



**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
February 13, 2025**

The Council of Park City, Utah, will hold a special meeting in person at the Park City Police Department Training Room, at 2060 Park Avenue, Park City, Utah 84060. Meetings will also be available online and may have options to listen, watch, or participate virtually. [Click here for more information.](#)

Zoom Link: <https://us02web.zoom.us/j/88682355126>

STRATEGIC PLANNING MEETING - 9:30 a.m.

I. ROLL CALL

II. DISCUSSION ITEMS

9:30 a.m. - Childcare Update

10:00 a.m. - 2025 General Plan Housing Elements & Goals

III. LUNCH - 12:30 p.m.

IV. DISCUSSION ITEMS

1:00 p.m. - Main Street Area Plan

3:00 p.m. - City Council Protocols and 2025 Liaison Assignments

3:30 p.m. - City Manager Work Plan

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

VI. ADJOURNMENT

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



City Council Staff Report

Subject: 2025 General Plan Housing Elements & Goals
Author: Housing Team and Council Liaison Parigian
Department: PCMC Councilmember & Housing Liaison
Date: February 13, 2025

Executive Summary

In 2016, in response to escalating home prices and available housing shortages, Park City set a goal of 15% of workers living within City limits, and a goal of 800 new housing units created by 2026. As we approach that date, we are close to achieving the 800 unit goal. Still, only 12.1% of workers live in Park City.

In 2021, the City's Affordable Housing Guidelines (resolution 5-2021) was last revised, and is due for a revision to reflect new realities.

With the extreme wealth of our City/County residents, rising home and rent prices have far outstripped the growth of our workforce's wages, particularly in the hospitality, retail and services sector, the heartbeat of our tourism industry.

It is time to reassess and fine-tune what the goal of our housing program is and what is needed in the future to reach that goal.

To effectively and accurately administer our housing programs, and reach the people we are trying to help more effectively, we need to:

- A) Decide who exactly we are trying to help, and why.
- B) Recognize that AMI reflects who already lives here; it does not include non-resident commuting workers, which reflects a majority of our workforce.
- C) Acknowledge that the average WFW has typically ranged between 52% and 58% of AMI.
- D) Develop new benchmarks that enable us to promote housing to more commuting workers.
- E) Amend 05-2021 Housing Guidelines to reflect updated targets and goals.

We look forward to this discussion today.

Exhibits

- *Exhibit A – 2025 General Plan Housing Elements & Goals*

2025 GENERAL PLAN HOUSING

ELEMENTS & GOALS

FEBRUARY 13, 2025

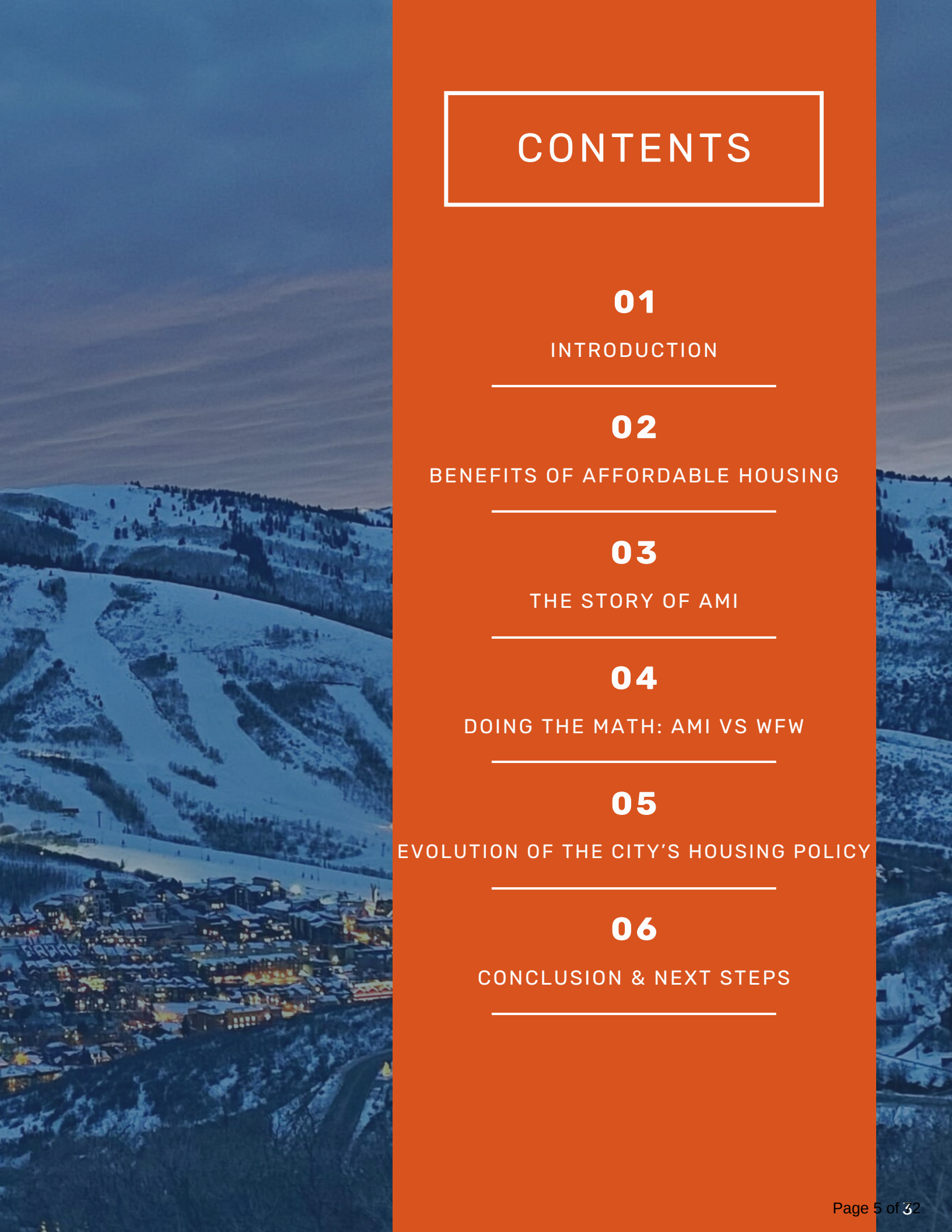
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PARK CITY

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Common Acronyms

AMI	Area Median Income
FHA	Federal Housing Administration
HUD	United States Department of Housing and Urban Development
LIHTC	The Low-Income Housing Tax Credit
LMC	Land Management Code
MPD	Master Planned Development
PCMC	Park City Municipal Corporation
PPP	Public-Private Partnerships
WFW	Workforce Wages

“...every American family should be able to afford a decent home in a suitable environment...the objective of national housing policy shall be to reaffirm the long-established national commitment to decent, safe, and sanitary housing by strengthening a nationwide partnership of public and private institutions...”

(1990 Cranston-Gonzalez National Affordable Housing Act)



City Park

.5 MI



3 MIN



10 MIN



Old Town Park City

.9 MI



6 MIN



18 MIN

Prospector District →

.3 MI



2 MIN



6 MIN

1 | Introduction

Some Good News: We Are a Wealthy Community

- Park City is a year-round tourist destination, drawing visitors for skiing, outdoor recreation, and cultural events.
- The economic benefits from tourism are unquestionable, fueling local businesses and municipal revenues.
- Our resident AMI reflects the wealth of the community:
 - \$107,100 per year for a single person.
 - \$153,000 per year for a family of four.

(HUD, 2024)

Some Bad News: We Are a Wealthy Community

- Our tourist economy depends on hospitality, retail, and service workers.
- Market rate housing is unaffordable for the majority of our workforce.
- The economic benefits of tourism are imbalanced by some of the impacts, such as increasing traffic congestion, and the lack of affordable in-town housing options (public or private).
- 60-70% of Park City's housing stock consists of second homes, reducing the number of available year-round rentals.
- The average Workforce Wage (WFW) for an individual in Park City is \$55,558—just 52% of AMI—making it difficult for many workers to live where they work (*Park City: Municipal Resolution, 2013*).

The Bottom Line:

We have a serious and systemic housing issue, and it's getting worse. Despite concerted efforts in recent years to close the gap, it is, in fact, widening.



In 2016, based on an EPS Study, Park City City Council set a goal of 15% of workers living within city limits and targeted 800 new housing units by 2026 (EPS, 2016). Since then:

- **2021:** 14% of workers lived within city limits; Affordable Housing Guidelines were last revised (James Wood, 2022).
- **2024:** The number of workers living in Park City has dropped to 12.1%, even as new units are coming online (Kem G. Gardner Policy Institute, The University of Utah, 2023).
- **2026:** 35 years since the City first made affordable housing a priority in 1991. A decade after our initial goals were set and mostly met, we are still losing ground on both affordability and availability.

Project	Built Units		Project	Planned Units
1450-1460 Park Ave	8	City Projects	Woodside Park, Phase II	50*
Central Park	11		Peace House (516 Marsac)	3
Woodside Park, Phase I	11		Bonanza Park, 5-Acre	200*
EngineHouse	99		Clark Ranch	210*
City Built	129		City Planned	463
Empire Pass	2	Developer Obligations	Studio Crossing	208*
IHC	11		Ski Rail (Deer Valley)	67*
Physicians Holdings	5		HOPA	195*
Park City Heights	68		Park City Heights	11
Kings Crown	13		Sommet Blanc	6**
Founders Place	1		Founders Place	5**
Developer Built	100		Developer Planned	492
TOTAL BUILT	229		TOTAL PLANNED	955

*unit estimates **shovels in ground

2016 Housing Goal = 800 new units (total 1,305 units)

2026 Existing, Built, & Planned = 1,686 units

15% of workforce living in Park City, may have a surplus of 381 units **if all planned units are built.*
However, the EPS Study recommended we try to achieve 20% to 25% of workforce living in Park City by 2026.

By 2032 total workforce is 12,192 employees. If we contemplate existing, built, and planned 1,686 units is 13.8% of the workforce

Today, We Need to Ask Ourselves—And Answer Yes—to the Following Questions:

1. Is it time to reassess and fine-tune what the goal of our affordable housing program is, and commit to reaching that goal?
2. Are the benefits (outlined in the next section) of widely affordable housing worth the cost?
3. Can we get started immediately by agreeing on a few things today?

2 | Benefits of Affordable Housing

Affordable housing is a win-win situation for Park City. Residents get affordable, predictable and stable housing situations, allowing them to concentrate on critical factors such as health, family, and job performance. In return, the City benefits from a more balanced community, economic gains from local spending and sales taxes, and a vested full-time population.

Community Benefits:

- Local earnings stay within the community, circulating through the economy.
- The initial investment in housing has paid off multiple times over the years.
- Helps small businesses retain employees.
- Reduces traffic congestion and greenhouse gas emissions.
- Local housing and transit lessen the demand for parking spaces.
- Preserves Park City's community fabric and small-town feel.
- Supports job creation and workforce retention.
- Encourages deeper personal investment in the community.
- Strengthens civic engagement through volunteerism, sports leagues, and public service.
- Socioeconomic diversity fosters a more vibrant and resilient community.

Resident Benefits:

- More disposable income and savings potential.
- Greater opportunity for social and community engagement.
- Reducing commute times allow more time with family, recreation, and volunteer work.
- Affordable rents reduces the need for a second job to make ends meet.
- Less financial stress from stable, predictable housing costs.
- Allows children to remain in the same school system from kindergarten through high school, avoiding displacement due to ownership changes or rising rents—go Miners!

By investing in affordable housing, we invest in the long-term success and well-being of Park City's residents and economy.



3 | The Story of AMI

As the Great Depression wound its way through the economy, affordable housing was introduced nationally. Some important milestones include:

- **The National Housing Act of 1934:** Part of FDR's New Deal. This act created the FHA, a federally guaranteed mortgage insurance program that allows banks to issue lower-cost loans and make homeownership more accessible (*HUD, 2025*).
- **The US Housing Act of 1937:** Established the Public Housing Administration, that provides subsidies to local housing authorities to improve living conditions for low-income families (*HUD, 2025*).
- **The Housing and Urban Development Act of 1965:** Combined five federal agencies to create HUD as a cabinet-level agency. This act expanded funding for housing programs and introduced rent subsidies for various populations (*HUD, 2025*).
- **The Tax Reform Act of 1986:** Created Low-Income Housing Tax Credits (LIHTC), allows developers to receive tax credits for building housing at 60% AMI or below. More importantly, if not used by developers, these credits could be sold to third parties, including investors, in a secondary market (*HUD, 2025*).

HUD uses percentages of AMI for federal housing programs, setting 80% as a foundational amount. Currently, HUD defines income limits as follows:

- Acutely low income: 0% to 15% of AMI
- Extremely low income: 16% to 30% of AMI
- Very low income: 31% to 50% of AMI
- Lower Income: 51% to 80% of AMI
- Moderate Income: 81% to 120% of AMI

(*HUD, 2024*).

As a result, 80% AMI rents have become the standard baseline for housing subsidies, impacting decisions at the federal, state, and municipal levels.

HUD considers anyone spending over 30% of their gross income on rent/mortgage plus utilities to be paying more than they can afford (*HUD, 2024*). In Park City, 1 in 5 renters spend 50% or more of their income toward housing, a level defined as “severely cost-burdened” (*James Wood, 2022*).

A person spending between 30% and 50% of their gross income at the salary levels below would result in the following monthly rent affordability range:

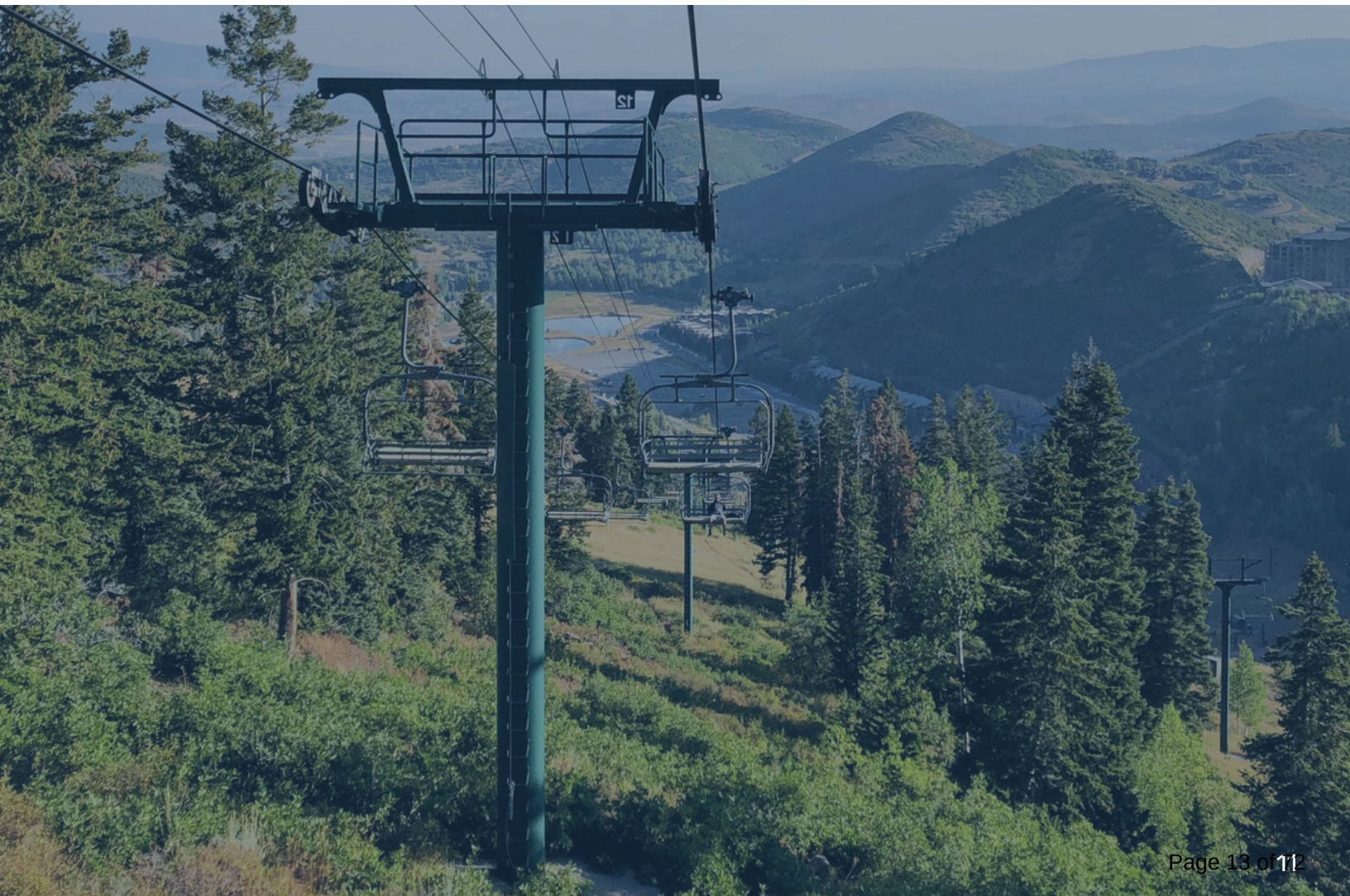
- \$40,000 income → = \$1,000 - \$1,667/mo.
- \$60,000 income → = \$1,500 - \$2,500/mo.
- \$80,000 income → = \$2,000 - \$3,333/mo.
- \$100,000 income → = \$2,500 - \$4,167/mo.

