PARK CITY

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

May 12, 2022

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

WORK SESSION

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

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

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

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

Council Member Rubell asked for clarification on the three tunnels. Deters displayed the renderings and stated the tunnels would go under the driveways into the shopping centers and under SR248. Council Member Rubell asked if the project could be scaled back to include a tunnel only under SR248. Robertson stated the project total for only the tunnel under SR248 would be $9.3 million. Council Member Rubell asked if there were summer counts of crossings. Deters explained winter counts were collected and summer data could be collected this summer. This was the area where there were significant crossings and the important aspect was that it was the area that connected the regional paths. The intersection was the prime location, but since there was so much infrastructure, this location was the best option.

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

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

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

Council Member Dickey preferred the tunnel as well. He was surprised at the cost estimate and thought people needed to understand the cost and what other alternatives were considered for getting pedestrians across SR248. Deters stated the committee didn't consider other options, but if Council directed, they would consider different alternatives. Council Member Dickey asked the committee to look at solutions for the intersection. He asked if the RFP would be put together in-house or if another engineer would put the package of construction documents together to go out to bid. It was indicated that cost was part of the total project cost and would total $800,000-$900,000 for the three tunnels. If fewer tunnels went to bid, the price would go down. Council Member Dickey preferred putting all three tunnels out to bid to see what the economies of scale would be. Robertson stated he could send Council the cost breakdown per tunnel from the consultant's estimate. Council Member Dickey was also interested in pursuing alternatives for options at the SR224/SR248 intersection.

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

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

FY2022-23 City Manager's Recommended Budget: Presentation and Review:
Jed Briggs, Erik Daenitz, and Penny Frates, Budget Department, presented this item. Briggs reviewed the timeline for budget discussions prior to approving the final budget on June 23rd. Council Member Dickey asked what the objectives were for the tentative budget. Margaret Plane, City Attorney, explained State law dictated the tentative budget would be passed at the first regular meeting in May. This was a procedural step in case Council was not at the point where they could approve a final budget by the last meeting in June. The tentative budget would be in effect until the final budget was passed.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

REGULAR MEETING

I) ROLL CALL

Attendee Name	Status
Mayor Nann Worel Council Member Ryan Dickey	**Present**

Council Member Max Doilney Council Member Becca Gerber Council Member Jeremy Rubell Council Member Tana Toly Matt Dias, City Manager Margaret Plane, City Attorney Michelle Kellogg, City Recorder	
None	**Absent**

II) COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

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

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

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

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

Staff Communications Reports:

1. 2022 Parking Summary:

2. Park Avenue Bus Shelter Design:
Council Member Dickey asked if this design was final or if it would come back to Council. Robertson stated Council wanted something rural. This design had a mining feel and they would move forward with it unless Council objected.

3. Marsac (SR 224) Roadway Safety Improvements:
Council Member Rubell noted the report had enforcement data for October 2021, but indicated there was enforcement earlier this year. Dias stated he would look into that. Council Member Toly asked if all development at Empire Pass would continue to be reviewed for compliance. Dias affirmed the Building Official visited every active site with a permit that was in the City's jurisdiction as well as amended and updated the

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

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

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

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

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

Mayor Worel closed the public input portion of the meeting.

IV) CONSENT AGENDA

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

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

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

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:

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

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

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

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

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

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

2. Consideration to Approve Ordinance 2022-13, an Ordinance Approving the 45 Daly Avenue Subdivision, Located at 45 Daly Avenue, Summit County, Park City, Utah:
Lillian Lederer, Planner, presented this item and indicated the ordinance was to combine a lot and a portion of another lot, which would allow for a single family home on the combined lot.

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

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

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

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

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

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

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

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

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

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

Council Member Gerber gave examples of workforce who, over time, exceeded the AMI%, and noted Mountainlands Community Housing had set a high wage limit the tenant had to exceed before the tenant had to leave. She favored letting the developer bring creative proposals, and not setting many restrictions in the RFP other than the AMI% and the workforce requirement, and then have geo boundaries set around the north part of the property. She would like to see the proposals that came in. Dias suggested putting together a draft RFP, talking with other cities to determine best practices, and have another work session to discuss this. Council Member Gerber asked for a deed restriction on the finished units.

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

VI) ADJOURNMENT

With no further business, the meeting was adjourned.

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Michelle Kellogg, City Recorder

Snow Creek Crossing Feasibility

PARK CITY
1884

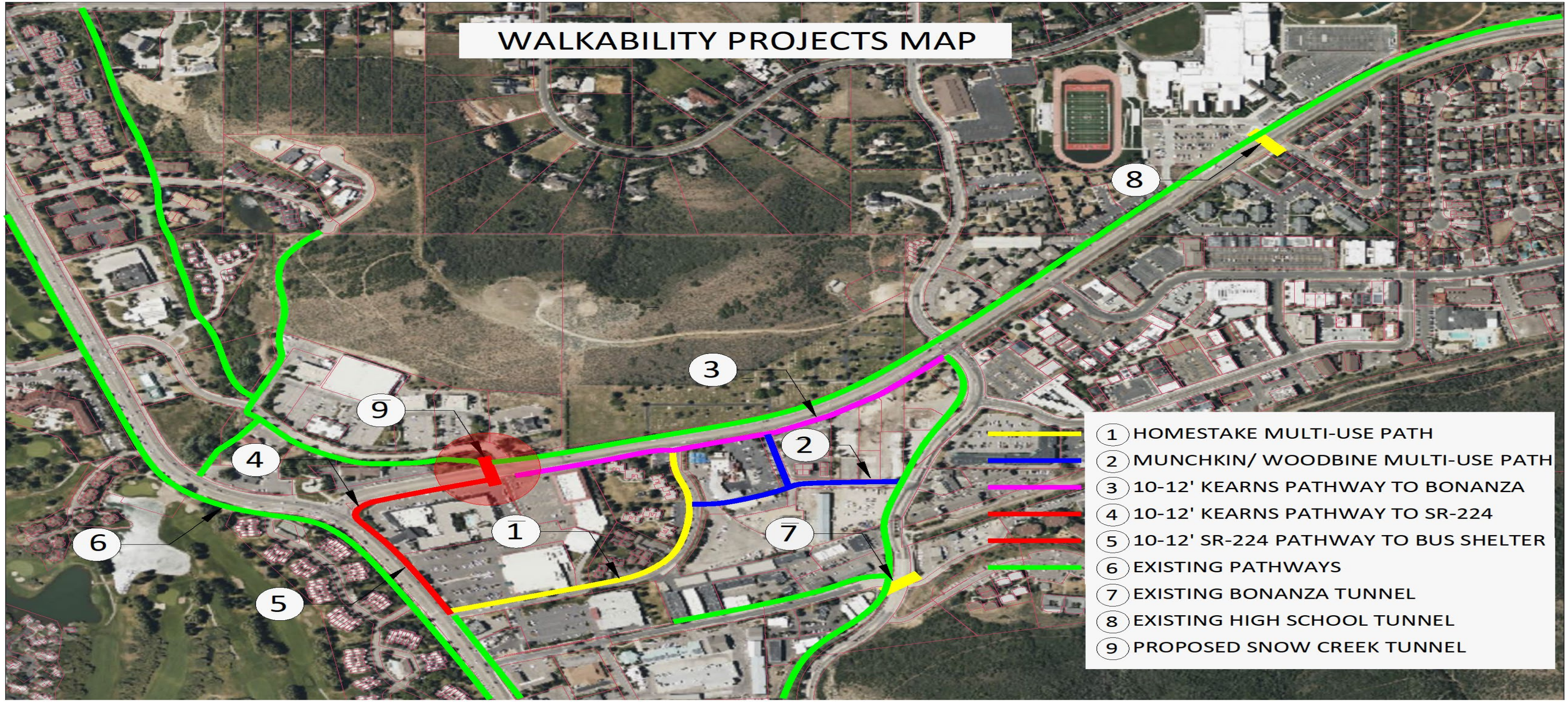
Snow Creek Crossing

Background

- **2007 Walkability Study-** The origination of a walkability improvement stems from the voter-approved $15 million Walkability Bond, which was the culmination of a two- year Walkability Study
- **2008 Creation of advisory group-** the Walking Biking Liaison Committee (WALC).
  - WALC prioritized a list of capital improvements identified in the walkability study and supported by Council in **FY 2009 Budget Process**.
- **2010-2017 Project Construction**
  - Bonanza, Comstock, Holiday Ranch Loop, Little Kate, McPolin/McLeod Creek, Wyatt Earp, Traffic Calming, Crosswalks
- **SR-248 Corridor Planning**
- **2020 Arts & Culture Discussions**
  - Walkability infrastructure within the District
- **May 13, 2021 Walkability Bond Update**
  - As part of the FY22 Budget process, staff presented a work session report specific to the utilization of the remaining walkability bond funds and recommended reconvening of the WALC committee to gauge community priorities
- **October 7, 2021 WALC Priority Update**
  - On October 7, 2021 staff presented an overview of the WALC meetings, discussions and priorities. The most prominent point of discussion during these meetings 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 response, staff presented WALC with a recommendation to make the Dan's to Jan's tunnel a priority by immediately procuring a feasibility study.

Snow Creek Crossing

Background



Snow Creek Crossing

Background

Snow Creek Crossing

Public Outreach

- WALC Committee engagement
  - October 2021 & April 2022
- Adjacent Property/Business Owners
  - Snow Creek, Holdiay Village, Double Tree
- Utility Coordination
- Utah Department of Transportation
  - Review with ROW and structural teams
- April 20th Public Open House
  - 40-50 attended, twenty participated in the survey

Snow Creek Crossing

Feasibility

- December 16, 2021 – Consultant Contract Approved
  - Collected survey & right of data
  - Collected/Summarized - Pedestrian/Bicycle/Accident
  - Collected existing utility information
    - (Conducted meetings with SBWRD, AT&T, Verzion, Dominion, etc.)
  - Reviewed video of the area to observe actual ped crossing locations
  - Created schedule of Public Outreach process

Snow Creek Crossing

Feasibility

Count Data-Pedestrian/Bicyclist

SR-248 & SR-224: 24 Hour

Date	Northbound	Southbound	Eastbound	Westbound
December 29, 2021	2	155	193	279
December 30, 2021	0	121	148	312
January 1, 2022	0	87	91	209
January 20, 2022	56	221	0	58
January 21, 2022	75	255	0	95
January 22, 2022	80	272	0	106

Snow Creek Crossing

Feasibility

Count Data - Pedestrian/Bicyclist

SR-248 & Snow Creek Drive: 24 Hour

Date	Northbound	Southbound	Eastbound	Westbound
December 30, 2021	23	60	31	57
December 31, 2021	137	67	64	27
January 20, 2022	26	51	31	15
January 21, 2022	30	21	5	17
January 22, 2022	56	66	26	32

Snow Creek Crossing

Feasibility

Count Data - Pedestrian/Bicyclist
SR-248 & Homestake Drive: 24 Hour

Date	Northbound	Southbound	Eastbound	Westbound
December 30, 2021	136	59	3	3
December 31, 2021	109	112	0	24
January 20, 2022	83	76	0	13
January 21, 2022	125	82	0	20
January 22, 2022	124	75	0	23

Snow Creek Crossing

Feasibility

SR-248 and Snow Creek Drive Crash Data Boundary

Crash Data

2010 to 2022

SR-248 and SR-248 Crash Data Boundary

Location	Pedestrian-involved	Bicyclist-involved	Motorist-involved
SR 224 and SR 248	1	0	25
Snow Creek DR and SR 248	2	1	29

Snow Creek Crossing

Feasibility

Guiding principles:

- Safety (active user)
- Accessibility (ADA)
- Pathway/network connectivity
- Traffic Impacts
- Constructability
- Right of way impacts
- Utility impacts
- Visual impacts
- Landscaping impacts

Snow Creek Crossing

Feasibility

Tunnel vs Bridge

<u>Tunnel - CONs</u>

Time of construction (2 to 3 seasons)
Utility impacts
Soil removal/excavation
Traffic impacts during construction
Excavating 13,900 CY of soil

<u>Tunnel - PROs</u>

Minimal visual impact
Less ROW required
Consistent with existing infrastructure

<u>Bridge - CONs</u>

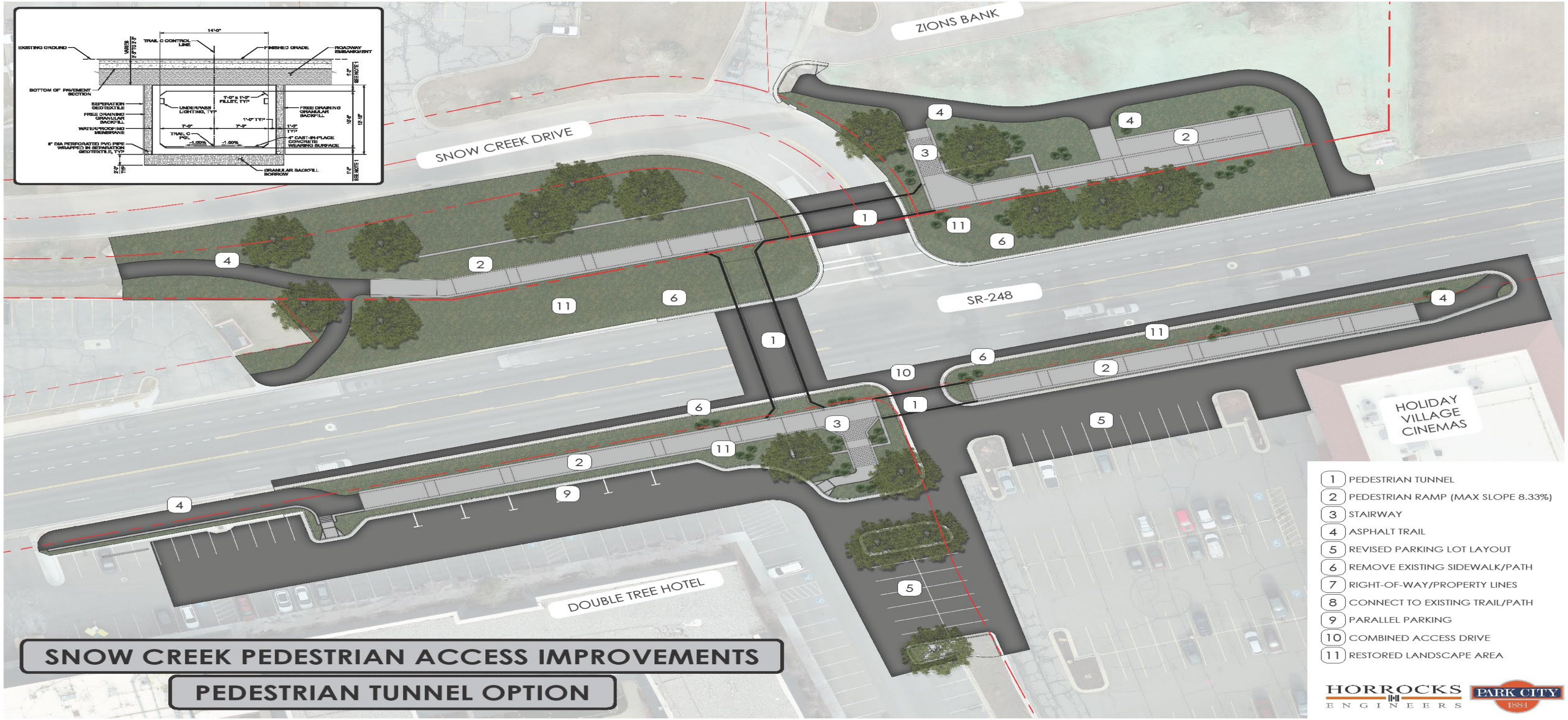
Visual impacts
Greater ROW impacts
Obtaining consensus on aesthetics

<u>Bridge - PROs</u>

Few utility impacts
Opportunities for public art/placemaking
Time of construction (1 to 2 seasons)
Less impacts to traffic during construction

