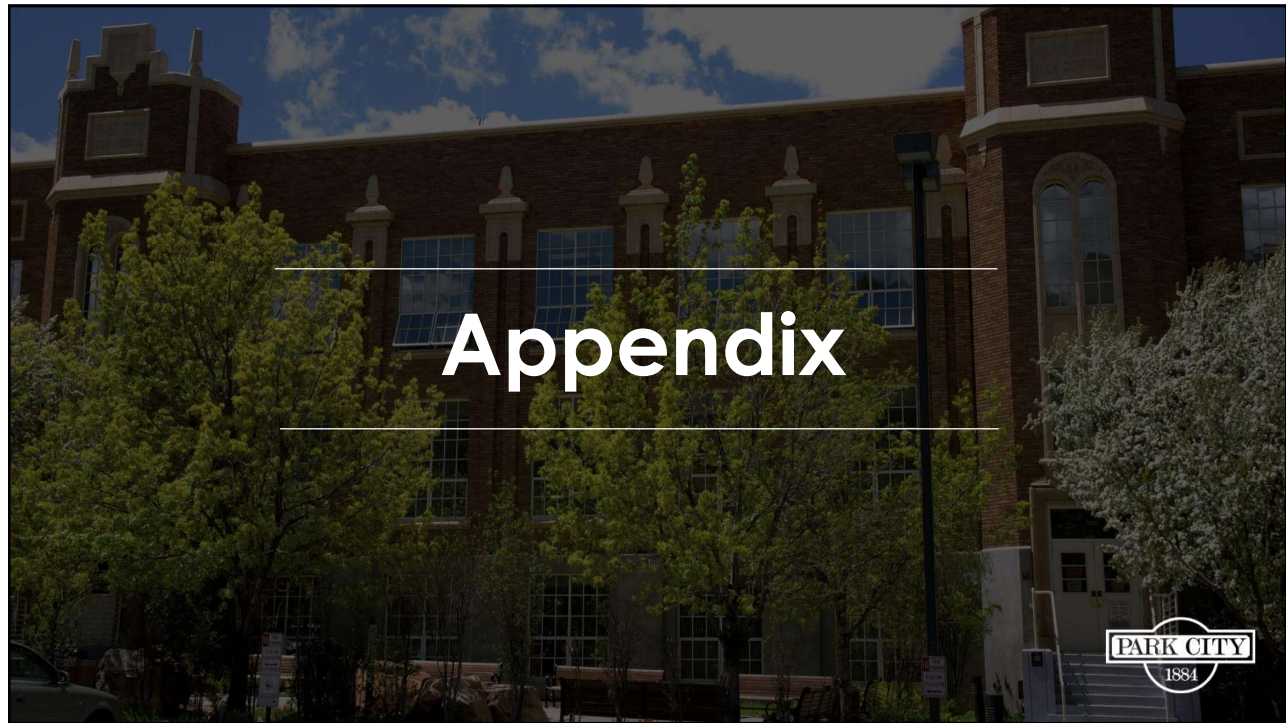
TRT Proceed Potential



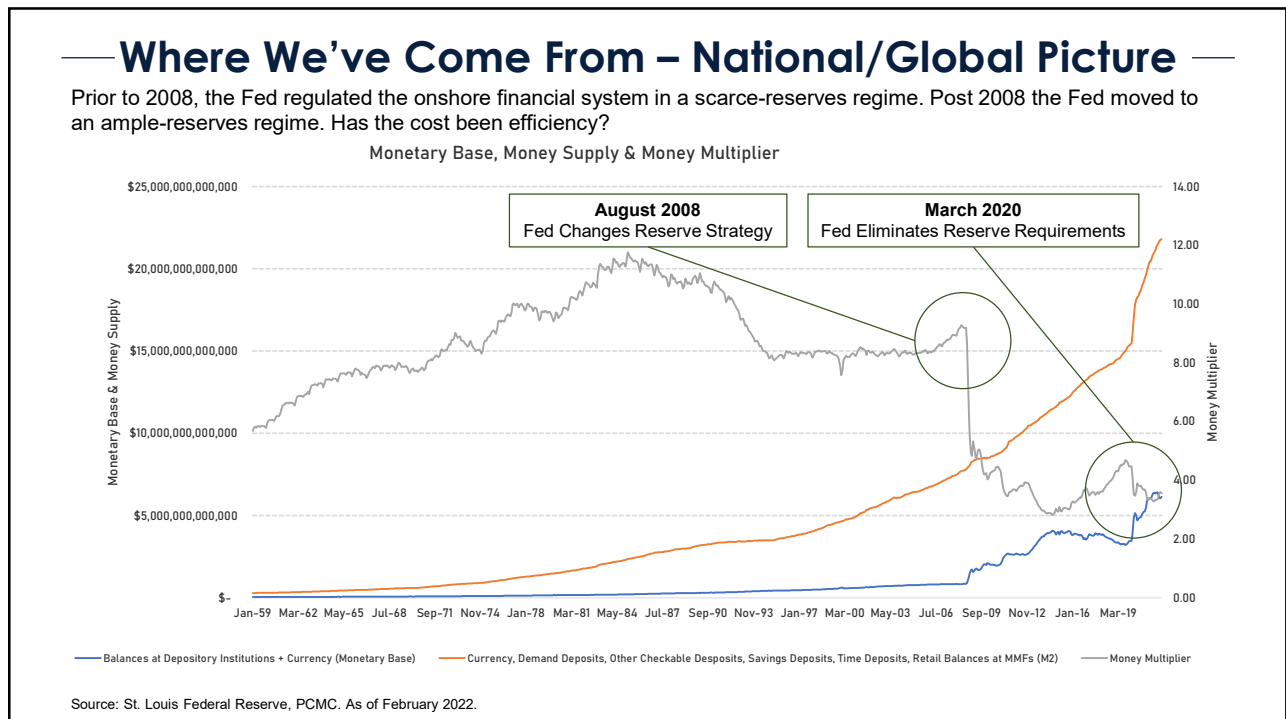
**~\$13-20M over 20 yrs
@ 65-75% of Gross Revenue**

Source: PCMC as of 2/24/22.