And based on HUD’s 2024 50% percentile, the average cost of renting in Summit County, UT is:

- 1-BR apartment: \$2,968/mo.
- 2-BR apartment: \$3,852/mo.
- 3-BR apartment: \$4,970/mo.

(*HUD, 2024*)

At \$100,000 income, a person would need to spend 35% of their income to rent a 1-bedroom.



Why AMI Alone Misses the Mark:

In 2021, only 15% of the Summit County workforce earned greater than 80% AMI. This means pegging all housing subsidies to 80% AMI excludes 85% of the workforce. Instead, we propose using another benchmark, Workforce Wages (WFW), as a more accurate measure to reach the populations most in need (James Wood, 2022).

In 2024:

- 80% AMI for an individual (\$85,680) equates to 154% of WFW (HUD, 2024).
- 100% of WFW (\$55,558) equates to 52% of AMI (Park City: Municipal Resolution, 2013).

Based on 2021 data, the James Wood study further illustrates the disparity and why WFW is a better yardstick. In 2021, the AMI for an individual in Summit County was \$84,560, yet:

- 47% of Park City workers (12,003) earned \$40,000 or less (47% AMI)
- 15% of Park City workers (3,723) earned between \$40,000-\$50,000 (59% AMI)

Therefore, 62% of Park City workers earned 60% AMI or less.

(James Wood, 2022)



Park City's Housing Needs Assessment 2021 (James Wood)

Table 7: Average Wage by Sector in Summit County, 2020

Employment Sector	Average Wage	Employment
Accommodation & Food Services	\$34,284	5,053
Retail Trade	\$36,576	3,216
State Government	\$37,572	105
Education Services	\$38,292	348
Arts, Entertainment & Recreation	\$39,264	3,281
Agriculture, Forestry	\$40,128	37
Transportation & Warehousing	\$43,260	303
Other Services	\$44,040	756
Local Government	\$47,832	2,627
Federal Government	\$50,844	63
Admin. Support	\$52,332	937
Construction	\$52,848	2,027
Health Care	\$55,152	1,574
Real Estate & Rental Leasing	\$62,532	1,307
Mining	\$65,640	71
Manufacturing	\$77,328	891
Professional & Scientific & Tech.	\$96,984	1,357
Utilities	\$99,888	43
Wholesale Trade	\$100,368	425
Management of Companies	\$101,520	224
Information	\$105,348	456
Finance & Insurance	\$162,204	466
Total	\$52,308	25,529

(Utah Department of Workforce Services)

4 | Doing the Math: AMI vs WFW

100% of AMI is the salary value that the numerical middle of the population earns. AMI represents the midpoint of household incomes in a given area—50% of households earn more, and 50% earn less. But, the problem with AMI is that it doesn't reflect the full range of incomes we see in Park City, where extreme wealth skews the numbers.

For example, in Summit County, AMI for a single-person household is \$107,100. That means half of households earn above that, and half earn below. But this number doesn't tell us much about the actual income distribution:

- In one extreme, 50% of households could make \$40,000, while the other 50% could make \$500,000. But one person could be making \$107,100, and that is where the AMI will be set.
- In another extreme, every household could make exactly \$107,100, and again that is where the AMI will be set.

Neither of these is true, but they illustrate why AMI alone isn't the best measure for affordable housing decisions.



The issue with using AMI for housing policy is that it is based on who already lives here.

But the people we need to support are often those who work here but can’t afford to live in Park City –municipal employees, critical service workers, and tourism related workers.

Housing costs have risen dramatically in recent years, far outpacing workforce wages:

- Over the last 10 years, 1-bedroom rents in Park City have increased 97%.
- AMI has increased 56% in the same period.
- Meanwhile, WFW have only increased 33%.

This is exactly why WFWs, not AMI, is arguably a better benchmark for housing policy in Park City. If we want to ensure that the people who sustain Park City can actually afford to live here, we need to focus on affordability based on their earnings, not just on an income figure that includes the city’s wealthiest households.

Year	1-BR Rent/ month	% (+/-)	100% AMI (1 Person)	% (+/-)	100% WFW (1 Person)	% (+/-)
2014	\$1,510	--	\$68,600	--	\$41,670	--
2015	\$1,606	6.4%	\$70,840	3.3%	\$38,467	-8.3%
2016	\$1,988	23.8%	\$68,880	-2.8%	\$39,190	1.8%
2017	\$1,990	0.1%	\$72,380	5.1%	\$40,021	2.1%
2018	\$2,280	14.6%	\$74,970	3.6%	\$42,895	6.7%
2019	\$2,190	-3.9%	\$76,860	2.5%	\$45,223	5.1%
2020	\$2,200	0.5%	\$79,730	3.7%	\$47,494	4.8%
2021	\$2,230	1.4%	\$84,560	6.1%	\$43,167	-10.0%
2022	\$2,324	4.2%	\$94,290	11.5%	\$53,491	19.3%
2023	\$2,532	9.0%	\$104,020	10.3%	\$57,404	6.8%
2024	\$2,968	17.2%	\$107,100	3.0%	\$55,558	-3.3%
10-yr growth	\$1,458	97%	\$38,500	56%	\$13,888	33%

(HUD, 2014-2024; HUD 2014-2024; Park City: Municipal Resolution, 2013)

5 | Evolution of the City's Housing Policy

PCMC first established an affordable housing policy in 1991, recognizing that “the lack of availability of affordable housing for individuals employed within the city limits is a problem, the resolution of which is important to the future of Park City.” Over the years, as economic and civic circumstances evolved, amendments were made to strengthen and refine the policy:

- **Resolution 37-91:** Established affordable housing as a city priority, with policies to support and encourage development. City financial participation was capped at \$5,000 per unit. (*Park City: Municipal Resolution, 1991*).
- **Resolution 8-93:** Added guidelines for unit sizes and affordable rents and set a housing obligation requiring 10% of residential property in annexations to be designated as affordable (*Park City: Municipal Resolution, 1993*).
- **Resolution 6-94:** Authorized the formation of a Housing Advisory Task Force (by April 1, 1994) to assist Staff in developing strategies, programs, and options for City Council consideration (*Park City: Municipal Resolution, 1994*).
- **Resolution 7-95:** Updated Resolution 8-93 guidelines but did not introduce significant changes (*Park City: Municipal Resolution, 1995*).
- **Resolution 17-99:** Expanded housing obligations to include Master Planned Developments (MPDs) and set Housing Mitigation requirements: 15% of residential units and 20% of employees generated by commercial development. Defined affordability as 100% of AMI. City financial participation remained at \$5,000 per unit (*Park City: Municipal Resolution, 1999*).
- **Resolution 10-06:** Incorporated findings from the 2005 Park City Housing Assessment and Demand Analysis confirmed that housing costs were rising faster than wages in the service sector. Affordability was redefined as housing costs consuming no more than 30% of household income. Rental affordability was set at 100% of WFW, while for-sale affordability was set at 150% of WFW (*Park City: Municipal Resolution, 2006*).
- **Resolution 20-07:** Minor adjustments and clarifications made to previous policies (*Park City: Municipal Resolution, 2007*).
- **Resolution 25-12:** Minor adjustments and clarifications made to previous policies (*Park City: Municipal Resolution, 2012*).

- **Resolution 13-15:** Minor adjustments and clarifications made to previous policies (*Park City: Municipal Resolution, 2015*).
- **Resolution 25-2020:** Incorporated findings from the 2019 Regional Housing Needs Assessment, reaffirming that housing costs continued to outpace wage growth. Adjusted affordability definitions: affordable for-sale housing: 80% of AMI, rental housing: 50–80% of AMI, attainable housing: 81–150% of AMI. And increased MPD housing mitigation requirements from 15% to 20% for residential units, while commercial mitigation requirements remained at 20% (*Park City: Municipal Resolution, 2020*).
- **Resolution 05-2021 Affordable Housing Guidelines:** Maintained affordable for-sale housing at 80% of AMI but modified the affordable rental housing definition to “up to 80% of AMI” for clarity (*Park City: Municipal Resolution, 2020*).

Over time, Park City’s affordable housing policies have evolved to address rising housing costs and shifting workforce needs. While mitigation requirements and affordability definitions have been adjusted, housing prices continue to climb faster than workforce wages. The question remains: Are these policies achieving their intended impact, or is further refinement needed to ensure that the people who work in Park City can also afford to live here?



6 | Conclusion & Next Steps

Park City has used several ways to increase its affordable housing supply:

- Build it ourselves.
- Purchase or retrofit existing units, converting them to affordable units.
- Leverage housing obligations from MPDs and Annexations.
- Partner with the private sector
 - Public-Private Partnerships (PPPs): Work proactively with developers to integrate affordable housing into new projects.
 - Subsidized affordability: Provide financial assistance to reduce rent levels in existing or new developments.

Park City has multiple tools to incentivize affordable housing production:

- **Financial Support:** Direct payments for construction or conversion to affordable units.
- **Ground Leases:** Offering city-owned land through long-term, low-cost leases.
- **Permit & Impact Fee Waivers:** Reducing upfront costs by waiving fees for qualifying affordable housing projects.
- **Density Bonuses:** Allowing additional height (up to 45' in some zones) and density under the Land Management Code (LMC) when specific affordability criteria are met.
- **Setback Reductions:** Adjusting setback requirements in exchange for community benefits like affordable housing.
- **Parking Reduction:** Reduction in parking requirements by demonstrating that the proposed development adequately addresses the parking demand.
- **Policy Updates:** Continuously refining the Housing Resolution and Guidelines to meet evolving needs.

Regardless of the approach, achieving affordable housing at the levels Park City needs will require financial investment and/or incentives. The cost of addressing the problem increases as we target lower AMI levels, meaning our willingness to commit resources will directly determine our success.

To administer our programs effectively and reach those most in need, we must:

- **Define our Target Populations:** Who are we trying to help, and why?
- **Recognize AMI’s Limitations:** AMI reflects current residents, not the non-resident workforce commuting into Park City.
- **Acknowledge WFW Realities:** The average WFW has historically ranged between 52% and 58% of AMI, significantly lower than AMI.
- **Establish New Affordability Benchmarks:** Create policies that better serve commuting workers priced out of the local housing market.
- **Update the 05-2021 Housing Guidelines:** Adjust targets and goals to reflect current affordability challenges.

As we refine our 2025 General Plan and Housing Guidelines, the Council needs to make some important policy decisions, ensuring policies align with workforce needs and financial feasibility.

Does Council want to:

- **Executing City Planned Projects:** The City has 463 units planned, which reflects 58% of the 2026 goal (800 new units). How committed is the Council on executing the City’s planned projects to reach the goal? And should the Council discuss incentivizing developers to build more affordable housing to increase the units in the planned projects to exceed the goal?
- **Lower the Affordable Housing Baseline:** Should affordability targets begin at 40% of AMI (77% of average WFW) or 60% of AMI (115% of average WFW)? Or should the threshold be set somewhere in between to maximize City subsidies and incentives?
- **Update Workforce Housing Goals:** Should the City maintain its goal of housing 15% of the workforce within city limits? Achieving this would require an additional 143 units by 2032.
- **Expand Affordable Housing Targets:** Should the City strive to achieve the EPS recommended 20% of workforce within city limits? 20% of the estimated 2032 workforce (12,192 employees) is 2,349 units.
- **Provide Financial Incentives:** Should the City offer project and permit and impact fee waiver subsidies to developers as an incentive to create more affordable housing at lower AMI levels?

Possible Financial Incentives

AMI Target	Project Subsidy	Permit/ Impact Fee Waivers
>81% AMI	no more than 12% of cost per unit	no fee waiver
56 to 80% AMI	up to 15% of cost per unit	up to 50% of total fees
30 to 55% AMI	20% of cost per unit	100% total fees

2024 Summit County AMI Income Limits

	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person
30% AMI	\$32,130	\$36,720	\$41,310	\$45,900	\$49,572	\$53,244
50% AMI	\$53,550	\$61,200	\$68,850	\$76,500	\$82,650	\$88,750
60% AMI	\$64,260	\$73,440	\$82,620	\$91,800	\$99,180	\$106,500
80% AMI	\$85,680	\$97,920	\$110,160	\$122,400	\$132,240	\$142,000
100% AMI	\$107,100	\$122,400	\$137,700	\$153,000	\$165,300	\$177,500
120% AMI	\$128,520	\$146,880	\$165,240	\$183,600	\$198,360	\$213,000

(HUD, 2024)

2024 Summit County Workforce Wages

	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person
30% WFW	\$16,667	\$19,048	\$23,810	\$26,191	\$28,287	\$30,382
50% WFW	\$27,779	\$31,747	\$39,684	\$43,652	\$47,145	\$50,637
60% WFW	\$33,335	\$38,097	\$47,621	\$52,383	\$56,573	\$60,764
80% WFW	\$44,446	\$50,795	\$63,494	\$69,844	\$75,431	\$81,019
100% WFW	\$55,558	\$63,494	\$79,368	\$87,305	\$94,289	\$101,273
120% WFW	\$66,669	\$76,193	\$95,241	\$104,766	\$113,147	\$121,528

(Park City: Municipal Resolution, 2013)



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City Council Work Session Staff Report

Subject: Main Street Area Plan
Author: Chris Eggleton and Matt Lee
Department: Economic Development
Date: February 13, 2025

Summary - MSAP December 19 Public Meeting

The Main Street Area Plan (MSAP), as developed by the Main Street Area Plan Committee, was presented to the City Council at the December 19, 2024, City Council Meeting ([Staff Report](#)). Following a presentation, public comment was opened, with 22 individuals providing input about the Committee's recommendations and concepts ([Minutes](#)).

After a Council policy discussion, staff was directed to return at a subsequent work session to keep the process and planning effort moving forward.

Summary of December 19 Council Direction

The Council direction included a specific focus on:

- Prioritize pedestrian, traffic circulation, and transportation solutions;
- Prioritize China Bridge replacement based on an engineering assessment of the current lifespan;
- Determine high-level initial feasibility of Gondola and Post Office adaptive reuse;
- Confirm historic designations will be maintained; and
- Provide more precise details of construction timelines (including mitigation), cost, and funding sources.