Snow Creek Crossing

Feasibility



Snow Creek Crossing

Feasibility

Snow Creek Crossing

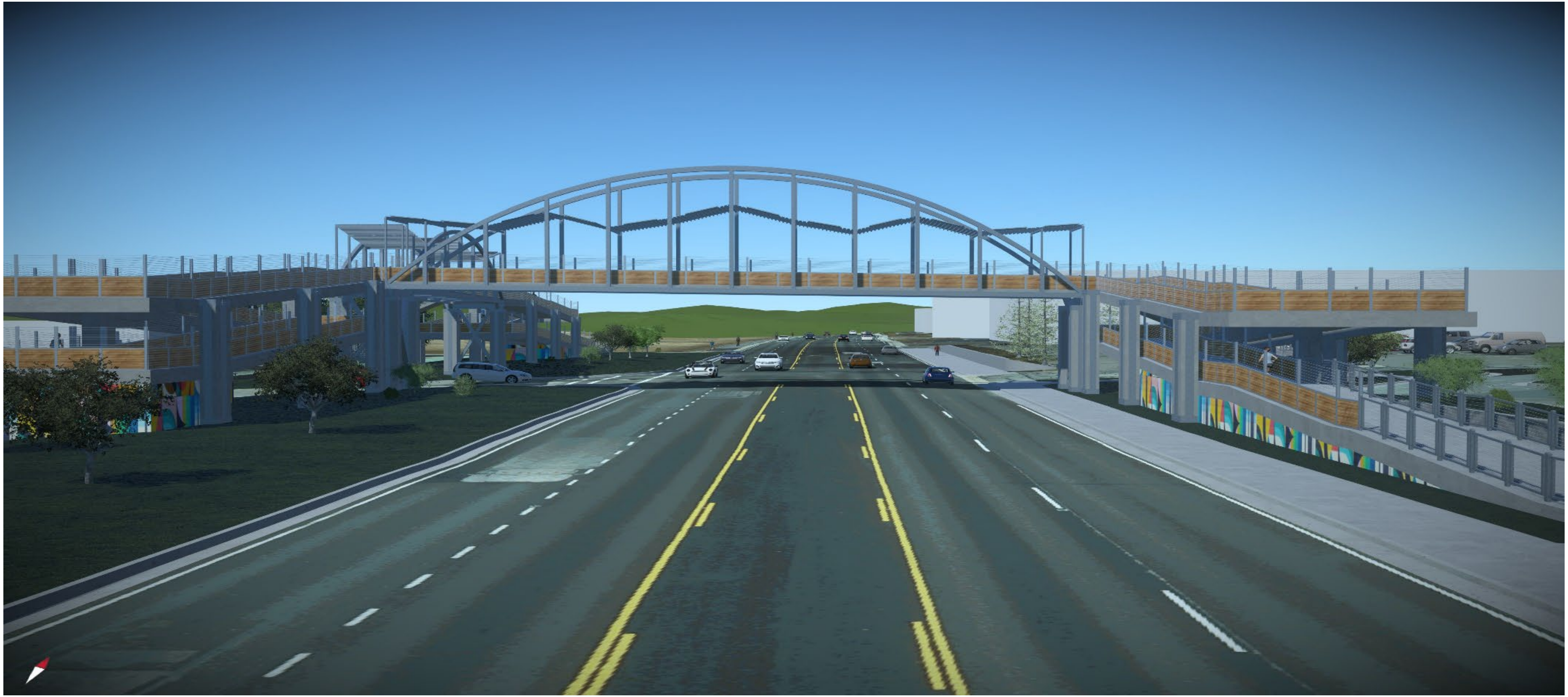
Feasibility

Snow Creek Crossing

Feasibility

Snow Creek Crossing

Feasibility



Snow Creek Crossing

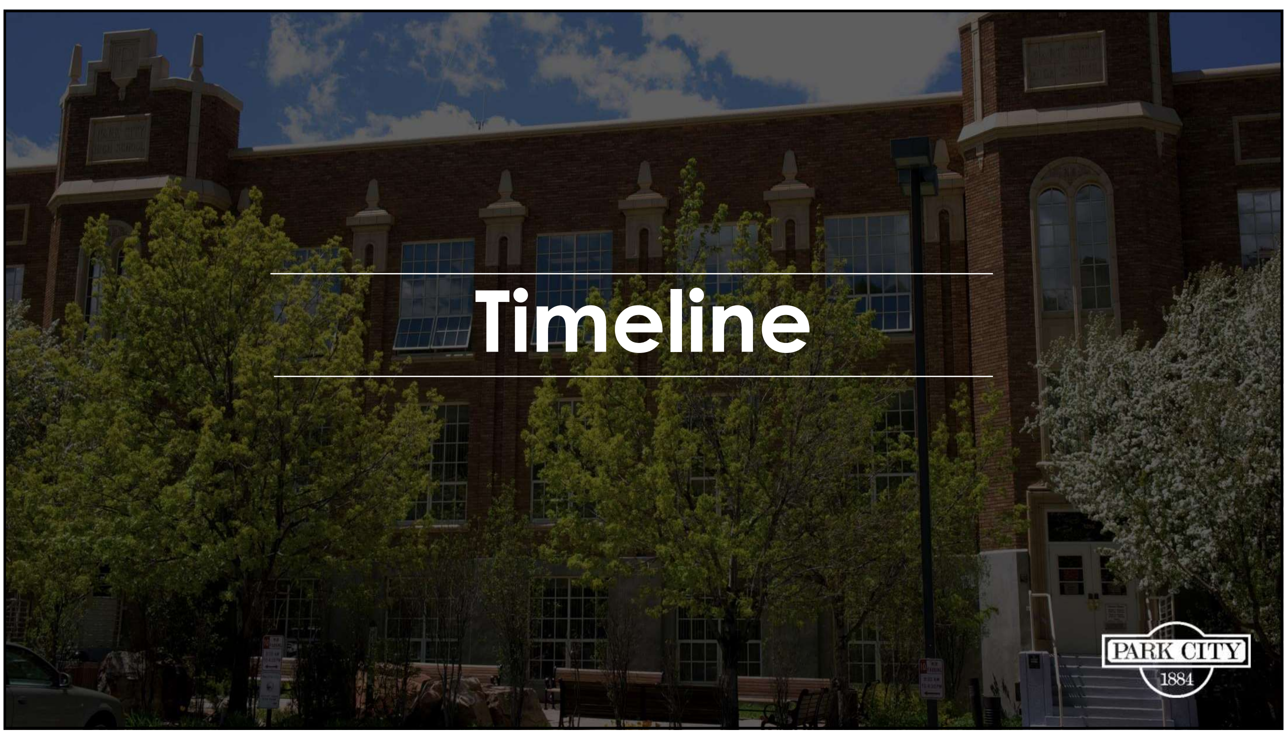
Feasibility

<u>Alt 1: Underpass option (Tunnel)</u>
Roadway/Demo/Mobilization - $2,009,800
Utilities - $2,024,000
Structures - $5,345,440
Right-of-Way - $348,000
Engineering - $937,924
Construction Management - $468,962
Contingency (25%) - $2,355,810
TOTAL - $13,478,936

<u>Alt 2: Overpass option (Bridge)</u>
Roadway/Demo/Mobilization - $1,753,950
Utilities - $1,044,000
Structures - $5,806,223
Right-of-Way - $348,000
Engineering - $860,418
Construction Management - $430,209
Contingency (25%) - $2,151,044
TOTAL - $12,393,844


City Manager’s
FY23 Recommended Budget
PARK CITY
1884

1

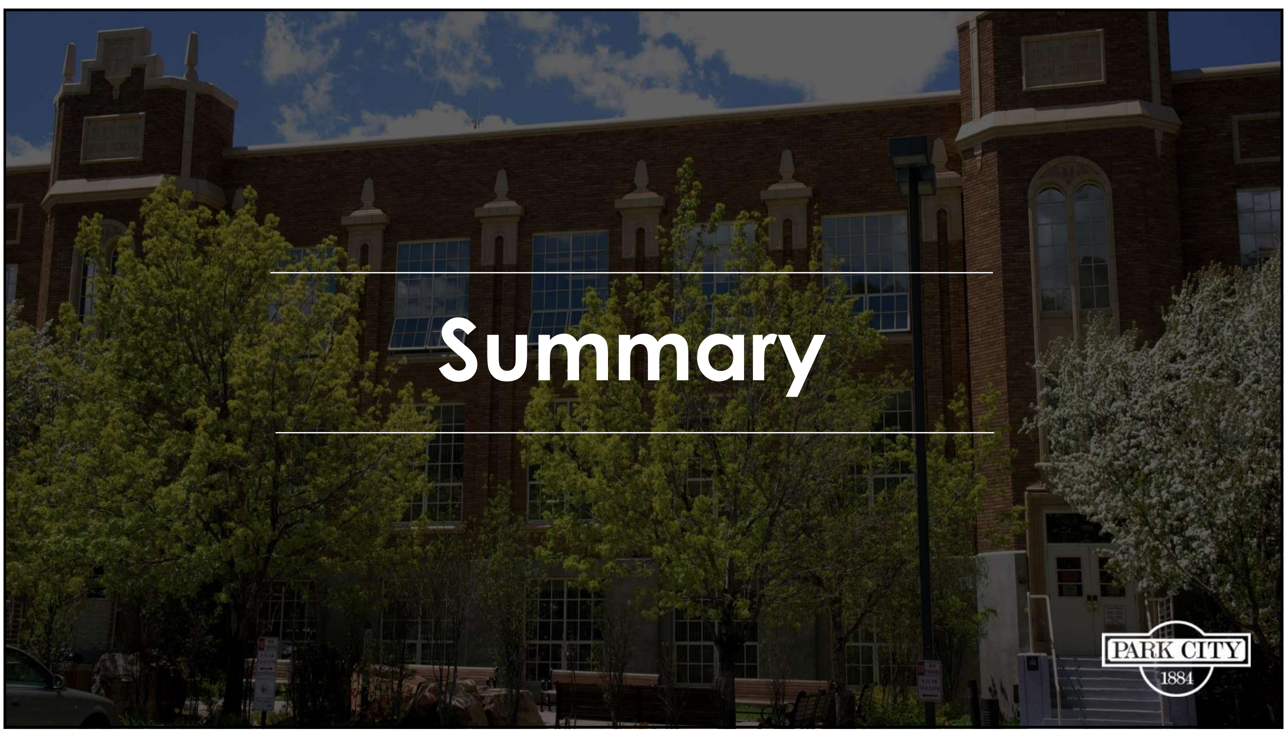

Timeline
PARK CITY
1884

2

Budget Timeline

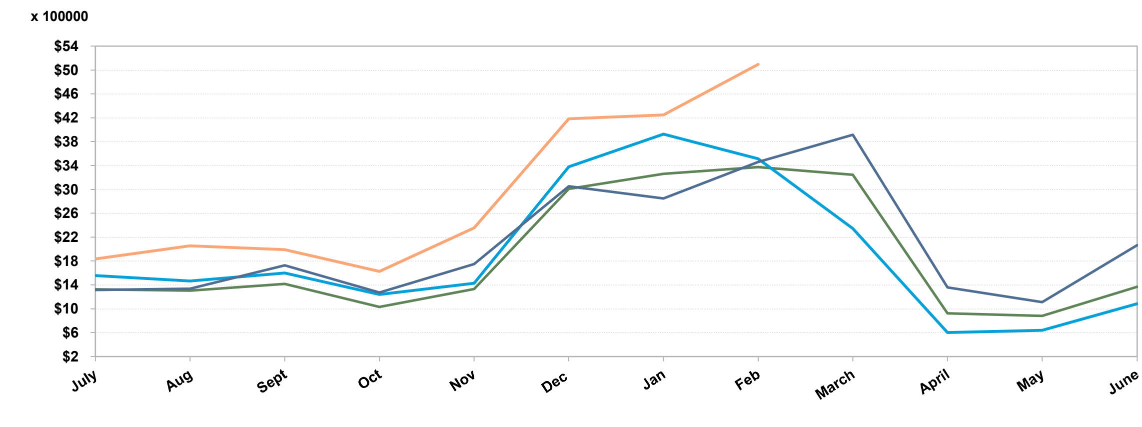
- May 12
  - Tentative Budget Adoption
- May 26
  - Operating Budget Overview
- June 9
  - Capital Budget Overview
- June 16
  - Fee Changes, Policies, Compensation Ordinance, etc.
- June 23
  - Final Budget Adoption

3



4

Sales Tax Revenues through February



*Does not Include TRT or Transit Tax

- **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

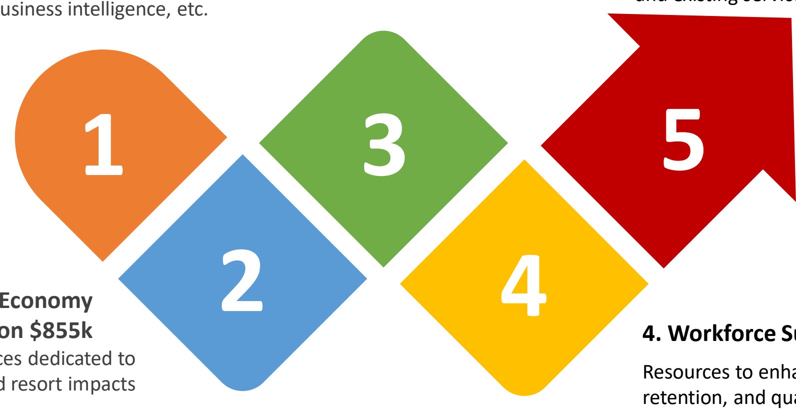
Key Budget Themes

$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

	FY22 Adjusted Budget	FY23 Proposed Budget
Revenue	+$5.0M	+$4.89M
Expense	-$5.0M	-$4.89M

Top 3 Largest $ Projects by Category

FY22 Adjusted Budget

Administrative Infrastructure $500k	Responding to Resort Economy $2M	Reinvestment in Neighborhoods $2.5M
Equipment Replacement Computer - $320k	Equipment Replacement Rolling Stock - $1.25M	Pavement Management- $630k
Office 2016 Licenses - $116k	Trails Master Plan Implementation - $295k	LED Upgrade Quinn's - $500k
Legal Software - $35k	Walkability Maintenance - $103k	Aquatics Equipment Replacement - $425k

FY23 Proposed Budget

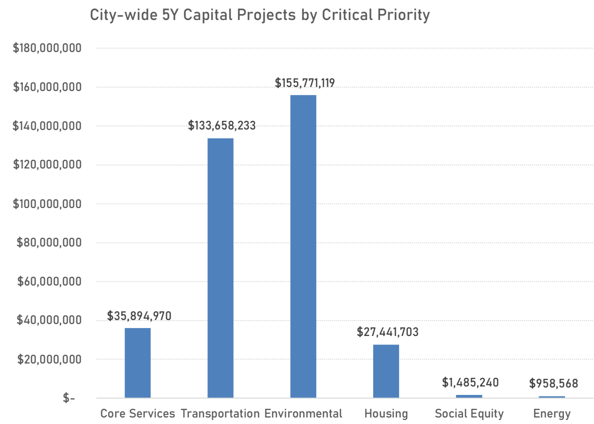
Administrative Infrastructure $774k	Responding to Resort Economy $3.2M	Reinvestment in Neighborhoods $899k
Equipment Replacement Computer - $471k	Equipment Replacement Rolling Stock - $1.35M	Pavement Management- $630k
Prospector Drain Regulatory Project - $150k	Asset Mgmt. Replacement - $705k	Racquet Club Equipment- $65k
Library Technology Equipment - $123k	Ice Facility Capital Replacement - $341k	Safety Style Soccer Goals - $59k

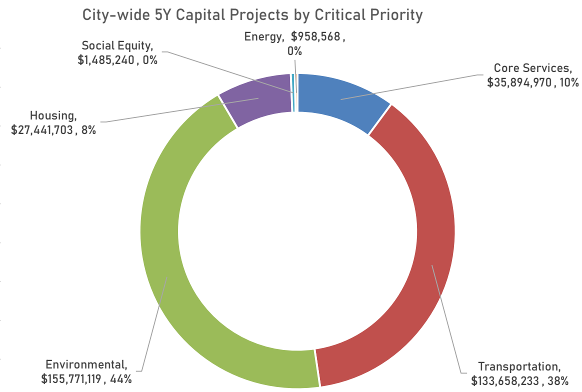
8

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.

