PARK CITY COUNCIL
VISIONING SESSION MINUTES
FEBRUARY 10, 2012

City Council Members: Mayor Dana Williams, Cindy Matsumoto, Alex Butwinski, Dick Peek, Liza Simpson, Andy Beerman

Ex Officio: Carl Neu, Facilitator; Mark Harrington, City Attorney; Tom Bakaly, City Manager; Clint McAffee, Water Manager; Jason Glidden, Business Marketing Manager; Craig Sanchez, Golf Manager; Jonathan Weidenhamer, Economic Development Manager; Pace Erickson, Operations Manager; Phyllis Robinson, Public Affairs Manager; Diane Foster, Interim Assistant City Manager; Ken Fisher, Recreation Manager; Scott Robertson, IT Manager; Phil Kirk, Police Captain, Bob Lucking, Police Sergeant

Mayor Dana Williams opened the Visioning Session.

<u>Continuation of Biennial Strategic Plans & Goal Setting</u>

<u>Effective Transportation System</u>

The presentation and discussion for this item was not recorded. The information presented by the team can be found in the City Council Visioning packet dated February 9-10, 2012.

<u>Water and Natural Environment</u>

Clint McAffee reported that Park City Water has secured enough water to meet demands for about the next 10 to15 years and the City continues to seek additional sources to meet build-out demands. Despite recent water quality challenges, the water supply is safe, reliable, and constantly improving. Financial planning continues to be a high priority as the next round of large infrastructure projects is planned.

Mr. McAffee presented the desired outcomes and action plans. Water conservation would be a large component reducing volume usage. Public perception is an important issue to address and staff will continue to monitor regulatory trends and increase efficiency.

Mr. McAffee stated that water quality was targeted as a very high priority. Several broad components include a sampling plan and a blending and source management program to simplify a massive complex system into zones where staff can monitor water blending at sources. Management is a daunting task considering the complexity of the system. He outlined the components involved with water supply storage and collaboration.

He commented on several construction projects coming on line this summer and Empire Avenue is a large component of that construction. Minor upgrades will be made to the snow making connections. He explained that a portion of the Last Chance water line was replaced last year and it would be completed this summer. The Deer Valley Drive project will be coming up soon, as well as other renewal projects, including a solution for the Prospector Drain. Mr. McAffee outlined long term projects, which include a continuous upgrade to the rural water system and upgrading the SCADA system. Another point for discussion is to increase utilization of renewable energy by increasing the portfolio of renewable energy sources and uses.

Council Member Butwinski expressed concern with regard to the solution of blending water, and with the actual infrastructure that may be corrupted by prior excursions. He asked if that concept is planned for as a capital improvement and whether it is considered to be a priority. Mr. McAffee replied that replacing the infrastructure in the system is not a priority because it is not required at this time. However, a blending program is being considered to try and keep the source and the water fenestration system steady. Both events tie back to a drastic shift in water source, which leads to a drastic shift in water quality. Other options considered are a chemical feed to stabilize the water and an aggressive washing program to scour the pipe.

Council Member Butwinski understood that the brown looking water was more a function of the chemical reaction occurring in the existing cast iron pipes. While experiments continue with ways to mitigate the reaction, a better solution to address neighborhood concerns may be to prioritize the actual replacement of new pipe. Mr. Bakaly clarified that the professional recommendation was that the pipe did not need to be replaced; however, if the City Council would like to explore the replacement option it can be done.

Mr. McAffee explained that the source of the problem is not the old pipe itself. The problem is with water coming into the old pipe, building up a layer on the pipe and then releasing that layer. Installing new pipe would not resolve the problem. Addressing the water source, blending a chemical feed system, and flushing the lines are the recommended approaches to the problem. Council Member Butwinski understood that the problem is not a result of corrosion of the cast iron pipe which was affirmed.

Council Member Matsumoto thought the City should try the recommended approach and asked when Council would know if it works. She suggested communication and updates with the neighborhood to help relieve some of the concerns. Mr. McAffee stated that staff is not in direct contact with specific residents but working on an overall public involvement plan to provide updates on how the problem is being addressed and a progress report. Council Member Matsumoto suggested that the public be educated on the source of the problem since everyone assumes the problems lies with the pipes. Council Member Beerman agreed that the City should inform the residents as soon as possible that there is a plan in place. His experience from door-to-door campaigning was that most residents felt they were being ignored and the problem was not being addressed.

Council Member Simpson stated that years ago a system for putting micro-hydro in some of the pipes to generate electricity for pumping water was examined. At that time the technology was lacking and it was not working as well as expected. She wanted to make sure the City was staying on top of developments in micro-hydro. Mr. McAffee noted that the City has identified locations where micro-hydro could be considered.

Council Member Simpson believed an important discussion for the future is whether the eventual Round Valley reservoir should be an open reservoir or a closed system due to evaporation issues. She also stressed the importance of continuing to monitor water technology that addresses gray water and ground water. She read an article about a water plant in San Diego that turned waste water into drinking water. Park City is a high mountain desert with a need to address eventual water issues several years into the future.

The Council and staff discussed water distribution, supply and repairs, particularly for the Thaynes neighborhood. Mr. Bakaly suggested adding customer confidence as a desired outcome and Council Members concurred.

Council Member Beerman asked if there is new direction for water conservation. He was told that last year the City started a landscape water program. Interns from the Weber Basin District were sent to different neighborhoods to conduct irrigation efficiency tests. The interns returned with a detailed report for customers with an irrigation table and the program will be continued this summer. A smart controller rebate program will also be implemented this summer. A number of communities in Utah have incorporated good savings for water production using the rebate program.