74



75

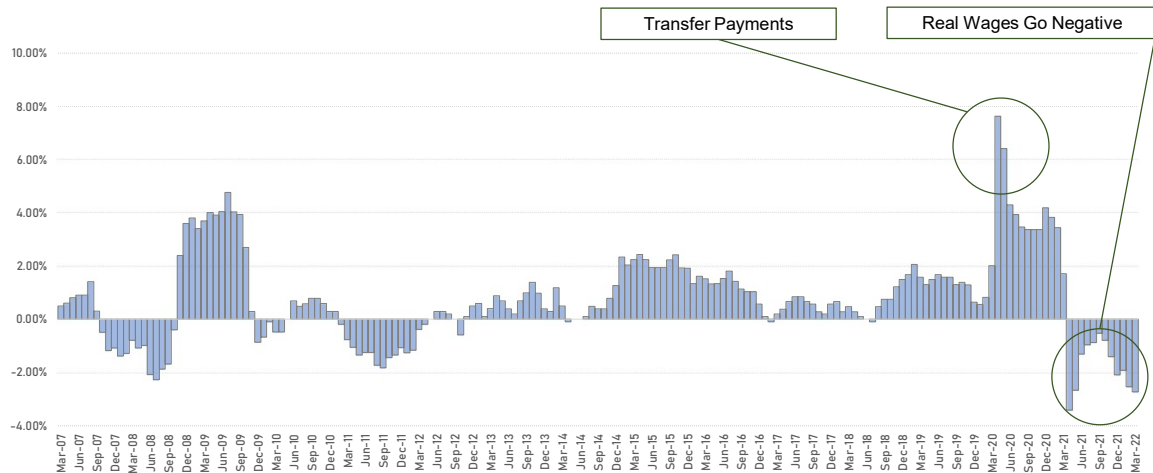


76

Real Wages

Year-over-year changes in real average hourly earnings went negative in April of 2021.

YoY % Change in U.S. Real Average Hourly Earnings



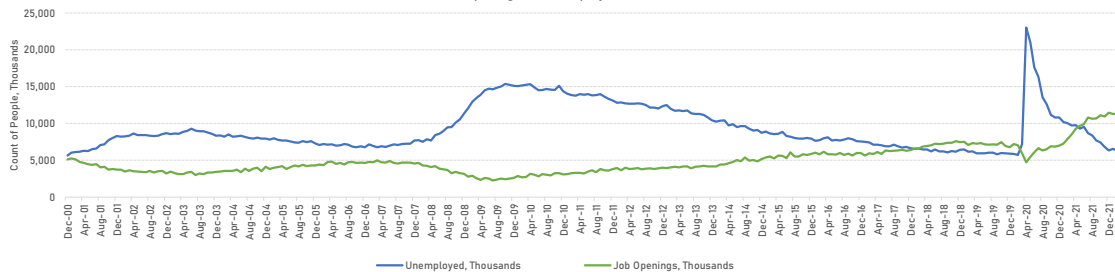
Source: Bureau of Labor Statistics, PCMC. As of April 2022.

77

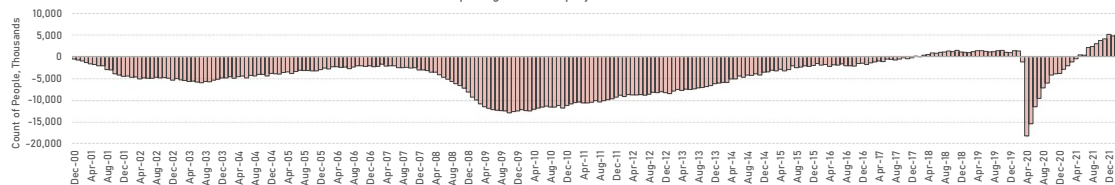
Job Openings vs. Unemployed

Labor market unemployment has come down yet openings remain at record highs.

U.S. Job Openings vs. Unemployed



U.S. Openings vs. Unemployed - Difference

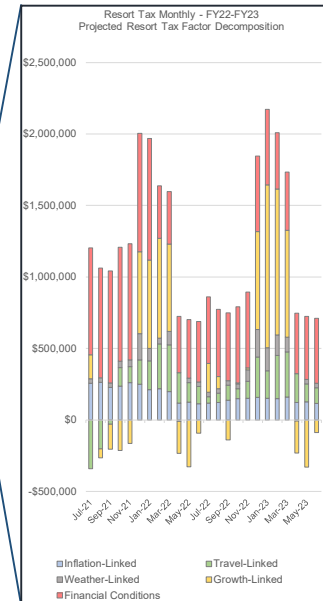
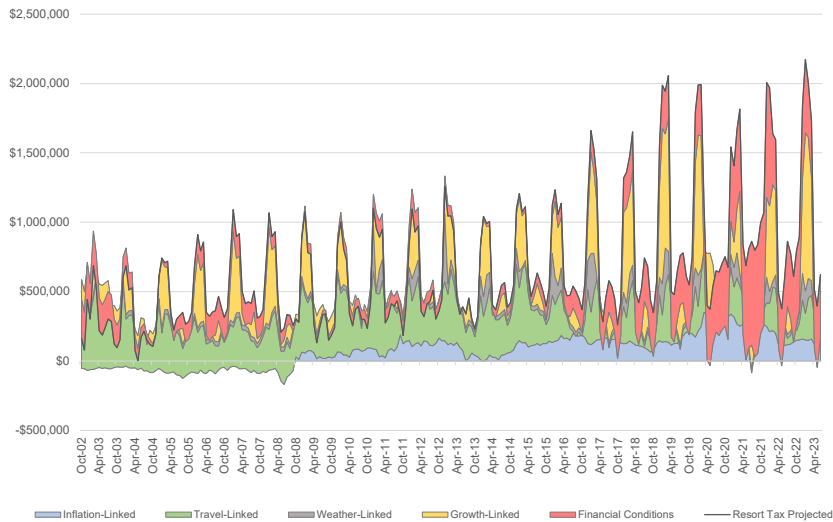


Source: St. Louis Federal Reserve, PCMC. As of February 2022.