9

Top $ Value - Key 5Y Infrastructure Projects

Top Capital Fund Projects

- Affordable Housing Program - $12M — Existing
- Pavement Management Implementation - $7M — Existing
- Park Avenue Reconstruction - $5.1M — Existing
- Woodside Phase II - $5M — Existing
- Asset Management Replacement Program - $4.7M — Existing

Top Transportation Fund Projects

- Transit Rolling Stock Replacement - $16.8M — Existing
- Snow Creek Crossing 248 Tunnel – ($9.7M, Transportation Fund, $4.6M Walkability Bond Proceeds, $14M Total) — New
- 248 Corridor & Safety Improvement – $5.3M — Existing
- SR248/US40 Park & Ride – $5.3M — Existing
- Long Range Transportation Capital Plan – $3.8M — New

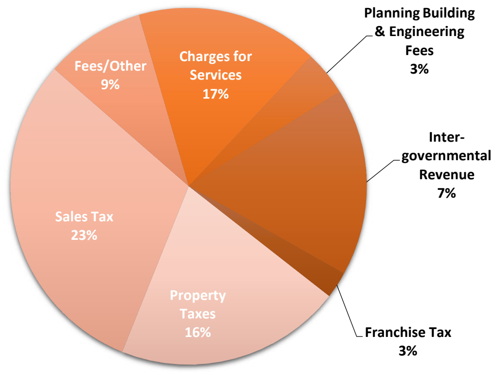
Top Water Fund Projects

- Three Kings Water Treatment - $87M — Existing
- Water Department Infrastructure Improvement - $14.7M — Existing
- Rockport Water Pipeline & Storage - $10.6M — Existing
- Tunnel Maintenance - $7M — Existing
- West Neck Tank - $3.9M — Existing

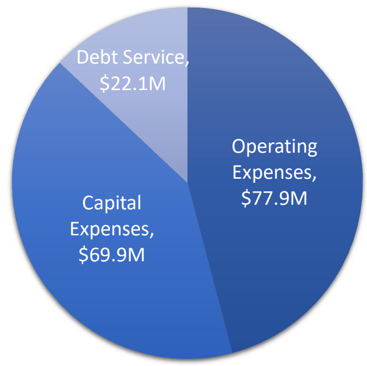
10

Park City FY23 Budget

FY23 Projected Revenue



FY23 Budgeted Expenses



11

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Budgeting for Outcomes

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Budgeting for Outcomes

- Create direct link between what Council wants and how the budget is allocated
- Council and the public can see how taxpayer dollars are achieving their goals
- Prioritize budget based off of better cost estimates for projects, programs, and services
- Staff time and energy optimized by directing them toward the most important strategic outcomes
- Better clarity and more well-fined outcomes
- Increase Council satisfaction with budget process

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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

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Council/Staff Roles

Council	Managers	Executive/Budget
Define Pillars/Priorities	Anticipate Department Needs/Costs	Evaluate Priorities from an Organization-wide Perspective
Focus on Policy/Outcomes	Design Budget Requests based on Council Goals	Recommend Budget to Council based on Council Pillars/Priorities

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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

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BFO Scoring

Priortization	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

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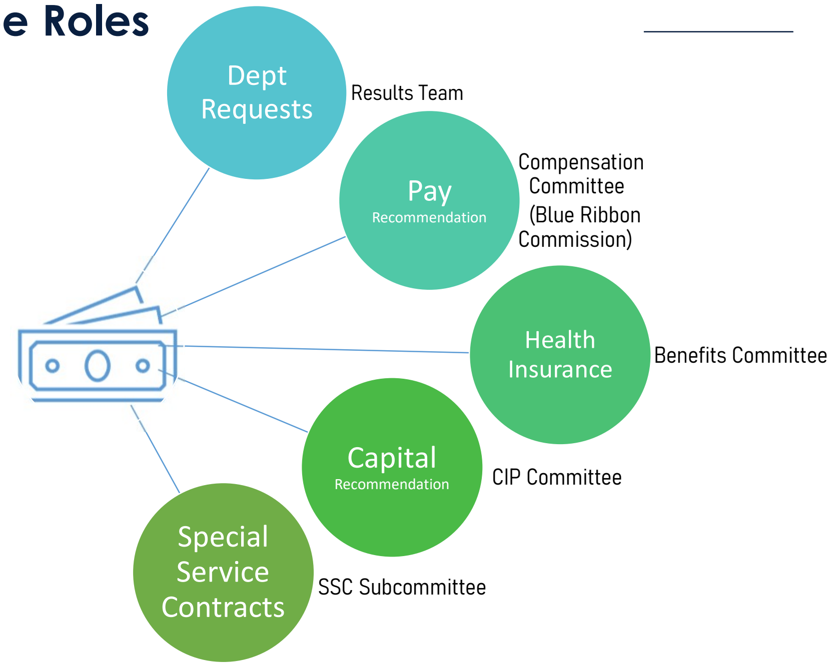
Committee Roles

City Manager's Recommended Budget



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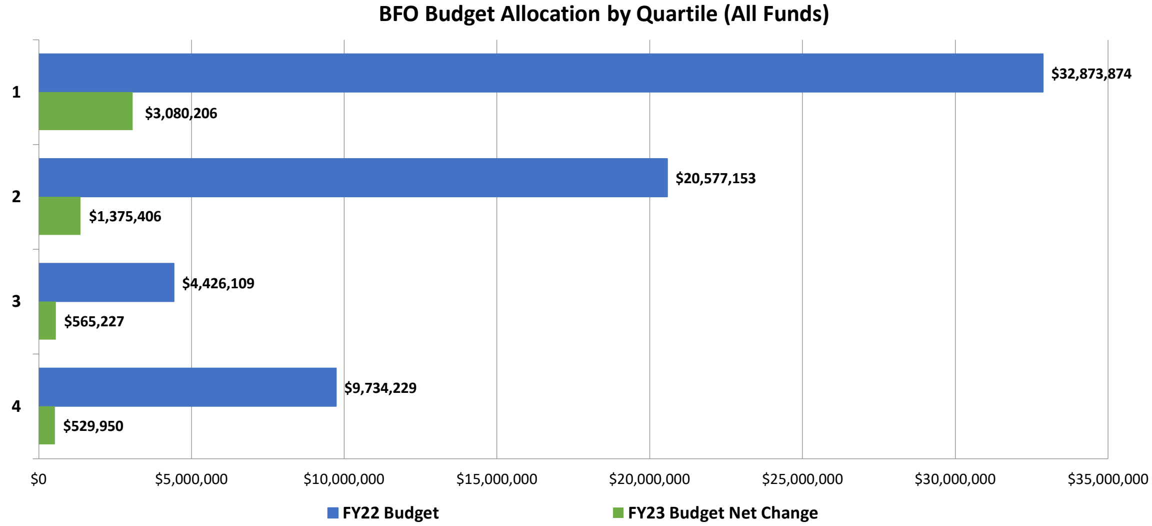
BFO Quartile Allocation

BFO Budget Allocation by Quartile (All Funds)



20

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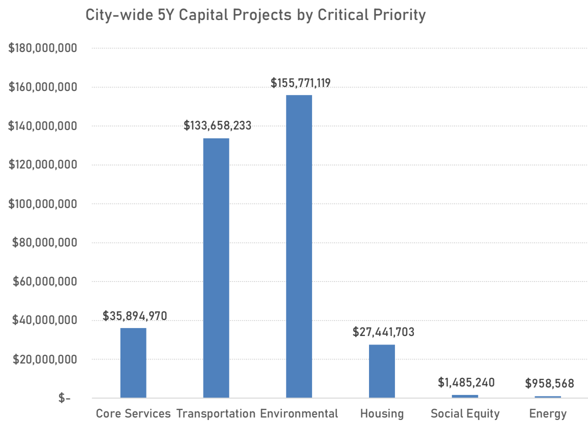
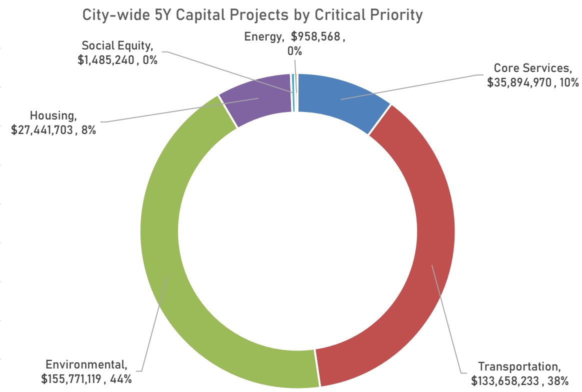
Housing	$ 13,985,829	$ 9,455,874	$ 4,000,000	$ -	$ -	$ -	$ -	$ 27,441,703
Social Equity	$ 1,383,722	$ 61,518	$ 40,000	$ -	$ -	$ -	$ -	$ 1,485,240
Energy	$ 958,568	$ -	$ -	$ -	$ -	$ -	$ -	$ 958,568
Total	**$ 116,527,076**	**$ 77,519,661**	**$ 68,975,005**	**$ 27,833,459**	**$ 28,783,465**	**$ 25,409,190**	**$ 10,161,977**	**$355,209,832**





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

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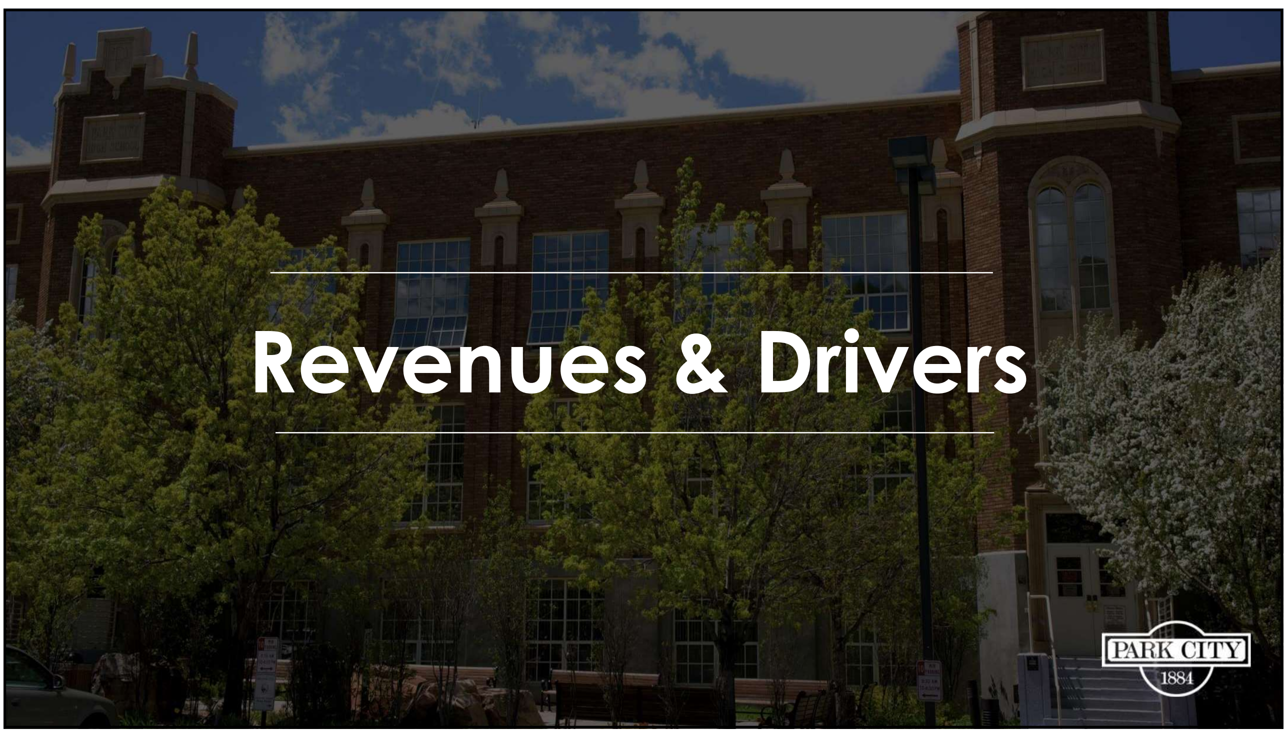


22

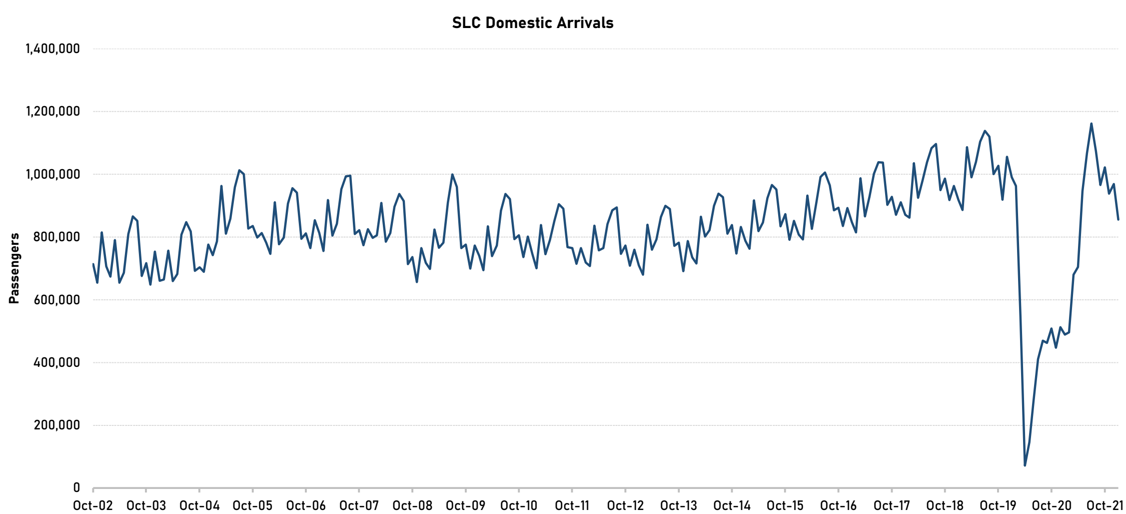
Budget Drivers

- **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

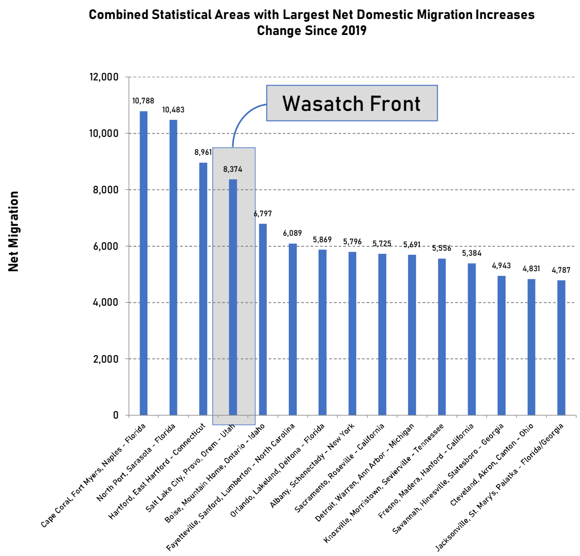
Domestic arrivals at SLC International surpassed pre-pandemic highs.

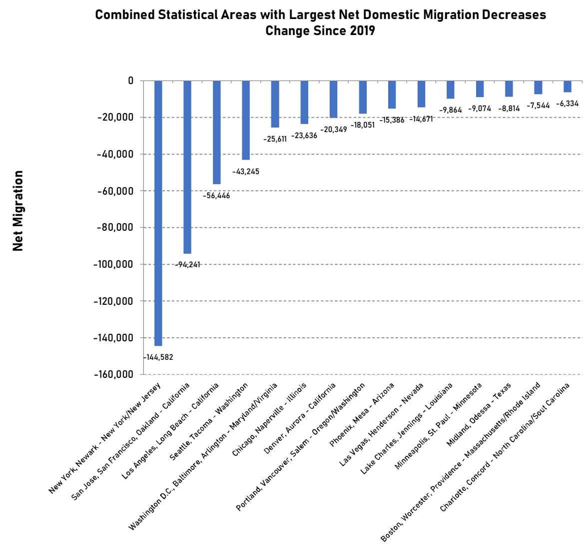


Source: Bureau of Transportation, PCMC. As of April 2022.

24

Wasatch Front is a Stabilizer

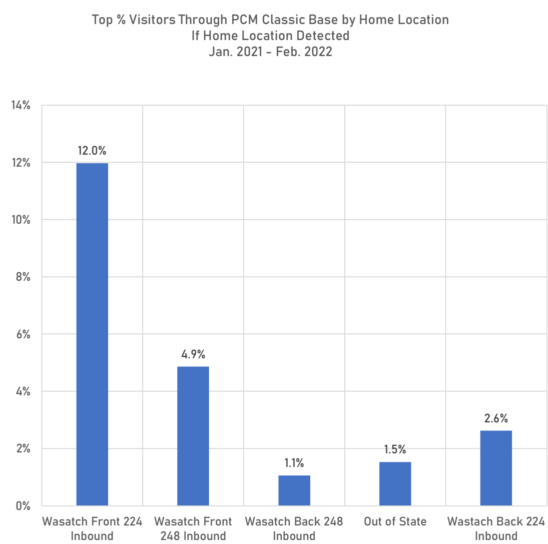


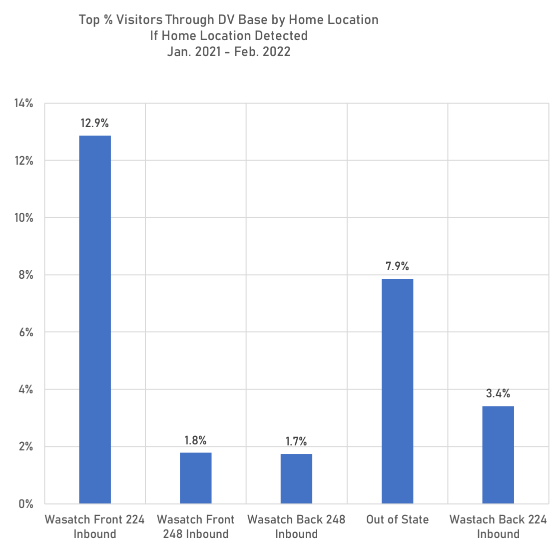


Source: PCMC, U.S. Census Bureau as of April 2022.