Background Information and Updates for the Work Session

Transportation Recommendations:

The attached Kimley-Horn matrix (EXHIBIT A) details the transportation recommendations to improve the pedestrian experience and traffic circulation on Main Street and Swede Alley.

China Bridge Replacement

In January 2024, the City evaluated the China Bridge parking structure using two professional engineering firms. Information can be found in the [September 5, 2024 Staff Communications Report](#), and the respective reports from [Kimley-Horn](#) and [Horrocks](#).

Gondola Feasibility

The MSAP Plan contemplates a connection from the Brew Pub parking lot to Deer Valley's Snow Park base area. We recommend that the City engage a gondola consultant and formally request Deer Valley's support to conduct a feasibility analysis despite previous reports that connections were relatively infeasible.

USPS Post Office Adaptive Reuse

We have engaged the local Postmaster, Christopher Kerwood, and briefed him on the MSAP Committee's vision to retain a local Post Office yet contemplate a historic renovation and civic plaza concept. The Postmaster committed to connecting the City with the appropriate contacts on the national level, acknowledging his limitations on this type of exploration. We plan to have an update next month, using contacts from both our local Postmaster and our Federal lobbying team.

Historic Designations

The Plan proposed major street and public space improvements and renovations in the Historic District. These improvements have no known impacts on historic designations.

The Plan also recommended that a "new City Hall Plaza and Central Square offer a sense of importance and place, giving the historic Marsac building and restored post office a renewed vitality and sense of connection to Main Street".

- The Marsac School (City Hall, located 445 Marsac Avenue) is considered a Landmark Site. Because the MSAP plan contemplates a City Hall Plaza and recommended changes to the stairs leading up to the building but no changes to the building itself, we have provided the [Historic Site Inventory Form](#) (EXHIBIT B) to provide additional context.
- The Post Office, constructed circa 1921, is a Significant Historic site listed on Park City's Historic Sites Inventory. In the 1960s and 1970s, the post office was expanded. The building underwent a "remodel" in 1964 and again in 1975, significantly altering its historic integrity. Because the MSAP plan contemplates a historic renovation and adaptive reuse of the original Post Office, we have provided the [Historic Site Inventory Form](#) (EXHIBIT C).

The MSAP Committee recognized "residents and visitors who come to Historic Main Street for its rich historic character and iconic setting." As each project is contemplated, any development or construction would require additional analyses and approval for their potential impacts on historical significance and compatibility with the Historic Districts, as described in the [Land Management Code 15-13](#).

Construction timelines (including mitigation), cost, and funding sources

No meaningful efforts have been committed to construction timelines (including mitigation), cost, and funding sources at this time. If Council continues to desire progress on this initiative, we recommend allocating minor staff resources and maintaining professional consultant(s) to fulfill initial site-specific feasibility assessments for projects that the Council supports advancing.

Council Direction

During the work session, we plan to summarize the collective feedback of "what we heard" and support a Council discussion, including addressing Council questions, discussing prioritization preferences, and asking for input before moving forward with the following:

- a. Recommendations to improve the pedestrian and traffic circulation experiences on Main Street and Swede Alley
- b. Public Spaces renovations/adaptive reuse/historic preservation
 - Miner's and 9th Street Park renovations
 - Post Office/City Hall Plaza
 - Brew Pub Plaza, Gondola to Deer Valley
- c. Swede Alley Redevelopment
 - China Bridge Re-development
 - North Marsac Re-development
 - Traffic and Circulation improvements

Exhibits

- A Kimley-Horn: Main Street Transportation Recommendations Summary
- B Marsac Elementary School Historic Sites Inventory Form
- C United States Post Office Historic Sites Inventory Form

Transportation Recommendation	#	Improvement Purpose and Justification	Complexity/Feasibility***	Next Steps
A. Main Street Roadway Improvement Project				
Curbless Pedestrian-Oriented Street (Car-Lite)	A1	Main Street’s current sidewalks are narrow, often overcrowded, and do not meet current accessibility standards. The MSAP recommends that Main Street be reconstructed into a curbless pedestrian-oriented street. The curbless design adds to the vitality of Main Street, creating a street that people desire to go to. The curbless, single surface opens up space for amenities, seating, dining decks, and attractions leading people to stay on Main Street for longer. With no physical separation between the sidewalk and the street, it will be easy to close the street to cars — and open it for people — during festivals and busy times of the year. The curbless street can become a gathering place for the community, hosting markets, festivals, and other events. A curbless design also ensures easier access for people with mobility challenges and strollers. Regent Street, in downtown Salt Lake City near City Creek Mall, is an example of a curbless street that accommodates vehicles and is designed for people.	Yellow*** - Requires engineering investigation. Considerations include street drainage, snow plowing and snow melt, utilities, and Americans with Disabilities Act (ADA) considerations. The street should be designed to accommodate a small delivery truck (SU-30). Main Street reconstruction would be a complex project due to the need to maintain business access during construction. This would require a higher community investment. The reconstruction project would likely be phased.	Initiate topographical and existing ROW survey and concept design. Investigate utilities and potential conflicts. Further coordination with business owners is essential to understand and minimize impacts during construction. >> Project Dependency: Coordination with Project A3. \$ Funding Type: Public
One-Way Vehicle Travel on Main Street	A2	The MSAP proposes that Main Street be converted to one-way downhill vehicle traffic, on the curbless shared street. Currently, the typical width of Main Street is 50'. The curbless design allows for the pedestrian area to be flexibly expanded to 20', while also providing a 12' travel lane, an 8' parking lane, and an 8'-10' two-way bus-only lane. This design encourages slower traffic, improving safety and pedestrian comfort. Available traffic volume data shows a directional traffic volume of up to 2,700 vehicles per day, for a total daily volume of approximately 5,000 vehicles per day. Ideally, most of this traffic would be discouraged from using Main Street such that traffic volumes decrease to about 1,000 vehicles per day.		
Autonomous Bi-directional Trolley Circulator Lane	A3	The MSAP proposes that, as part of the curbless street design, part of the street will include a 10' (8' plus a 2' buffer) bi-directional transit-only lane to be used by an electric circulator trolley. Four to five of these small vehicles will take people up and down the street, with one coming every few minutes. Vehicles are envisioned to hold 10-15 passengers each. The transit circulator is ultimately envisioned to be autonomous. Pullouts will be incorporated into the final design to allow bi-directional travel in the transit lane. This will increase circulation on Main Street reducing reliance on cars.	Orange*** - Requires investment by Park City Transit, introducing a new vehicle type into its fleet.	Park City Transit to identify potential vehicle types and manufacturers. During the design of Project A1, conduct operational analysis to identify the number of transit vehicles required, and locations of the pull-out/passing areas to allow for bi-directional travel in the single transit-only lane. Charging station locations and other design details should also be considered. >> Project Dependency: Coordination with Project A1/A2 \$ Funding Type: Public

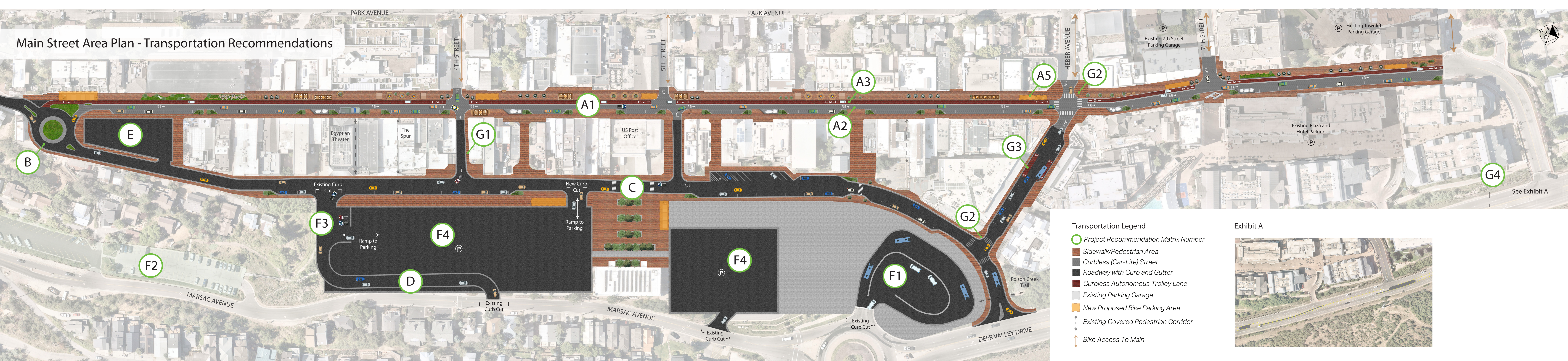
Transportation Recommendation	#	Improvement Purpose and Justification	Complexity/Feasibility***	Next Steps
Reduced On-Street Parking on Main Street (Area Increase)	A4	The proposed curbless street design reduces on-street parking from 160 existing stalls to 80 on-street stalls on Main Street. This reduction in parking on Main Street will allow for vehicles to access businesses and allow for an increased pedestrian environment. The reduction of on-street parking on Main Street will be compensated by constructing new structures as part of the proposed Swede Alley developments and improving on-street parking on Swede Alley. The goal is to preserve the same number of parking spaces in the Main Street area. Digital signs or parking apps should be developed to allow visitors to easily check for real-time available parking in the area. Approximate change in parking availability on Main Street: 160 to 80 stalls	Orange*** - Requires investment to build new parking structures (as part of Swede Alley developments). This will require the demolition of the existing parking China Bridge structure.	Increased parking supply would be provided with the proposed Swede Alley Development Projects (Project F4) and Swede Alley Roadway Improvement Project (Project C). >> Project Dependency: China Bridge garage would be reconstructed as part of Swede Alley Development Projects (Project F4). \$ Funding Type: Public/Private
Main Street Area Bicycle Parking	A5	Bicycle parking will be provided in multiple locations along Main Street. This will encourage locals to ride a bicycle to Main Street, reducing reliance on personal motorized vehicles. Bicycles will be encouraged to use Swede Alley or Park Avenue and then to park on Main Street. Main Street will not include separate bicycle lanes, but bicycles could use the vehicle lane area.	Green*** - While bicycle parking is relatively simple to construct, locations need to be coordinated with adjacent business owners.	Conduct an evaluation to determine optimal locations for bicycle parking and develop design plans for installation. Engage the community for feedback. \$ Funding Type: Public
B. Main Street/Swede Alley Intersection Improvement Project				
Roundabout at the South End of Main Street (Swede/Main Intersection)	B	This roundabout will enable people traveling south (up) Swede Alley to turn around at the south end of Swede Alley, to then return north on Swede Alley. This will enhance area circulation including reducing traffic on Main and on nearby residential streets, as those who desire to turn around will be able to do so instead of relying on Main Street. The ability to turn conveniently turn around easily will be useful for when there are events on Main Street, such as the Arts Festival, as the roundabout enables Main Street to be closed to vehicle traffic.	Green*** - Park City previously prepared a concept design and coordinated with property owners. Concept design shown in the Master Plan is consistent with previously prepared concepts, modified to accommodate the one-way traffic on Main Street.	Initiate topographical and existing ROW survey and final design. \$ Funding Type: Public
C. Swede Alley Roadway Improvement Project				
Street Design Improvements on Swede Alley	C	The MSAP proposes roadway improvements to Swede Alley. Currently, Swede Alley lacks a sidewalk in many places. Bi-directional traffic on Swede Alley will be maintained so that drivers can enter and exit parking lots located on Swede Alley. Swede Alley will also be improved to include new sidewalks and optimized on-street parking (Approximately 33 to 45 spots). Consistent sidewalks, an enhanced streetscape, and designated crossings will improve safety and the overall pedestrian experience along Swede Alley. Bicycle parking will also be provided in multiple locations along Swede Alley, encouraging biking over the use of personal motorized vehicles. Swede Alley will not include separate bicycle lanes, but bicycles can share the slowed vehicle lane area.	Green*** - Requires coordination with adjacent property owners.	Initiate topographical and existing ROW survey and concept design. Investigate utilities and potential conflicts. Further coordination with business owners is essential to understand and minimize impacts during construction. \$ Funding Type: Public/Private

Transportation Recommendation	#	Improvement Purpose and Justification	Complexity/Feasibility***	Next Steps
D. New Connecting Roadway Project				
New Roadway Connecting Marsac and Swede Alley	D	The MSAP proposes a new street connecting Marsac Avenue to Swede Alley, in conjunction with the proposed Swede Alley development. This new street connection will reduce cut-through traffic on Hillside Avenue and nearby neighborhoods. This street will also enhance connectivity to the proposed Swede Alley development parking garages, reducing traffic on Swede Alley.	Orange*** - Requires investment to build a new roadway (as part of Swede Alley developments). This will require the demolition of the existing parking China Bridge structure.	Initiate topographical and existing ROW survey and concept design. >> Project Dependency: The new roadway would be designed in conjunction with the proposed Swede Alley Development Projects (Project F4). \$ Funding Type: Public/Private
E. Deer Valley/Main Street Gondola Project				
Gondola to Deer Valley	E	Available data shows that 23% of Main Street visitors first originate their trip at Deer Valley. The gondola would provide a high-capacity connection between Main Street and Deer Valley while eliminating the need for personal vehicles. The <i>Park City Gondola Feasibility Study</i> (2020) evaluated several potential gondola alignments, all of which connected at the Old Town Transit Center, the Arts & Culture District, and Deer Valley. The study did not consider alignments connecting to the Brew Pub lot on the south end of Main Street, as proposed in the Main Street Area Plan. For evaluation purposes, the Sandridge lots should also be considered as a potential terminus. While the consultant did not find strong placemaking benefits at this location, it offers a gentler incline and could meet access and clear tramway requirements.	Orange*** - The feasibility of a gondola requires further evaluation. Previous feasibility studies conducted by Park City did not evaluate an alignment ending at the Brew Pub Lot or the Sandridge Lots. A route alignment study is required to determine the feasibility of a route that extends from Brew Pub to Deer Valley. A key issue/constraint is the lack of obvious alignment that does not pass above existing homes.	Initiate gondola alignment feasibility study, for the alignment from Brew Pub Lot or Sandridge terminus to Deer Valley Drive. \$ Funding Type: Public/Private
F. Swede Alley Development Projects				
New Transit and Hotel Shuttle Hub at Flagpole Lot	F1	The MSAP proposes a new transit hub to be located on the Flagpole lot. The transit hub will serve as a gateway to Main Street. The hub design will allow buses to enter and leave at the roundabout on Marsac, improving circulation and reducing traffic on Swede Alley. The transit hub will serve Park City Transit, High Valley Transit, as well as hotel shuttles. The transit/shuttle hub would be constructed on the ground level of the proposed Swede Alley development (e.g., hotel, etc.)	Orange*** - Will require a high investment and collaboration with Swede Alley development.	Prepare station requirements, coordinate with developer. A phased implementation plan will help minimize transit disruptions. >> Project Dependency: The hub would be designed and coordinated in conjunction with the proposed Swede Alley developments (e.g., hotel, etc.) \$ Funding Type: Public/Private
Workforce Housing with Parking at Sandridge Lots	F2	This recommendation provides parking for the proposed workforce low-rise townhomes, designed to match the scale and character of nearby homes. The housing will have parking garages that are accessible from a back lane.	Yellow*** - Parking would be included with the workforce housing project.	Coordinate with workforce housing development project. \$ Funding Type: Public/Private
Waste and Delivery Center	F3	The MSAP proposes a new centralized waste collection hub for Main Street businesses and the proposed Swede Alley developments. This facility will serve as a designated collection point, reducing the need for garbage trucks on Main Street. Operations would be restricted to off-peak hours. Consolidating trash collection will improve the cleanliness and aesthetics of Swede Alley and Main Street.	Yellow*** - Requires coordination with waste and delivery services.	Initiate analysis to determine optimal location and design for centralized trash collection hub. Coordinate with waste providers along with local businesses. Potentially identify smaller delivery/waste vehicles to directly service Main