Council Member Matsumoto asked if the water budgeting program is in place. She was told that currently staff is still working out the details for implementing the fixed base system. Software issues also needed to be resolved. The next step is to institute a customer web interface so customers can monitor their own water use.

Mayor Williams thought it would be worthwhile to consider a xeriscape program where money is put into a fund for people who remove existing landscapes and install low water usage xeriscape. It is difficult to encourage people to conserve and this may offer an incentive. Mr. Bakaly stated that incentive programs have been successful and staff could come back with expanded options.

Another point for conservation is the ability to have storage because it reduces the amount of secured water needed. Without storage, all of the water associated with peaking capacity still needs to be available.

Council Member Beerman stated that as the City looks at various water plans and considers the reservoir, it would be interesting to know the electrical use and carbon impacts associated with different plans for comparison purposes. Council Member Simpson asked if Council would also be talking about carbon life cycle in the evaluation of a covered versus non-covered reservoir. She was told that it would be included in the analysis.

Mayor Williams thought the repository was ill-placed as a long-term action plan. He suggested that it be placed under *New Opportunities* since the project will be addressed within the next six to eight months.

Council Member Simpson referred to continuous tunnel maintenance and asked if there is a plan for continuing education so City personnel could inspect the tunnels. She recalled a previous discussion about a rapidly shrinking pool of skilled personnel. Mr. McAffee acknowledged that maintenance is a challenge and there needs to be more focus on a long-term plan. Currently the City leans heavily on JSSD who is compensated. Hiring people with that expertise on the water crew could be an option so workers are able to perform both functions.

Recreation and Open Space Trails

Jason Glidden presented the goals and strategic plans for recreation open space and trails. It is an important goal because it is one of the main reasons why people choose to live in Park City and why guests and second homeowners choose to visit Park City.

Mr. Glidden highlighted the priority outcomes taken from a list of desired outcomes identified by the team. The first is to provide accessibility to recreational activities and facilities to the local community at an affordable cost. The second is to preserve the Park City brand through beautification of City parks and open space preservation. The third is to develop as a year-round designated recreation location.

Some of the challenges that hinder moving towards the desired outcomes are development pressures on open space, funding future acquisitions for open space, maintaining an aging infrastructure to keep up with maintaining world class facilities, maintaining affordability versus true costs, and satisfying demand for prime-time usage of recreational facilities.

Mr. Glidden identified three issues for discussion, which include the current recreation demand and funding of future projects, accessibility versus cost recovery, and open space and management plans of future acquisitions.

Mayor Williams commented on the issue of limited space in the cemetery and a previous discussion about a memory wall. He favored that idea and cautioned against letting the project slip through the cracks. He referred to the first item under the current recreation demand/future funding, and asked when the last recreation master plan was done. He was told that the last needs assessment was done in 2006 which drove all the projects that were completed from the dog park to the reconstruction of the Racquet Club. The last formal master plan was done in 1996.

Mayor Williams suggested adding forestry to the open space management plan. Mr. Glidden stated that Katie Cattan is already working with natural resource consultants on the General Plan and a major recommendation is wild land fire prevention and forestry. Mayor Williams pointed out a potential partnership opportunity with Talisker to cost share on a forestry survey.

Council Member Beerman asked for clarification on sound agronomic practices. It was explained that sound agronomic practices looks to use green products whenever possible in pest control. In addition, things are done within the Parks Department that increase the health of the community forest. Those measures are all considered sound agronomic practices.

Council Member Beerman asked if the open space management plans included a conversation on stewardship and how it will be addressed in the future. Mr. Glidden stated that stewardship and maintenance are connected, but they are two separate discussion topics.

Council Member Beerman noted that the information indicates that some recreation programs are too expensive for some households. He asked if the City has a formal program to aid in accessibility for children. He was told that children who qualify for the school lunch program are given a 70% discount on fees for recreation programs. The summer day camp is the most used program, followed by swimming and tennis lessons.

Council Member Beerman asked if there is some type of inventory of open space acquisitions that could be reviewed. It was explained that there is no formal list, but criteria has been put forth to an advisory committee. If the City Council were to float another bond, the advisory committee could ask the City Council to review the criteria. Mr. Bakaly stated that COSAC has been working on a list but he is unsure of its status.

Council Member Simpson pointed out that under *Current Challenges*, the golf industry reflected a flat on growth rate; however under *New Opportunities*, creating a golf learning center is proposed which she believed are in direct conflict. Craig Sanchez explained that golf takes time, which is the difficulty in the sport. The golf learning center is a different product. It is a place where people could go for a short time to hit balls or putt without being gone five or six hours from family or work. It is an added amenity to the destination resort experience. Council Member Simpson remarked that a County regional cemetery is also on the list; there have been ongoing debates about the need for a cemetery. She wanted a better understanding of the need before the project moves too far forward. Mr.

Sanchez stated that the golf learning center will appear on the next citizens survey.

Council Member Peek referred to the *Direct Cost Recovery* graph and asked why golf remains consistent from year to year. It was explained that as an enterprise fund, all expenses must be recovered through user fees, similar to water and transit. Typically, the course makes money every year, with the exception of the last few years. Most of the recent costs have been infrastructure and facility replacement costs. In addition, the enterprise fund cannot have a negative fund balance. Council Member Peek stated that if fund transfers create a flat graph from year to year for golf, he wanted to know why it was different for the Ice Arena and the PC Marc. Mr. Bakaly replied that fund transfers are not causing the flat graph. Expenses and revenues are budgeted each year, but if the expense comes in low, the revenue comes down to cover it and vice-versa. The graph shows that the Golf Fund is completely recovering its expenses yearly.