25

But Also Comes with Impacts

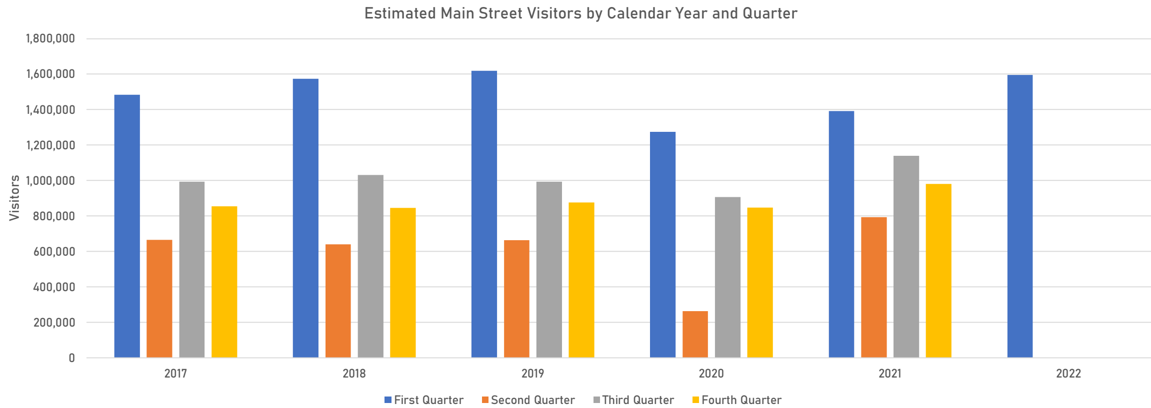




Source: PCMC, U.S. Census Bureau as of April 2022.

26

Shoulder Season A New Marginal Driver



Main Street Visitors

Calendar Year	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
2019	1,618,275	663,881	992,946	875,761	4,150,863
2020	1,273,540	262,389	906,242	846,605	3,288,776
2021	1,391,936	793,237	1,139,918	981,176	4,306,267
2022	1,594,725				

Main Street Visitors, YoY % Change

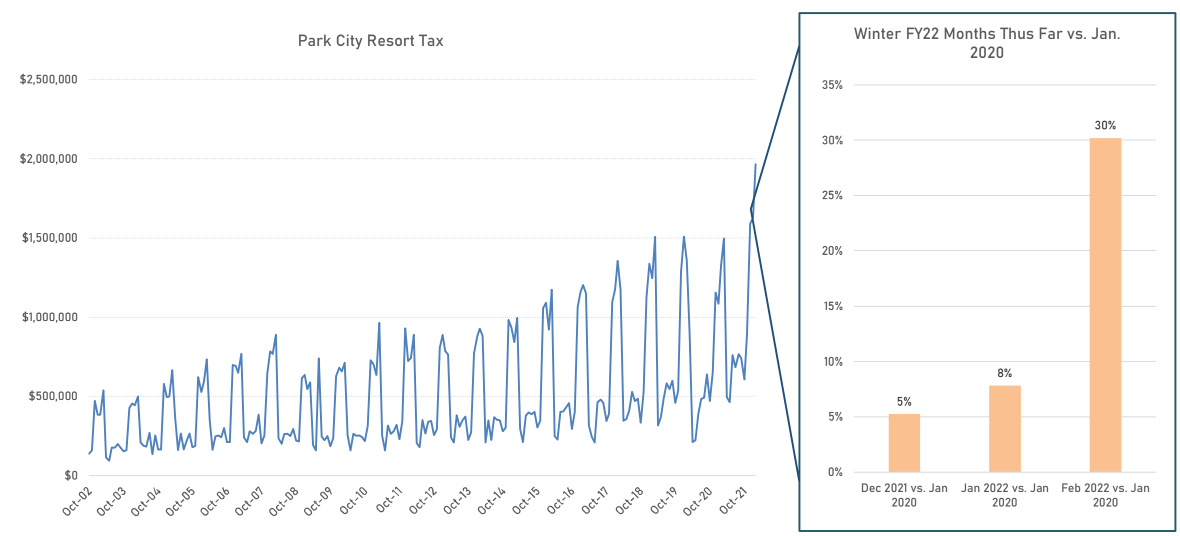
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Calendar Year
2018	6%	-4%	4%	-1%	2%
2019	3%	4%	-4%	4%	1%
2020	-21%	-60%	-9%	-3%	-21%
2021	9%	202%	26%	16%	31%
2022	15%				

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

27

Sales Revenues Reach Record Highs

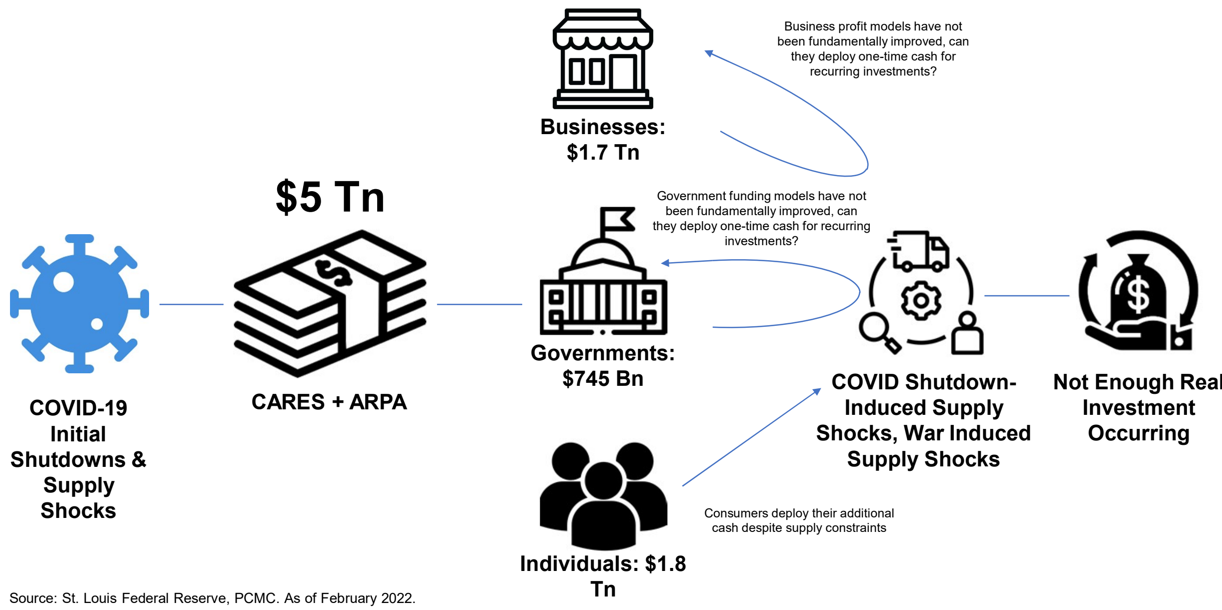
Each month of winter FY22 thus far has beaten the City's previous record monthly high of January 2020.



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

28

Where We've Come From – National/Global Picture

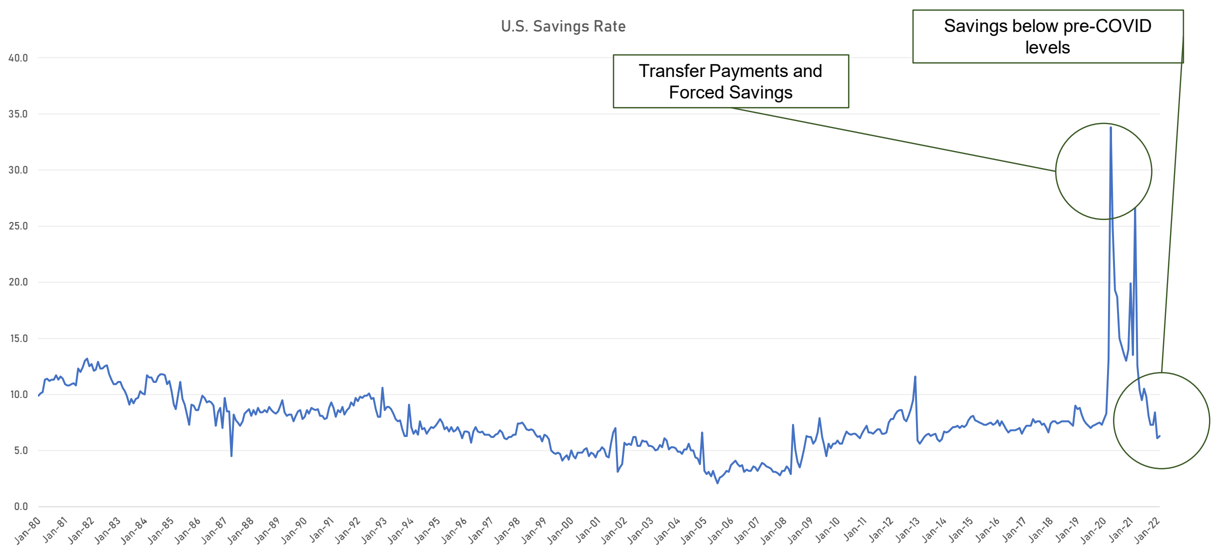


Source: St. Louis Federal Reserve, PCMC. As of February 2022.

29

Savings Rates

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

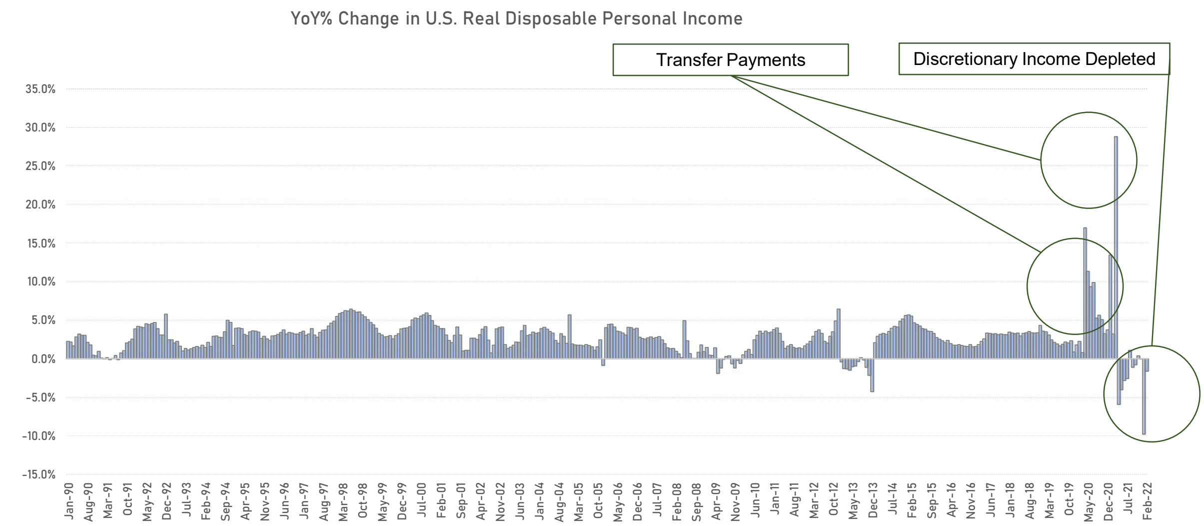


Source: St. Louis Federal Reserve, PCMC. As of April 2022.

30

Real Disposable Income

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

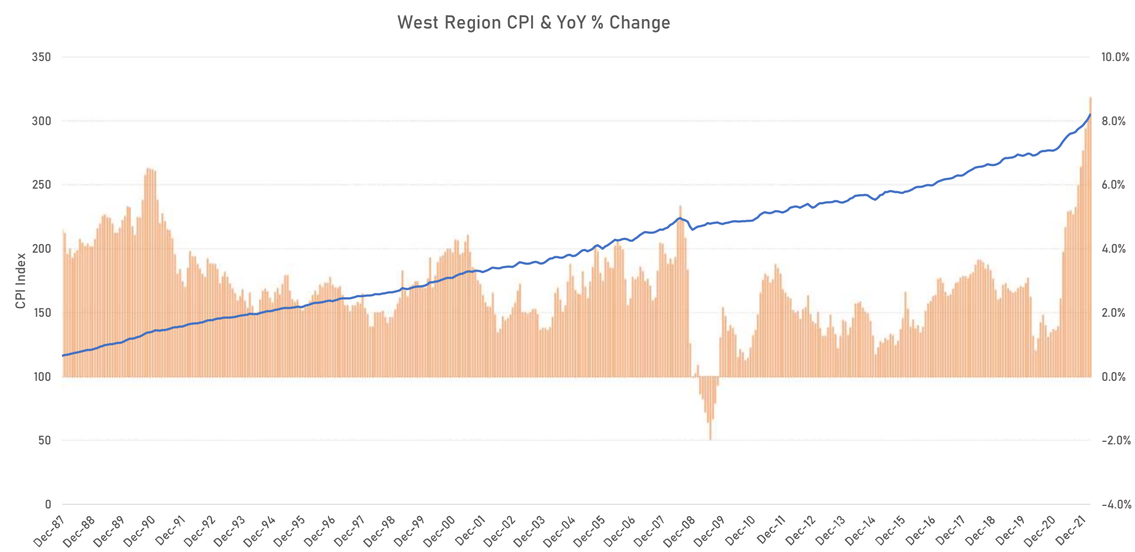


Source: Bureau of Labor Statistics, PCMC. As of April 2022.

31

Inflation

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

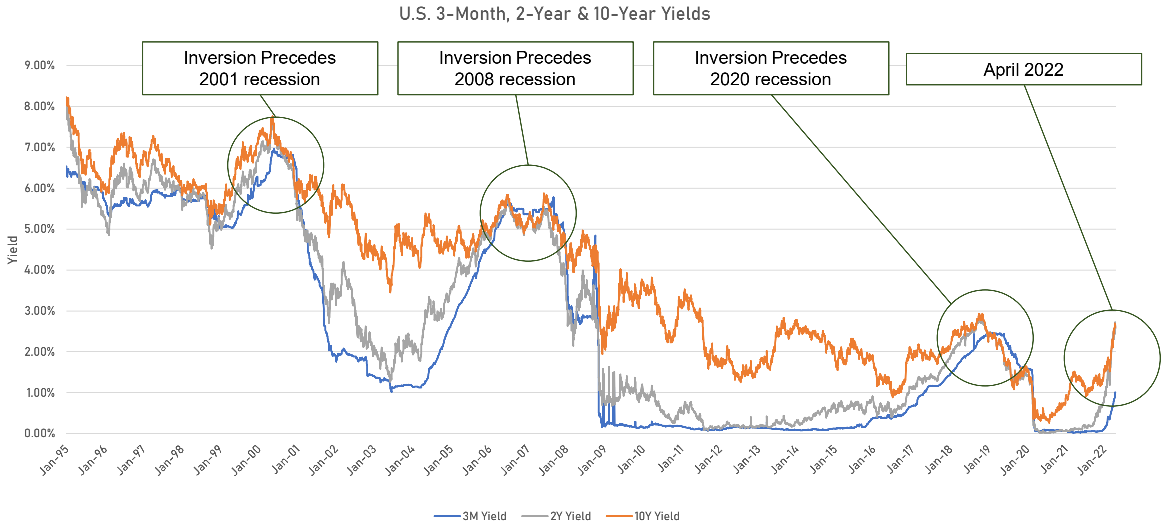


Source: Bureau of Labor Statistics, PCMC. As of April 2022.

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.