78

Sales Tax Decomposition by Month

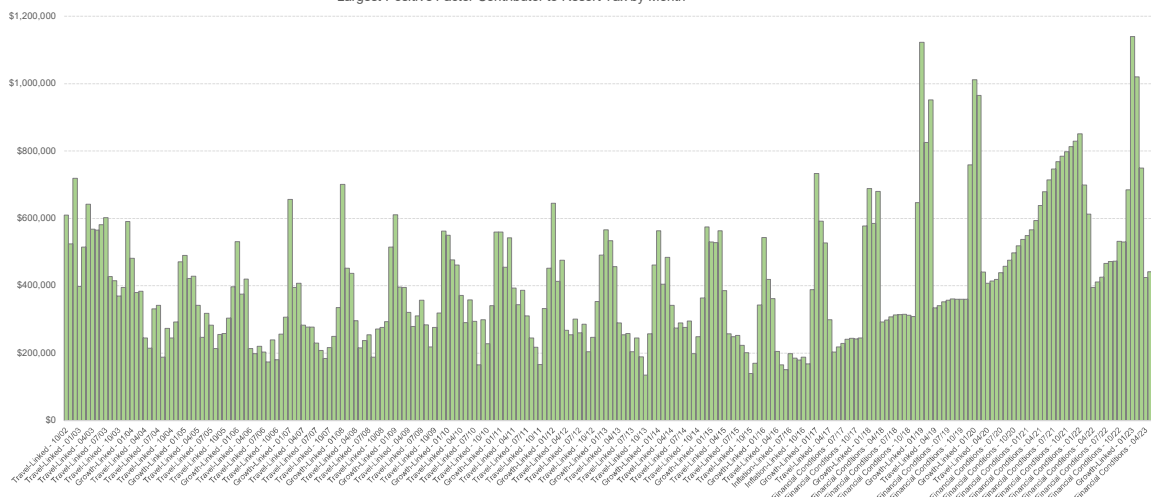
Resort Tax Monthly
Historical & Projected with Statistical Factor Decomposition



79

Sales Tax Top Driver by Month

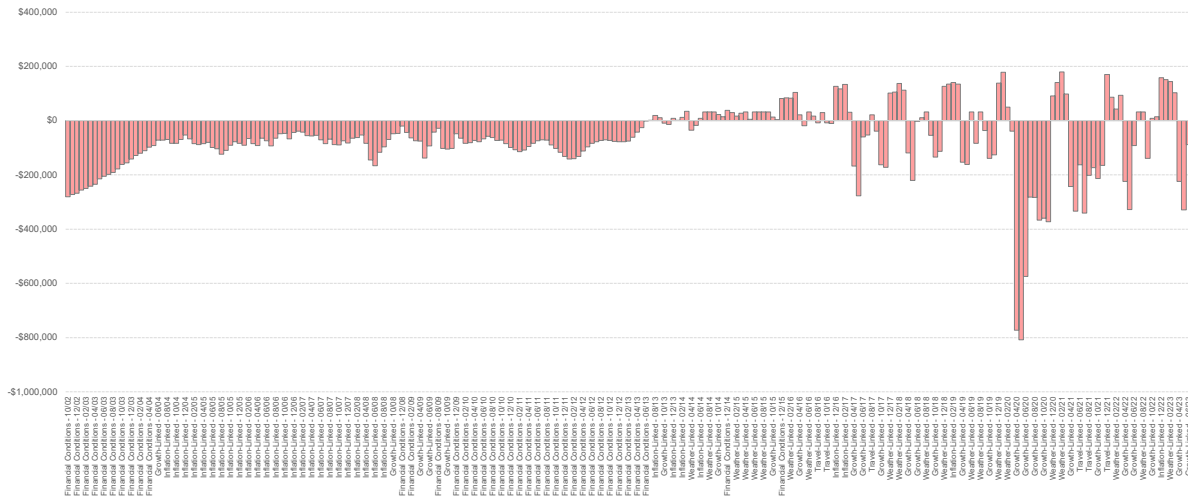
Largest Positive Factor Contributor to Resort Tax by Month



80

Sales Tax Smallest Contributor by Month

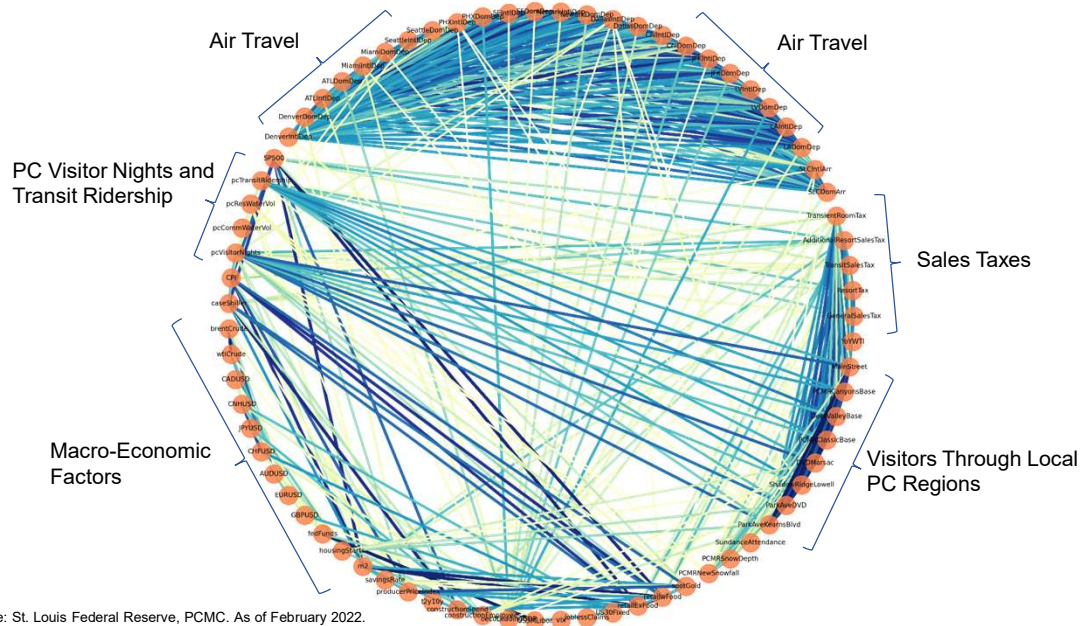
Smallest Factor Contributor to Sales Taxes by Month



Source: PCMC as of April 2022.