Transportation Recommendation	#	Improvement Purpose and Justification	Complexity/Feasibility***	Next Steps
				Street and transfer waste to the consolidated facility. Engage the community for feedback. >> Project Dependency: The waste and delivery center would be designed and coordinated in conjunction with the proposed Swede Alley developments (e.g., hotel, etc.) \$ Funding Type: Public/Private
New Parking Structures	F4	As part of the proposed Swede Alley developments, a new parking structure would be constructed below the proposed hotel at the North Marsac location. Additionally, the China Bridge parking structure would be reconstructed below the proposed Swede Alley development projects. Digital signs or parking apps should be developed to allow visitors to easily check for real-time available parking. <i>Approximate changes in parking availability: North Marsac: 158 to 200 spots; China Bridge: 590 to 634 stalls.</i>	Orange*** - Requires investment to build new parking structures (as part of Swede Alley developments). This will require the demolition of the existing parking China Bridge structure.	Reconstructed China Bridge garage would be built as part of Swede Alley developments. >> Project Dependency: Increased parking would be developed in conjunction with the proposed Swede Alley developments (e.g., hotel, etc.) \$ Funding Type: Public/Private
G. Main Street Area Spot Improvement Projects				
Sidewalk Added to 4th Street	G1	There is currently no sidewalk on 4th Street between Main and Swede. The MSA proposes a sidewalk to enhance safety for visitors.	Green*** - Requires coordination with adjacent property owners.	Initiate topographical and existing ROW survey and design. Investigate utilities and potential conflicts. Further coordination with business owners is essential to understand and minimize impacts during construction. \$ Funding Type: Public
Intersection Improvements at Heber/Main and Heber/Swede	G2	The MSAP proposes intersection modifications at Heber/Main and Heber/Swede Alley intersections. The improvements include bulb-outs to reduce the width of pedestrian crossings, to enhance pedestrian safety. Design needs to consider vehicular movements on Heber Avenue. Alternative designs could include raised speed tables or a traffic signal to control pedestrian and vehicular movements.	Green*** - Requires coordination with adjacent property owners.	Conduct an intersection improvements concept study of the Heber/Main and Heber/Swede intersections. Design could be conducted as part of the overall Main Street improvements (Project A), or as a separate design project. \$ Funding Type: Public
Additional Bus Stops on Heber	G3	The MSAP proposes a new bus stop on Heber Avenue. There are currently no bus stops on Heber Avenue between Main Street and Swede Alley. Additional stops on Heber would encourage ridership and provide a midway point for those trying to transfer to the new Transit and Hotel Shuttle Hub or the trolley circulator on Main.	Green*** - Requires coordination with adjacent property owners.	Identify optimal locations for bus stops on Heber Avenue, coordinate with Park City Transit. \$ Funding Type: Public

Transportation Recommendation	#	Improvement Purpose and Justification	Complexity/Feasibility***	Next Steps
Intersection Improvements at Main Street/Deer Valley Drive	G4	The MSAP proposes improvements to the Deer Valley Drive/Main Street intersection. Currently, vehicles egressing from Main Street must cross multiple lanes of traffic to turn left (north) onto Deer Valley Drive. This movement is especially challenging during peak traffic periods. Under the proposed MSAP design, drivers who want to turn left from the Marriott or from Main Street onto Deer Valley Drive will first turn right onto Deer Valley and then take a U-turn in a protected location. In this way, they will only need to monitor one direction of traffic for each turn. Additional traffic evaluation is required to determine if a traffic signal is required to facilitate U-turns during peak periods.	Green*** - Requires additional traffic analysis and design.	Traffic operations analysis to investigate a need for traffic signal at the U-turn location. \$ Funding Type: Public
H. Related Regional Projects				
Regional Park and Rides	H	The primary routes entering Park City — S.R. 248, S.R. 224 — suffer heavy traffic on busy days. Regional Park and Rides with public transit solutions will make it easy and convenient for people to reach Main Street, particularly during peak winter visitation season. Efforts are already underway to identify potential locations for park and rides near highways (Gordo, Richardson Flat, and Regional Gateway/Kimball Junction), and to provide enhanced transit from these facilities to Main Street.	Yellow*** - This concept is being explored in other studies.	Confirm locations for park-and-ride locations, allocate funding, and coordinate with transit agencies to develop efficient connections to Main Street. A phased implementation plan will ensure seamless integration, reduce congestion, and improve access during peak travel times. \$ Funding Type: Public
***Key for Levels of Complexity: Green (relatively straightforward implementation); Yellow (moderately complex, requiring higher coordination); Orange (complex, requiring highest levels of coordination and design)				

Main Street Area Plan - Transportation Recommendations



- Transportation Legend
- # Project Recommendation Matrix Number
 - Sidewalk/Pedestrian Area
 - Curbless (Car-Lite) Street
 - Roadway with Curb and Gutter
 - Curbless Autonomous Trolley Lane
 - Existing Parking Garage
 - New Proposed Bike Parking Area
 - Existing Covered Pedestrian Corridor
 - Bike Access To Main

Exhibit A



G4
See Exhibit A



HISTORIC SITES INVENTORY HISTORIC SITE FORM

PARK CITY MUNICIPAL CORPORATION



IDENTIFICATION

Property Name (if any): Marsac Elementary School

Address: 445 Marsac Avenue

Date of Construction: 1936

City, County: Park City, Summit County, Utah

Architect/Builder, if known: Scott and Welch / Paul Paulsen Company

Tax Number: MPS-1-AM-X

Current Owner: Park City Municipal Corporation, et al

Legal Description (include acreage): LOT 1 MARSAC PARKING STRUCTURE SUBDIVISION PLAT AMENDED; ACCORDING TO THE OFFICIAL PLAT ON FILE IN THE SUMMIT COUNTY RECORDERS OFFICE CONT 34,587 SQ FT OR 0.79 AC PARK CITY UTAH A BODY CORPORATE & POLITIC 1734-1864; REDEVELOPMENT AGENCY OF PARK CITY M4-111, M70-357, M270-541, 309-150; PARK CITY REDEVELOPMENT AGENCY 1314-607; PARK CITY REDEVELOPMENT AUTHORITY 310-126; PARK CITY MUNICIPAL CORP 472-30; AS THEIR INT MAY APPEAR

STATUS / USE

Original Use: institutional - school

Current Use: public

Property Type:

☒ Building

☒ Structure

☐ Site

National Register of Historic Places:

☒ Eligible

☐ Ineligible

☒ Listed, Date:

4/01/1985 - Public Works Buildings Thematic Resources

Evaluation:

☒ Landmark Site

☐ Significant Site

☐ Non Historic

DOCUMENTATION

Photographs:

☐ Tax Photos

Research Sources:

☒ Sanborn Maps

☒ City/ County Histories

☒ Newspapers

☒ Prints:
 ☐ tax Card
 ☐ Personal Interviews
 ☐ Other:

☐ Historic
 ☒ Census Records
 ☒ Park City Museum

DESCRIPTION

Architectural Style: Educational building / PWA Moderne style

No. Stories: 1

Number of Associated Structures: ☐ Accessory building(s). # ☐ Structure(s). #

Condition: ☒ Good ☐ Fair ☐ Poor ☐ Uninhabitable/Ruin

Location: ☒ Original location ☐ Moved (Date: ,original location:)

Materials: (Describe the visible materials)

Exterior Walls: Yellow brick, concrete, and terra cotta coping

Foundation: Concrete

Roof: Flat roof with decorative parapets

Windows/Doors: Multi-pane steel casement windows

Additions: ☐ Major ☐ Minor ☒ None

Alterations: ☐ Major ☐ Minor ☒ None

Describe Additions/ Alterations (Dates):

Essential Historic Form: ☒ Retains ☐ Does Not Retain

NARRATIVE DESCRIPTION OF PROPERTY

(Briefly describe the property and its setting. Include a verbal description of the location; a general description of the property including the overall shape, number of stories, architectural style, materials, shape of roof; identify and describe any associated structures; identify any known exterior additions and/or alterations.)

John McCormick described the Marsac School in 1984 as follows:

"This school, sitting high on the hill to the east of downtown Park City, is an interesting example of public works architecture in Utah. The building itself is three storys [sic.] high and is constructed of rock-faced, yellow brick. The roof is flat and there is a low band of terra cotta coping along the edge. The principal façade is symmetrical and it is divided into four bays, each three windows wide. Low relief pilasters separate the bays. Two-story entrance porticos are found between the two middle and the two outside bays. Each portico has a shallow parapet, clipped corners, and decoratively patterned brick surrounding narrow vertical window panels. The principal decorative motif found on the building is a low relief, torch-like figure that is found at the top of each

pilaster and at the corners of each portico. These figures break the horizontal line at the edge of the roof and give the building a crenelated appearance. A long concrete stairway runs down the hillside to connect the school to the town below. The stairway's smooth lines and geometric embellishment serve to focus attention on the overall design of the building and should be considered an integral part of this nomination. The school has received little alteration over the years and remains in good original condition. ”

Little has changed since McCormick's description although the setting has been further developed with the addition of the China Bridge parking structure to the south, which has rendered the south façade a major entrance into the building and diminished the emphasis on the main west façade. The stairs leading from Swede Alley still provide an important access to the symmetrical school building and provide a more austere entrance. The chimney has been shortened since the coal heating plant under the south parking lot was decommissioned. The interior of the building has been heavily remodeled in order to allow for the programmatic change from an elementary school to a city hall. Also, photovoltaic panels have been added on the roof to help provide energy to the building. The Marsac School is an important structure in the development of Park City and PWA architecture in Utah. The overall form and materiality of the building remains intact and the building retains its historic value.

SIGNIFICANCE

Historic Era:

- ☐ Settlement & Mining Boom Era (1868-1893)
- ☐ Mature Mining Era (1894-1930)
- ☒ Mining Decline & Emergence of Recreation Industry (1931-1962)

Narrative Statement of Significance:

(Briefly describe those characteristics by which this property may be considered historically significant.)

The Marsac School was built adjacent to the site of the Marsac Mill, which was torn down in 1904. The mill was very important in the development of Park City mining interests, described in a 1912 United States Geological Survey publication on Park City area geology as the:

“Marsac Mill, which was owned by [the Daly Mining Company] in 1887, was then equipped with steam power, double engines, two revolving driers, 30 stamps for crushing ores, rolls for crushing salt, a Stetefeldt furnace of 60-ton capacity for chlorination, 16 pans for amalgamation, 8 settlers, retorts, melting furnaces, and complete electric-light and fire-extinguishing plants. ”

Silver ore, in other words, was reduced through the Russell lixiviation process and extracted and treated in the Stetefeldt furnace. The mill was very large, but it became unnecessary in the early 1900s when the Daly and Ontario mining companies had enough mutual interests to make both crushing mills redundant. Also, Daly production had dipped from 20,562 tons in 1886 to 82 tons in 1903. A little bit of the Marsac Mill's equipment was moved, but the building was shut down and—seen as a fire trap after the water was shut off—was demolished in the summer of 1904.

The site of the Marsac School remained vacant after the Marsac Mill was torn down. A few small buildings were constructed on Silver Creek, but none were very lasting, and the site was completely empty by the 1929 Sanborn Map. By the mid-1930s demand for a new elementary school was increasing in Park City and the creation of the Progress Works Administration (PWA) in 1933 led to a grant application by the Park City Board of Education through the federal building program. In 1935, the grant was approved and the federal government agreed to fund 45 percent of the project with the Board of Education providing the remainder. In order to raise this money the town voted in favor of a bond issuance in an October 1935 election. A \$75,000 bond was issued on March 1, 1936 with a 4 percent annual interest rate. These monies were used for the erection of both the Marsac School and the High School Mechanical Arts Building (1167 Woodside Avenue). In accordance with PWA protocol, local architects Scott & Welch of Salt Lake City were chosen with the Paul Paulsen Company contracted as the construction company.

Construction on both the Marsac School and High School Mechanical Arts Building began in spring of 1936, concurrent with the demolition of the unsafe Lincoln School, on the west side of Norfolk Avenue between 10th and 11th streets. Bricks from the Lincoln School were used on both of the newer buildings. Construction was swift, and the new school opened in November, with formal opening festivities on December 4, 1936. Utah PWA director R.A. Hart was in attendance at the grand opening of the buildings, which were officially designated as PWA Utah number 1009-R. The Park Record ran a description of the new Marsac School as follows:

“The new elementary school contains 24 class room units, 2 general storage rooms, 4 toilet rooms, a boiler plant and coal storage bins. Three of the class room units are devoted to an office suite for principal, nurse and teachers’ rest room, and a combination auditorium and playroom. The latter is fitted with small stage, with cyclorama and velour curtains and steel folding chairs. Ramps replace stairways, plaster is accoustic [sic.] throughout, except ramps, which are covered with diatto, all floors are covered with battleship linoleum. This combination of accoustic plaster and battleship linoleum renders the building practically noiseless. Building is wired for light, power, fuel, telephone and sound. The latter includes an automatic bell system, operated from a central electric clock, and loud speaker system to serve both auditorium and class rooms, and portable sound picture apparatus. The heating system is automatically controlled both at the generating plant and univent heater outlets. The entire building is of fireproof construction. Steel, reinforced concrete, brick, metal lath, and plaster are used throughout. Translucent glass is used in all exterior windows.”

Landscaping on the school site was undertaken the following year. The school served as the Park City elementary school until falling into disrepair in the 1970s. A 1976 report by fire officials sought \$70,000 in improvements for the school, but the school board decided to build a new building instead in the Snyderville area. Work commenced in 1979 and Parley’s Park Elementary School opened the following year.

