PARK CITY COUNCIL STRATEGIC PLANNING RETREAT MINUTES
2060 PARK AVENUE
PARK CITY, UTAH 84060

February 13, 2025

The Council of Park City, Summit County, Utah, met in open meeting on February 13, 2025, at 9:30 a.m. in the Police Department Training Room.

STRATEGIC PLANNING MEETING

I. ROLL CALL

Attendee Name	Status
Mayor Nann Worel Council Member Bill Ciraco Council Member Ryan Dickey Council Member Ed Parigian Council Member Jeremy Rubell (arrived at 9:36 a.m.) Council Member Tana Toly Matt Dias, City Manager Margaret Plane, City Attorney Michelle Kellogg, City Recorder	**Present**
None	**Excused**

II. DISCUSSION ITEMS

Childcare Update:
Michelle Downard, Resident Advocate, reviewed the history of getting this program started and statistics on users, and stated the program had been running for one year. She noted that Summit County joined the program last July and they used the same administrator. The scholarship allocations went to Park City residents and workforce, Park City Municipal employees, and the local childcare providers. She indicated the number of scholarships was growing and the number of families using the Division of Workforce Services (DWS) was more commonly used as well.

Downard reviewed the exposure the program was getting nationwide. She was invited to the National Child Care Innovation Summit sponsored by the U.S. Chamber Foundation in Washington, D.C. because Park City was doing groundbreaking work with this childcare scholarship program. The Utah Childcare Solutions and Workplace

Productivity Plan was just released and this program was highlighted. The U.S. Conference of Mayors asked if they could highlight this program as a best practice in the guide they produced for their group, and Utah PBS reached out to learn more about the program.

Downard indicated the City spent $349,580 of the $1 million allocated for the program in its first year. Upwards, the program administrator, estimated the remaining funds would be exhausted by the end of 2025.

Mayor Worel stated it was important to the Council that waitlists for childcare be reduced, and she asked what the status was. Downard indicated she would get back with that answer. Council Member Ciraco asserted many of the scholarships were for resort employees, and he asked if Downard had talked with the Chamber about having them augment the program. Downard stated the Chamber was trying to promote something with other employers. Mayor Worel indicated another goal was to have in-home providers get certified. Downard affirmed that was ongoing and there was a CPR class offered. She also noted the PC Community Foundation provided a monetary incentive to people who wanted to become licensed and participate in the program.

Council Member Rubell referred to the Universal Pre-K program in the school district and he asked to know the implications of that program before having a funding discussion. Downard indicated that the school district expanded the eligibility for age and they increased capacity. She would find out those impacts as well as the subsidies they were providing and bring that back to Council. Council Member Rubell asked how many of the participants were at 0% AMI. He also asked if the 10% paid by family could be looked at to see if that percentage was hitting the need, or if a tiered structure should be looked at for families with multiple children. His goal was to help those in the lower AMI brackets more. Downard stated she would look at that.

Council Member Toly asked if this program set a goal of how many children would be served in the first year. Downard indicated they didn't know what number of families would be eligible, but seeing the results, she felt the program was successful. Mayor Worel thanked Downard for this well-run program

2025 General Plan Housing Elements and Goals
Dejan Eskic, Senior Research Fellow at the Kem C. Gardner Policy Institute, and Rhoda Stauffer, Affordable Housing Specialist, presented this item. Eskic indicated he was tracking housing-related bills at the Legislative Session: HB37, HB88, and HB90 which had died. Council Member Dickey asked if HB37 gave density bonuses. Eskic stated density would not have to be negotiated. HB149 would prevent institutional investors from purchasing single family homes, SB181 discussed minimum parking space required, HB360 allowed for more condos, and HB256 would allow municipalities to use short-term rental listings to require licensing.

Eskic stated the population in Utah continued to grow and a lot was going on in the Wasatch Back that would put pressure on cities. He indicated those who estimated growth for the area looked at open space and other factors. Council Member Rubell asserted full-time residents hadn't changed in years and he didn't see a huge spike forthcoming. It was indicated 30% of the homes in Park City were full-time residents and the others were second homes. Council Member Parigian noted the affordable units being built would bring in hundreds of full-time residents. Eskic indicated interest rates were a factor making it difficult for people to own homes right now.

Eskic discussed short-term rentals (STR) and indicated 24% of the county housing stock were STRs and that number was increasing. Council Member Ciraco stated STRs took away inventory for long-term rentals (LTR). Eskic noted in Washington County, the STRs were oversaturated and now there were more LTRs, so the market corrected itself. He stated 42% of housing in Park City were STRs. Council Member Rubell hoped to have another discussion regarding the housing growth in Summit County and Wasatch County. Eskic acknowledged they underestimated the housing growth in the Wasatch Back.

Council Member Parigian led the next part of the housing discussion which included the City's housing goals through the 2034 Olympics. Stauffer reviewed there was a housing goal of 800 new affordable housing units by 2026. After all the planned units were built, the City would have a total of 1,686 units. The Council in 2016 hoped that 15% of the City's workforce would live in the City. The national recommendation was 20%-25%. Council Member Parigian noted the challenges to creating affordable housing in this resort town, which included spacing, unaffordability, and second homes. He asked if the Council would recommit to a housing goal.

Sara Wineman reviewed the benefits of having affordable housing, which included boosting the economy, retaining employees, reducing traffic, increasing civic engagement, etc. Stauffer reviewed the history of the City's affordable housing efforts in general. Council Member Parigian noted the affordability guidelines dictated that no more than 30% of income should be used for housing. Many people paid over 50% of their income towards housing. He indicated 62% of the Park City workforce earned 60% AMI or less and asserted wages were not increasing as fast as rent.

Stauffer reviewed the evolution of the City's Housing policy. The current AMI policy was that affordable housing could be up to 80% AMI. Wineman noted the ways the City increased its housing supply as outlined in the packet. Council Member Parigian indicated the City only had 200 of the 800 completely finished. Some questions for the Council's consideration: Council's willingness to execute City planned projects, lower the affordable housing baseline, update workforce housing goals, expand affordable housing targets, and provide financial incentives.