Council Member Peek asked why the County regional cemetery is on the City's list as a long term action plan. He was told that currently the County does not have a cemetery and is looking to develop one. Park City no longer sells plots in the City Cemetery to County residents. As with any project, if there is an opportunity to collaborate with the County, it makes sense for the City to be involved in developing the cemetery and/or creating access for City residents in the future. Council Member Peek asked if there is an opportunity to save space through internment of ashes instead of caskets. The answer was yes, because currently four cremations can be placed in one plot. Mr. Bakaly clarified that there is space in the City cemetery for City residents, however it makes sense to work with the County if there is the opportunity to address future needs.

Council Member Matsumoto commented on past problems with keeping track of the graves. She asked if that problem has been resolved or if it needed to be further addressed as part of the goals. She was told that a software program was purchased two years ago that transfers paper records to electronic records. Verifying all the records has been a time consuming process and is still ongoing.

Mr. Bakaly summarized from the discussion that the City should participate with the County on a regional solution, but in a limited role. He also understood the importance of ensuring that the management of the existing facility is as good as it could be with needed improvements.

Council Member Matsumoto had mixed feelings about cooperating on the regional cemetery without knowing more about it and Council Member Simpson wanted to see a demonstrated need.

Council Member Beerman inquired about the year-round aquatic programs. He asked about heating the MARC pool or whether an additional facility would be required. Ken

Fisher explained that there are two components to the question. With the opening of the MARC, there have been a number of requests for opening a lap pool year-round and offering year-round swimming. There was year-round pool access prior to the Olympics, but in a round of budget cuts the pool was closed in the winter. A budget request is necessary to obtain funding to keep the pool open year-round. The pool was built in 1990, but it has been well-maintained and parts are replaced when necessary. Based on the recreation demand study and the citizens survey, aquatics rank as a high priority.

It was explained that years ago people thought they wanted an aquatic center, but as time went on they were not so convinced about paying $10 million. Needs analysis surveys should also contain information on the cost to taxpayers. Mr. Bakaly remarked that two surveys have been done. One was a needs assessment using industry standards to determine the needs. The citizens survey asked the question about paying for it. They could merge the two surveys to determine the desired direction. The citizens survey should be completed by the middle of April.

Council Member Matsumoto encouraged the City to explore an open space bond and to reactivate COSAC or obtain a list of properties. She believed it is important since open space is key to the economy and enjoyment of the residents. Council Member Butwinski questioned whether there was land left to purchase. Council Member Matsumoto pointed out that they could buy down development with more open space. Council Member Simpson stated that any discussion of an open space bond would need to be hand in hand with other possible bonding needs. If it comes down to bonding for open space or bonding for OTIS or a repository, a comprehensive discussion should take place. In her opinion, the more open space purchased means fewer people living in Park City and she balances that with conversations about allowing up to six stories in Bonanza Park or the fact that not everyone can move back to Park City after college. Council Member Simpson was not opposed to purchasing open space, but it needs to be part of a whole discussion.

Mayor Williams stated that the flat maps and aerial photographs that are color coded help to easily identify potential parcels of open space. Mr. Bakaly suggested a bonding discussion where Council could consider available options related to open space and infrastructure. He believed there would be public interest in hearing that discussion. Council Member Beerman thought future boundary discussions should be combined with open space discussions.

Mayor Williams suggested adding the annexation of Osguthorpe and Round Valley to the list under *New Opportunities*. Mr. Bakaly thought the annexation discussion should be added to the Action Plan list.

The challenges of keeping the recreation staff competitive with training and compensation were identified and discussed. Mr. Bakaly pointed out that many of the departments reduced their training budgets several years ago and are realizing the results now. He believed the Council would likely see some requests for enhanced training. The connection between training and compensation is a city-wide issue in terms of being able to attract and obtain high quality people in the service they provide.

Regional Collaboration & Partnerships

Diane Foster presented the desired outcomes related to regional collaboration and partnerships. The primary outcome is a city in which other agencies are invested. The Council was asked to think about how they would interact with the agencies around them if they felt like they wanted to contribute to their success. When that feeling is mutual, everything else falls into place. Another desired outcome is a community that is prepared and part of a regional water network. In the end, it all comes down to regional relationships.

Ms. Foster pointed out that that a number of people are retiring or taking positions at other agencies, and it is incumbent upon both City Council and staff to establish new relationships. Links in creating that web is of critical importance. The Council has invested in the legislature and should continue to be vigilant in that investment. Another important factor is the organization of Summit County because of its impacts on Park City as it grows.

Enhance Interagency Relationships was added to the prepared action plan. Other items, such as regional transit and the recycling center are things the City is not currently doing alone and would not do alone in the future.

An important question is what Park City wants its role to be as the region grows. Mayor Williams asked Ms. Foster to explain how she thought the City could take a more aggressive stance. Ms. Foster replied that it is definitely an issue for a study session. Mr. Bakaly stated that currently the plan is to have the Park City Planning Commission and the Snyderville Basin Planning Commission work together on general planning issues. He believed the real question is whether or not Park City wants to get involved in regional planning. He agreed that a study session would be appropriate to discuss the concept of a formal partnership with Summit County.

The question was asked about collaborating with Wasatch County. Mayor Williams stated that there is an existing non-binding agreement between Park City and Wasatch County to talk to each other. Mr. Bakaly noted that Park City recently approved an MOU with Wasatch County regarding affordable housing. He clarified that the staff recommendation is for the City to be more actively involved to see if there is an opportunity for a formal process and partnership with both counties as they plan for growth.

Mayor Williams favored the idea of joint meetings at the Planning Commission level where both the City and the County can present their general plans and identify areas where they can collaborate.