Park City Municipal Corporation had been trying to buy the Marsac building for years and they finally purchased the unoccupied building from the school district in 1983. The building was renovated soon thereafter, and the city hall functions moved from the Old City Hall at 528 Main and overflow space in the Memorial Building at 427 Main into the Marsac offices. The building is still home to City Hall. It retains a similar appearance to the 1936 Marsac School and has become an important historical structure in the growth of Park City

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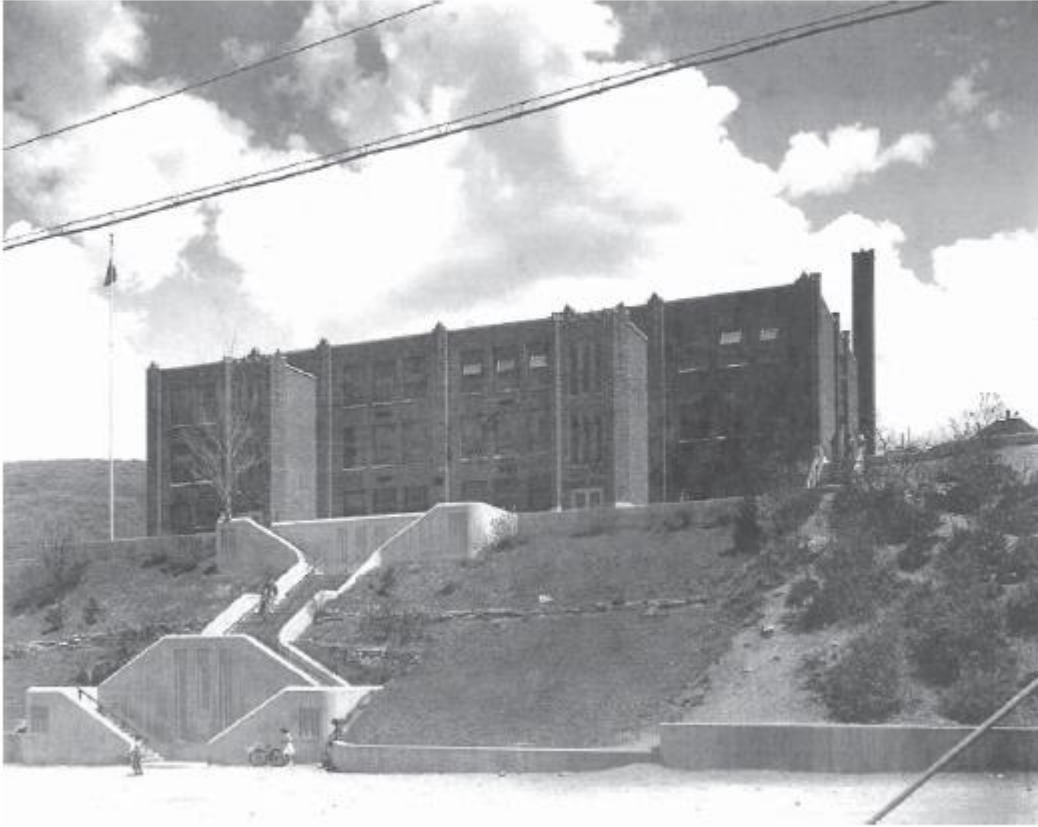
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- Pieros, Rick. *Park City: Past & Present*. Park City: self-published, 2011.
- Randall, Deborah Lyn. *Park City, Utah: An Architectural History of Mining Town Housing, 1869 to 1907*. Master of Arts thesis, University of Utah, 1985.
- Ringholz, Raye Carleson. *Diggings and Doings in Park City: Revised and Enlarged*. Salt Lake City: Western Epics, 1972.
- Ringholz, Raye Carleson and Bea Kummer. *Walking Through Historic Park City*. Self-published, 1984.
- Thompson, George A., and Fraser Buck. *Treasure Mountain Home: Park City Revisited*. Salt Lake City: Dream Garden Press, 1993.

PHOTOS

(Provide several clear historical and current photos of the property as well as locational maps indicating the location of the property in relation to streets or other widely recognized features.)

445 Marsac Avenue, Park City, Summit County, Utah

Intensive Level Survey—Biographical and Historical Research Materials



Marsac School, date unknown (Park City Historical Society & Museum, Pop Jenks Collection)

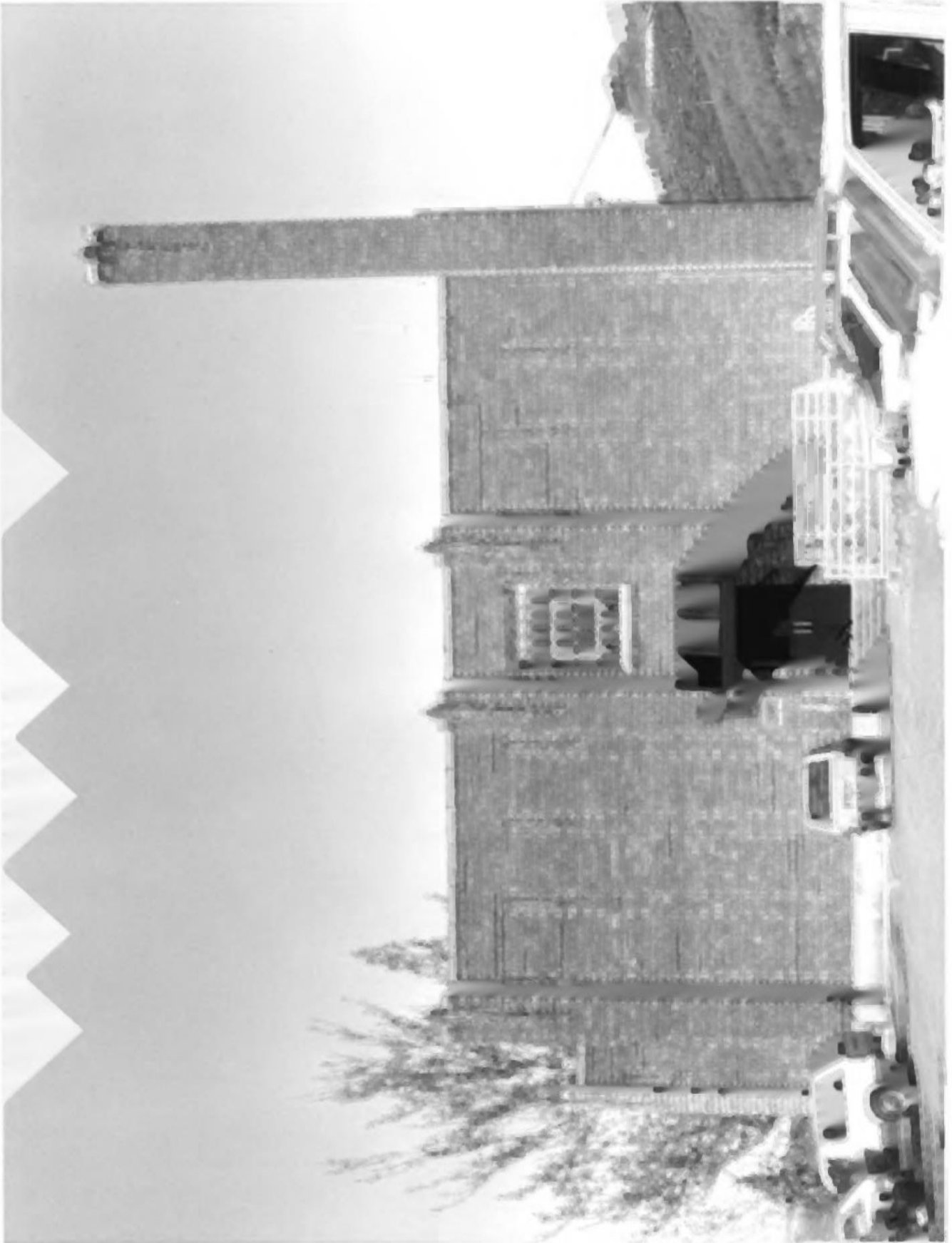


Marsac Elementary School
Park City, Summit County, Utah

West Facade

Photo by Debbie Randall, October 1984
Negative: Utah State Historical Society

1 of 2



Marsac Elementary School
Park City, Summit County, Utah

South Facade

Photo by Debbie Randall, October 1984
Negative: Utah State Historical Society

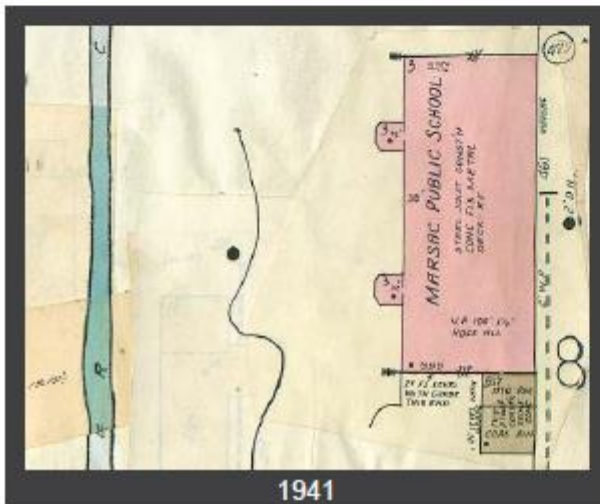
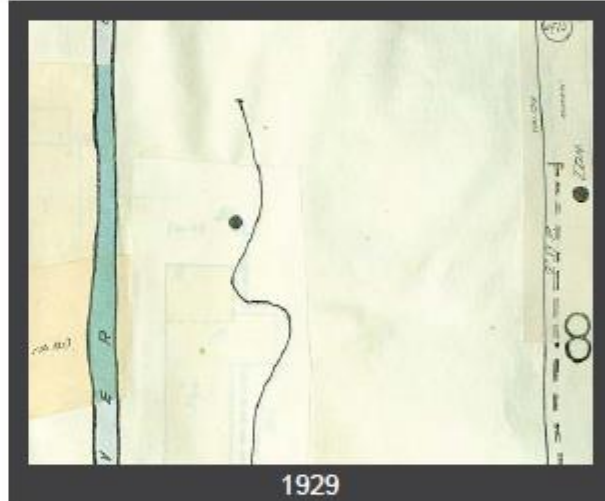
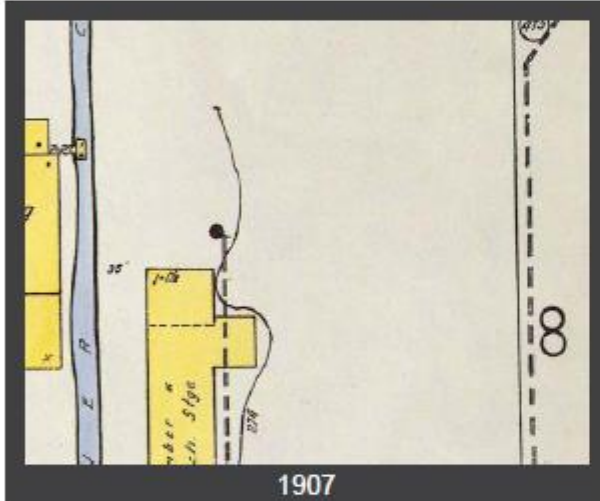
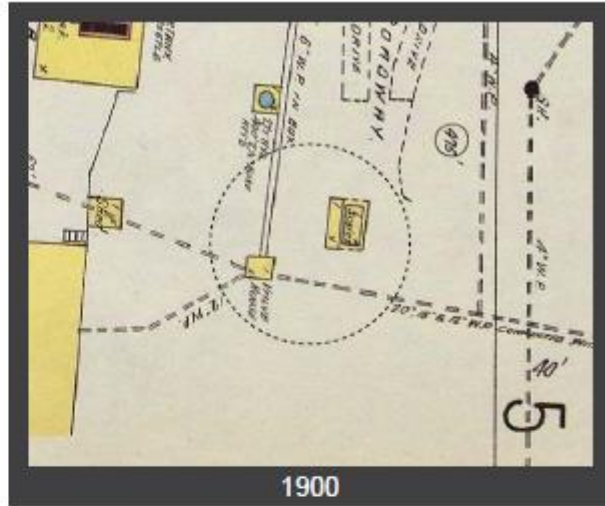
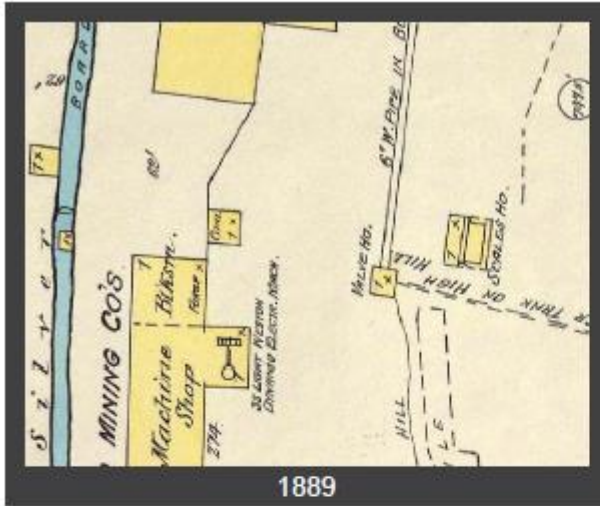
2 of 2





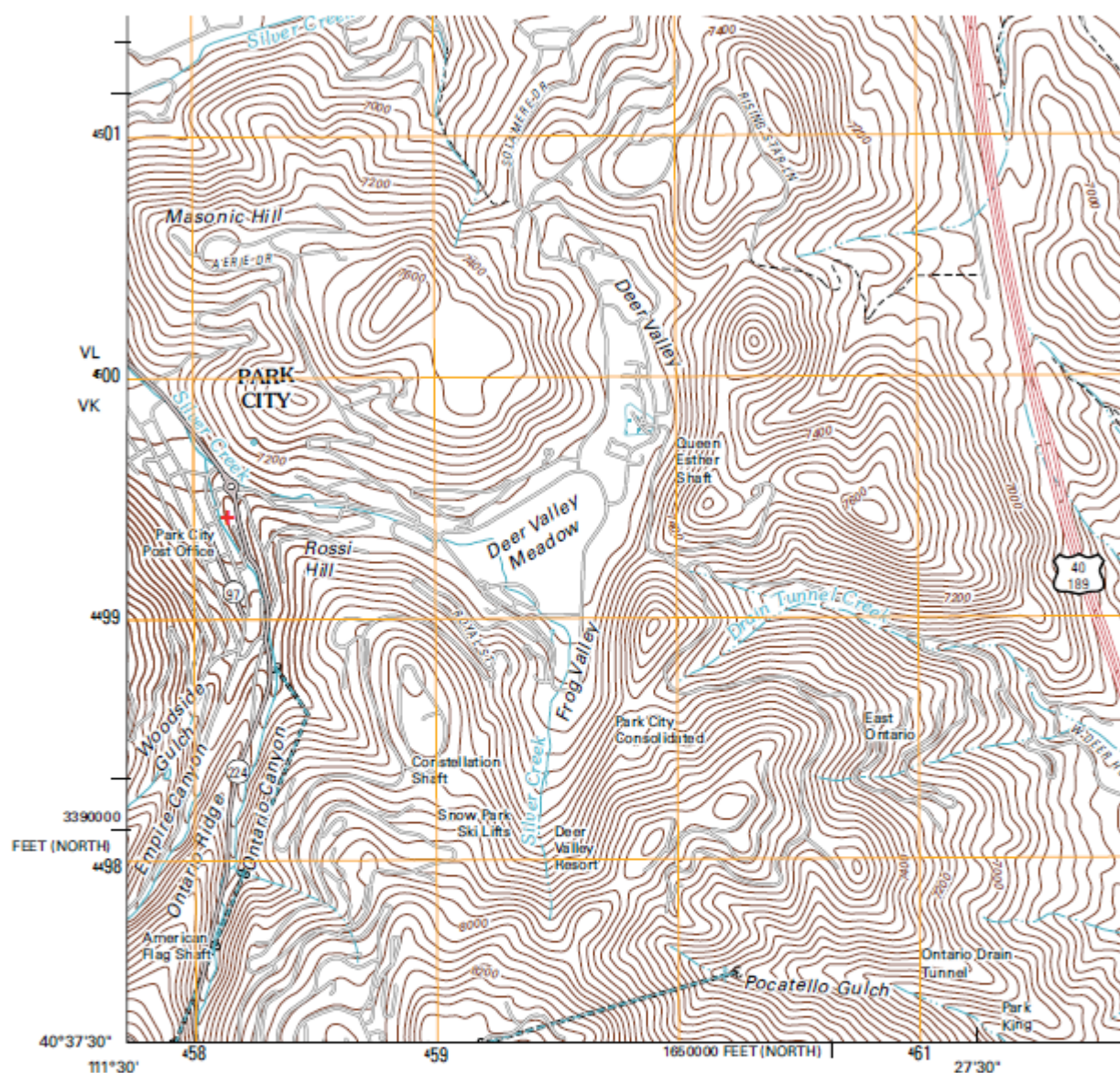
MAPS

445 Marsac Avenue, Park City, Summit County, Utah
 Intensive Level Survey—Sanborn Map history



445 Marsac Avenue, Park City, Summit County, Utah

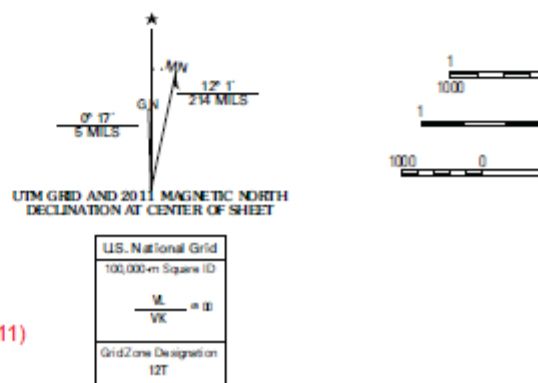
Intensive Level Survey—USGS Map



Produced by the United States Geological Survey
 North American Datum of 1983 (NAD83)
 World Geodetic System of 1984 (WGS84). Projection and
 1 000-meter grid: Universal Transverse Mercator, Zone 12T
 10 000-foot ticks: Utah Coordinate System of 1983
 (north and central zones)

Imagery.....NAIP, July 2009 - August 2009
 Roads.....©2006-2010 Tele Atlas
 Names.....GNIS, 2009
 Hydrography.....National Hydrography Dataset, 2009
 Contours.....National Elevation Dataset, 2008

+ location on USGS Park City East 1:24000 Quadrangle Map (2011)



DOCUMENTS

Utah State Historical Society

Property Type:

Historic Preservation Research Office

Site No. _____

Structure/Site Information Form

IDENTIFICATION 1

Street Address: 431 Marsac
Park City, Summit County, Utah UTM: 12 458240 4499170

Name of Structure: Marsac Elementary School T. R. S.