Council Member Parigian asked who the Council wanted to target in the housing policy, to which Council Member Ciraco stated locals and he asked if “local affordable housing” meant housing within the City’s boundary or if it included the Park City area. He wondered if the City’s local workforce percentage had dropped because they moved to affordable housing in Summit County. Glidden indicated Silver Creek Village was a big project and there was a mix of private development there. Mountainlands Community Housing had 150 affordable units in that project that averaged 60% AMI.

Stauffer indicated a previous Council clarified 15% of workforce should live in City limits. Council Member Rubell indicated one problem was general affordability and desire. He thought the City limits might not be the ideal place for workforce since food and other necessities cost more. He asked how they wanted to use the policy tools and public funds to incentivize development. Looking at future projects listed in the packet, the Council didn’t know if they would come to fruition. He hoped to see what Council wanted to target in the projects. He didn’t want to focus on how many units to build by a certain date until the target was identified. He thought workforce wage should be used since AMI didn’t accomplish the need for this area. He also thought the workforce wage should equal 80%, or 45%-50% AMI, and he suggested resetting the policy to make the goal 50%-60% AMI or 100% workforce wage for the projects in the queue.

Council Member Parigian stated some projects started at 40% AMI, but when people got raises they would pay more rent and the rent would not be as subsidized. Stauffer clarified annual pay assessments were performed, and the rent could not exceed 30% of the income.

Council Member Toly stated it could be detrimental to have roommates and asked if the goal was to build single units or family and community housing. She supported family housing. She agreed there was not a lot of space in town, and she thought they could partner with other businesses. She also indicated the City could look at targets based on the project and location, instead of having a blanket goal. Council Member Rubell thought reducing the maximum AMI from 80% to 60% would help. He asked if the 80% AMI should be reset. Council Member Ciraco agreed it should be reset to 60% and it was a good place to start. He also thought there should be a conversation on the seasonal workforce and asserted the seasonal workforce and year-round workforce should be discussed separately. He wondered if the City should create and incentivize a program for employers to provide housing for seasonal workers. Council Member Parigian noted a project needed to be 60% AMI to get federal funding. Council Member Toly stated there was a need for all types of housing. She wanted to be nimble to the needs they saw in the community at any given time.

Council Member Rubell noted 80% AMI was the target for attainable housing and asked if that was what the City wanted. Wineman stated they looked at salary AMIs and Park City had a lower workforce wage than other parts of the country. Council Member Dickey asserted managers working in the City didn’t live in the City so those higher

wages were not counted in those statistics. He didn't want to make changes to the policy until he had more information on the Affordable Master Plan Development (AMPD) code. He wanted to pursue projects the community would support.
Mayor Worel stated it was important for first responders to reside in the City and she thought the wages of critical workers should be considered. Wineman stated the frontline workers were making 60%-80% AMI. Council Member Dickey supported 60% AMI and discussing the AMPD at a future meeting. Council Member Parigian stated nothing had to be decided today but asked if the Council wanted to have further discussions on changing the AMI policy requirement. Council Member Toly asked if the City should incentivize more for-sale affordable homes.

Council Member Ciraco didn't think the community would support the City subsidizing other businesses' employees. Council Member Rubell favored targeting the middle of the workforce. Council Member Dickey felt that was already the City's policy and they were building for that demographic. The Council agreed to bring back the Housing Resolution to adjust the AMI%. It was indicated housing would be part of the General Plan update.

Council Member Toly wanted to get the planned projects going. Council Member Rubell felt amending the housing resolution was important. Mayor Worel stated they could continuously build affordable housing but if people couldn't live here, it would not be worth it. She knew childcare was a good start, but she encouraged Council to look at other policies to see what could be done to increase affordability in general.

Council Member Rubell didn't want to set a housing goal and he was against using open space for affordable housing. For unencumbered land, he supported affordable housing when it was feasible and close to transit. Council Member Toly stated they had discussed having a regional housing authority and she felt the City's money would go further partnering with the county and building housing together. Council Member Rubell indicated the decision at the time was to test it by partnering with the County on housing projects.

Council Member Parigian suggested not requiring open space in a housing project, especially if open space like City Park or the Library Field was located nearby. Council Member Dickey felt the housing goal was helpful, and he recommended keeping the 15% of workforce living in the community as the continued goal. Council Member Toly hoped to prioritize municipal employees. Wineman stated employees were prioritized for a certain time and then there was a waterfall that mandated opening the units to others based on a priority system. Council Member Rubell added that the priority system was not available when a project had federal funding. Council Member Dickey favored raising the workforce living in the community percentage to 20% if Council was willing. He wanted to be realistic and he knew that work still needed to be done to get to 15%, but he felt that was a good goal. Council Member Ciraco wanted to push the levers on the policy to make the applications come in. Council Member Parigian preferred to have a lofty goal and then the City could do its best to reach it. Council Member Rubell suggested having a goal to complete all the planned units and then set policy direction to look for additional opportunities. Council Member Dickey agreed and asked the team to add to the list of opportunities. Wineman noted staff was looking for opportunities to buy buildings and fit them for affordable housing.

Matt Dias indicated projects that hadn't been seen by the Planning Commission were not included on the housing list. Wineman recapped that Council wanted to discuss the housing resolution and the AMI%, ways to incentivize developers by modifying the AMPD, and discussing a benchmark for meeting the housing goal of 800 units. There would also be a future discussion on raising the percentage goal for workforce living in community. Council Member Rubell added that the housing resolution should be updated to reflect 60% AMI. Council Member Dickey noted another directive was to find other opportunities for housing that could be added to the list.

Main Street Area Plan (MSAP):

Tristan Cleveland and Mitchell Reardon, Happy Cities, and Brent Crowley, Kimley Horn, presented this item. Reardon reviewed the history of the MSAP and summarized the Council's direction. Cleveland stated there was excitement for a redesign and people loved closing Main Street for pedestrian use during the Sundance Film Festival.

Council Member Rubell asked if Main Street could be done in pieces. Cleveland stated the components could be separate but there needed to be a decision on China Bridge or another parking solution. Council Member Rubell asked to discuss traffic and circulation first. Crowley indicated they put the traffic projects into a spreadsheet. Crowley reviewed projects A-H. Council Member Rubell asked to define "car lite." Crowley stated Main Street would be a one-way street with the opposite lane for transit only. There would be parking on one side. Cleveland noted this format would allow the street to be easily closed for pedestrian only use. Council Member Toly expressed concern for how Main Street would work with the side streets. Crowley indicated there would be a concept study to lay it out as part of the preliminary design. Council Member Toly asked if any of the traffic projects did not depend on Main Street becoming car lite. Reardon referred to the transportation recommendations in the packet and stated E, F1, F2, F3, F4, and H could be removed from the plan. Cleveland stated there was an option not to do the construction design right-of-way analysis until next year when the other resources were in place. He asked if the Council wanted more analysis done to speed up the process.