City Attorney Harrington stated that in defense to both Summit and Wasatch Counties, the City has often taken the approach of what County growth is doing to Park City, as opposed to how Park City's growth affects the County. He acknowledged that impacts from Park City go downstream in terms of workforce and traffic. Mr. Harrington remarked that to some degree it was not the City helping the County plan its growth, it was more a collaboration on future growth and impacts on both communities.

Council Member Matsumoto asked for an explanation of *Mayor/Council/Staff Learn and Lead* under the Operating Plan. Ms. Foster believed it addressed budget cuts to the Council travel budget and the staff training budget. If the Council elects to move forward, the team would come back with a budget option proposing a slight increase in those areas. They would also come back with a formal staff coordination plan.

Mayor Williams added *Maintaining and Advancing the Relationship with the Federal Delegation* as a long term goal. Council Member Matsumoto asked the meaning of local government sector in decline. Mr. Weidenhamer replied that it was only a comment regarding the general trend that most local governments were struggling with the economic recession resulting in cutbacks in staff and service.

Mayor Williams pointed out that on the citizens survey the City did not rank high on emergency awareness, even though significant work has been done in that area and felt that it is another example of public perception versus reality.

Council Member Peek asked if the Olympics should be included under *Desired Outcomes* in terms of regional collaboration. Mr. Bakaly suggested adding Olympic exploration under the outcome of *A Town that Plays on the World Stage*. Council Member Simpson thought it could be a key strategy for building relationships because it would be nice to collaborate on something small before tackling something larger. After further discussion, the consensus was to put Olympic exploration in the action plan.

Council Member Beerman commented on potential changes and the level of service for recycling and solid waste. He asked if the City would have to step up its internal measures if the program becomes untenable for the County. Ms. Foster stated if the center is moved, the City Council would need to determine its level of support. Recycling and solid waste removal would also be a coordination point with the County. Council Member Beerman clarified that he was referring to the current contract for curbside recycling. Ms. Foster stated that on two occasions the staff provided feedback and she believed it was a regional collaboration issue. Council Member Beerman asked if the City would have to increase its internal recycling efforts if regional collaboration is insufficient. Mr. Bakaly stated that it could be done, but at a cost. He relayed that the City was already in the recycling business because of a change that occurred ten years ago and providing that service did not go as well as expected. The precedent has already been set and he preferred to wait until the bids came in before discussing recycling plans.

Council Member Peek asked about level of service from the County regarding animal control in the City. Mayor Williams stated that the level of service from the County had gone down in the last few months because half of the crew had left. Mr. Bakaly suggested that the Council address animal control and emergency awareness during the public safety presentation.

The morning agenda was completed and the session was adjourned for lunch.

Lunch Break

Mayor Williams opened the afternoon session.

Completion of Biennial Strategic Plans & Goal Setting

Open & Responsive Government

It was noted that the presentation for *Open and Responsive Government* was a collaborative team effort that produced many varied ideas. Open and responsive government is a chain of events where everyone has a part. Different pieces fit and blend together to create open and responsive government. Many tools are available for responsive government, and training is required to know how to use the tools. To a larger extent, the concepts of building and engineering change dramatically over time, and both engineering and IT backgrounds are critical with regard to hiring employees in the future.

No one would argue against being financially and fiscally sound. An engaged work force, as well as security, maintenance and preservation of City assets, while connecting with the citizens for a shared vision for the future are desired outcomes. However, in the end, the main focus area for the next two years is to be flexible and nimble to adjust to quickly changing environments. The pace of changing technology is so rapid that nothing has a ten or twenty year life span. There is a high level of efficiency with technology, but it does not come without a cost.

The staff outlined areas and challenges collectively faced, tying back to how they can be flexible, nimble and adjust to changing environments with the evolving demands of consumers and citizens. As everything becomes more instantaneous, people expect more and it is important that their government has a higher level of technological advancement and innovation.

Council Member Butwinski asked if the idea of contracting janitorial services would be a cost reduction or if the City could do it more efficiently. He pointed out that typically the private sector provides services better than government. He asked if it is a question of getting better value or having more control. Pace Erickson explained that it is a combination of service, value and control. Park City has contracted out janitorial services since 1995, at a time when the buildings were smaller and there was less technical equipment to be cleaned. For example, the floor surfaces at the new MARC have to be cleaned a certain way. It is difficult to communicate effectively with outside contractors and to know if proper training is done when their staff changes. In addition, looking at the City as a whole, the staff believes there are efficiencies and benefits of getting a higher level of service for the same dollar.

Council Member Simpson stated that as she read through all the documents, she was struck by two words: resiliency and adaptability. There is an ongoing theme in all the bid documents that speaks to a decreased level for technical expertise, whether it is teaching Council members how to use their iPad or figuring out how to set the temperature in a room. Everything is becoming increasingly technical and she was heartened to see that acknowledged in each team report, as well as a commitment to find ways to provide the appropriate resources. If the City does not address the issue now, it will fall way behind.

Mayor Williams asked for an explanation of *Widget and Navigation Development*. Scott Robertson clarified that for all practical purposes it is software. Even though it is an App, there is a distinction in the type of software for a mobile device. A widget is primarily the same, but it is an under-component that ties in. City Attorney Harrington clarified that it was commonly known as an icon on mobile devices.

Council Member Simpson was especially pleased to see the first item under the action plan, which is to develop mid-range and long- term information technology strategic to deployment and management plans.

Council Member Beerman favored all the technology concepts presented and encouraged staff to continue exploring new technology. Regarding open space and walkability bonds, he recommended plaques and signage at the entrances or on the tunnels and pathways. It would remind the citizens of what they bought for their enjoyment.

Council Member Matsumoto referred to the action plan, to connect, collaborate and create with community in person and virtually. The Council has previously discussed reaching out to neighborhoods in a more planned way, and she would like to begin that this year.