Present Owner: Park City Corporation
P.O. Box 1480

Owner Address: Park City, Utah 84760

Year Built (Tax Record): Effective Age: Tax #: PC-730-T-X

Legal Description: Kind of Building:

Beginning at the Northernmost corner of a tract of land as described in a QCD to the Board of Ed. of the Park City School District recorded as entry #99092 in Book J, Page 84 in the office of the Recorder of Summit Co., Utah, said point also being on the W'yly right-of-way of Marsac Ave, thence S 23°38' E 37.80 feet to the true point of beginning; thence S 23°38' E along said right-of-way line 185 feet, S 66°2' W 98 feet, N 23°38' W 185 feet, N 66°22' E 98 feet to point of beginning. .42 acre

STATUS/USE 2

Original Owner: Park City School District Construction Date: 1935-36 Demolition Date:

Original Use: educational--school Present Use: government

Building Condition: Integrity: Preliminary Evaluation: Final Register Status:

☐ Excellent ☐ Site ☐ Unaltered ☒ Significant ☐ Not of the ☐ National Landmark ☐ District

☒ Good ☐ Ruins ☒ Minor Alterations ☐ Contributory Historic Period ☐ National Register ☐ Multi-Resource

☐ Deteriorated ☐ Major Alterations ☐ Not Contributory ☐ State Register ☐ Thematic

DOCUMENTATION 3

Photography: Date of Slides: 1984 Slide No.: Date of Photographs: 1984 Photo No.:

Views: ☐ Front ☐ Side ☐ Rear ☐ Other Views: ☐ Front ☐ Side ☐ Rear ☐ Other

Research Sources:

☒ Abstract of Title ☒ Sanborn Maps ☒ Newspapers ☐ U of U Library

☒ Plat Records / Map ☐ City Directories ☒ Utah State Historical Society ☐ BYU Library

☐ Tax Card & Photo ☐ Biographical Encyclopedias ☐ Personal Interviews ☐ USU Library

☐ Building Permit ☐ Obituary Index ☐ LDS Church Archives ☐ SLC Library

☐ Sewer Permit ☒ County & City Histories ☐ LDS Genealogical Society ☐ Other

Bibliographical References (books, articles, records, interviews, old photographs and maps, etc.):

The Park Record (Park City, Utah), 1935-36.

Works Progress Administration. A Report of the Works Division: Utah Emergency Relief Administration, April 15, 1934-October 31, 1935. Salt Lake City: Works Progress Administration, 1936.

"Carl W. Scott," Architects File, Preservation Office, Utah State Historical Society.

"George W. Welch," Architects File, Preservation Office, Utah State Historical Society.

Researcher: John McCormick

Date: 1984

Street Address:

Site No:

4
ARCHITECTURE

Architect/Builder: Carl W. Scott & George W. Welch/unknown

Building Materials: brick

Building Type/Style: PWA Moderne

Description of physical appearance & significant architectural features:

(Include additions, alterations, ancillary structures, and landscaping if applicable)

This school, sitting high on the hill to the east of downtown Park City, is an interesting example of public works architecture in Utah. The building itself is three stories high and is constructed of rock-faced, yellow brick. The roof is flat and there is a low band of terra cotta coping along the edge. The principal facade is symmetrical and it is divided into four bays, each three windows wide. Low relief pilasters separate the bays. Two-story entrance porticos are found between the two middle and the two outside bays. Each portico has a shallow parapet, clipped corners, and decoratively patterned brick surrounding narrow vertical window panels. The principal decorative motif found on the building is a low relief, torch-like figure that is found at the top of each pilaster and at the corners of each portico. These figures break the horizontal line at the edge of the roof and give the building a crenelated appearance. A long concrete stairway runs down the hillside to connect the school to the town below. The stairway's smooth lines and geometric embellishment serve to focus attention on the overall design of the building and should be considered an integral part of this nomination. The school has received little alteration over the years and remains in good original condition.

5
HISTORY

Statement of Historical Significance:

Construction Date: 1935-35

Built in 1935-36, the Marsac Elementary School is part of the Public Works Buildings Thematic Resources nomination and is significant because it helps document the impact of New Deal programs in Utah, which was one of the states that the Great Depression of the 1930s most severely affected. In 1933 Utah had an unemployment rate of 36 percent, the fourth highest in the country, and for the period 1932-1940 Utah's unemployment rate averaged 25 percent. Because the depression hit Utah so hard, federal programs were extensive in the state. Overall, per capita federal spending in Utah during the 1930s was 9th among the 48 states, and the percentage of workers on federal work projects was far above the national average. Building programs were of great importance. During the 1930s virtually every public building constructed in Utah, including county courthouses, city halls, fire stations, national guard armories, public school buildings, and a variety of others, were built under federal programs by one of several agencies, including the Civil Works Administration (CWA), the Federal Emergency Relief Administration (FERA), the National Youth Administration (NYA), the Works Progress Administration (WPA), or the Public Works Administration (PWA), and almost without exception none of the buildings would have been built when they were without the assistance of the federal government.

The Marsac Elementary School in Park City is one of 233 public works buildings identified in Utah that were built during the 1930s and early 1940s. Only 130 of those 233 buildings are known to remain today and retain their historic integrity. Of the 233, 107 were public school buildings. This is one of 43 elementary schools built, of which 19 are still standing. In Summit County 7 buildings were constructed, 6 of which remain.

(See Continuation Sheet)

Marsac Elementary School
History continued:

This school building was constructed between 1935 and 1936 as a Public Works Administration (PWA) project and officially opened for students on November 15, 1936. It was formally dedicated on December 4, 1936. The architects were Carl W. Scott and George W. Welch of Salt Lake City, who designed more school buildings during the 1930s than any other Utah firm.

Construction of the building was part of a \$100,000 building program that the Park City School District undertook in the fall of 1935. Included also in the package was the construction of a new high school mechanical arts building. Scott and Welch also designed it. Construction on the 2 buildings proceeded at the same time, and they were both dedicated at the same time. The mechanical arts building has since been demolished, though the main high school building, which was constructed in 1926, remains standing.

At its dedication the Park City newspaper described the new Marsac School as follows: "The new elementary school contains 24 class room units, 2 general storage rooms, 4 toilet rooms, a boiler plant and coal storage bins. Three of the class room units are devoted to an office suite for principal, nurse and teachers' rest room, and a combination auditorium and playroom. The latter is fitted with small stage with cyclorama and velour curtains and steel folding chairs. Ramps replace stairways, plaster is accoustic throughout, except ramps which are covered with diatto, all floors are covered with battleship linoleum. This combination of accoustic plaster and battleship linoleum renders the building practically noiseless. Building is wired for light, power, fuel, telephone and sound. The latter includes an automatic bell system, operated from a central electric clock, and loud speaker system to serve both auditorium and class rooms, and portable sound picture apparatus. The heating system is automatically controlled both at the generating plant and univent heating outlets. The entire building is of fireproof construction. Steel, reinforced concrete, brick metal lath, and plaster are used throughout. Translucent glass is used in exterior windows. Playgrounds are spacious and adequate. Landscaping and the building approaches are projects for the future."

Approval for funding the building was given at a bond election in Park City on October 19, 1935. Approval was overwhelming: 169 in favor to 12 opposed. Prior to the construction of the school two older schools, Jefferson and Lincoln, were demolished, and materials from them used in construction of the new.

The building's architects, Carl W. Scott and George W. Welch were both prominent Utah architects. Scott was born October 17, 1887, in Minneapolis, Kansas, and graduated in 1907 from the University of Utah with a degree in mining. He was given credit for the idea of the concrete "U" on the hill that is still above the university campus. Following graduation he began a career in architecture as a draftsman for Richard Kletting. In 1914 he became partners with George W. Welch. Welch was born in Denver, Colorado, on May 15, 1886, graduated from Colorado College, and came to Salt Lake City to begin work as an architect. Active in political affairs while here, he was a member of the Utah House of Representatives from 1919 until 1921. Among the buildings that Scott and Welch designed were Salt Lake City's Elks' Club Building, South High School, the Masonic Temple, and many public school

(See Continuation Sheet)

Marsac Elementary School
History continued:

buildings throughout Utah including Hawthorne Elementary School and Bryant Junior High School in Salt Lake, Park City High School, Tooele High School, Blanding High School, and Cedar City Elementary School. They also designed a number of commercial buildings including the N. O. Nelson Manufacturing Company Warehouse, the Nelson-Ricks Creamery Building, and the Firestone Tire Company Building, all in Salt Lake City.

[†]The Park Record, December 1, 1936, p. 1.

HISTORIC SITE FORM -- HISTORIC SITE INVENTORY

PARK CITY MUNICIPAL CORPORATION (06-09)

1 IDENTIFICATION

Name of Property: **United States Post Office**

Address: 450 MAIN ST

AKA:

City, County: Park City, Summit County, Utah

Tax Number: PC-298-X

Current Owner Name: United States of America

Parent Parcel(s):

Current Owner Address: 1600 Pennsylvania Avenue, Washington, D.C. 20500

Legal Description (include acreage): BEG AT AN IRON PIN SET IN THE GROUND AT THE SW COR OF SD LOT 13 OF BLK 23 TH N 66}29' E 125 FT TO AN IRON PIN SET IN THE GROUND; TH N 23}31' W 120.2 FT TO AN IRON PIN SET IN THE GROUND; TH S 66}22' W 125 FT TO AN IRON PIN SET IN THE GROUND; TH S 23}31' E 120 FT TO THE PLOF BEG. CONT .344 AC J-581

2 STATUS/USE

Property Category

- ☒ building(s), main
- ☐ building(s), attached
- ☐ building(s), detached
- ☐ building(s), public
- ☐ building(s), accessory
- ☐ structure(s)

Evaluation*

- ☐ Landmark Site
- ☒ Significant Site
- ☐ Not Historic

Reconstruction

- Date:
- Permit #:
- ☐ Full ☐ Partial

Use

- Original Use: Public
- Current Use: Public

*National Register of Historic Places: ☒ ineligible ☐ eligible
☒ listed (date: 03/07/1979 - Park City Main Street Historic District)
De-listed in 1989 due to alterations made in 1964 and 1975.

3 DOCUMENTATION

Photos: Dates

- ☐ tax photo:
- ☒ prints: 1978, 1995, 2011
- ☒ historic: c. 1921

Drawings and Plans

- ☐ measured floor plans
- ☐ site sketch map
- ☐ Historic American Bldg. Survey
- ☐ original plans:
- ☐ other:

Research Sources (check all sources consulted, whether useful or not)

- ☐ abstract of title
- ☐ tax card
- ☐ original building permit
- ☐ sewer permit
- ☒ Sanborn Maps
- ☐ obituary index
- ☐ city directories/gazetteers
- ☐ census records
- ☐ biographical encyclopedias
- ☐ newspapers
- ☒ city/county histories
- ☐ personal interviews
- ☐ Utah Hist. Research Center
- ☐ USHS Preservation Files
- ☐ USHS Architects File
- ☐ LDS Family History Library
- ☐ Park City Hist. Soc/Museum
- ☐ university library(ies):
- ☐ other:

Bibliographical References (books, articles, interviews, etc.)

Blaes, Dina & Beatrice Lufkin. "Final Report." Park City Historic Building Inventory. Salt Lake City: 2007.
Carter, Thomas and Goss, Peter. *Utah's Historic Architecture, 1847-1940: a Guide*. Salt Lake City, Utah: University of Utah Graduate School of Architecture and Utah State Historical Society, 1991.
Longstreth, Richard. *The Buildings of Main Street; A Guide to Commercial Architecture*. Updated edition. Walnut Creek, CA: Alta Mira Press, a division of Rowman & Littlefield Publishers, Inc., 2000.
Notarianni, Philip F., "Park City Main Street Historic District." National Register of Historic Places Inventory, Nomination Form. 1979. Site #SU-10-43.
Preservation Solutions. "Historic Site Form – Historic Site Inventory." Park City Municipal Corporation. 2008.
Roberts, Allen. "Final Report." Park City Reconnaissance Level Survey. Salt Lake City: 1995.

4 ARCHITECTURAL DESCRIPTION & INTEGRITY

Building Type and/or Style: One-part block

No. Stories: 1

Additions: ☐ none ☐ minor ☒ major (describe below) Alterations: ☐ none ☐ minor ☒ major (describe below)

Researcher/Organization: Preservation Solutions/Park City Municipal Corporation Date: 5-2011

Number of associated outbuildings and/or structures: ☐ accessory building(s), # ____; ☐ structure(s), # ____.

General Condition of Exterior Materials:

- ☒ **Good** (Well maintained with no serious problems apparent.)
- ☐ **Fair** (Some problems are apparent. Describe the problems.):
- ☐ **Poor** (Major problems are apparent and constitute an imminent threat. Describe the problems.):
- ☐ **Uninhabitable/Ruin**

Materials (The physical elements that were combined or deposited during a particular period of time in a particular pattern or configuration. Describe the materials.):

Site: Building constructed as street front, site drops away from east to west, basement below Main Street roadway level. Building in a T shape with stem extending to Swede Alley. North side has inset parking area.

Foundation: Concrete.

Walls: Stucco over block.

Roof: Flat roof.

Windows/Doors: Double-hung, six-over-one on primary façade. Standard commercial glazed double door without transom lights.

Essential Historical Form: ☒ Retains ☐ Does Not Retain, due to:

Location: ☒ Original Location ☐ Moved (date _____) Original Location:

Design (The combination of physical elements that create the form, plan, space, structure, and style. Describe additions and/or alterations from the original design, including dates--known or estimated--when alterations were made): The stucco over block, 1-part block remains virtually unchanged from the photos provided in the 1979 National Register nomination. The building was built in 1921 in an austere Greek Revival style (not typical of the 1920s, more common during the period 1830-1860). Originally, the primary façade included two windows on the south and a single door opening at the north end of the façade. The door opening included multi-light double doors with a multi-light transom window and a projecting flat-roofed portico with simple pediment and Doric columns. The windows did not include trim-work and the building's cornice was a prominent feature. The building underwent a "remodel" in 1964 and again in 1975 which altered and diminished its historic integrity significantly. Additions were constructed to the north and south and heavy neo-classical elements were added to the primary and secondary facades. The alterations are incompatible with the original building and should be removed if possible. The windows are surrounded by ornate classical trim work and brackets and between the original windows are wood panels. A projecting sign board extends across the original façade and a new cornice was built up with brackets, dentils and decorative molding. The new additions are clad in horizontal siding and window openings were included that continue the rhythm of the original façade. Except for the flat roof and window/door openings, the original building is completely hidden by new construction and new materials.