Council Member Rubell asked about prioritizing projects and how staff would be able to do the analysis. Eggleton stated they had relied on staff to come to the place they were today. Moving forward, they would use consultants with the Council's approval. He needed the Council to determine the priority. Council Member Rubell asked if staff could support this project as well as the other projects they were working on. Cleveland stated it would be at least a year before more staff time would be needed. The consultants needed to do their analyses in the meantime. Council Member Dickey suggested letting the consultants do the analyses and then when it came back to Council, staff could break down the cost and staff time needed. Council Member Rubell stated they didn't need to consider Recommendation H, the park and ride, and could remove that from consideration. Cleveland asked if the Council wanted an ambient temperature loop study for Main Street. Council Member Ciraco supported a study for that and said that was an energy saving tool and could be a snow melt system as well. The majority of Council agreed to that study. Cleveland didn't know the cost of the study, but he would give a staff report to Council on the cost. Council Member Rubell wanted to verify this could be done without impacting any other projects going on.

Matt Dias stated staff capacity was an important factor. Staff was lean and they relied on the private sector for these studies. It was more efficient for staff to draft an RFP and then let the private sector perform the work. He noted there was not a project that was behind schedule due to staff capacity. He stated MSAP was a high priority of the Council and staff was excited to see it move forward.

Cleveland asked if a civil engineering infrastructure analysis could be done. Crowley stated this analysis would consider preserving off-ramps, ADA ramps and access, and all existing conditions. The ambient loop would be worked in at 30% of the design process. Those doing the loop study would need to determine the current utilities in the ground. Council Member Rubell didn't know what use Main Street would have so he felt the analysis for infrastructure was premature. Reardon stated no matter the use, this study was necessary in order to have a uniform Main Street. The Council agreed to have the civil engineering study.

Cleveland referred to Miner's Park and the 9th Street Park and asked if work should be done to develop an RFP. Council Member Parigian stated this could be done anytime and was not the priority of the project. Council Member Toly liked this idea because there weren't family-friendly features on Main Street. Council Member Ciraco stated this could be an immediately visible improvement for Main Street, so he supported it. Council Member Dickey indicated this would be a lot of cost, but it wouldn't bring in revenue. He would approve a feasibility study, but this was a watch out point for him. Council Member Rubell supported it.

Cleveland discussed the Brew Pub Lot and the gondola to Deer Valley. He noted the proposed route for the gondola had not been studied. They would have to meet with Deer Valley to see if they were interested. Then they would need to study and design it. If Deer Valley was not interested, an RFP would be issued for the design of the park. Eggleton stated this request was for an RSOQ to perform the gondola study and ask for Deer Valley's support for the proposed route from Main Street Brew Pub to Snow Park. They would bring back Deer Valley's reaction and the cost for the study for the Council's approval. Council Member Toly asked who the gondola was for: a base for Deer Valley where skiers would park on Main Street or was this for Deer Valley guests to visit Main

Street. She didn't want China Bridge to become skier parking. Cleveland indicated the biggest spenders on Main Street were Deer Valley guests, and this would move them and locals back and forth while reducing car trips. He also noted more parking was opening for Deer Valley, but if there were parking problems, they could identify solutions. Eggleton stated they were not trying to identify who this would serve, but if it was an option.

Council Member Rubell asked staff to verify a prior study had not been completed. He didn't feel like Brew Pub Lot was the right location for the gondola. Council Member Ciraco asked if anyone had spoken with Snow Engineering about the previous gondola study. Dias reviewed the route for that study and indicated there were many impediments. Another study was done by a private citizen. There had never been a study for a gondola leaving from the top of Main Street. He talked with Deer Valley about a gondola in general so this would not be a surprise to them. Council Member Ciraco acknowledged the proposed route was 75% unencumbered. Cleveland asked if staff could assess what studies had been done and then Council could determine if they wanted to assess the possibility of a gondola. Council Member Dickey stated this was connectivity to Main Street from Deer Valley and that was something that was not available in other cities. He wanted to pursue this discussion. Council Member Ciraco stated the Brew Pub was a small amenity. He supported looking into past studies and then determining if they wanted to do a study at this location. Council Member Rubell stated the research should include a gondola route from the Main Street area to any resort. Cleveland clarified staff would research this and they would consider potential places for a gondola. The Council agreed to this research and directed staff to talk to Deer Valley and Park City Mountain Resort.

Cleveland reviewed that Council wanted to discuss the MSAP new building concepts. He wanted to identify a process for making a decision on the future buildings, which would include financial and political feasibility that would meet the requirements of the plan. They wanted to avoid challenges that occurred with past processes. Cleveland stated if they wanted the plan to be finished by the Olympics, then the process needed to begin now. Council Member Rubell was not in favor except for looking at the failing need for China Bridge. Council Member Dickey supported looking at China Bridge and added there was a benefit to the district of having more commercial space. There was no lodging in the district, and he supported a feasibility study for that. He wanted to see the whole picture and then determine what was feasible and what was not. Reardon proposed to share a process for Council to decide on pursuing a feasibility study or not.

Council Member Ciraco noted Sundance might not have the presence in Park City that it used to and businesses might not survive. The risk in this process was losing credibility with the public. He thought the Council needed an answer to transportation. Council Member Dickey heard the same concerns with transportation for the new plan. Council Member Rubell suggested focusing on things they could actually achieve. Council Member Dickey asserted a project that was all cost and no revenue was not

realistic. Council Member Rubell suggested focusing on China Bridge and saving the plaza stuff, big development north of City Hall, and the transit center until a future discussion.
Council Member Toly asked if the Council wanted to see Swede Alley look the same way 10 years from now. She wanted to make it easier for small businesses to start in town by having spaces on Swede Alley where rents were cheaper. If China Bridge was redone, commercial spots should be put in there. She wanted to find a middle ground for Swede Alley. Council Member Rubell said he wanted to focus on China Bridge and leave out the north part of the project.