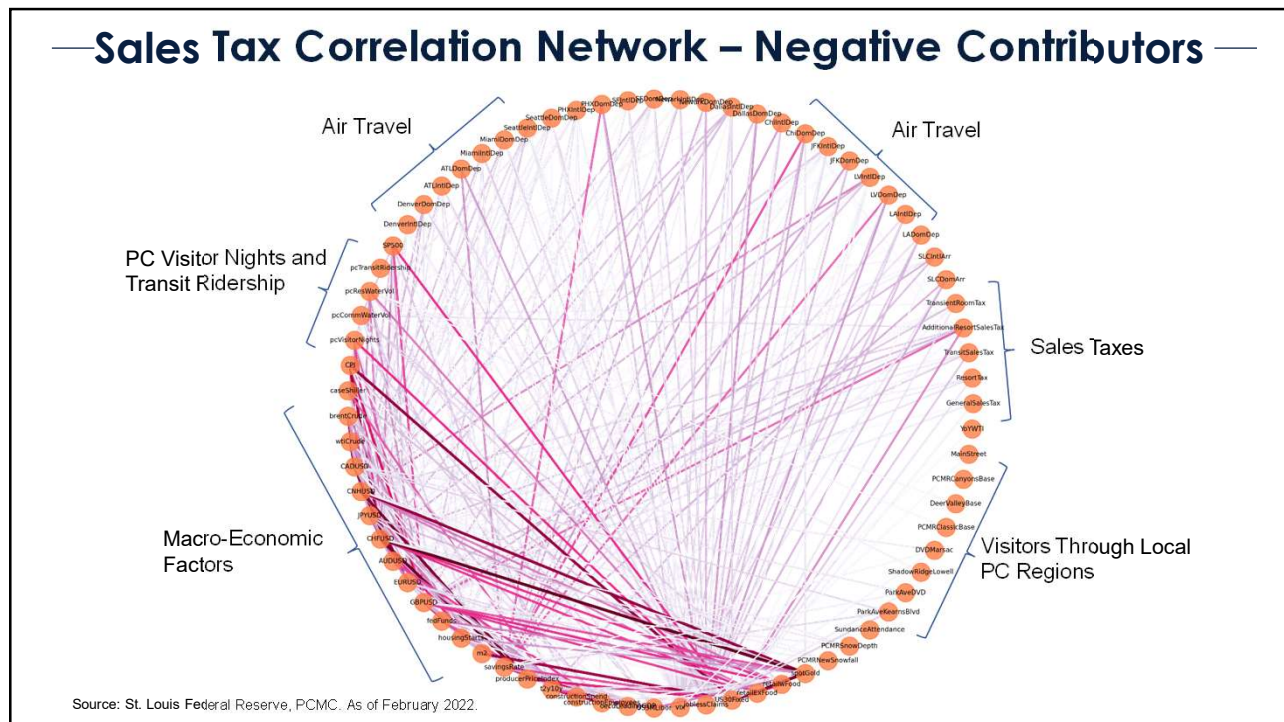
81

Sales Tax Correlation Network – Positive Contributors



Source: St. Louis Federal Reserve, PCMC. As of February 2022.

82



City Council Staff Report



Subject: 45 Daly Avenue
Application: PL-22-05141
Author: Lillian Lederer, Planner I
Date: May 12, 2022
Type of Item: Administrative – Plat Amendment

Recommendation

Review the proposed 45 Daly Avenue - Plat Amendment; (II) conduct a public hearing; and (III) consider approving Ordinance 2022-13 (Exhibit A).

Description

Applicant: Deborah Kirby
Location: 45 Daly Avenue
Zoning District: Historic Residential (HR-1)
Adjacent Land Uses: Residential
Reason for Review: The Planning Commission reviews and forwards a recommendation to City Council; City Council reviews and approves Subdivision Plats¹

HR-1 Historic Residential (HR-1) Zone
LMC Land Management Code

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

Background

The Applicant submitted an application to the Planning Department on January 11, 2022, for the 45 Daly Avenue Plat Amendment. 45 Daly Avenue includes Lot 4 and 5 feet of Lot 5 on Block 73. The Applicant currently owns both Lot 4 and a section of Lot 5 (Summit County Parcel No. PC-603-B) and proposes to combine the Lot and remnant 5 feet into one Lot. Staff deemed the Application complete on March 30, 2022.

Currently the proposed Lot is vacant, and only has a Fence that resides slightly outside of property lines. The Applicant will be required to remove this Fence prior to recording the plat (see Condition of Approval 6)



¹ LMC § [15-1-8](#)

On April 13, 2022, the Planning Commission forwarded a positive recommendation to City Council for this Plat Amendment. The Commission had some concerns regarding the adjacent property's lot and if this Plat Amendment would create a non-conforming lot. The existing neighboring lot is already non-complying, and recording this lot does not increase the nonconformance of the adjacent lot.

Analysis

(I) The proposal complies with the Historic Residential - 1 (HR-1) Zoning District requirements outlined in LMC Chapter [15-2.2](#).

The proposed Plat Amendment combines Lot 4 and part of Lot 5. Lot 4 is 28 feet wide, and with the addition of five feet from Lot 5, the combination of the Lots creates a 33-foot-wide Lot. The length of the Lot is 100 feet. This creates a proposed Lot of 3300 square feet.

Zoning Requirement	Analysis of Proposal
Minimum Lot Size- 1875 square feet (sf)	Complies- 3300 sf
Minimum Lot Width- 25'	Complies- 33'

While the Lot is currently vacant, any Development activity must comply with the minimum Lot and Site requirements for the HR-1 Zoning District:

Zoning Requirement	Analysis of Proposal
Maximum Building Footprint- Determined by $(\text{LOT AREA}/2) \times 0.9^{\text{AREA}/1875}$	$(3300/2) \times 0.9^{3300/1875}$ $1650 \times 0.9^{1.76}$ 1650×0.8307432412 1370.72634799 = 1370.7 sq ft
Minimum Front and Rear Setback	12'/13' for a total of 25'
Minimum Side Setbacks	3'
Maximum Building Height	27' from Existing Grade 35' maximum Structure height
Roof Pitch	Structure's Contributing Roof Form- between 7:12 and 12:12 Secondary Roof Forms- may be below 7:12 roof pitch and located on the primary façade

There are no existing encroachments on the property, and the proposed plat does not create any non-conformities. The Plat Amendment is consistent with the LMC requirements. Any new structures must comply with applicable LMC requirements and Chapter [15-13](#), Design Guidelines for Historic Districts and Historic Sites. The property is not within the soils ordinance boundary and in the event that mine wastes or impacts are encountered, the applicant is responsible for handling the material

properly (see Condition of Approval 4).

(II) The Development Review Committee reviewed the proposal on February 15, 2022, and did not identify any issues.

(III) There is Good Cause for the Plat Amendment and no public street, Right-of-Way, or easement is vacated or amended.