Setting (The physical environment--natural or manmade--of a historic site. Describe the setting and how it has changed over time.): The setting is typical of commercial business districts; buildings are located close to one another along the street edge. The setting has been altered by the addition of one-storey wings to the north and south.

Workmanship (The physical evidence of the crafts of a particular culture or people during a given period in history. Describe the distinctive elements.): The physical evidence from the period that defines this as a typical Park City mining era commercial building are not evident. Further investigation would be necessary to determine its existence underneath the later additions. It is clear moving through the building that much of the historic material is gone.

Feeling (Describe the property's historic character.): The physical elements of the site, in combination, do not convey a sense of the commercial activity in a western mining town of the late nineteenth and early twentieth centuries. The addition of gaudy classical revival elements destroys the historic character.

Association (Describe the link between the important historic era or person and the property.): The one-part block is one of the most common commercial building types constructed in Park City during the mining era; however, the changes made to this structure over time have diminished its association with the mining era.

This site was listed on the National Register of Historic Places in 1979 as part of the *Park City Main Street Historic District*. It was originally built within the historic period (1868-1929), but has subsequently had major alterations and would no longer be considered eligible for the National Register as part of an updated or amended nomination. As a result, it does not meet the criteria set forth in LMC Chapter 15-11 for designation as a Landmark Site. It, however, retains important local historic significance and meets the criteria set forth in LMC Chapter 15-11 for designation as a Significant Site.

5 SIGNIFICANCE

Architect: ☒ Not Known ☐ Known: (source:)

Date of Construction: c. 1921

Builder: ☒ Not Known ☐ Known: (source:)

The site must represent an important part of the history or architecture of the community. A site need only be significant under one of the three areas listed below:

1. Historic Era:

- ☐ Settlement & Mining Boom Era (1868-1893)
- ☒ Mature Mining Era (1894-1930)
- ☐ Mining Decline & Emergence of Recreation Industry (1931-1962)

Park City was the center of one of the top three metal mining districts in the state during Utah's mining boom period of the late nineteenth and early twentieth centuries, and it is one of only two major metal mining communities that have survived to the present. Park City's commercial buildings represent the best remaining metal mining town business district in the state. The buildings along Main Street, in particular, provide important documentation of the commercial character of mining towns of that period, including the range of building materials, building types, and architectural styles. They contribute to our understanding of a significant aspect of Park City's economic growth and architectural development as a mining business district¹.

2. **Persons** (Describe how the site is associated with the lives of persons who were of historic importance to the community or those who were significant in the history of the state, region, or nation):

3. **Architecture** (Describe how the site exemplifies noteworthy methods of construction, materials or craftsmanship used during the historic period or is the work of a master craftsman or notable architect):

6 PHOTOS

Digital color photographs are on file with the Planning Department, Park City Municipal Corp.

Photo No. 1: Northwest oblique. Camera facing southeast, 2011.

Photo No. 2: West Elevation. Camera facing east, 1978.

Photo No. 3: West Elevation. Camera facing east, 1995.

Photo No. 4: Various photographs on file at the Park City Historical Society and Museum, c. 1921.

¹ From "Park City Main Street Historic District" written by Philip Notarianni, 1979 and "Residences of Mining Boom Era, Park City - Thematic Nomination" written by Roger Roper, 1984.



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City Council Staff Report

Subject: City Council Protocols and Liaison Assignments
Author: Michelle Downard
Department: Executive
Date: February 14, 2025

Summary Recommendation

Review the scope and purpose of the City Council Liaison function, the protocols, and the assignments for 2025.

Analysis

For well over a decade, the Mayor and Council have held numerous Liaison positions for partner organizations, stakeholder groups, and local non-profits. In general, Liaison assignments are intended to gather stakeholder input and help to inform future public policy decisions and community initiatives made by the City Council by having more information. Liaison assignments have been loosely defined and varied from voting to non-voting, ex-officio to invited guests. For additional information and historical context, see the City Council Liaison Guide (Exhibit A) and the Council protocols (Exhibit B).

City Council Liaison Assignments

On [February 1, 2024 \(minutes, page 7\)](#), the City Council approved the 2024 City Council liaison assignments. Since then, on [July 11, 2024 \(minutes, pages 6-7\)](#), the Council approved the resolution appointing Councilmember Bill Ciraco to the Central Wasatch Commission. On [January 9, 2025, \(minutes, pages 7-9\)](#), Councilmember Bill Ciraco was assigned as co-primary liaison to the Legislative Policy Committee. On January 21, 2025, Ciraco also joined as an additional liaison to Bonanza Park.

Due to the LGBTQ+ Task Force's evolution into [Summit Pride](#), which was incorporated as a 501(c)(3) and has expanded to include the Wasatch Back, that liaison assignment has been removed.

On [November 7, 2024](#), the Park City Youth Advisory Council was introduced and the inaugural roster was announced on [January 16, 2025](#). Mayor Worel and Councilmember Tana Toly were assigned as co-primary liaisons with Linda Jager as the staff liaison.

The Public Art Advisory Board (PAAB) previously had Councilmember Tana Toly and Ryan Dickey (alternate) as City Council Liaisons. While those roles were removed on [February 1, 2024](#), the Council may consider reappointing Council Liaisons as the PAAB considers future initiatives.

Due to staff changes, the following individuals have been added to the following roles: Rhoda Stauffer- Housing Liaison, Rebecca Ward - PC Historical Society, Michelle

Downard - Bonanza Park, Chris Eggleton - Main Street Area Plan and the Park City Lodging Association, and Luke Cartin- Trails & Open Space.

The Liaison Guide, also an exhibit to this report, focuses on liaison responsibilities when working with outside entities. For example, the guide suggests that council liaisons to outside entities should keep fellow council members informed; serve as the primary contact between the council and the entity; provide information; and avoid giving policy direction that has not been agreed to by a majority of council. Some council liaison assignments are for internal projects or departments. The Council may want to discuss whether the same general rules apply, meaning the liaisons are staff's point of contact on the projects or department work. But the liaisons should generally avoid giving policy direction that has not been agreed to by a majority of council. They should share their expertise and preferences while allowing decisions to continue to be open and transparent.

City Council Protocols

On [January 21, 2025](#), during GRAMA, OPMA, and Ethics Training, the City Council discussed Councilmembers text messaging during City Council meetings. The Open and Public Meetings Act, [Utah Code Section 52-4-210](#) does not prohibit this and states,

“Nothing in this chapter may be construed to restrict a member of a public body from transmitting an electronic message to other members of the public body at a time when the public body is not convened in a meeting.”

The Council may consider incorporating language into the Protocols to limit text messaging during meetings. Draft redlines, which attempt to balance personal convenience, public convenience, etiquette, and other considerations, are incorporated for the Council's consideration.

Summary

Accordingly, the Council should review the scope and purpose of the City Council Liaison function, the protocols, and the liaison assignments for 2025 (Exhibit C).

Exhibit

Exhibit A	City Council Liaison Guide
Exhibit B	City Council Protocols
Exhibit C	2025 City Council Liaison Assignments



GUIDE TO YOUR CITY COUNCIL LIAISON

The Park City Council uses Liaisons to participate on select community boards and commissions in order to ensure direct working relationships and interaction with community partners and stakeholders.

The City Council Liaison role is as follows:

- Serves as the primary communication channel between Council and the board/commission;
- Serves as the primary Council contact for the board/commission;
- Assists in fielding questions the board/commission may have about Park City Municipal;
- Keeps fellow Council Members informed of current events and issues of the board/commission;
- Serves as a conduit to keep the board/commission apprised of City projects and decisions that that affects the organization;
- May speak on behalf of Council at a board/commission meeting when a policy decision has been determined by the Council; and
- Unless specified by applicable agreement or governing rules, Liaisons are not voting members of any board/commission

How you can help your City Council Liaison:

- Send meeting invitations and event information in advance;
- Send an Outlook invitation to help Council members manage their calendars;
- Provide new Council liaisons with an orientation to your Board/Commission and clarify expectations for participation; and
- Consult with your legal counsel to determine how to preserve confidentiality when required or when to exclude Council liaisons from executive discussions which the liaison may be required to share information with the rest of City Council, such as regarding personnel and/or property negotiations with the City
- While you may use your Council Liaison as a conduit to the City, you are still required to work directly with City staff on items like event applications, land use/building permits, and questions that you believe a single department might answer (such as water service to your building). Liaisons are not permitted to represent private interests of third parties, including non-profits, before city departments/agencies.

Important Notes:

- Liaisons provide information and general feedback, not formal policy positions or direction, unless they have Council permission;
- When a liaison sees a City Council agenda item for a board or commission where the liaison may be asked for an feedback, the liaison will usually try to seek input from that Board/Commission; and
- If a new Liaison is needed, the board/commission should make a request to the Mayor or previous Liaison (Council deliberations will follow at the next available Council Meeting).

For further information regarding your Council Liaison, please contact:

Michelle Downard, Resident Advocate | mdownard@parkcity.org | 435.615.5109
or visit: www.parkcity.org/government/city-council



City Council Protocol – Operating Guidelines

The Open and Public Meetings Act (OPMA), [Utah Code § 52-4](#), regulates public bodies when conducting business and hosting public meetings. Council Protocols supplement OPMA and help implement [Park City Code 2-4-5, Relationship of City Council to Administrative Service](#). The protocols outline best practices for communication, provide clarity and establish consistent processes for navigating communications involving the Council, community, and staff.

Protocol 1: Council Requests for Simple Information

- a) City Council should direct requests to City Manager, Deputy City Manager, or Managers – with cc to City Manager.

Protocol 2: Council Requests for Research on Topic

- a) City Council should direct requests to City Manager, Deputy City Manager, or Managers – with cc to City Manager.
- b) If the project will require more than 2 hours of staff time, City Manager will determine whether the request requires City Council direction. If so, City Manager will seek informal or, if necessary, formal direction from the City Council.

Protocol 3: Resident Request of Council for Service

- a) Refer requests directly to City Manager, Deputy City Manager, or Managers – with cc to City Manager.
 - 1) If the service request is within the scope of the current service policy, the issue will be addressed as soon as possible.
 - 2) If the service request is for a new or significantly expanded service, the issue will be referred to the City Council for direction (consistent with Protocol 4, Council Request to Place an Item on the Agenda).
 - 3) If the Council Member wishes to be notified of the outcome, the Council Member will request notification at the time of the referral.
- b) If an email question is sent to the Mayor or designee and City Council, the Mayor or designee may respond to the individual.
- c) If the Mayor and City Council receive a staff-related issue, the Mayor will forward the email to the City Manager, with a cc to Human Resources Director.
- d) The Mayor and Council may agree to implement an auto-reply to Council_Mail@parkcity.org email acknowledging receipt of public input.
- e) If the Mayor and City Council receive an email that is public input on an issue, the Mayor or designated City Council member may also respond on behalf of the Mayor and Council, and send it to the appropriate staff person with a cc to the City Manager and to City Council.
- f) In addition to the Mayor or designee's email response, a City Council Member may also respond directly to the individual.

Protocol 4: Council Request to Place an Item on the Agenda

- a) A Council Member may request an item be placed on a future agenda during “Communications and Disclosures” or direct the request to the Mayor or City Manager directly. While Council may not discuss the merits of an issue not on the agenda, they may indicate support for a future discussion.

Protocol 5: Placing a Resolution on the Agenda

- a) A person or organization makes a request for a resolution not related to city operations to the City Recorder. Generally, requests should be submitted 4 weeks prior to the Council meeting.
- b) The City Recorder acknowledges receipt and informs the requestor that they have the option to promote their cause during the public input portion of upcoming Council meetings.
- c) The City Recorder sends the request to the Mayor, who informally polls the Council.
- d) If a majority of Council agrees to put the resolution on a Council agenda, the City Recorder adds it.
- e) If a majority of Council does not agree to put the resolution on a Council agenda, the resolution is not added. Any Council members supporting the cause can promote it during the Council Questions and Comments portion of the Council meeting.

Protocol 6: Council Questions on Agenda Item

- a) Make request directly to City Manager, Deputy City Manager, appropriate Manager, or the author of the staff report- with cc to City Manager.

Protocol 7: Communication to Council from Staff

- a) For material responses, communications should be sent to the Mayor and City Council as a group.
- b) If Staff is requesting a response in less than 24 hours, Staff must notify Council via phone call or text.
- c) If Staff has packet additions fewer than 24 hours before a Council meeting, the City Recorder must notify Council via text or phone call.
- d) Staff should include all Council Members, Mayor and City Manager in communications when related to a policy discussion.

Protocol 9: Liaison Responsibilities

- a) City Council determines its liaison responsibilities.
- b) Keep fellow Council Members informed.
- c) When a liaison sees an agenda item for a board or commission where the liaison may be asked for an opinion or vote on a potentially controversial item the liaison will use best efforts to contact the other Council Members before the meeting to gather input.
- d) A liaison's opinion or guidance may be misinterpreted by others. It is important that others understand a liaison is providing information, not a policy position or direction. Liaisons should act with utmost care to avoid misinterpretation.
- e) If a liaison appears to have made a policy decision, it should be discussed with the Mayor. If the situation involves the Mayor, the discussion should be with the Mayor pro-tem.
- f) In the case where a new liaison is needed or a liaison would like to exchange roles with another Council Member, Council will discuss and determine the new liaison assignment as a group.
- g) A liaison may speak on behalf of Council in the context of a board or commission meeting when a policy decision has already been made by the Council.

Protocol 10: Spokesperson for City

- a) Generally, the Mayor or a member of the City Council speak for the City (as opposed to expressing their opinion as an elected official) only when they have been asked by the Mayor, on behalf of the Council, to do so.
- b) For major events or issues, including emergency situations, the City Manager or designee is the City's Spokesperson unless or until the Council designates a Spokesperson.

Protocol 11: Alerts

- a) The Mayor and Council can expect alerts on significant issues by text or phone.

Protocol 12: Conflict Among Council

- a) Try to work it out among yourselves.
- b) If you see a conflict continuing, provide feedback on a one-on-one basis, and help each other.
- c) Mayor will serve as mediator. If Mayor is part of the conflict, other Council Members should strive to assist with conflict resolution.
- d) It is not the role of the City Manager or other staff to resolve conflict between elected officials.

Protocol 13: Closed Session

- a) Closed session is only for the purposes in [Utah Code](#), City Code, or common law.
- b) Council to stay on topics for which the meeting was closed.
- c) Strategy or discussion during a closed session are not formal decisions. Formal decisions must be voted on in a public meeting.

Protocol 14: Council Meetings

- a) If late to meeting, call ahead of time. If unable to attend, inform the City Manager.
- b) Mayor presides over council meetings; if the Mayor is absent, the Mayor pro-tem presides.
- c) Mayor and Council should notify the City Manager and City Attorney of disclosures and recusals prior to meetings when possible, and mention the disclosure during Comments.
- d) Council should request to speak and the Mayor will recognize the individual by name.
- e) When there is anticipated public input or a public hearing, the order during an agenda item should be:
 - 1) Staff presentation;
 - 2) Technical questions from City Council. Council should refrain from policy comments until after the public hearing or public input is received;
 - 3) Open public hearing or input, take public comments, close public hearing or input;
 - 4) Policy related questions and discussion from Council;
 - 5) Call for a motion and a second. Once made, the Mayor will call for discussion or comment on the motion specifically; and
 - 6) Formal vote or summary of direction from Council.

Protocol 15: City Manager Updates

- a) City Manager provide a bi-weekly written updates on organizational issues.
- b) The City Manager will provide Monthly Budget Reports to City Council.

Protocol 16: Council Budget & Travel

- a) City Manager distributes approved budget after City Council adopts.