Reardon heard the Council wanted the flexibility to develop some things along the way. They broke down the Council's requests from the December 19th meeting into small pieces. He needed direction to study and propose how a feasibility study would be conducted. Then the Council would approve the study or amend it. Council Member Parigian liked the Old Town Transit Center (OTTC) and thought it was relative to the size. He felt they needed a hotel in the plan, but he didn't know where in the plan it would go. If there was going to be affordable commercial, then the City would need to provide it. Reardon stated he would send a staff report for Council to consider.

It was indicated the majority of Council agreed to begin the focus on China Bridge. Council Member Dickey didn't want to focus on China Bridge if there wasn't consensus on commercial space. Cleveland indicated he would send a memo that wouldn't mention financials but would empower the Council to help them decide on which things to study. It was decided to only study the China Bridge area.

City Council Protocols and 2025 Liaison Assignments:
This item was continued to a future date.

City Manager Work Plan:
This item was continued to a future date.

ADJOURNMENT

With no further business, the meeting was adjourned.

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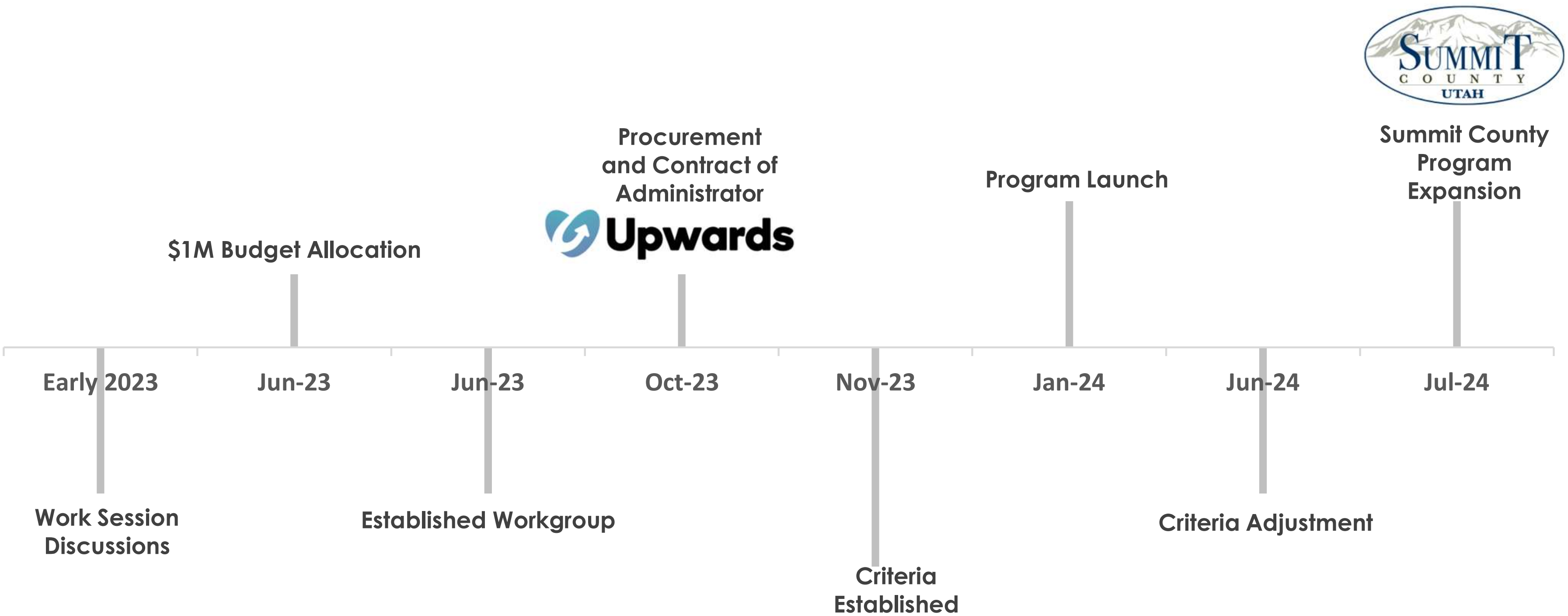
Michelle Kellogg, City Recorder

CHILDCARE SCHOLARSHIP PROGRAM

PERFORMANCE UPDATE

PROGRAM DEVELOPMENT



PARK CITY 1884

OUTREACH


NEWS > LOCAL NEWS

Park City offering financial help to cover childcare costs

Chaman Lal was working at the 7-Eleven on 200 South in Salt Lake City with his brother, Shyam, when he stepped outside and heard a gunshot come from inside the store.

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Upwards PARK CITY 1884

Need financial assistance for childcare?

Spots are limited!

Park City Municipal and Upwards have partnered to provide scholarships to local families to cover childcare costs!

How to get started:

1 You are eligible if you:

- Have a child, birth - kindergarten age
- Reside or work in the Park City, UT limits (84060)
- Household income less than 100% Summit County AMI and contribute 10% of the total family income to childcare

Visit parkcitycf.org/new-park-city- childcare-program-is-live/ for eligibility criteria

2 Sign up

Use the QR code or sign up at upwards.com/childcare-assistance

3 Create your application

Answer a few short questions about your family. Upwards care manager will guide you through the application process.

Documents needed

- Proof of the child's age
- Proof of income
- Proof of residency
- Proof of Park City or PCMC workforce
- Proof of DWS benefits (if eligible)

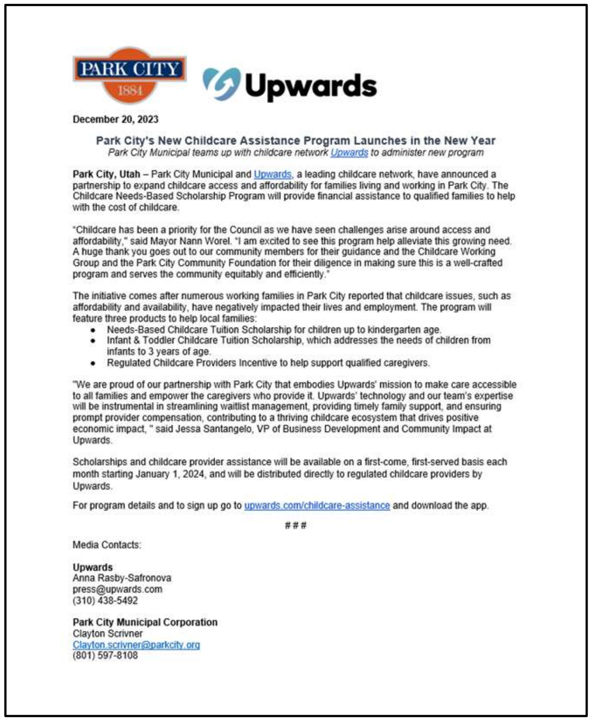
4 Select your caregiver

Verify your childcare provider's eligibility or get matched with a caregiver from our scholarship program!