City Council reviews Plat Amendments according to LMC § 15-7.1-6 and approval shall require (a) a finding of Good Cause, and (b) a finding that no Public Street, Right-of-Way, or easement has been vacated or amended.²

The Land Management Code defines Good Cause as “[p]roviding 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 non-conformities, addressing issues related to density, promoting excellent and sustainable design, utilizing best planning and design practices, preserving the character of the neighborhood and Park City and furthering the health, safety, and welfare of the Park City Community.”

There is good cause for this Plat Amendment because the combination of the two lots creates a consistent streetscape, by combining a traditional old town lot with an extra five-foot parcel. The proposed Lot is comparable to other Lots/Plat Amendments in the neighborhood. The recording of this Plat also resolves any issues regarding the ownership of the partial Lot, and promotes construction on the vacant Lot.

45 Daly Avenue is accessed by Daly Avenue, a public Right-of-Way, and the proposed Plat Amendment will not impact the Right-of-Way.

Department Review

The Development Review Committee, Planning, Engineering, and Legal Departments reviewed this application.

Notice

Staff published notice on the City’s website and the Utah Public Notice website, and posted notice to the property on March 29, 2022. Staff mailed courtesy notice to property owners within 300 feet of the property on March 29, 2022.³

Public Input

Staff did not receive any public input at the time this report was published.

Exhibits

Exhibit A: Draft Ordinance 2022-13

Exhibit B: Proposed Plat

² LMC [15-7.1-6\(C\)](#)

³ LMC [§ 15-1-21](#)

Ordinance No. 2022-13

AN ORDINANCE APPROVING THE 45 DALY AVENUE SUBDIVISION, LOCATED AT 45 DALY AVENUE, SUMMIT COUNTY, PARK CITY, UTAH

WHEREAS, the owner of the property located at 45 Daly Avenue petitioned the City Council for approval of the 45 Daly Avenue Subdivision; and

WHEREAS, on March 29, 2022, the Park Record published notice for the Planning Commission and City Council public hearing; and

WHEREAS, on March 29, 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 April 13, 2022, the Planning Commission reviewed the proposed Subdivision Plat, held a public hearing, and forwarded a positive recommendation to the City Council;

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

WHEREAS, on May 12, 2022, the City Council reviewed the 45 Daly Avenue Subdivision and held a public hearing; and

WHEREAS, the 45 Daly Avenue Subdivision is consistent with the Park City Land Management Code, including § 15-7.1-3(A)(1), § 15-7.1-6, and Chapters 15-2.2, and 15-7.

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

SECTION 1. APPROVAL. The 45 Daly Avenue Subdivision is approved subject to the following Findings of Facts, Conclusions of Law, and Conditions of Approval:

Findings of Fact

1. The plat is located at 45 Daly Avenue within the Historic Residential (HR-1) District.
2. The 45 Daly Avenue Subdivision Plat consists of Lot 4 of Block 72 and five feet of Lot 5.
3. On January 11, 2022, the current owner and applicant submitted an application for a Subdivision Plat to combine two existing lots into 1 legal lot of record containing a total of 3300 square feet.
4. The Subdivision Plat application was deemed complete on March 28, 2022.
5. The subject parcel PC-603-B (at 45 Daly Avenue) currently has a Fence built near property lines.
6. The HR-1 zone requires a minimum lot area of 1,875 square feet for a single-family dwelling. The proposed lot area meets the minimum lot area for a single-family dwelling.
7. The proposed lot area does not meet the requirement for a duplex (minimum lot size of 3,750 square feet), which is a Conditional Use in the HR-1 zone.

8. The minimum lot width allowed in the district is twenty-five feet (25'). The proposed combined lot width is 33'. The lot depth is 100'.
9. The minimum side yard setbacks for a 33' wide lot is 3 feet (3'), six feet (6') total.
10. The proposed plat amendment will not cause undo harm to adjacent property owners.
11. There are no existing encroachments on the affected parcels.
12. The proposed lot area of 2,973 square feet is a compatible lot combination as the entire Historic Residential-1 District has an abundance of sites with the same or similar dimensions and lot area.
13. The maximum footprint allowed in the HR-1 zone is 1370.7 square feet for the proposed lot.
14. As conditioned, the proposed plat amendment does not create any new non-complying or non-conforming situations. The existing remainder of partial Lot 5 has not been approved as part of this plat amendment and is not vested for any development without further approvals in compliance with state and LMC subdivision regulations.

Conclusions of Law

1. There is Good Cause for this Subdivision Plat because the combination of the two lots.
2. The Subdivision Plat is consistent with Land Management Code § 15-7.1-3(A)(1), § 15-7.1-6, and Chapters 15-2.2, and 15-7.
3. Neither the public nor any person will be materially injured by the proposed plat amendment.
4. Approval of the Subdivision Plat, 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 will record the plat amendment at the County within one year from the date of City Council approval. If recordation has not occurred within one year's time, this approval for the plat will be void, unless a complete application requesting an extension is made in writing prior to the expiration date and an extension is granted by the City Council.
3. No building permit for any work shall be issued until the plat is recorded and until the Historic District Design Review, if required, application is submitted and approved for the lot.
4. The property is not located within the Park City Soil Ordinance Boundary and therefore it is not regulated by the City for mine-related impacts. However, if the property owner encounters mine waste or mine waste impacted soils, they must handle the material in accordance with State and Federal law.
5. New construction must comply with Setbacks.
6. The Applicant shall adjust or replace the existing Fence to reflect the new Lot's property lines prior to recordation of the plat.

7. Any construction on the property requires a Historic District Design Review through the Planning Department and a building permit through the Building Department.
8. City Engineer review and approval of all lot grading, utility installations, public improvements, and drainage plans for compliance with City standards for new construction is a condition precedent to building permit issuance.
9. No remnant partial lot resulting from this approval is separately developable without a plat amendment in conformance with applicable zoning at the time of application.

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

PASSED AND ADOPTED this 12th day of May 2022.