- b) City Manager monitors and informs Council of available funds.
- c) Council will be informally polled if travel is unanticipated.

Protocol 17: E-Communication

- a) All communications among and to Council Members should be courteous and professional. Under state law, a record is public unless there is an exception making it non-public.
- b) During open and public City Council meetings, members of the City Council will not text about any item on the meeting agenda.
- b)c) Some communications may be labeled private, protected, privileged, or otherwise identified as non-public. These communications may not be shared outside of City government. Communications requesting or receiving legal advice are privileged and confidential and may not be shared outside of City government.

Park City Council Liaison Assignments

	ENTITY	Type	Primary or Co-Primary Liaison	Alternate	Staff	Schedule
Art & Culture	PARK CITY SUMMIT COUNTY ART COUNCIL	Non-voting	Ryan Dickey			5 meetings per year; 5:00 p.m. on the 2nd Tuesday of
	PUBLIC ART ADVISORY BOARD	Non-voting				
	BONANZA PARK	Non-voting	Nann Worel/Jeremy Rubell/ Bill Ciraco	Tana Toly	Rebecca Ward/Jen McGrath Matt Dias/Michelle Downard	
Community Development	PLANNING COMMISSION	Observing	"At-will" attendance		Rebecca Ward	5:30 p.m. on the 2nd and 4th Wednesday of the month
	BOARD OF ADJUSTMENT (BOA)	Observing	"At will" attendance		Rebecca Ward	5:00 p.m. on the 3rd Tuesday of the month
	BOARD OF APPEALS	Observing	"At will" attendance		Dave Thacker	Infrequent
	PARK CITY HISTORICAL SOCIETY	Non-voting	Tana Toly		Caitlyn Tubbs Rebecca Ward	8:30 a.m. on the 2nd Thursday of every other month
	HISTORIC PRESERVATION BOARD	Observing	"At-will" attendance		Rebecca Ward	5:00 p.m. on the first Wednesday of the month
	GENERAL PLAN	Non-voting	Bill Ciraco		Rebecca Ward	
	FRIENDS OF THE FARM	Non-voting	Paige Galvin		Paige Gavin	
Economic Development	PARK CITY AREA LODGING ASSOCIATION	Non-voting	Ed Parigian	Tana Toly	Chris Eggleton	1st Wednesday of the month
	PROSPECTOR SQUARE	Non-voting	Bill Ciraco	Tana Toly	Matt Dias	Monthly
	HISTORIC PARK CITY ALLIANCE (HPCA)	Non-voting	Nann Worel/Ryan Dickey			8:30 a.m. on the 3rd Tuesday of the month
	MAIN STREET AREA PLAN	Non-voting	Ryan Dickey		Chris Eggleton	
	PARK CITY CHAMBER/BUREAU BOARD OF DIRECTORS	Non-voting	Tana Toly	Bill Ciraco	Matt Dias	Monthly
	DEER VALLEY PUBLIC-PRIVATE PARTNERSHIP AGREEMENT	N/A	Ryan Dickey	Jeremy Rubell		
	SPECIAL EVENTS	Non-voting	Ed Parigian	Bill Ciraco	Jenny Diersen-Chris Phinney	
Environmental Sustainability	RECYCLE UTAH	Non-voting	Bill Ciraco		Luke Cartin	Monthly
	ROCKY MOUNTAIN POWER/UTAH COMMUNITY OF RENEWABLE ENERGY AGENCY	Voting	Jeremy Rubell	Bill Ciraco	Luke Cartin	1st Monday of the month
Equity & Community Services	LGBTQ+ TASK FORCE-	Non-voting	Browne Sebright	Ed Parigian		5:00 p.m. on the 2nd Wednesday of the month
	YOUTH ADVISORY COUNCIL	Non-voting	Nann Worel/Tana Toly		Linda Jager	
	MOUNTAINLANDS COMMUNITY HOUSING	Non-voting	Ryan Dickey			
	NATIONAL ABILITY CENTER	Non-voting	Ed Parigian			
	SPECIAL SERVICES CONTRACT SUBCOMMITTEE	Voting	Tana Toly	Nann Worel	Hans Jasperson	3-4 meetings each spring
	SENIOR CENTER / AGING ALLIANCE	Non-voting	Tana Toly	Nann Worel		Every Monday and Thursday
	EARLY CHILDHOOD ALLIANCE	Non-voting	Nann Worel	Ed Parigian		
	MENTAL WELLNESS ALLIANCE (Exec - NW)	Non-voting	Nann Worel	Tana Toly	Matt Dias	
	MOUNTAIN MEDIATION	Non-voting	Nann Worel		Mark Harrington	
	PC TOTS	Non-voting	Bill Ciraco	Ed Parigian		
	PEACE HOUSE	Non-voting	Rhoda Stauffer			Tuesday Afternoons
Essential & City Services	POLICE COMPLAINT REVIEW COMMITTEE (PCRC)	Non-voting	Jeremy Rubell	Nann Worel	Michelle Downard/Chief Carpenter	Infrequent; 1-2 meetings per year
	PARK CITY FIRE SERVICE DISTRICT ADMINISTRATIVE CONTROL BOARD	Voting – 4 year term	Jeremy Rubell	Ryan Dickey	Fire Marshal/Park City Fire District	1st Tuesday of the month
	LIBRARY BOARD	Non-voting	Ed Parigian		Adrian Juarez	
	FORESTRY ADVISORY BOARD	Observing	"At will" attendance		Mike McComb	10:00 a.m. on the 1st Thursday of the month
	SUMMIT COUNTY BOARD OF HEALTH	Non-voting	Michelle Downard		Michelle Downard	4:00 on Monday once a month
	SUMMIT MOSQUITO ABATEMENT DISTRICT	Voting	Staff- Troy Daley		Troy Daley	5:00 on the 2nd Tuesday of every month
	SNYDERVILLE BASIN WATER RECLAMATION DISTRICT	Voting – 4 year term	Ryan Dickey	Jeremy Rubell	Clint McAfee	5:00 on the 3rd or 4th Monday of the month
	PUBLIC UTILITIES	Non-voting	Bill Ciraco	Jeremy Rubell	Clint McAfee	Quarterly
	RECREATION ADVISORY BOARD (RAB)	Non-voting	Ed Parigian		Ken Fisher; Tate Shaw	6:00 p.m. on the 1st Tuesday of the month
Housing		Non-voting	Ed Parigian	Ryan Dickey	Jason Glidden Rhoda Stauffer	
Trails & Open Space		Non-voting	Tana Toly	Ed Parigian	Heinrich Deters Luke Cartin	
Regional Coordination	COUNCIL OF GOVERNMENTS (COG)	Voting	Nann Worel		Matt Dias	Monthly
	COLORADO ASSOCIATION OF SKI TOWNS (CAST)	Voting	Tana Toly/Ryan Dickey		Matt Dias	
	ENVIRONMENTAL PROTECTION AGENCY (EPA)	N/A	Nann Worel/Jeremy Rubell		Matt Dias	
	FEDERAL DELEGATION	N/A	Nann Worel	Rotates depending on issue	Matt Dias	
	CENTRAL WASATCH COMMISSION	Voting	Bill Ciraco		Matt Dias	3:30 on the 1st Monday of the month
	MOUNTAINLANDS ASSOCIATION OF GOVERNMENTS (MAG)	Voting	Nann Worel	Council	Matt Dias	
	UTAH LEAGUE OF CITIES AND TOWNS (ULCT); LEGISLATIVE POLICY COMMITTEE	Voting	Nann Worel/Tana Toly/ Bill Ciraco	Bill Ciraco	Matt Dias	
	2034 OLYMPIC BID	N/A	Nann Worel	Tana Toly	Matt Dias	
	PARK CITY SCHOOL DISTRICT (PCSD)	Non-voting	Bill Ciraco	Tana Toly	Matt Dias	
Transportation	TRANSPORTATION LIAISONS	N/A	Jeremy Rubell/Bill Ciraco		Sarah Pearce	
	REGIONAL TRANSPORTATION CONVENING	N/A	Ryan Dickey	Bill Ciraco	Sarah Pearce	



City Manager Work Plan

The 2025 Work Plan outlines CM priorities, representing focus areas and a platform for mutual accountability. The Plan contemplates the process of considering, implementing, suspending, or terminating policies, programs, and capital projects. It will enhance organizational focus and clarify.

Overarching **City Council Values and Priorities** identified during the February 2024 Council Retreat:

- **Balance** – Park City should balance the realities of our tourism economy with our residential quality of life and historic character — and seek creative solutions to enhance both the resident and visitor experience;
- **Connectivity** – Park City should maximize opportunities for interpersonal connection among community members while also removing barriers that prevent connection between our physical spaces; and
- **Experience** – Park City should maintain and enhance the unique characteristics that make it the place of choice to live, work, play, and create — fostering an inclusive, welcoming, and family-friendly community.

Have any of your Values and Priorities changed, or do they warrant additional discussion?

The City Council also identified and ranked numerous other priorities:

1. Transportation
2. Core Services
3. Housing
4. Community
5. Community Development and Planning
6. Neighborhoods
7. Economic Development
8. Recreation
9. Sustainability
10. Equity
11. Organizational Capacity

Have any of your priorities changed, or do they warrant additional discussion?

Note – The Work Plan does not describe the scope of City resources already committed to essential service delivery, such as public safety, public works, utilities, recreation, land use, financial management, human resources, customer service, community engagement, and technology.

The CM Work Plan was created with existing staffing thresholds in mind. However, additional resources are likely required before adding new initiatives (staffing, reorganization, cutting elsewhere, etc.).

Existing Priority Long-Term Planning and Community Development Initiatives

- General Plan (5 Phases)
 - Phases 1 and 2 complete. Phase 3 is wrapping up (visioning and goals).
 - Phase 4 and 5: develop General Plan elements and host community meetings and public hearings with the Planning Commission and City Council.
 - Project scheduled for completion in July 2025.
- Bonanza Small Area Plan
 - The Planning Commission is scheduled to review February 12 and March 12 to make recommendations to the Council.
- Sundance RFP
 - Awaiting notification in early spring. Requests for additional information will be shared with the Council.
- Recreate – SR-248
 - Data collection and alternatives development and purpose/needs screening: Complete.
 - Level 1 Screening: Jan-Mar 2025. Level 2 Screening and Modeling: Apr-Sept 2025. Locally Preferred Alternative: Oct-Jan 2026. Environmental and Preliminary Engineering: 2026-2027
 - Final Design: 1 year (Date TBD). Construction: 2 years (Date TBD)
- SR – 224 Bus Rapid Transit
 - Contractor Selection – December 2024. Development of MOU – January/February
 - BRT Station Design Workshops – Jan/Feb. Draft 30% design (based on NEPA LPA) February
 - Council presentation (benefits and widening impacts) scheduled for February 27, 2025
 - Contractor pricing available – March 2025. Funding Discussion – June 2025
 - Final design completed EOY 2025. Construction targeted - 2026/2027
- DVR Ski Resort Base Area Public Improvement District and Letter of Intent
 - DVR Worksession Scheduled February 27 & March 13, 2025
- Engine House Affordable Housing P3
 - Worksession scheduled for progress update Spring 2025

New/Next Chapter Long-Term Planning and Community Development Initiatives

- Bonanza 5-Acre Site Redevelopment RFP
 - RFP currently under review
- City Hall Future
 - Worksession scheduled February 13, 2025
- Recycle Utah Relocation
 - RU meeting with Council Liaisons scheduled February 25, 2025
- Quinns Junction Area Park & Ride
 - Worksession targeted March 2025
 - Summit County Regional Park and Study completed
- Main Street Area Plan
 - Worksession scheduled February 14, 2025
- Pickleball RFP
 - Worksession targeted March/April
- Seniors Center & Housing RFP
 - Worksession targeted March 2025

- Clark Ranch Housing RFP
 - Worksession targeted Spring 2025
- Public Utilities Rate Structure:
 - Worksession scheduled February 27, 2025

Existing Capital Projects Delivery

- City Park Community Center Building
 - May 2025: Project out to bid. August 2025 construction begin after Summer camp ends
 - December 2026: Project completion
- PC MARC Aquatics
 - Contract consideration scheduled March 7, 2025
 - December 2025 Construction Complete
- Main Street Water Line replacement
 - Spring 2025: Phase II – tie-ins, beginning 5th Street towards top of Main, requiring periodic sidewalk closures
 - Spring 2026: Phase III – continue individual tie-ins
 - Summer/Fall 2026: Main Street paving
- RMP Undergrounding
 - Construction Fall 2025 through Fall 2026. Equipment and contracts ordered.
- Gordo Property Environmental Cleanup
 - Staff Communications submitted February 6, 2025. Awaiting UDEQ Final Action Letter
- Bus Stop Improvements Citywide
 - Design Professional Services Agreement to Council – November 2024
 - Field Survey and Design – February 2024 to January 2025
 - Contractor Selection – February 2026
 - Construction – May 2026
- Thaynes Pathway Construction
 - Construction Agreement to Council scheduled March 27, 2025
 - Construction – May 2025
 - Phase II Planning and Design—Spring 2025
- SnowCreek Crossing
 - Council Work Session scheduled March 13, 2025
- Homestake and Munchkin Road
 - Finalizing Easements – February 2025
 - Contractor Selection – March 2025
 - Construction Agreement to Council – April 2025
 - Construction Start – May 2025

Existing Core/Internal Services

- Workforce recruitment and retention
 - Panel interviews – February 28, and finalist by March 14, 2025
- Financial and Accounting Software System (ERP) Implementation
 - End User training for Financials Phase – March 2025 (citywide training all departments)
 - Phase 1 – Financials go-live – April 2025 (9-month Implementation)
 - Includes: Accounting, Accounts Payable, Budgeting, Capital Assets, Cash Management, Contract Management, eProcurement, Project & Grant Accounting,

Purchasing, Accounts Receivable, General Billing, Cashiering, Enterprise Analytic and Reporting w/ Executive Insights

- Phase 2 – UB Phase: January 2025 - January 2026 (~12-month implementation)
- Phase 3 – Permitting & Licensing: April 2025 - January 2026 (~9-month implementation)
- Phase 4 & 5 – Payroll and Asset Management – TBD (~9-month implementation each)

**Each phase requires extensive commitment not only from departments, but Finance and IT

- Credit Card Processing Fee
 - Conducting merchant fee audit to evaluate opportunities for more favorable rate structure
- Year-end Close, Annual Audit, Comprehensive Financial Statements, and GFOA COA Award
 - Year-end close and audit preparation begins June 30 and close out and account reconciliation through September 2025
 - Final trial balance for FY25 provided to auditors in October 2025
 - GFOA Certificate of Achievement applied for in December 2025
 - Impact fee and state reporting (fraud risk assessment, audited financial statements, financial certification) December 2025
- Workforce Learning and Organizational Development Program
 - New software (Absorb) is in soft launch
 - Technology implementation – April 2025
 - First round of trainings – June 2025
- Health Insurance Renewal
 - Starting RFP process, negotiations with Aetna (on-going), review plan design, and review Self-Funding options (March)
- Annual budgeting process
 - Internal Budget Planning, Results Team, Capital Committee, Executive, & Council (major initiatives): March 2025
 - Present Recommended Budget, Fee Schedule, and Policy Updates to Council: Apr-May
 - Adopt Tentative Budget: May 1, 2025
 - Refine Tentative Budget, Finalize Fees, Policies, Public Hearings: May-Jun
 - Adopt Final Budgets (PCMC, LPA, RDA), Fee Schedule, Policies, and Ordinances: June 12, 2025 (must be adopted by June 30)
- Legislative Platform
 - 2025 Platform approved January 26, 2025
 - Ongoing efforts and updates during 2025 Legislative Session