5 Provider Incentive

- Support children enrolled in DWS Child Care Assistance in 80640
- Provide child care service in Summit County

Questions? Give us a call at (323) 991-7368


PARK CITY 1884 Upwards

December 20, 2023

Park City's New Childcare Assistance Program Launches in the New Year

Park City Municipal teams up with childcare network Upwards to administer new program

Park City, Utah – Park City Municipal and Upwards, a leading childcare network, have announced a partnership to expand childcare access and affordability for families living and working in Park City. The Childcare Needs-Based Scholarship Program will provide financial assistance to qualified families to help with the cost of childcare.

"Childcare has been a priority for the Council as we have seen challenges arise around access and affordability," said Mayor Nann Worel. "I am excited to see this program help alleviate this growing need. A huge thank you goes out to our community members for their guidance and the Childcare Working Group and the Park City Community Foundation for their diligence in making sure this is a well-crafted program and serves the community equitably and efficiently."

The initiative comes after numerous working families in Park City reported that childcare issues, such as affordability and availability, have negatively impacted their lives and employment. The program will feature three products to help local families:

- Needs-Based Childcare Tuition Scholarship for children up to kindergarten age.
- Infant & Toddler Childcare Tuition Scholarship, which addresses the needs of children from infants to 3 years of age.
- Regulated Childcare Providers Incentive to help support qualified caregivers.

"We are proud of our partnership with Park City that embodies Upwards' mission to make care accessible to all families and empower the caregivers who provide it. Upwards' technology and our team's expertise will be instrumental in streamlining waitlist management, providing timely family support, and ensuring prompt provider compensation, contributing to a thriving childcare ecosystem that drives positive economic impact, " said Jessa Santangelo, VP of Business Development and Community Impact at Upwards.

Scholarships and childcare provider assistance will be available on a first-come, first-served basis each month starting January 1, 2024, and will be distributed directly to regulated childcare providers by Upwards.

For program details and to sign up go to upwards.com/childcare-assistance and download the app.

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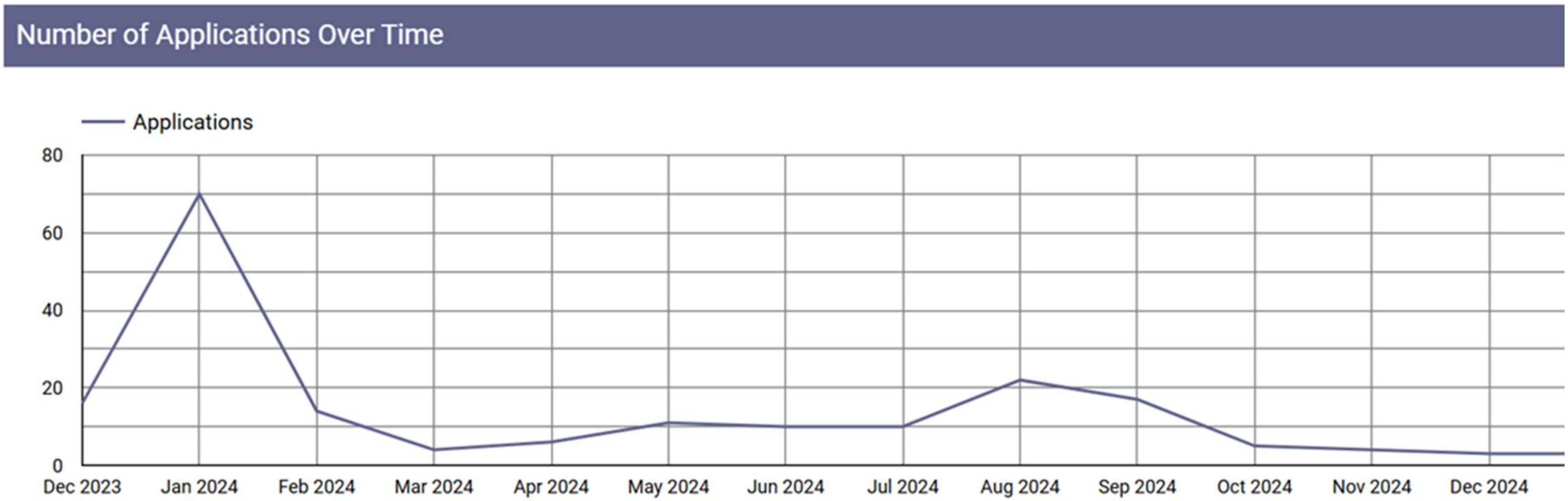
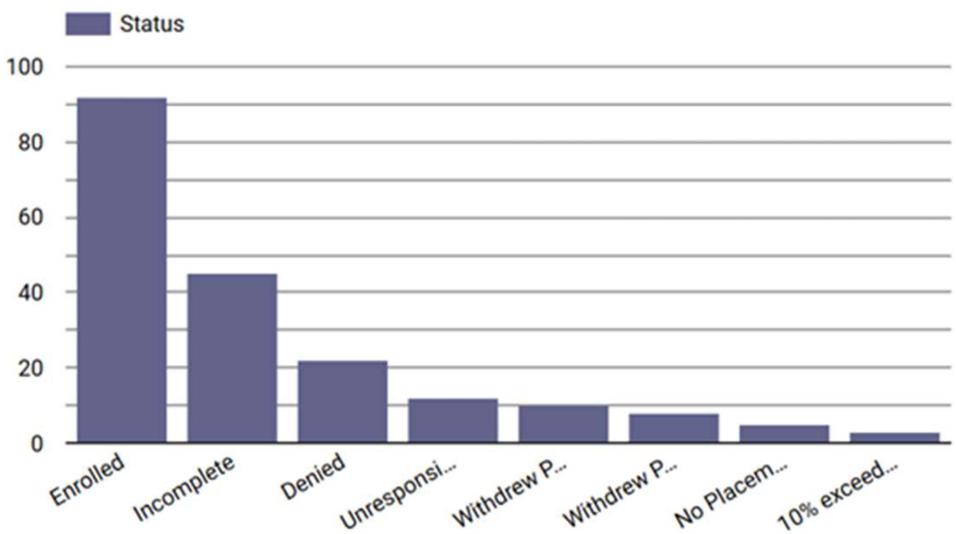
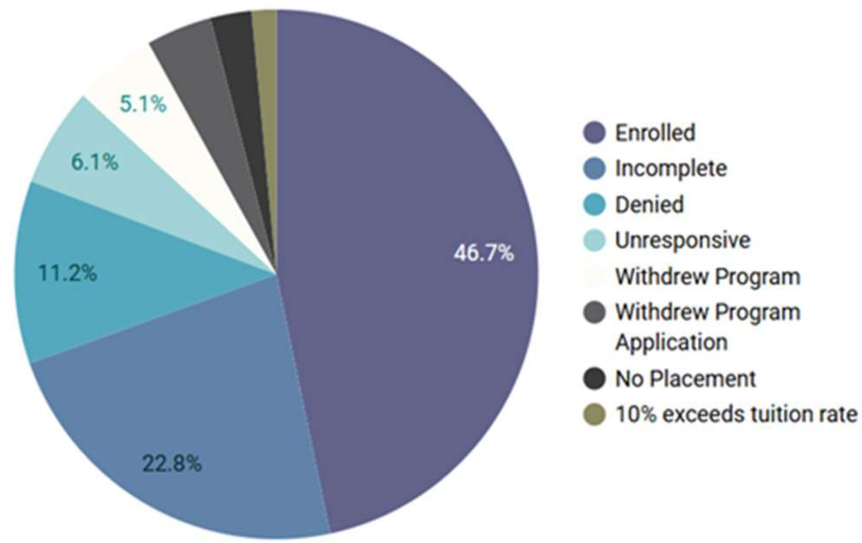
APPLICATIONS