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

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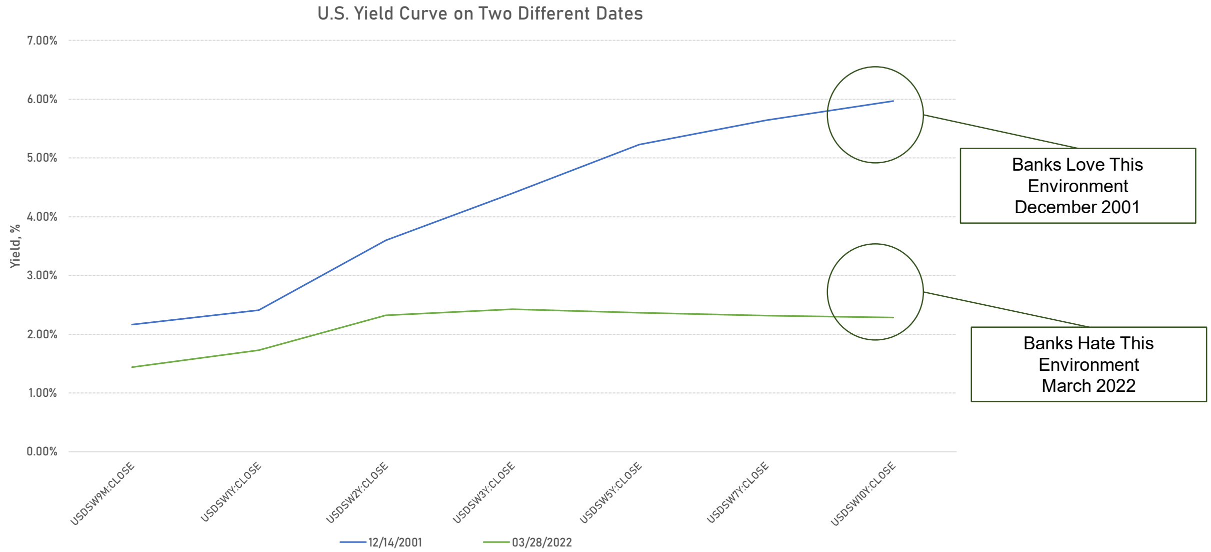
Why Does This Happen?

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?

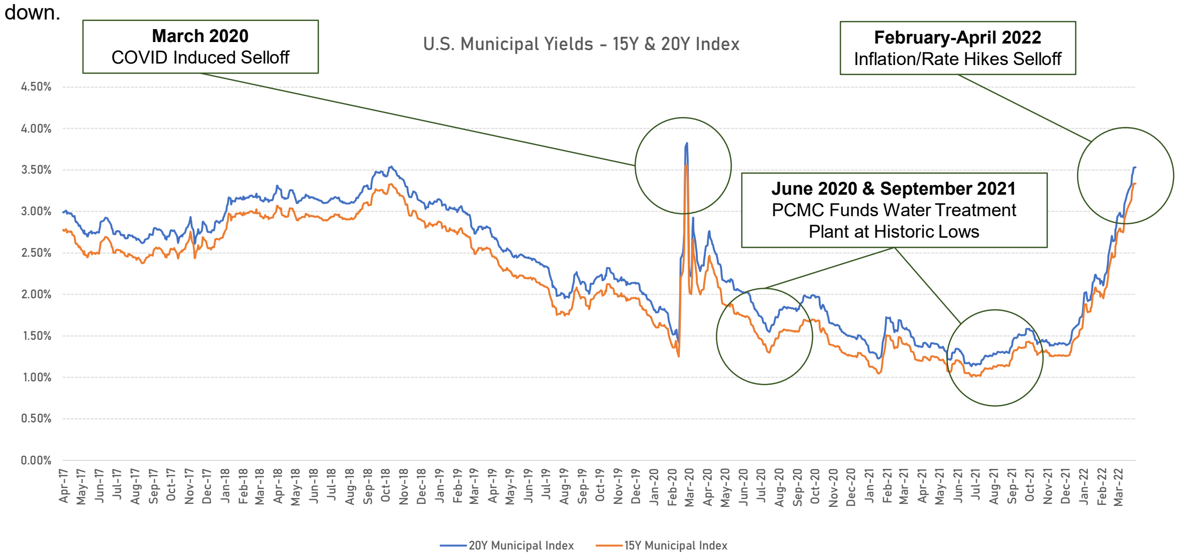


Source: Bloomberg, Barclays, PCMC. As of February 2022.

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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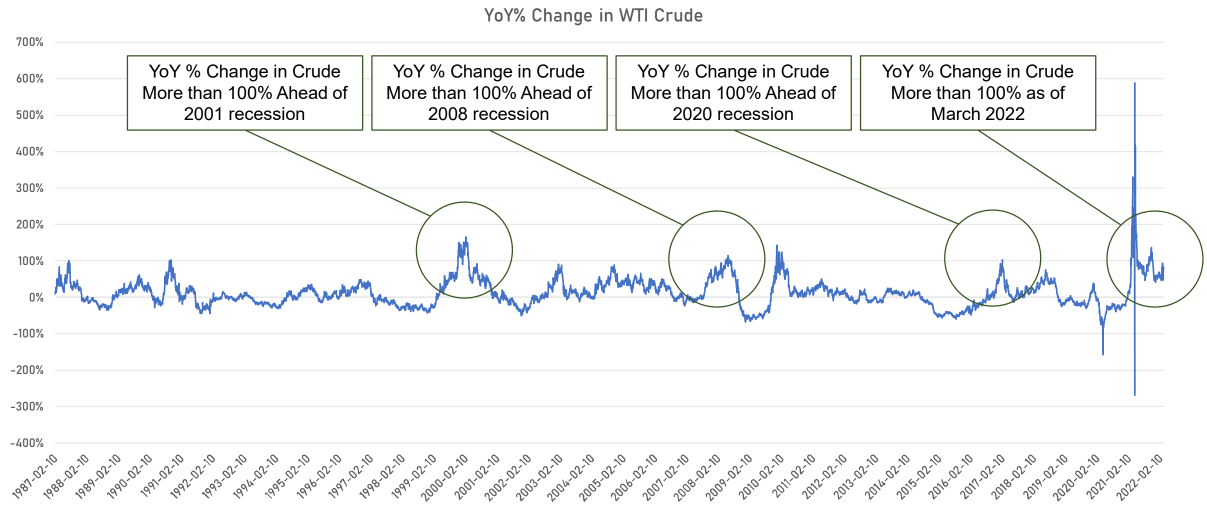
Additional Indicators

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



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

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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.

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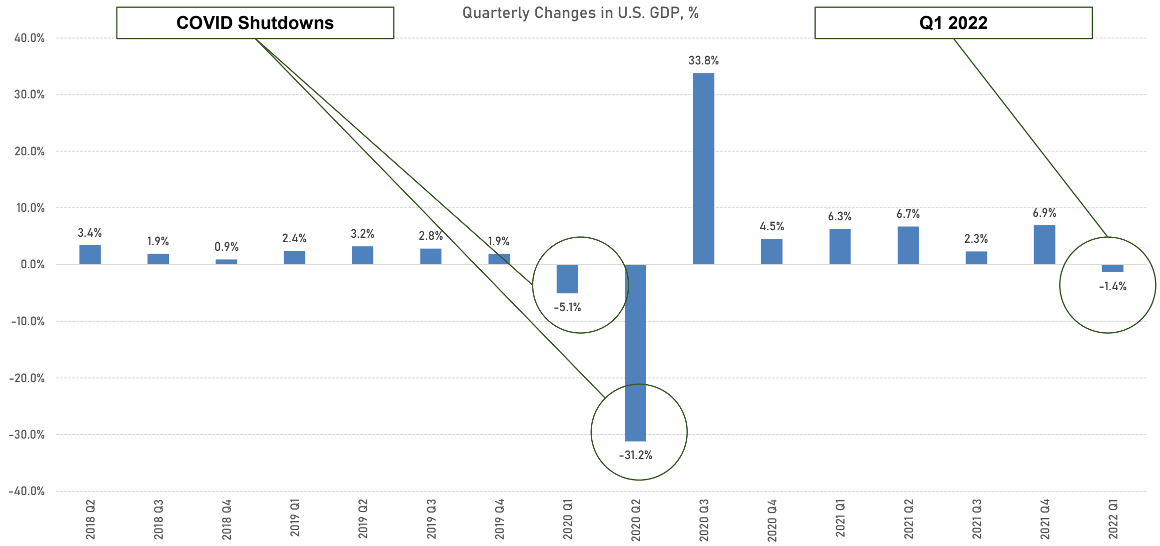
Latest National Developments



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

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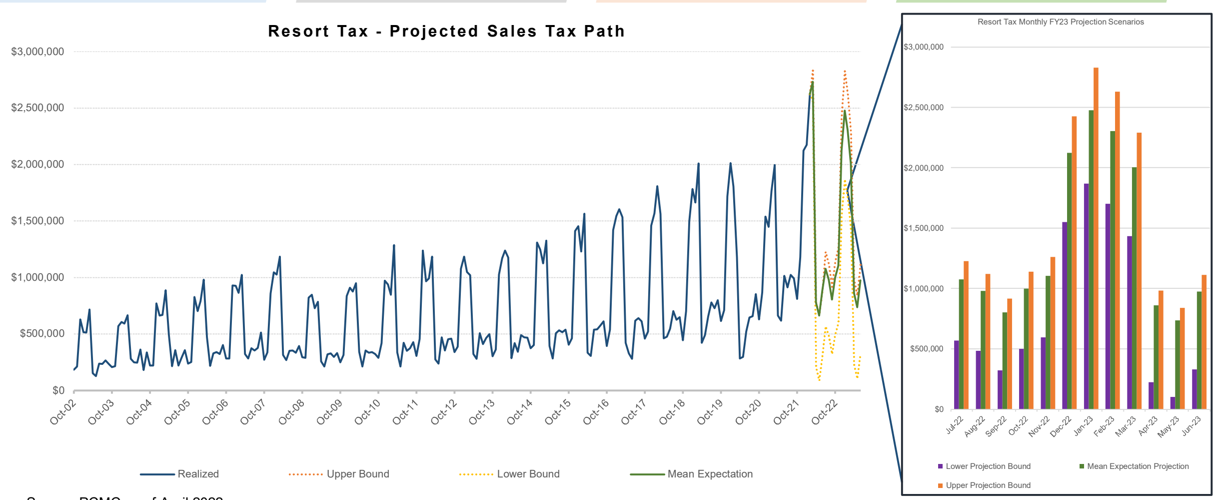
What Does it Mean for Park City?

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

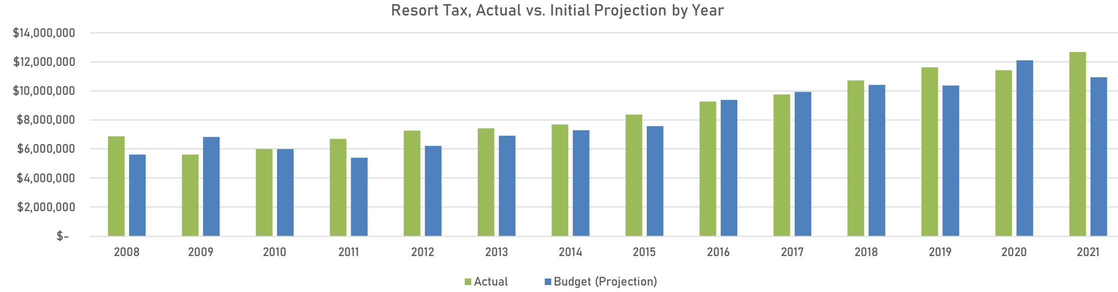


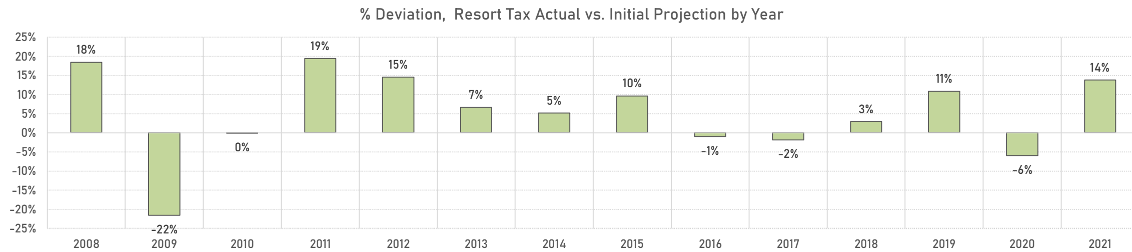
Source: PCMC as of April 2022.

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.

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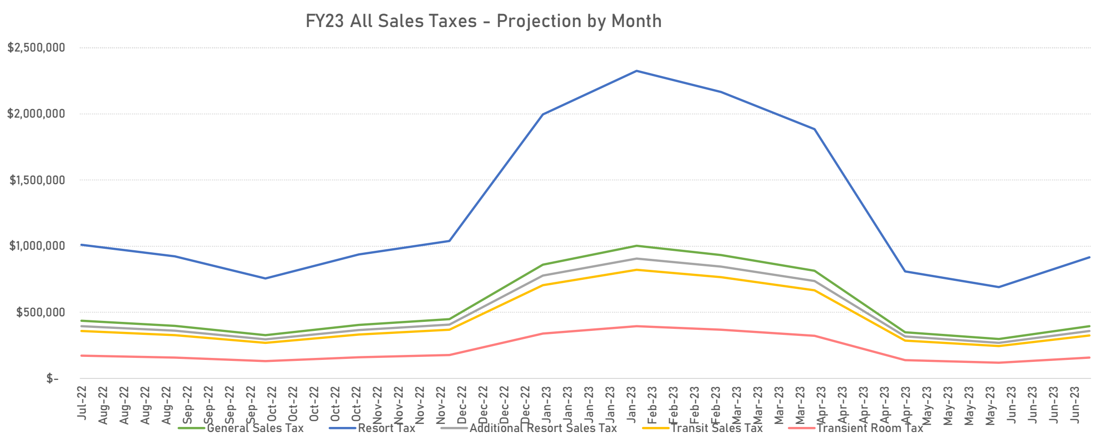
All Sales Taxes & Distribution to Funds



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.

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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%**

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General Fund

$5M Revenue Increase

Pay Plan
- 75th Percentile
- CPI

Non-discretionary
- Health Insurance
- Inflation (cost of doing business)

Discretionary
- Organizational Infrastructure
- Resort Economy Mitigation
- Neighborhood Reinvestment
- Workforce Support
- Core & Essential Services

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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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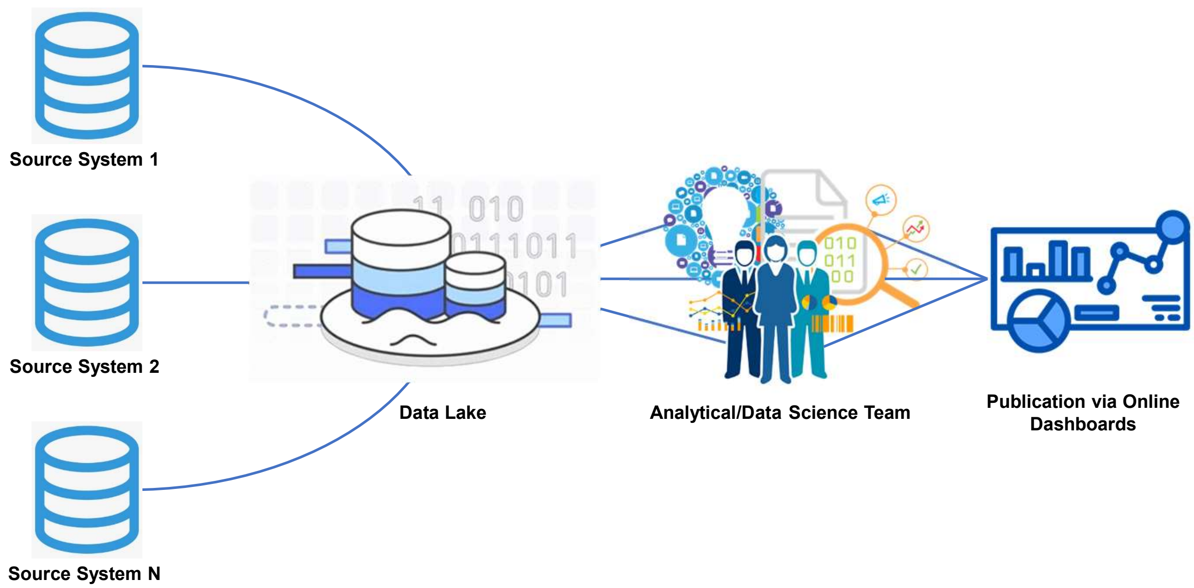
Potential Future State Data Environment



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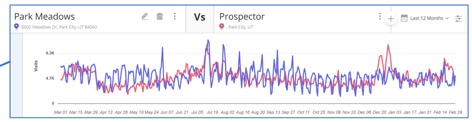
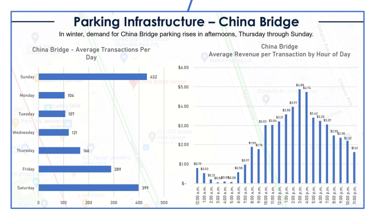
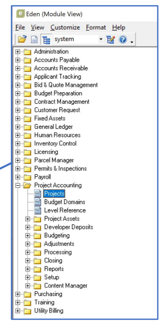
Example Deliverables