Council Member Butwinski noted that as part of the strategic plan for IT, there is no plan for partnering. He asked if that could be expected as the plan moves forward. He was told that the staff would be making a CIP request that deals with hardware. In addition, there is a component related to increases in operating to manage the hardware which also needs to be balanced with other services that are available at lower cost points.

Council Member Simpson commented on the fact that in an increasingly technical world there are people who are not technology-minded. The City needs to be able to respond to their needs and communicate with them as well. Ms. Robinson stated that the theme of the City's communication program is *High-Tech, High Touch,* which blends the two focuses.

Mr. Neu stated that several of the concepts, such as the technology strategy, the enhanced HR training, specialized software acquisition, increased development training for staff, implies a tremendous investment commitment. He wanted to know how the team could quantify that for the City Council so it would not be viewed as a huge "ouch". He was told that taking the elements that come forward into the future and the amount of change in a short period of time would be significant. The challenge is trying to figure out what the changes will be. Another focus is how to think about strategy and cost, but still have the flexibility to adjust into that environment. It would certainly take investment and adaptation.

City Attorney Harrington stated that the second component is the human component of the training. As previously discussed, the allocation of the most precious resource being staff time, the Council would see an increased recommendation for reservation of some of that training time. It is not an "ouch" in terms of financial commitment, but it is in prioritization of the resource of staff time. Mr. Harrington stated that they could expect to see some push back towards traditional training and adaptive training for technology.

Mr. Neu thought the concepts were good, but there would be a significant front-end cost investment. Ms. Robinson agreed. She suggested that it becomes the balance staff was trying to achieve between every program. Mr. Neu clarified that he was not diminishing the plan because it is important; however, once everything is defined there needs to be a commitment to make it absolute and not hedge on it.

Council Member Butwinski thought the Council Members should be careful not to over-invest until some of the benefits of their investment are reaped. There should be an offset in return cost taking advantage of technology. Ms. Robinson remarked that the outcome measures were the pieces they needed to focus on. Part of open and responsive government is realizing the back end of what goes into the outward projects that the community sees. It is another piece of evaluation to keep in mind which ties into all those other parts. Mr. Harrington remarked that the team fully intends to address the balance, as they have in the past, with a balance report such as the water computerized measurements that show the cost benefit analysis of the technical upgrade with the long-term collective revenue opportunity or savings. That reports allows Council to see both sides of the equation.

It was explained that while one piece can be managed; another piece that cannot be ignored is that the cost of technology is so low that a traditional mechanical piece is being supplied by a piece of technology. Therefore, when something is purchased there might not be the option to choose the alternative.

Council Member Peek stated that as the computer systems get more integrated into critical City functions, perhaps there is a knowledge base of ways to bypass so the City can remain functional at the same time. It was pointed out that the majority of functions could still run without the computer, but there is definitely more technology than ever before and it is becoming more complex.

Mr. Bakaly believed that the conversation regarding technology has been from the standpoint of a support function. He felt technology will change the way Council will govern in the future because customers will change due to technology. He used communicating through texting as an example. Mr. Bakaly remarked that the changing environment will be their constituents and the desire to gain information and participate in government through technical methods. He anticipated that the expectation for quicker service delivery will increase significantly. Council Member Simpson concurred. It is important to keep in mind that there is an election every two years. There is no guarantee that everyone who gets elected understands the technical aspects, and Ms. Simpson did not want to lose that piece of the training component.

Public Safety

Captain Phil Kirk with the Police Department introduced the team. He noted that the four general areas of the desired outcomes were preparedness, preparation, education, and response. Like other departments, a primary challenge for public safety is keeping up with technology. The action plans and challenges are tied to the outcomes. Captain Kirk outlined preparedness and preparation steps that were taken by the Police Department in an effort to reduce crime.

Captain Kirk noted that an example of the challenges in keeping up with technology was the dispatch center which was becoming obsolete and needed to be replaced. Due to great work by staff, a grant was obtained that funded nearly all of the updated equipment.

Council Member Beerman asked if there are plans to incorporate the webcams around town for public safety purposes. Sergeant Lucking with the Police Department stated that because there are so many different software programs used by individual businesses, it is difficult tapping into each of those programs. If someone has video surveillance, the police utilizes that surveillance to help build a case. Some technology downloads directly to the laptops in patrol cars. The challenge is getting everyone to use the same program so every system works in conjunction with police surveillance. Captain Kirk pointed out that Sergeant Lucking was instrumental in getting more cameras in patrol cars to monitor interaction between the public and the officer. More cars are equipped with cameras through innovative and cost saving efforts of buying surplus equipment from the state or other agencies. Mr. Bakaly interjected that many of the cameras around town were installed at the time of the Olympics and most of them were privately installed.

Council Member Simpson noted that one of the challenges is resources for fire investigations. The Deputy Fire Marshal currently uses his own vehicle to do conduct those investigations. Staff is looking into possibly obtaining a vehicle for the Deputy Fire Marshal to use for fire investigations equipped with the necessary tools.

The suggestion was made for possibly sharing vehicles and equipment with the County for fire investigations. City Attorney Harrington remarked that the issue was raised as part of the interlocal agreement with the Fire District. There is a strong desire for the City to retain control of fire investigations locally. The original interlocal agreement would need to be modified in order to make that change and he thought it made sense to reconsider the matter.

Council Member Butwinski asked about the type of safety inspections under core indicators. He was told that they were primarily building inspections/event inspections conducted by the building inspectors. Now that the Montage is completed the number of inspections has decreased. The number of building inspectors decreased because some have retired and others were relocated to other departments.