PARK CITY MUNICIPAL CORPORATION

Nann Worel, MAYOR

ATTEST:

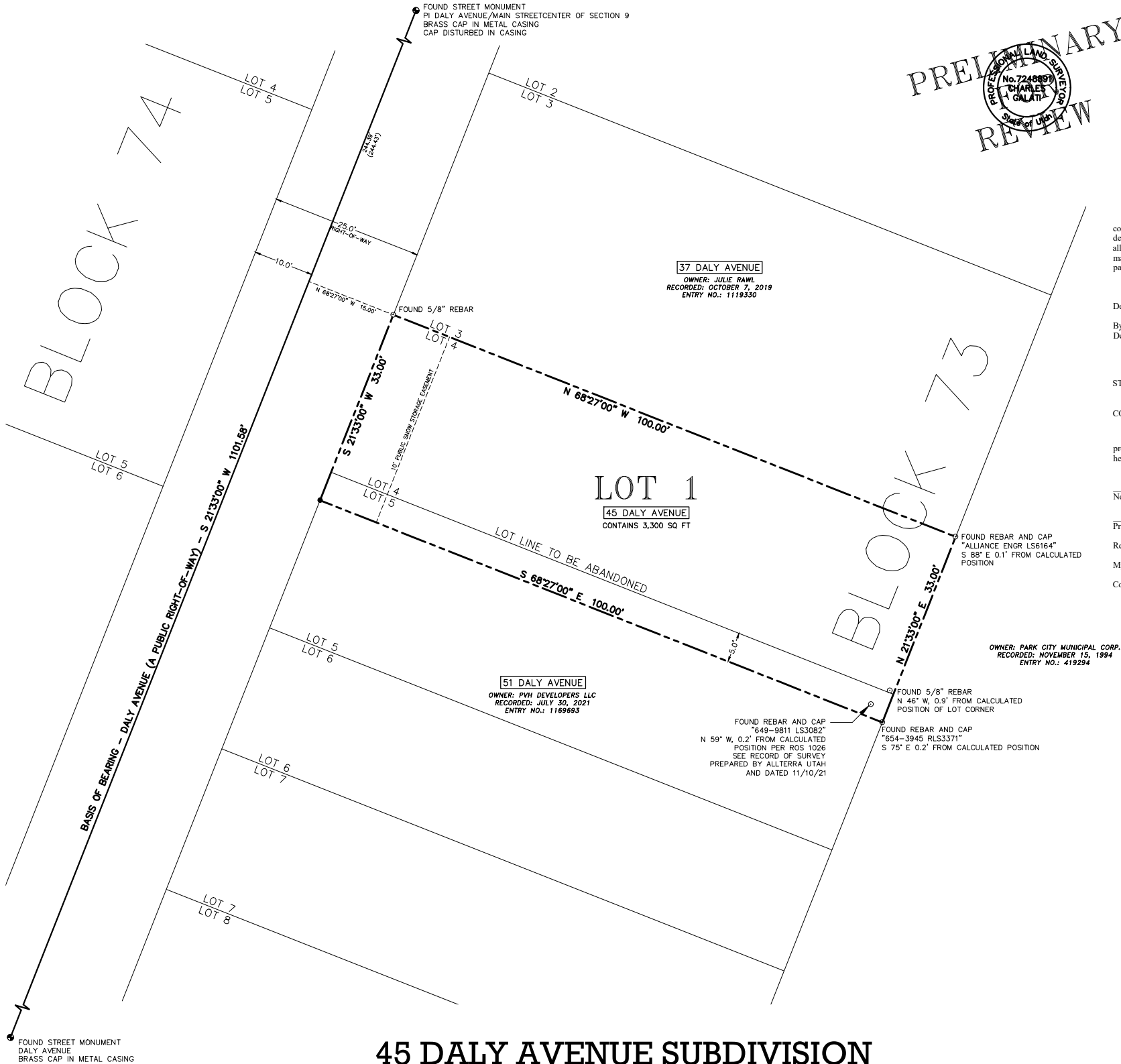
City Recorder

APPROVED AS TO FORM:

City Attorney's Office

Exhibits

Exhibit 1 – 45 Daly Avenue Subdivision



I, Charles Galati, do hereby certify that I am a Professional Land Surveyor, and that I hold License No. 7248891, as prescribed under the laws of the State of Utah. I further certify that by authority of the owner, I have made a survey of the tract of land shown on this plat and described herein, and have combined said tract of land into one (1) lot, together with easements, hereafter to be known as 45 DALY AVENUE SUBDIVISION and that the same has been correctly surveyed and monumented on the ground as shown on this plat.

Lot 4, Block 73, and the North 5 feet of Lot 5, First Millsite Reservation, Park City Survey, according to the official plat thereof on file and of record, in the office of the Summit County Recorder.

KNOW ALL THAT THESE PRESENTS that the undersigned is the owner of the above described tract of land, and hereby causes the same to be combined into one (1) lot of record, together with easements as set forth to be hereafter known as 45 DALY AVENUE SUBDIVISION and does hereby dedicate for the perpetual use of the public the area shown on this plat as intended for public use. The undersigned owner also hereby conveys to any and all public utility companies a perpetual, non-exclusive easement over any public utility easements shown on this plat, the same to be used for installation, maintenance and operation of utility lines and facilities. The undersigned owner also hereby conveys any other easements as shown on this plat to the parties indicated and for the purposes hereon.

In witness whereof, the undersigned set his hand this _____ day of _____, 2022

Deborah A. Kirby, and her successors, as Trustee of the Deborah A. Kirby Trust

By: _____
Deborah A. Kirby, authorized signer

STATE OF UTAH
COUNTY OF SUMMIT

On this _____ day of _____, 2022, Deborah A. Kirby personally appeared before me, whose identity is personally known to me or proven on the basis of satisfactory evidence, and who by me duly sworn/affirmed, did say that he/she is the authorized signer for Deborah A. Kirby, and her successors, as Trustee of the Deborah A. Kirby Trust.

Notary Public

Printed Name _____

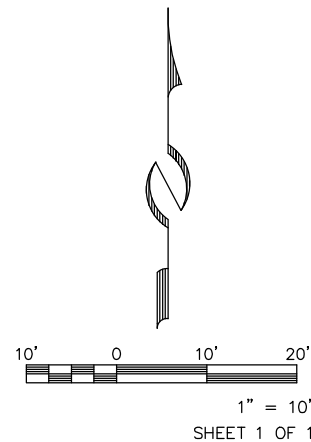
Residing in: _____

My commission expires: _____

Commission No. _____

1. This plat amendment is subject to the Conditions of Approval in Ordinance 2022-_____.
2. See Record of Survey performed by Allterra Utah and dated 11/10/21.
3. Measured bearings and distances, when different from record, are shown in parenthesis ().