APPLICATIONS

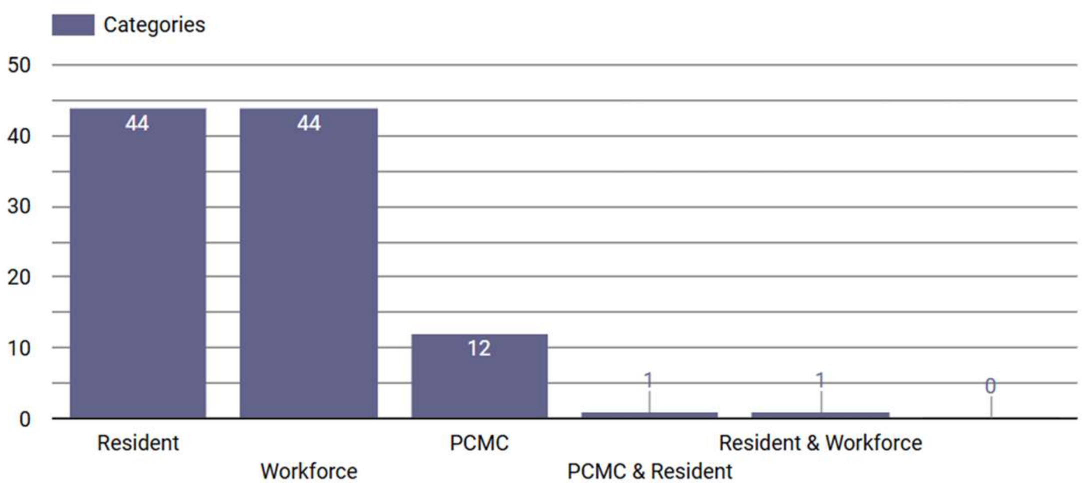
Applications By Status

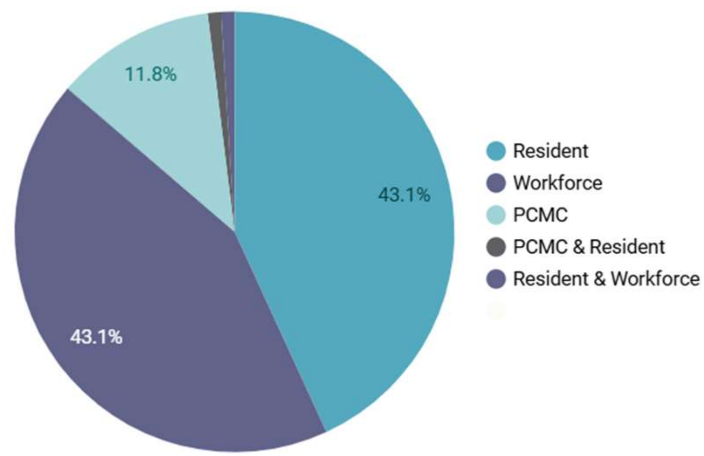




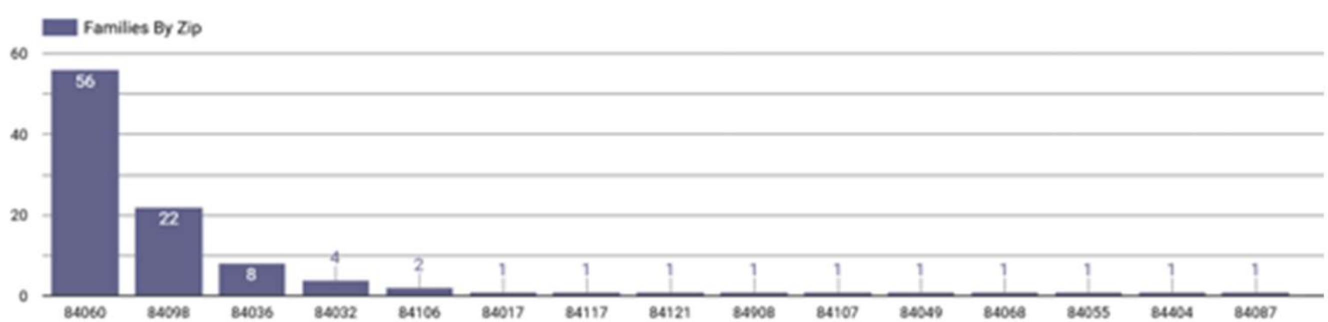