Mayor Williams reiterated his earlier comments regarding the citizens survey and the public perception that the City is lacking on emergency preparedness and traffic enforcement. The City does a great job but the public has no idea. Mayor Williams thought efforts should be made to better inform citizens about actions taken and progress made to make them aware of what the City actually does.

Mayor Williams relayed that some communities changed or eliminated some of their programs; for example, the DARE Program in Salt Lake. He asked if Salt Lake has noticed any difference in the school system with the absence of DARE and leaving gyms open later. Captain Kirk stated that he would need to research whether or not there Is data to determine the effects of the change and if replacement programs are more effective. He believed that the DARE Program was eliminated because it was difficult for it to show its effectiveness to the satisfaction of Mayor Rocky Anderson.

Mr. Neu stated that emergency planning and animal control were carried over from a previous discussion to be addressed under public safety. Mayor Williams explained that emergency planning or preparedness was just addressed. In terms of animal control, the

County cut its budget in half and eliminated some of the control officers. Captain Kirk stated that the County still assists the City on animal control issues when requested.

Goal Refinement & Board/Commission Liaison Assignments

Goal Refinement

Mr. Bakaly asked the City Council to confirm the seven goals and the goal language. If everyone was comfortable with the goals and the action items, the teams will prepare a quarterly report. He believed the quarterly tracking sheet will change slightly to reflect changes to the strategic plan.

Council Member Simpson referred to the action plan that said, appoint a Council liaison to a tech committee. She noted that the tech committee is not on the liaison list and should be added. Mr. Bakaly remarked that CAST, the Colorado Association of Ski Towns, should also be added to the liaison list.

Council Member Simpson referred to #8 - Bonanza Park, the discussion of the substation move; and suggested that language be added in the cost impacts to also include neighborhood impacts.

Council Member Butwinski referred to Goal #1, Preservation of Park City Character, and Item 5 regarding Park City Heights. Mr. Bakaly replied that Park City Heights should show as completed. Council Member Butwinski referred to Item 6, Lower Park Redevelopment, which showed that "other public property within RDA" was ongoing. Mr. Bakaly replied that currently there is nothing specific. Council Member Butwinski referred to Item 8, Bonanza Park, "examine the ability to create event venue, convention area, and permanent Sundance area". He thought Council decided that the data did not support moving in that direction. Council Member Butwinski asked if they are still considering some type of convention center in Bonanza Park. If so, he thought Mark Fischer should be involved in those discussions.

Council Member Butwinski referred to Goal #3, Transportation, Item 3 – public parking, and suggested that Council relook at motorcycle parking.

Council Member Beerman thought it would be good to tie the goals and the community values together for clarity.

Liaison Assignments

The Council reviewed the list of liaison positions and made the following appointments, which will be modified and confirmed at a later date.

CITY BOARDS/COMMISSIONS/TASK FORCES

	TYPE	LIAISON	STAFF
BOARD OF ADJUSTMENT Meets as needed on first and third Tuesdays at 5 p.m. in Council Chambers	Non-voting	Dick Peek	Thomas Eddington
CITIZENS OPEN SPACE ADVISORY COMMITTEE (COSAC) Meets as needed on second Tuesdays at 4 p.m. in Council Chambers	Non-voting	Andy Beerman Alternate Cindy Matsumoto	Diane Foster
EMPLOYEE TRANSFER AND DISCHARGE BOARD (ETDAB) Meets as needed	Non-voting	Liza Simpson and Dick Peek Alternate Andy Beerman	Brooke Moss
FRIENDS OF THE FARM	Non-voting	Liza Simpson	Denise Carey
HISTORIC PRESERVATION BOARD Meets first and third Wednesdays at 5 p.m. in Council Chambers	Non-voting	Dick Peek Alternate Liza Simpson	Thomas Eddington
LIBRARY BOARD Meets second Fridays at noon at Park City Library	Non-voting	Cindy Matsumoto Alternate Liza Simpson	Linda Tillson
PLANNING COMMISSION Meets second and fourth Wednesdays at 5:30 p.m. in Council Chambers	N/A	Alex Butwinski Alternate Liza Simpson	Thomas Eddington
PUBLIC ART ADVISORY BOARD Meets second Mondays at 6 p.m. in Executive Conference Room – Marsac Building	Non-voting	Alex Butwinski	Sharon Bauman
PUBLIC SERVICE CONTRACT SUBCOMMITTEE Meets as needed	Voting	Cindy Matsumoto and Liza Simpson	Nate Rockwood and Heinrich Deters
RECREATION ADVISORY BOARD Meets first Tuesdays at 6 p.m. at PC MARC	Non-voting	Liza Simpson Alternate Andy Beerman	Ken Fisher
RDA TAXING ENTITY COMMITTEE Meets as needed	Voting	Dick Peek Alternate Andy Beerman	Bret Howser Tom Bakaly

COMMUNITY NONPROFIT ORGANIZATIONS

	TYPE	LIAISON	STAFF
ADVISORY COUNCIL ON LATINO AFFAIRS	Non-voting	Dana Williams	Phyllis Robinson
HABITAT FOR HUMANITY	Non-voting	Dick Peek	Phyllis Robinson
MOUNTAINLANDS COMMUNITY HOUSING TRUST Meets second Tuesdays at 8:30 a.m. at MCHT Office	Non-voting	Liza Simpson	Phyllis Robinson
PARK CITY HISTORICAL SOCIETY Meets first Thursdays 8:15 a.m. at 528 Main Street	Non-voting	Dick Peek	Thomas Eddington
PARK CITY SUMMIT COUNTY ARTS COUNCIL Meets quarterly at 6 p.m. at rotating locations	Voting	Alex Butwinski	Sharon Bauman
PEACE HOUSE Meets the second Mondays every other month	Non-voting	Cindy Matsumoto Alternate Andy Beerman	Rhoda Stauffer
RECYCLE UTAH	Non-voting	Andy Beerman	Diane Foster