Digitize Neighborhood Dashboards with statistics on:
- Traffic
- Crime
- NTMP
- Source of Visitors

Digitize Key Department Metric Dashboards :
- E.g. digitize elements of PC Stat Dashboards





Further public statistics on City financials

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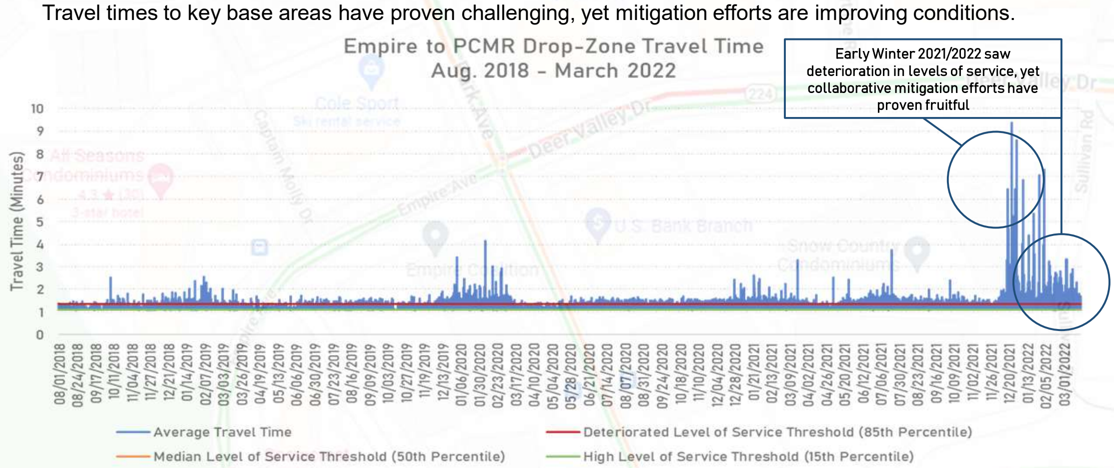
Empire to PCMR Drop-Zone

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



PCMC is partnered with UDOT on key projects:
1. S-LC43(34) Summit County Intersection Planning Study: PIN No. 20035; Contract No. 228840Ongoing 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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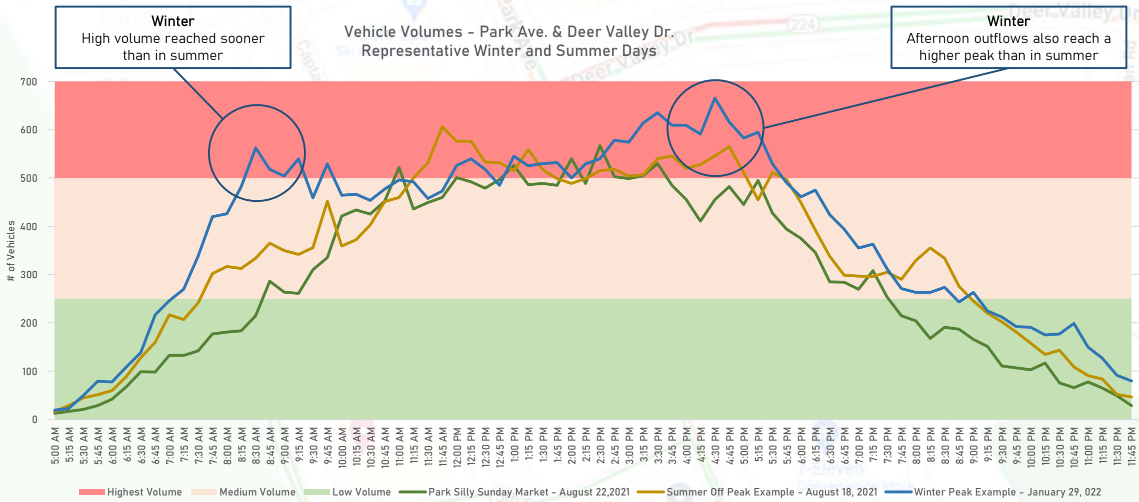
Park Ave & Deer Valley Drive – Hourly
Zeroing in on the Problem

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.



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

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

+Traffic Coordination Manager ($144k)
+$150k contract services

- Coordinate all traffic-related work through one centralized nerve center
- Work with all relevant departments on streamlined approach to traffic mitigation during peak hours/days and events
- Resort and stakeholder liaison

Public Works
- Logistical support for peak traffic/events
- Barricades, message boards, waste management, street cleaning, etc.

+2 additional peak traffic positions ($204k)

Special Events
- Coordinate and manage all City events

+1 additional event vehicle ($14k)

Parking Dept
- Enhanced parking management/enforcement during peak traffic/events

+1 additional parking officer and vehicle ($127k)

Community Engagement
- Staff works with neighborhoods to manage traffic/event changes

Police Dept
- Traffic enforcement
- Reduce traffic collisions
- Facilitate vehicle and pedestrian traffic flow
- Emergency Mgmt

+1 additional traffic officer and vehicle ($226k)

Transportation
- Enhanced transit service during events/peak times
- TOC

+1 Transit Technology Coordinator, +2 Transit Supervisors

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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

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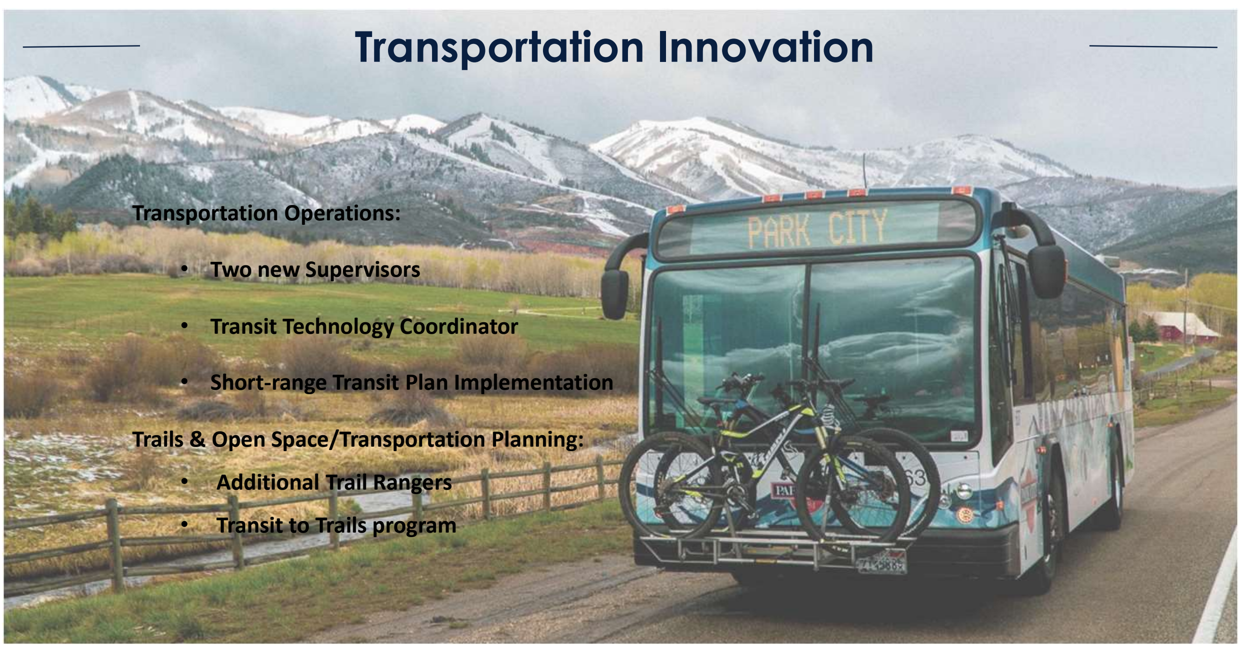
Transportation Innovation



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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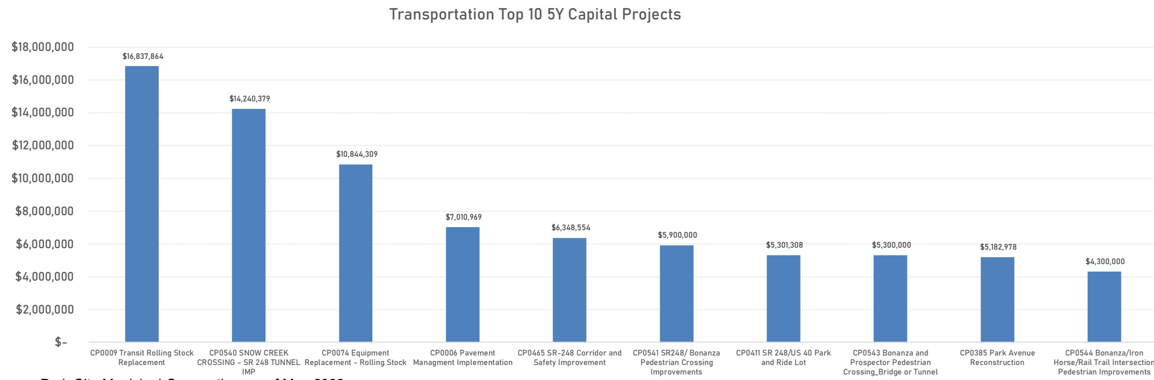
Transportation – Top 10

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 Managment Implementation	$ 530,969	$ 1,040,000	$ 1,040,000	$ 1,040,000	$ 1,040,000	$ 1,110,000	$ 1,210,000	$ 7,010,969
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 Prospector 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



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

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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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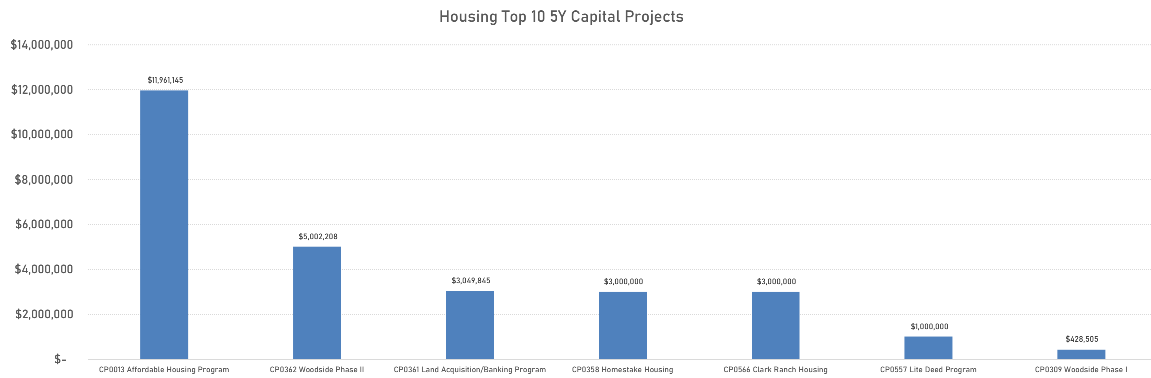
Housing – Top 10

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.

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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)

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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

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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

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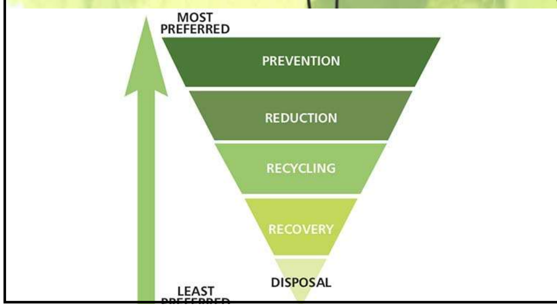
Environmental Leadership

- 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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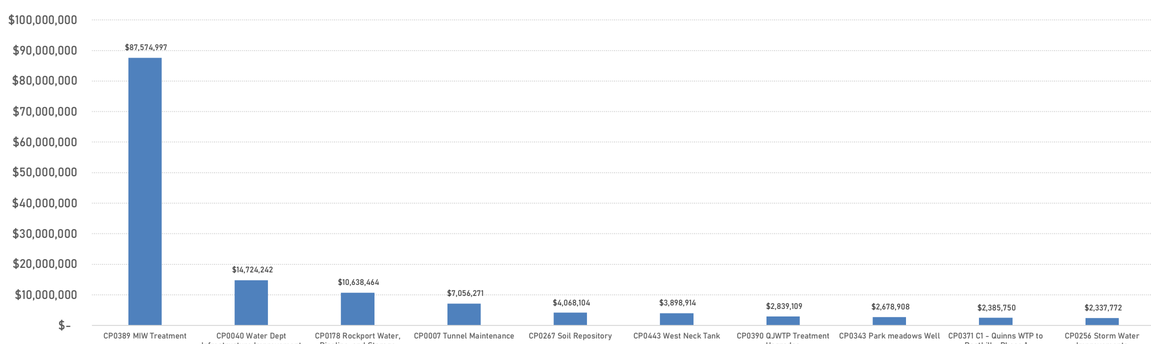
Environmental – Top 10

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	$ 5,696,942	$ 3,860,021	$ 3,381,160	$ 4,236,327	$138,202,531



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

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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

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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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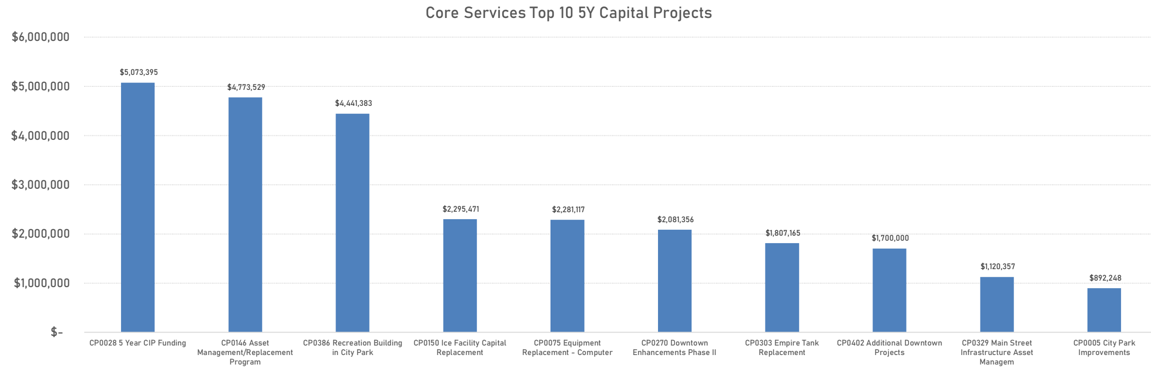
Core Services – Top 10

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**



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

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66

Project Prioritization & Budgeting

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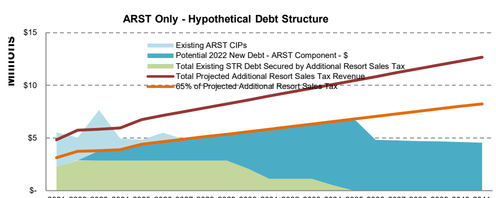
Additional Opportunity 1: ARST

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

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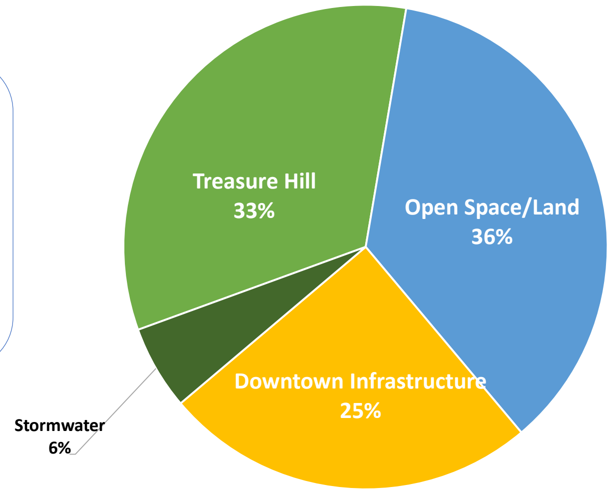
Additional Resort Sales Tax

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



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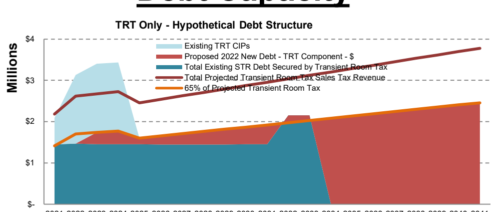
Additional Opportunity 2: TRT

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

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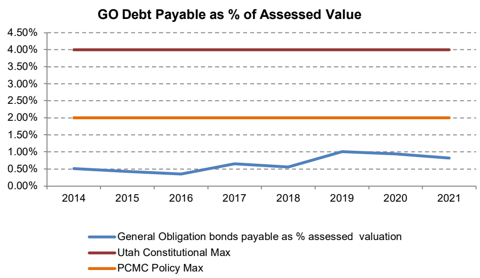
Debt Practices

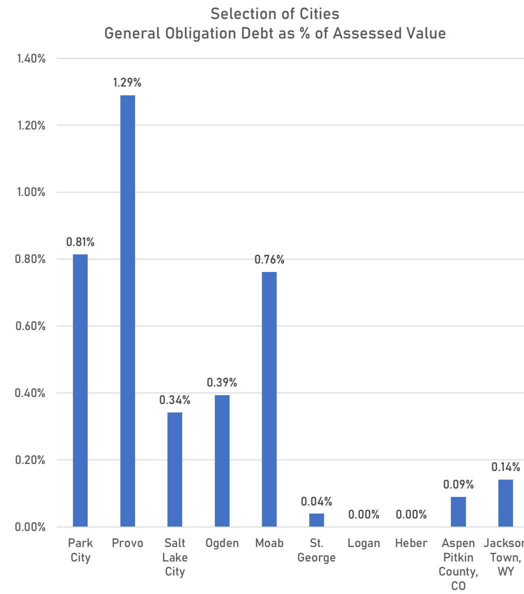
General Obligation Bonds

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



Source: PCMC as of April 2022.