CHILDREN ENROLLED

Enrolled Family Categories

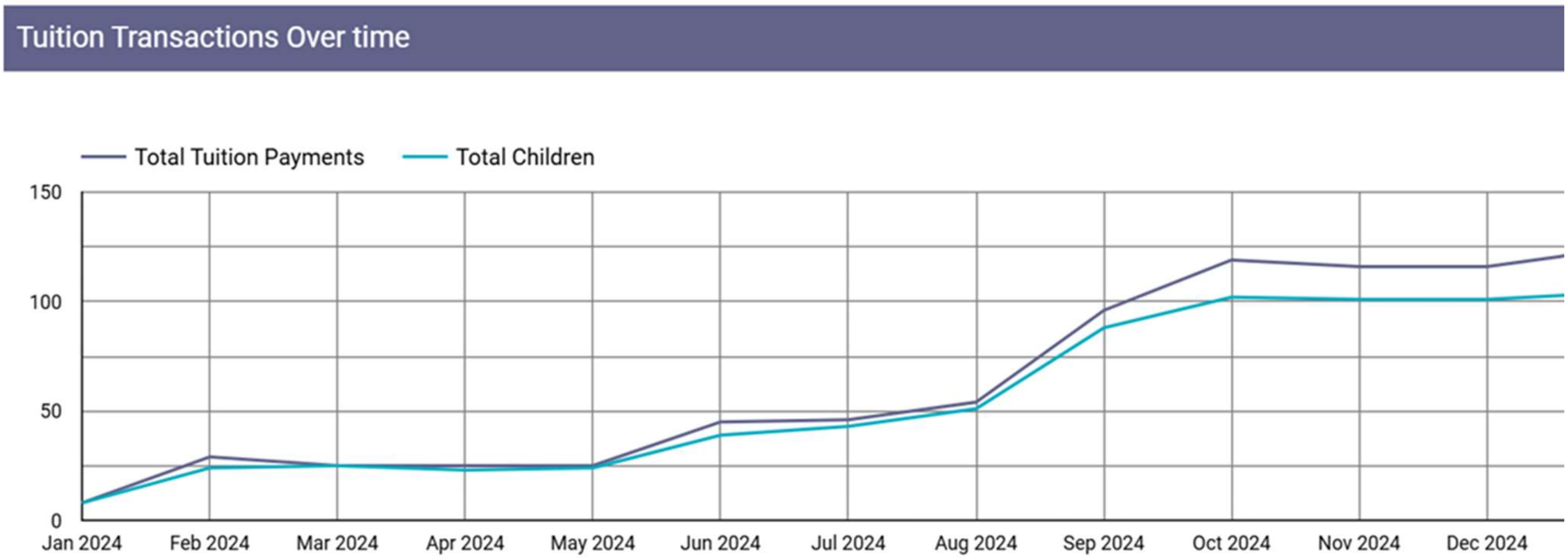




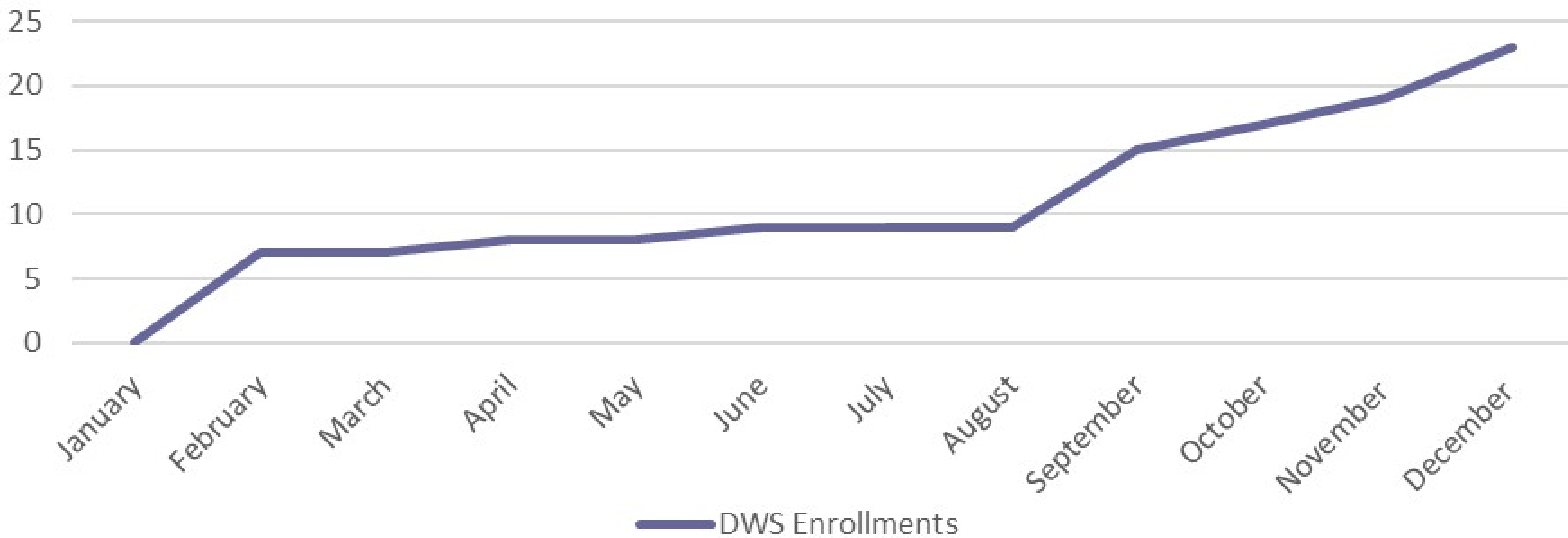
Enrolled Families By Zip Code