Meets the third Mondays of the month at 8 a.m. at Center		Alternate Alex Butwinski	
SENIOR CENTER	Non-voting	Liza Simpson Alternate Cindy Matsumoto	Rhoda Stauffer
SUMMIT LANDS CONSERVANCY Meets the third Wednesdays of the month at 7:30 a.m. at The Yarrow	Non-voting	Cindy Matsumoto Alternate Andy Beerman	Diane Foster

OUTSIDE AGENCIES AND PROFESSIONAL ORGANIZATIONS

	TYPE	LIAISON	STAFF
BASIN OPEN SPACE ADVISORY COMMITTEE (BOSAC)	Non-voting	Andy Beerman Alternate Dick Peek	Diane Foster and Heinrich Deters
COLORADO ASSOCIATION OF SKI TOWNS (CAST) Meets quarterly	Voting	Andy Beerman and Cindy Matsumoto	Diane Foster
COALITION OF GOVERNMENTS (COG) Meets quarterly	Voting	Dana Williams	Kent Cashel
ENVIRONMENTAL PROTECTION AGENCY (EPA) Meets as needed	N/A	Dana Williams and Liza Simpson Alternate Andy Beerman	Joan Card
FEDERAL DELEGATION Meets as needed	N/A	Dana Williams and Liza Simpson	Tom Bakaly
HISTORIC PARK CITY ASSOCIATION (HPCA) Meets the third Tuesdays of the month at 8:30 a.m.	Non-voting	Alex Butwinski Alternate Dana Williams	Jon Weidenhamer
INTERAGENCY TASK FORCE	N/A	Liza Simpson and Dick Peek	Sharon Bauman
JOINT TRANSPORTATION ADVISORY BOARD	N/A	Liza Simpson Alternate Dick Peek	Kent Cashel
MOUNTAINLANDS ASSOCIATION OF GOVERNMENTS Meets the fourth Thursdays of the month at 7 p.m. 586 E 800 N, Orem	Voting	None – MAG meets on Thursdays	Diane Foster
PARK CITY AREA LODGING ASSOCIATION Meets the first Wednesdays of the month at noon at different locations	Non-voting	Liza Simpson Alternate Andy Beerman	Jon Weidenhamer
PARK CITY CHAMBER/BUREAU BOARD OF DIRECTORS Meets first Wednesdays at 6:30 p.m. at rotating locations	Voting	Cindy Matsumoto	Phyllis Robinson
PARK CITY FIRE SERVICE DISTRICT ADMINISTRATIVE CONTROL BOARD Meets first Wednesdays at 5:30 p.m. at Administrative Office	Voting – four year term	Liza Simpson	Kent Cashel
SKI UTAH Meets third Wednesdays at 9:30 a.m. at rotating locations	Voting	Alex Butwinski	Diane Foster
SUMMIT COUNTY BOARD OF HEALTH Meets last Mondays every other month	Ex Officio	Liza Simpson Alternate Andy Beerman	Phyllis Robinson
SUMMIT MOSQUITO ABATEMENT DISTRICT	Voting	Dana Williams	Pace Erickson

Meets second Tuesdays every other month at 5 p.m. at District Office			
SNYDERVILLE BASIN WATER RECLAMATION DISTRICT Meets third Mondays at 5 p.m. at District Office	Voting – four year term	Dana Williams	Clint McAffee
UTAH LEAGUE OF CITIES AND TOWNS (ULCT) LEGISLATIVE POLICY COMMITTEE Meets as needed	Voting	Dana Williams and Alex Butwinski Alternate Andy Beerman and Dick Peek	Diane Foster
WESTERN SUMMIT COUNTY WHOLESALE WATER IMPORTATION PROJECT (WSCWWIP) Meets as needed	Non-voting	Dana Williams and Alex Butwinski Alternate Dick Peek	Clint McAffee and Tom Daley

Architectural Design Competition

Robin Marrouche, Kimball Arts Center Executive Director, reported that tomorrow the Wall Street Journal will break an exclusive story on who won the Architectural Design Competition. Regardless of who wins, it was a unanimous jury decision. She explained the process and clarified that the design was secondary. The focus was on choosing architects. As soon as the winner is announced, they will meet with the winner and tweak the design where necessary. The next phase will be to present ideas to the City for input through the appropriate approval processes. Ms.Marrouche remarked that whichever design was chosen would further raise Park City's national profile and expand the City's reputation as an arts destination, as well as a world class ski destination. She was confident that the winner will help them achieve that goal.

Council Member Simpson commended Ms. Marrouche and the Kimball Arts Center for a fascinating, accessible process, and for involving the public.

Wrap Up

Mr. Neu asked the Council for their thoughts on study sessions and how it contrasts with work sessions.

Council Member Matsumoto understood that a study session would be held on a Thursday night in a casual format. The staff and others would provide information and have a discussion with the Council members. Mr. Neu explained that typically a study session is not held on a dais like a City Council meeting. The Council members would sit around a working table and communicate in an informal setting. Mr. Neu remarked that study sessions are extremely important because it allows the opportunity to work through issues and achieve total understanding. It provides a sense of confidence that what Council ultimately approves is what members want.

Council Member Matsumoto favored the idea of a study session, but she was interested in hearing comments from the City Attorney and City Manager regarding study sessions.

City Attorney Mark Harrington stated that replacing two City Council meetings with study sessions could have an impact on agenda items that are time sensitive. However, if the study session is used less frequently and it is more targeted, similar to the joint meetings with the Planning Commission, everyone could benefit from that type of discussion. He would not favor a regularly scheduled study session.