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Additional Opportunity 4: Special Financing Tools

Community Reinvestment Agency

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

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

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Transportation Revenue Opportunities

Transit Sales Taxes

- $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)

Grants

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

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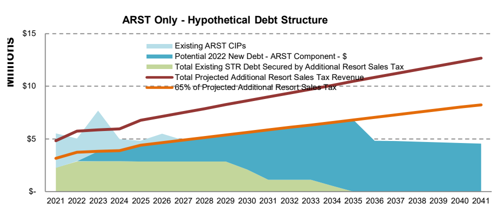
Flexible Sales Tax Revenue Raising Capacity & Competing Capital Priorities

Unfunded Large Capital Initiatives

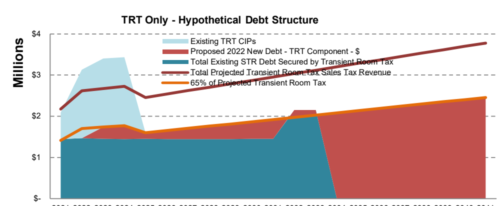
Arts & Culture District | Long Range Transp. Plan | RMP Substation Move | Soils Remed. Program | Housing Program Expansion | Recreation Expansion

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.

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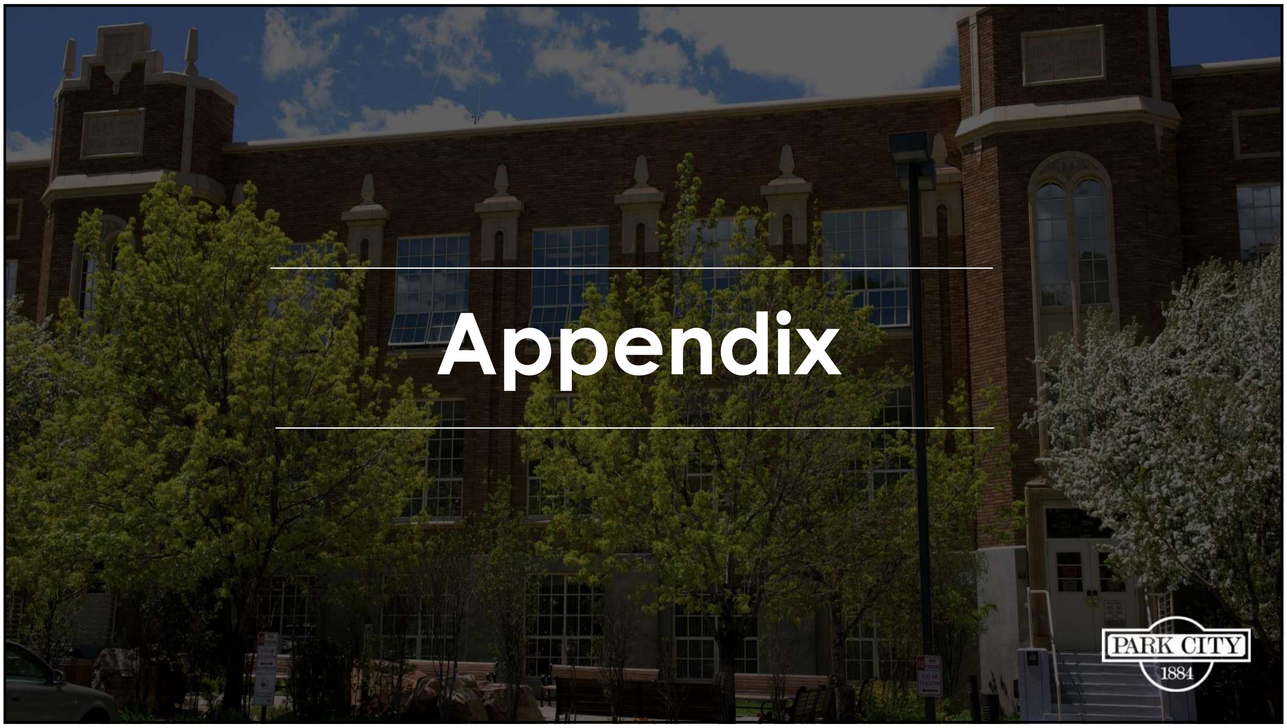
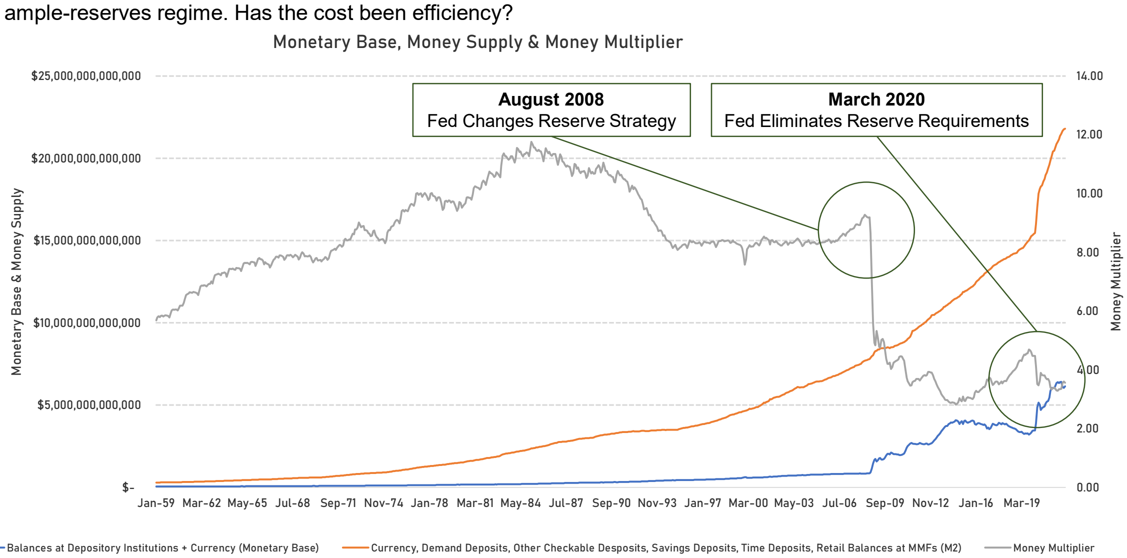


75

Where We've Come From – National/Global Picture

Prior to 2008, the Fed regulated the onshore financial system in a scarce-reserves regime. Post 2008 the Fed moved to an ample-reserves regime. Has the cost been efficiency?

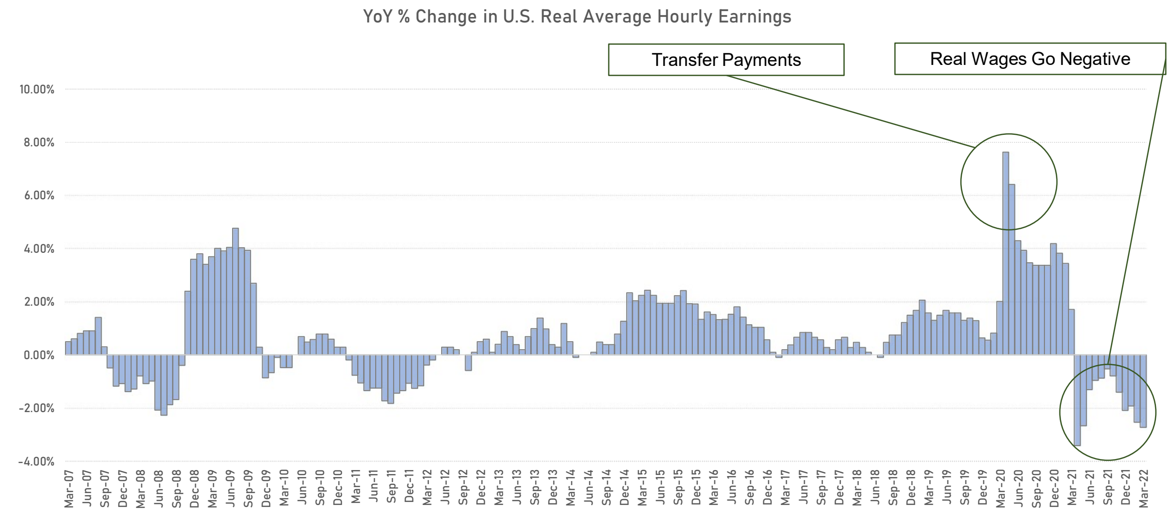


Source: St. Louis Federal Reserve, PCMC. As of February 2022.

76

Real Wages

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



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

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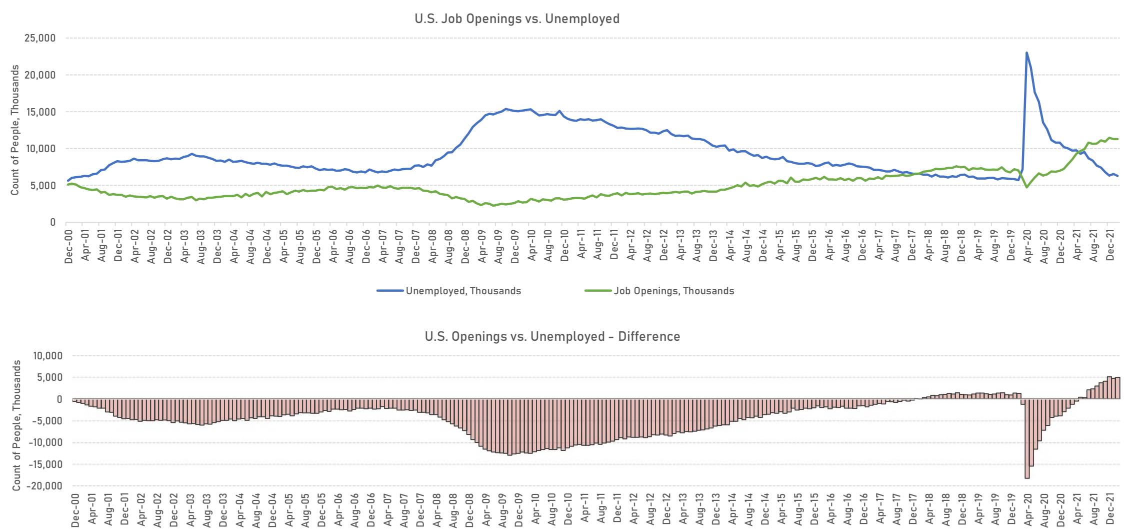
Job Openings vs. Unemployed

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



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

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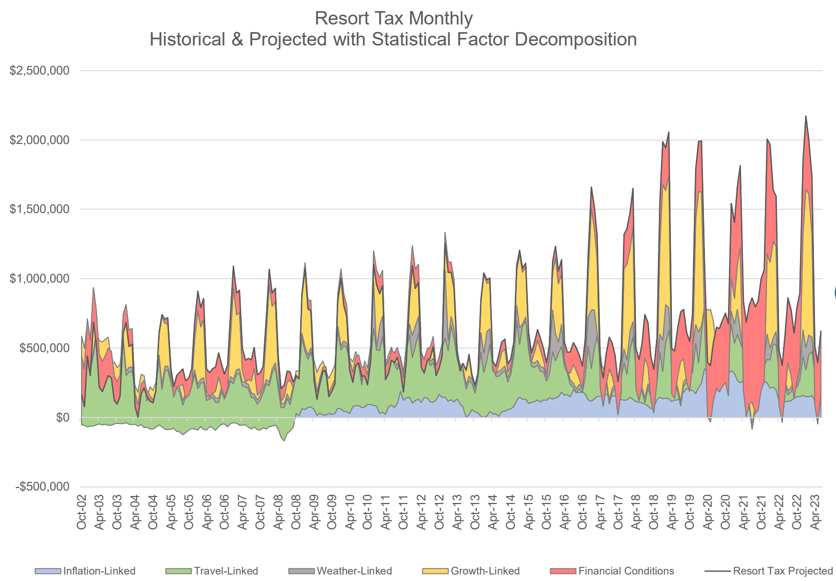
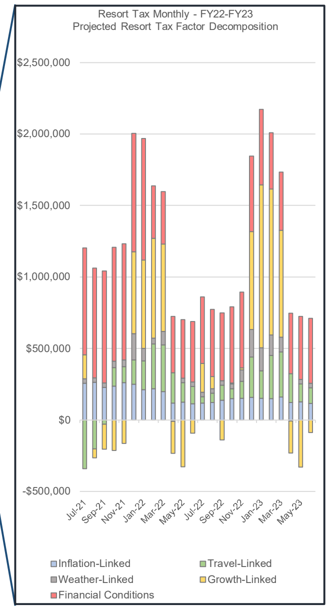
Sales Tax Decomposition by Month





Source: PCMC as of April 2022.

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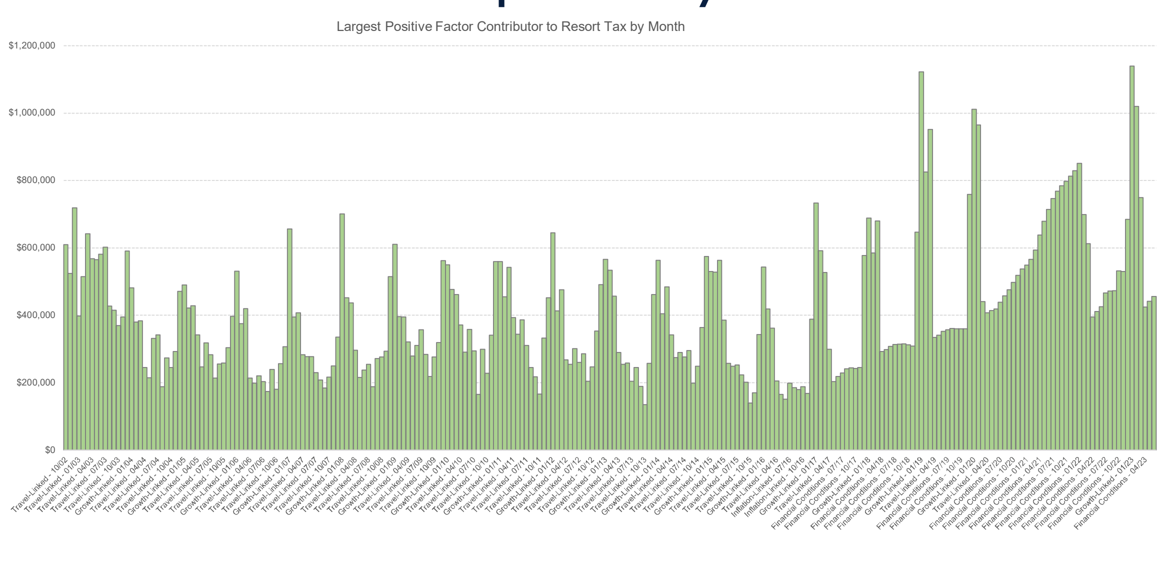
Sales Tax Top Driver by Month



Source: PCMC as of April 2022.