- Set 5/8" rebar w/cap
"ALLTERRA UTAH"
(Unless noted otherwise)
- ⊙ Found Monument (As-Noted)
- ⊕ Found Street Monument (As-Noted)



435-640-4200
463 SCENIC HEIGHTS ROAD, FRANCIS, UTAH 84036

APPROVED ON THIS ___ DAY
OF _____, 2022

BY _____
SUMMIT COUNTY GIS COORDINATOR

REVIEWED FOR CONFORMANCE TO SNYDERVILLE
BASIN WATER RECLAMATION DISTRICT STANDARDS
ON THIS ____ DAY OF _____, 2022

BY _____
ENGINEERING DEPARTMENT

RECOMMENDED BY THE PARK CITY
PLANNING COMMISSION
THIS ____ DAY OF _____, 2022

BY _____
CHAIR

I FIND THIS PLAT TO BE IN ACCORDANCE
WITH INFORMATION ON FILE IN MY OFFICE
THIS___DAY OF _____, 2022

BY _____
PARK CITY ENGINEER

APPROVED AS TO FORM THIS
 ____ DAY OF _____, 2022

BY _____
PARK CITY ATTORNEY

APPROVAL AND ACCEPTANCE BY THE PARK CITY
COUNCIL THIS ____ DAY OF _____, 2022

BY _____
MAYOR

I CERTIFY THIS PLAT WAS APPROVED
BY THE PARK CITY COUNCIL THIS
____ DAY OF _____, 2022

BY _____
PARK CITY RECORDER

STATE OF UTAH, COUNTY OF SUMMIT AND FILED
AT THE REQUEST OF _____

FEE _____ SUMMIT COUNTY RECORDER BOOK PA **183**
TIME _____ DATE _____ ENTRY NO. _____

Council Agenda Item Report

Meeting Date: May 12, 2022

Submitted by: Michelle Kellogg

Submitting Department: Community Development

Item Type: Staff Report

Agenda Section: NEW BUSINESS

Subject:

Review the Mine Bench Work Plan

(A) Public Input

Suggested Action:

Attachments:

[Mine Bench RFP Staff Report](#)

[Exhibit A: Land Analysis Mine Bench](#)

[Exhibit B: Mine Bench Work Plan](#)

City Council Staff Report



Subject: Mine Bench Work Plan

Author: Jason Glidden

Department: Housing

Date: May 12, 2022

Type of Item: Administrative

Recommendation

The Housing Team is recommending Council review and provide direction to release an RFP to seek interested entities to provide affordable housing on portions of the City's "Mine Bench" property.

Executive Summary

Park City continues toward the aggressive community goal of 800 new affordable/attainable units by 2026. The plan to reach this goal has several diverse strategies. One strategy is for the City to partner with private entities to develop affordable housing units on City-owned land whereby the City does not incur any of the normal financial and construction risks associated with housing development.

In the past, the City released a Request for Qualification (RFQ) to select a preferred developer for the Homestake Lot. In order to continue our progress towards 800 units by 2026, the Housing Team recommends quick action to identify the next affordable housing partnerships.

Releasing an RFP for the Mine Bench property, a location that has demonstrated interest from private sector lately, is not simple yet entirely feasible. This report provides a background of the property and proposes a work plan to move forward an RFP.

Background

On February 11, 2021 ([Staff Report](#), [Minutes](#)), the Housing Team requested City Council prioritize a list of potential City-owned properties to target for affordable housing development – either as the developer or for public-private partnerships. The Housing Team returned to Council to present an in-depth analysis of the three preferred locations, one of which we call the Mine Bench. On May 17, 2022 ([Staff Report](#), [Minutes](#)), the Housing Team discussed with Council the possibility of releasing an RFP for the Mine Bench property. Council unanimously directed the Housing Team not to put in an abundance of Staff time, but instead to focus on Homestake and return the Mine Bench as time permits.

Development of City-Owned Land for Affordable Housing

With a lack of commitment and private sector production to develop affordable housing, the City has a strong history of developing successful affordable housing on City-owned land. These include Snow Creek Cottages (8 units), The Retreat (8 units), Central Park Condos (11 units), and Woodside Park Phase 1 (11 units). These projects were funded through the Lower Park Avenue Re-Development Agency (LPARDA).

All the units above were developed to be owner-occupied, with the sales revenue being returned to the housing fund to help fund future housing projects. While this model has successfully created quality deed-restricted affordable units, it is not sustainable long term and will fully deplete the fund without a new revenue source contemplated. The subsidy to develop an affordable unit has also increased substantially, which in turn either decreases the affordability of the units (City needs to sell the properties at higher prices) or more quickly reduces the amount of monies remaining in the housing fund for the next project.

The for-sale model also does not address the increasing need for affordable rental units in the Park City area, a need that has grown exponentially due to conversion away from long-term rentals to a short-term rental model (nightly rental). As the City has begun to look at the opportunity to create public/private partnerships to develop affordable housing, it has become clear that the most significant contribution to these partnerships is through leasing City-owned land for a long term (50 years or more). To this end, the Housing Team recommends the new Mayor and Council discuss and consider responding to interest in developing public/private partnerships on portions of the Mine Bench for affordable housing.

Analysis

The Housing, Planning, and Sustainability Teams completed a brief analysis of the Mine Bench property (Exhibit A). The analysis consists of a site history, current conditions, and potential apportionment of available property for potential partnership and housing development. In addition, the Housing, Planning, and Sustainability Teams have developed a list of potential next steps for Council consideration prior to policy direction to release an RFP.

Potential next steps for releasing an RFP for the Mine Bench property

- Agree with the apportionment of the property, or general parameters to only make portions of the property available to public-private partnership;
- Determine if the Housing Team should go through the entitlement process for the property (rezoning, plat amendment, etc.) or the private partner;
- Determine the project goals – rental versus ownership, seasonal versus year round, project area support housing or community at large,
- Determine if the project should be limited or prioritize tenants to only employees of businesses in the area; and
- Agree to the parameters of the draft RFP.

There are pros and cons to making determinations on the aspects listed above. By providing an RFP that clearly states the parameters and goals of the project, it will be easier to compare proposals, and provided rankings accordingly. The downside to this strategy is that it removes the ability of proposals to provide creative solutions that may not have been considered.

The Housing Team does not recommend supporting the entitlement process internally due to staff resources. However, this would reduce risks in the eye of potential developers and deliver a more easily developable piece of land to potential developers. These tasks could be contracted out with a private vendor but would still require City

funds as well as the work of the Housing Team to secure and contract a vender utilizing the City's procurement policy. The alternative to the City completing these tasks would be to include them as part of the scope of service within the RFP. This would make it the responsibility of the developer to entitle the property.