Mr. Bakaly suggested holding the study session in a different room if it is held on a regular City Council night. Based on Council's discussion regarding topics for study sessions, he believed the amount of staff time and preparation would be significant. Mr. Bakaly thought the parameters and goals of the study session should be defined. He believed the goal is to learn about an issue and obtain more information.

Mr. Neu noted that Page 7 of the handout outlined the exact purpose of a study session. The key purpose is to understand the issue, identify problems, select best options, build commitment, develop knowledge for decision-making, sort out options and examine the consequences of those options, develop proposed strategies, and being able to say that Council is ready to make a competent and informed decision.

Mayor Williams thought the study session should be held as needed and it should not be held on Thursday. He believed that they already push the limit on work session time and suggested that a study session may help with the work session discussion. He preferred to limit the study session to two or three hours. Mayor Williams liked the idea of a study session because it is different and did not have to be held every week.

Mr. Bakaly outlined the list of study session items identified during the visioning discussion. Mr. Neu stated that one purpose of a study session is clarity of policy and how policy would be followed to make decisions. It provides a framework of how to make the decision, and everyone has the same understanding so there is no guesswork when it happens. He noted that some study sessions are held strictly to rate policy guidelines. Other study sessions might pertain to a specific application or matter.

Mr. Neu commented on scheduling. He suggested that one person put together a list of topics and prioritize them. At that point a schedule to determine how frequently to meet can be decided. Mr. Neu stated that each study session should have a definite agenda and other items should not be allowed to creep in. Mr. Neu remarked that frequently study sessions require significant staff work, depending on the nature and complexity of the issue. He encouraged paying attention to the required staff time when planning the study session agenda. Mr. Neu strongly recommended that study sessions not be held on the same night as a City Council meeting because fatigue promotes ineffectiveness.

Council Member Simpson was not concerned about scheduling a study session the same day as a City Council meeting, because they have the ability to start earlier in the day. She suggested replacing the work session with a study session for the first meeting of every month. It would build a rhythmic flow for the Council, the staff and the public. Council Member Simpson pointed out that the City Council does not meet on one Thursday a month. She was willing to commit to meeting every week for the next three or four months while they try this hybrid. It would provide rhythm and not overburden the staff.

Mr. Bakaly commented that the list of topics have three or four major items. He suggested identifying three topics for study sessions in March, April and May, and adding minor topics to lighter work session schedules. He believed that the budget would take most of the work session time in May and June.

Mayor Williams was not opposed to a study session on the same day as a Council meeting; however, he was concerned about staying within the scheduled time frames to start the regular meeting on time. Council Member Simpson clarified that her suggestion was that the study session would replace the work session on that day. Council Member Matsumoto recommended that they try a study session on the first Thursday of the month to see how it works. She pointed out that the City Council always held a short meeting prior to the joint sessions with the Planning Commission. She suggested following the same format on the night they have a study session and hold the regular meeting first.

Council Members discussed and prioritized topics for study sessions. A major issue of disagreement was the Interconnect. Mr. Bakaly suggested a study session be postponed on the Interconnect until there is a better understanding of the City's role and leadership position based on the strategic plans.

Mr. Bakaly summarized the initial study session topics as power lines, Sundance, night sky, air quality, Latino issues and the bond/funding discussion. A community event, such as an event with Fort Collins could also be explored. There was long-term interest to be a leader in annexation boundaries and Interconnect, but timing is unknown because of the involvement of other parties where the City has no control.

Council Member Beerman asked if anyone is interested in having a boundaries discussion. The City is looking at annexing Quinn's Junction and potentially Round Valley, and he questioned whether other areas should be identified to be included, such as Quarry Mountain, Bonanza Flats, or Deer Crest. Mayor Williams was comfortable having that discussion. Mr. Bakaly stated that the County has rights to growth both in the City and outside of the inside. If Council intends to have broader regional planning discussions, starting with an annexation discussion is probably not the best approach.

Mr. Neu stated that the terminology typically used for boundary definitions is growth management boundaries. A lot of communities stake them and actually publish them. It varies from state to state. The County agrees that the growth that will occur in those areas during the transition will abide by the building codes of the final entity of which they will be a part. That would protect Park City from getting something undesirable because the County has different building codes and the future community determines the quality of the growth that occurs in those areas to be annexed.

Regarding scheduling, Mr. Bakaly suggested having the financing discussion in March and the Sundance discussion in April. The other topics could be weaved into work sessions, recognizing that the budget would take the majority of work session time in May and June.

Mayor Williams thought Sundance should be invited to the table to participate in that discussion. Having negotiated with them for 17 years, Mr. Bakaly believed Sundance could react differently in a public meeting.

Mr. Neu complimented everyone on what was accomplished through this Visioning Session, particularly the strategic planning process. He thought the staff has done a phenomenal job with their presentations. Mr. Neu pointed out that the City still has refinements to make. The capstone project coming up would provide better opportunities for better integration in the whole process. Mr. Neu remarked that the staff raised a number of issues for discussion in their reports and it is important to monitor those points to make sure the significant issues are not left unanswered.

Mr. Neu commented on the support he received from Phyllis Robinson in preparing for this session. He gave her a standing ovation for an outstanding job.

Mayor Williams thought this visioning was very productive and that everyone worked well together. The Council members thanked Mr. Neu for facilitating. Mr. Harrington appreciated the opportunity to participate in a non-traditional role. Mr. Bakaly stated that he has been through a number of Visioning Sessions and this was the best one. It was an environment where the staff could be direct in their dialogue without worrying about ramifications.

The meeting was adjourned.

Prepared by Mary May, Secretarial Service
Edited by Janet M. Scott, City Recorder

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