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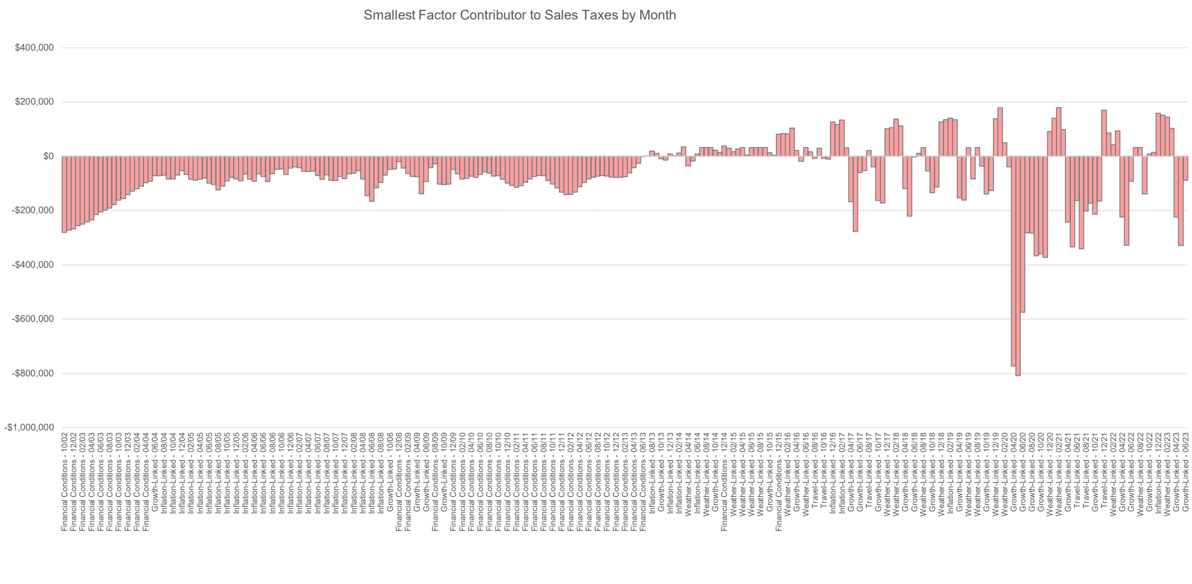
Sales Tax Smallest Contributor by Month



Source: PCMC as of April 2022.

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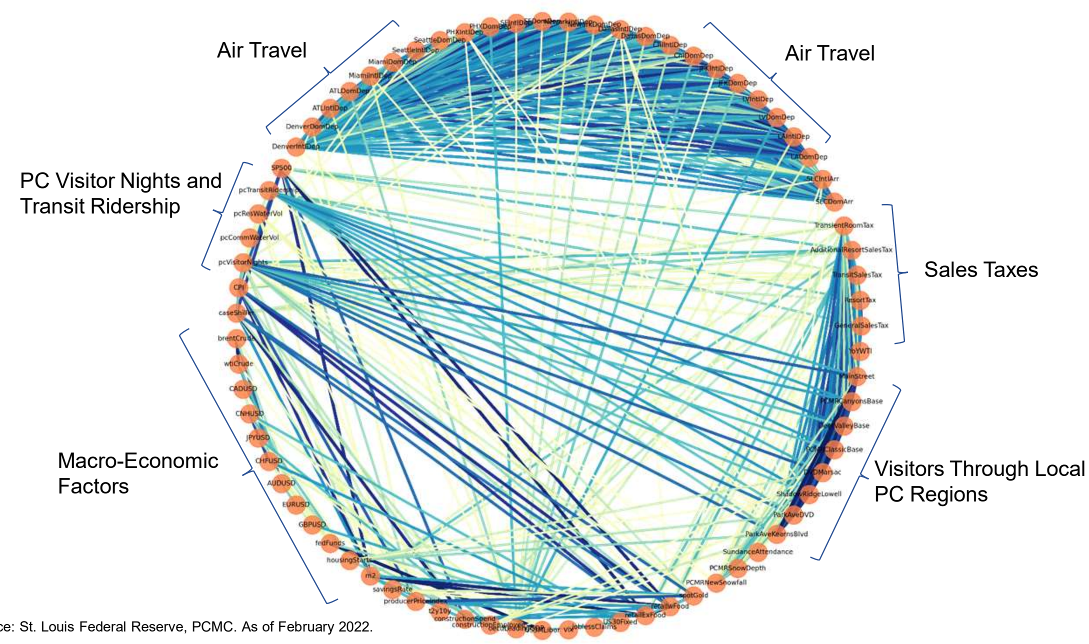
Sales Tax Correlation Network – Positive Contributors



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

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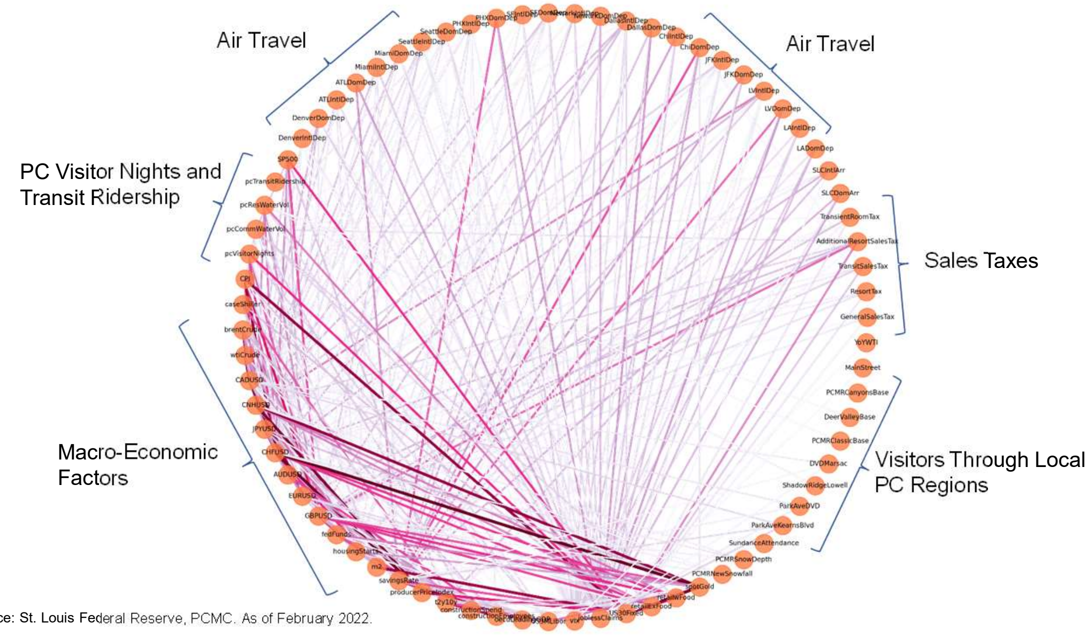
Sales Tax Correlation Network – Negative Contributors



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

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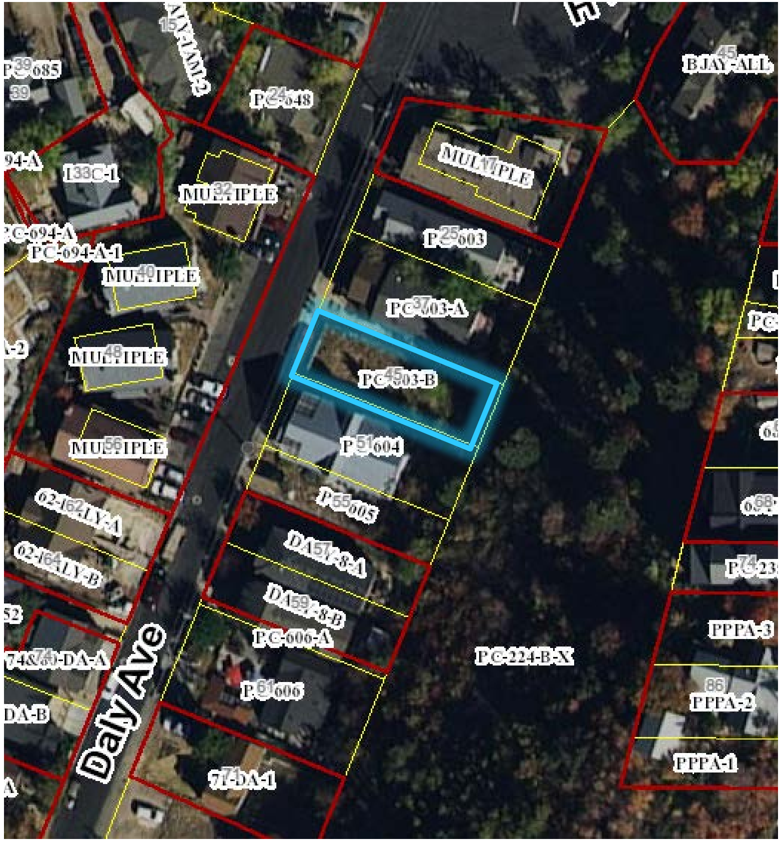
45 DALY AVENUE

PLAT AMENDMENT

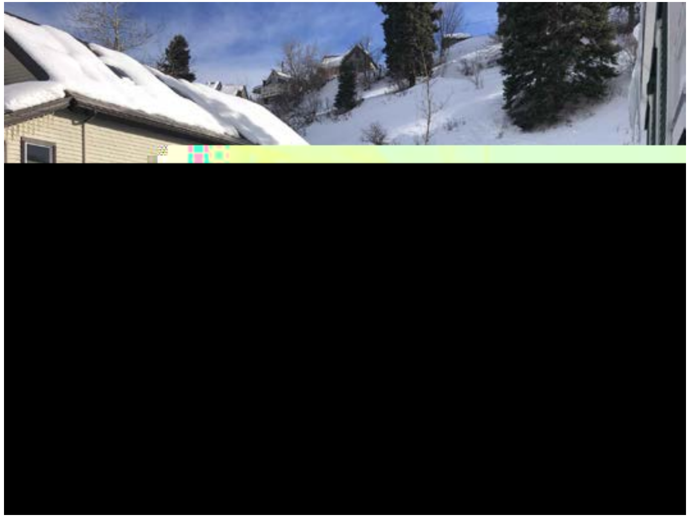
City Council

PL-22-05141 | May 12, 2022

45 DALY AVENUE BACKGROUND



- Located in the Historic Residential (HR-1) Zoning District
- The site is currently is a vacant Lot



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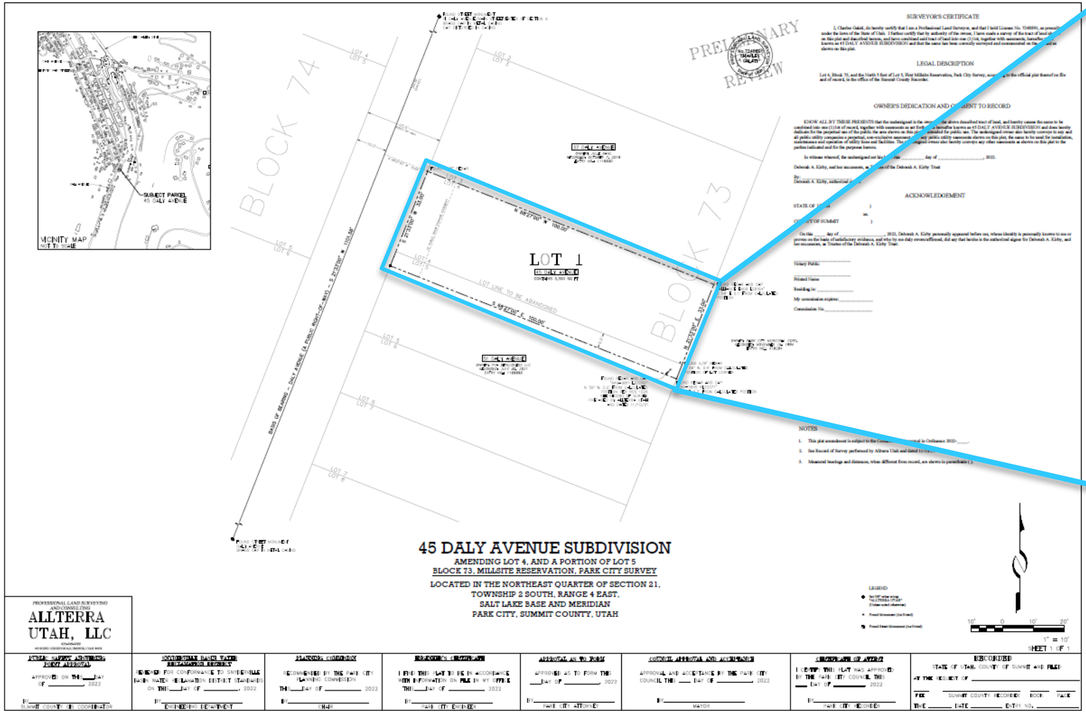
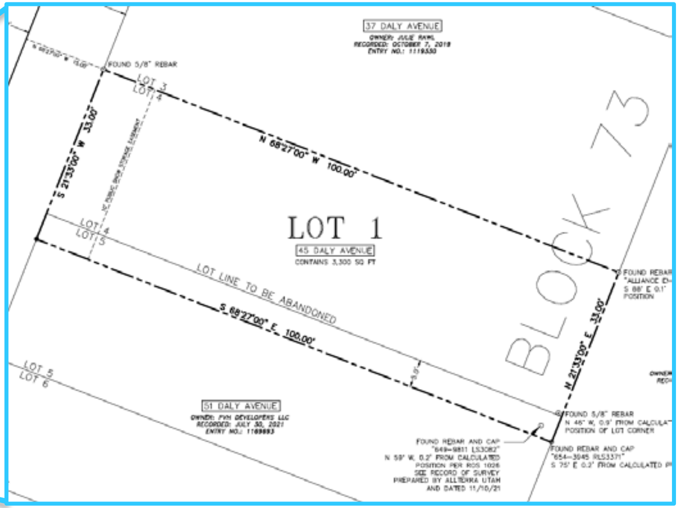
45 DALY AVENUE

The owner (and Applicant) propose to combine Lot 4 and 5 feet of Lot 5 on Block 73 and record the 45 Daly Avenue- Plat Amendment.





45 DALY AVENUE

ANALYSIS (I)

The proposal complies with Land Management Code Chapter 15-2.2, Historic Residential (HR-1) District:

- The proposed Lot will be 3300 square feet, which allows for construction of a Single Family Dwelling on the Lot.
- Any future development on the Lot must comply with the HR-1 zoning requirements (Condition of Approval 5).

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45 DALY AVENUE

ANALYSIS (II)

The Development Review Committee reviewed this application on February 15, 2022, and no issues were raised.

45 DALY AVENUE

ANALYSIS (III)

- There is Good Cause for this Plat Amendment because the amendment meets all requirements of the LMC and records a Plat, allowing for development on the Lot.
- The Lot combination creates a consistent streetscape and is similar to other Lots in the neighborhood.
- The proposed Plat will not impact the Right-of-Way.

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45 DALY AVENUE

PUBLIC INPUT

Staff did not receive public input prior to this meeting

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45 DALY AVENUE

RECOMMENDATION

On April 13, 2022, the Planning Commission forwarded positive recommendation for Council's consideration, with an additional Condition of Approval regarding the adjacent non-complying historic lot.

COA 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."

45 DALY AVENUE

RECOMMENDATION

Staff recommends Council hold a Public Hearing and consider approving Ordinance 2022-13.

Mine Bench

Work Plan

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Background

- Aggressive community goal of 800 new affordable/attainable units by 2026.

- One strategy is for the City to partner with private entities to develop affordable housing units on City-owned land

- Private sector has demonstrated an intrest to work with the City to develop housing on the site.

- On May 17, 2022 Council unanimously directed the Housing Team start drafting an RFP but not to put in an abundance of Staff time.

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Property

Mine Bench

- Property Size: 29.09 Acres
- Zoned: Recreation Open Space
- Proposed Site Size: 10 Acres

Entitlement Needs

- Plat Amendment
- Rezone
- Steep Slope

Other Needs

- UDOT Access
- Utility Re-alignment
- Soil Mitigation
- Trail Re-alignment

Parameters of RFP

- Construct a workforce mixed-income, multi-family housing project on the Property.
- Rental development that contains 100% affordable units, ranging from 40-80% AMI.
- Maximizes the number of affordable units for the longest term.
- Contains a vibrant mix of uses, including, but not limited to,
    - Resident amenity spaces;
    - Bus/ transit & Van shuttle services
    - Investigate parking reductions
    - Re-routing of the Ontario trail
    - Cultural preservation analysis: and
    - Possibly complementary commercial space (such as a resident market).
- Design that successfully integrates within the character of the area and exemplifies design excellence and sustainability, including net-zero design.
- Enter into a lease with PCMC to construct and operate the Project.

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Needed Direction

- 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 other parameters of the draft RFP.

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