Determining the exact apportionment of the property to retain and lease would help eliminate future discrepancies and provide clear direction to where the development would be developed. The Housing Team is proposing focusing development on the southern portion of the property (shown in the picture below). This portion of the property does not contain any current structures removing the challenges with current tenants and city uses.



Lastly, listing specific parameters for development, as described in the Work Plan (Exhibit B), would reduce the opportunity for conflicts with future developers, but again, may decrease some creativity in the RFP responses.

The Work Plan for the Mine Bench RFP (Exhibit B) describes the key considerations of the RFP. Taking an approach of increased specificity in this RFP may result in more comparable RFP responses. For example, the Work Plan specifies the portion of the property that is proposed for development, the desired type of development for the site, the range of affordability at the site, requirements such as moving the Ontario Trail, and the long-term property lease requirements.

The Housing Team is planning to support a Council discussion and dialogue to potentially lease portions of the Mine Bench property to be used to develop affordable housing.

Funding

Should Council provide direction for the Housing Team to entitle the land or to work to secure a vendor to perform the entitlement, then funds from the Housing Fund would be needed.

There is also a possibility, that a part of the partnership, the City would provide a financial contribution to the project to help further City goals. The amount of financial contribution would be negotiated as part of the land lease.

Exhibits

A – Land Analysis – Mine Bench

B – Work Plan – Mine Bench

Exhibit B – Land Analysis – Mine Bench

Mine Bench

Background

Park City annexed the ~30-acre Mine Bench property, which is about one-and-a-half-miles south of City Hall on Marsac Avenue, as part of the 1999 Flagstaff Annexation ([Resolution No. 12-98](#) and [Resolution No. 20-99](#)).

In 2017, Park City acquired ~29 acres of the Mine Bench property in an exchange agreement with REDUS/Wells Fargo through foreclosure proceedings ([Staff Report](#), p. 152; [Minutes](#), p. 7). The City purchased the property for essential municipal uses, including office and storage space for the Streets, Public Utilities, and Parks Departments. Other essential municipal services contemplated for the site include a satellite facility for snow removal and salt storage, emergency response equipment, and contractor staging for City Capital Improvement Projects.

Challenges

Zoning - When the City annexed the Mine Bench property in 1998, the City zoned the property Recreation Open Space. Uses within the Recreation Open Space zone are limited to conservation, trails, horse and livestock grazing, recreation facilities, essential municipal public utilities, and mines and mine exploration. Residential development on the site requires rezoning.

Steep Slope - While the City owns ~29 acres of the Mine Bench Property, much of this property is steeply sloped. Only approximately 13 acres of the site (including the JSSD-owned 1.99 acres) has a relatively level grade. The Sensitive Lands Overlay prohibits development within 50 feet of steep slopes greater than 40%. It imposes additional development restrictions for steep slopes between 15% and 40%, including Planning Commission discretion for additional setback requirements, minimization of cutting and filling for roads, additional retaining wall permits, landscaping and revegetation requirements, and additional open space obligations. However, a portion of the density can be transferred from open space to clustered development on the site.

Contaminated Soils - The City purchased the Mine Bench property with the understanding that future remedial action could be required. Based on the 2017 acquisition [Staff Report](#) (p. 156), “[t]he Mine Bench is a highly impacted former location of mining operations. Lead and other heavy metals have been identified as hazardous substances of concern at the site.” The site is part of the Uinta Mining District, subject to a 2015 Action Memorandum by the U.S. Environmental Protection Agency.

Existing Tenants - The Mine Bench property includes three non-complying structures currently used for office, maintenance, and storage facilities:

- Mine Bench 1 (Exhibit A – Office Building) – The Talisker Club pays the City ~\$12,000 per year as part of a 99-year lease to use the two-story, 5,600-square-

foot office and storage building. The lease includes a provision for relocation on the site or relocation to an equal or better location.

- Mine Bench 2 (Exhibit A – Maintenance Building) – The Empire Pass HOA pays the City ~\$30,000 per year as part of a 99-year lease for the two oversized vehicle bays, shop, office space, and restroom. The lease includes a provision for relocation on the site or for relocation to an equal or better location.
- Mine Bench 3 (Exhibit A – Existing Building) – The City uses the 17,500-square-foot building for public works storage and training. JSSD owns the 13,000-square-foot building to access the Ontario Tunnel water infrastructure (Exhibit A – Building).

Mine Bench Work Plan

Request:

Request for Development Partners for the Mine Bench Property

Project Background & Description:

Park City has a community goal of developing 800 affordable units by 2026. In an effort to further that goal, the City has identified public/private partnerships as a possible opportunity, as part of the 2021 Amendment to the 2021 Housing Assessment and Plan. Council requested in the March 17th work session for the Housing Team to move forward with the development of an RFP for the Mine Bench property, with no Housing Team preliminary entitlement work included. Park City Municipal Corporation owns 29.07 acres located at Marsac Ave in the Deer Valley area near the Deer Valley resort and many other hotels & amenities. PCMC is looking to use this property for workforce housing for employees in the area. Only the southern, flatter portion (+/- 4 acres) should be included in the proposals.

PCMC requests responses from experienced developers interested in working with PCMC to design and construct a workforce mixed-income, multi-family housing project on the Property. The Project goal is a residential, rental development that contains 100% affordable units, ranging from 40-80% AMI. PCMC seeks to enter a partnership to timely deliver a successful and financially viable residential development that maximizes the number of affordable units for the longest term. The scope of the project includes the following:

- Design a workforce housing project for the Property containing a vibrant mix of uses, including, but not limited to, resident amenity spaces, bus/ transit services, parking reductions, re-routing of the Ontario trail, cultural preservation analysis, and possibly complementary commercial space (such as a resident market).
- Develop a site plan and building design that successfully integrates within the character of the area and exemplifies design excellence and sustainability, including net-zero design.
- Enter into a lease the property to construct and operate the Project per future agreements with PCMC.

Timeline:

The timeline of this RFP could be as follows:

- Review RFP work plan with Council – May 12, 2022
- RFP draft to Housing Team for internal review – May 19, 2022
- Draft to legal – June 13, 2022
- Ads submitted to Park Record/ KCPW – June 27, 2022
- Deadline for submittals – July 15, 2022
- Interviews of applicants – July 20, 2022
- Selection of the firm – July 21, 2022