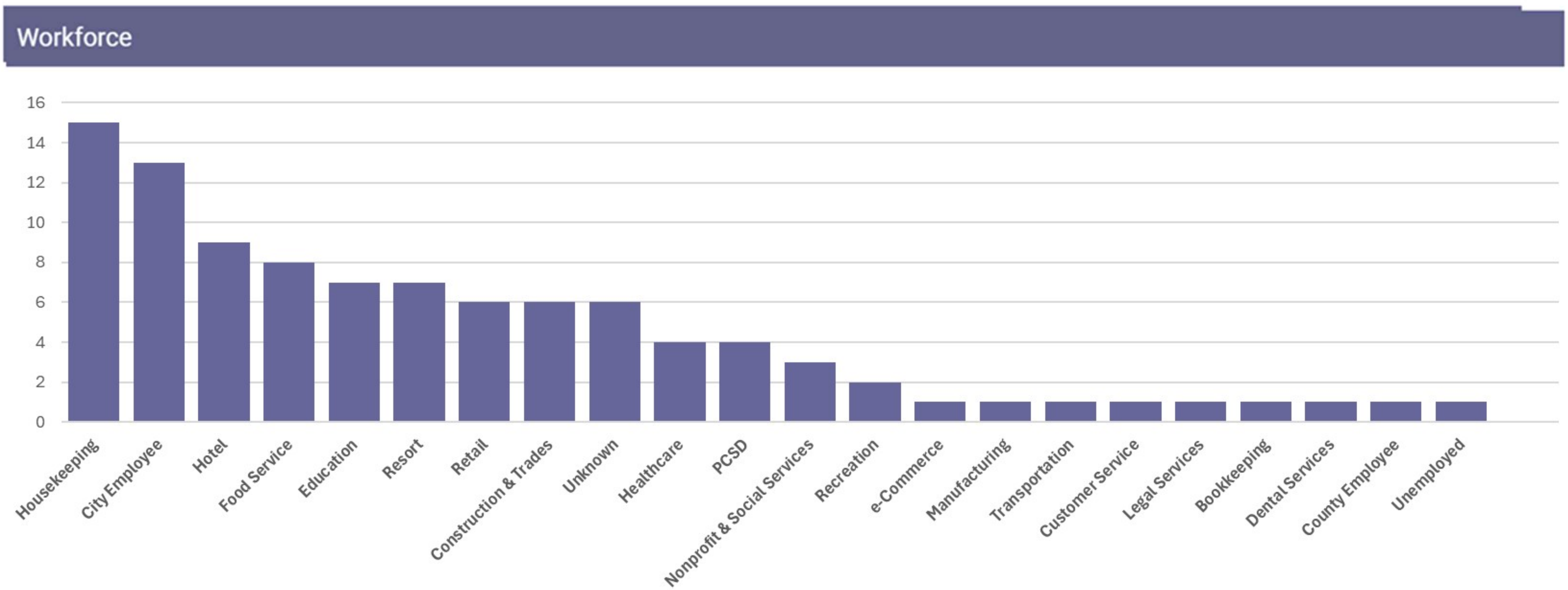
SCHOLARSHIPS



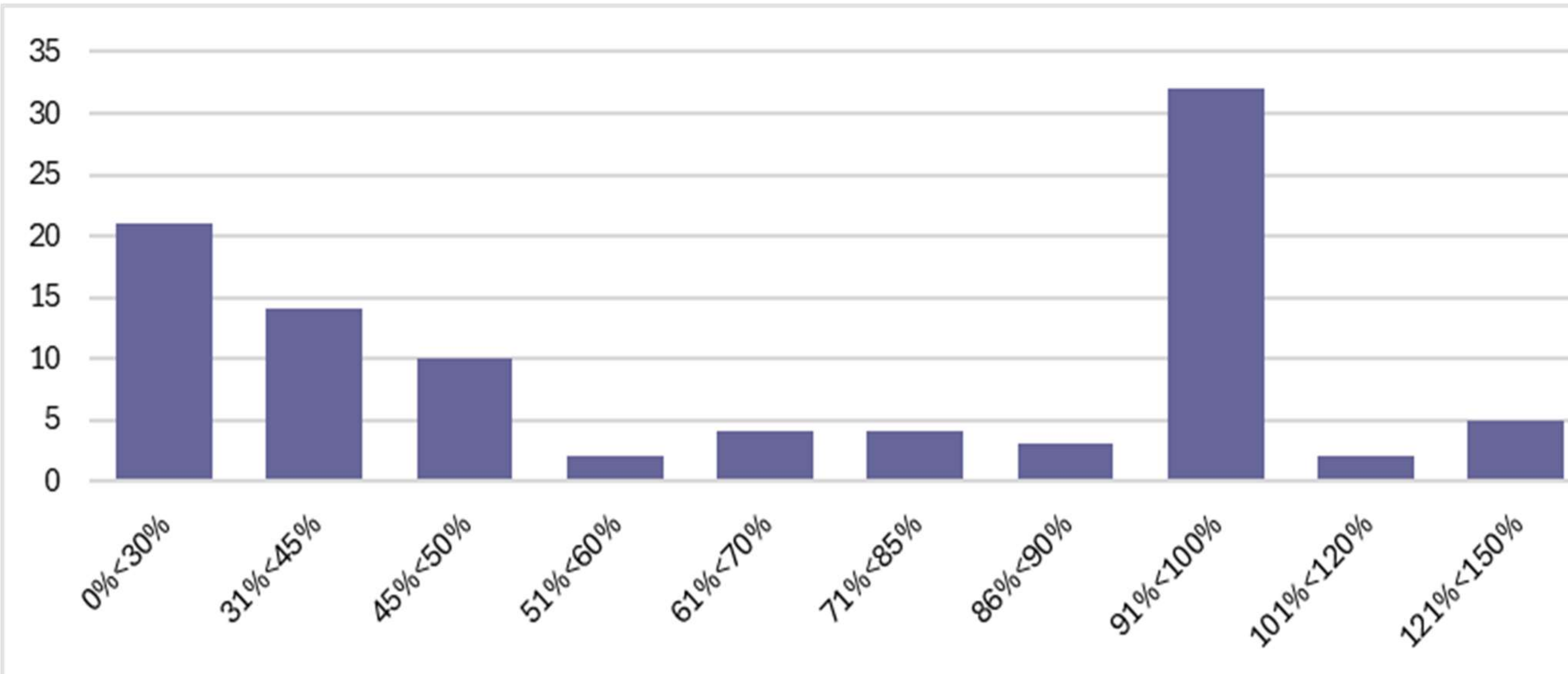
DWS ENROLLMENTS



EMPLOYMENT BY HOUSEHOLD



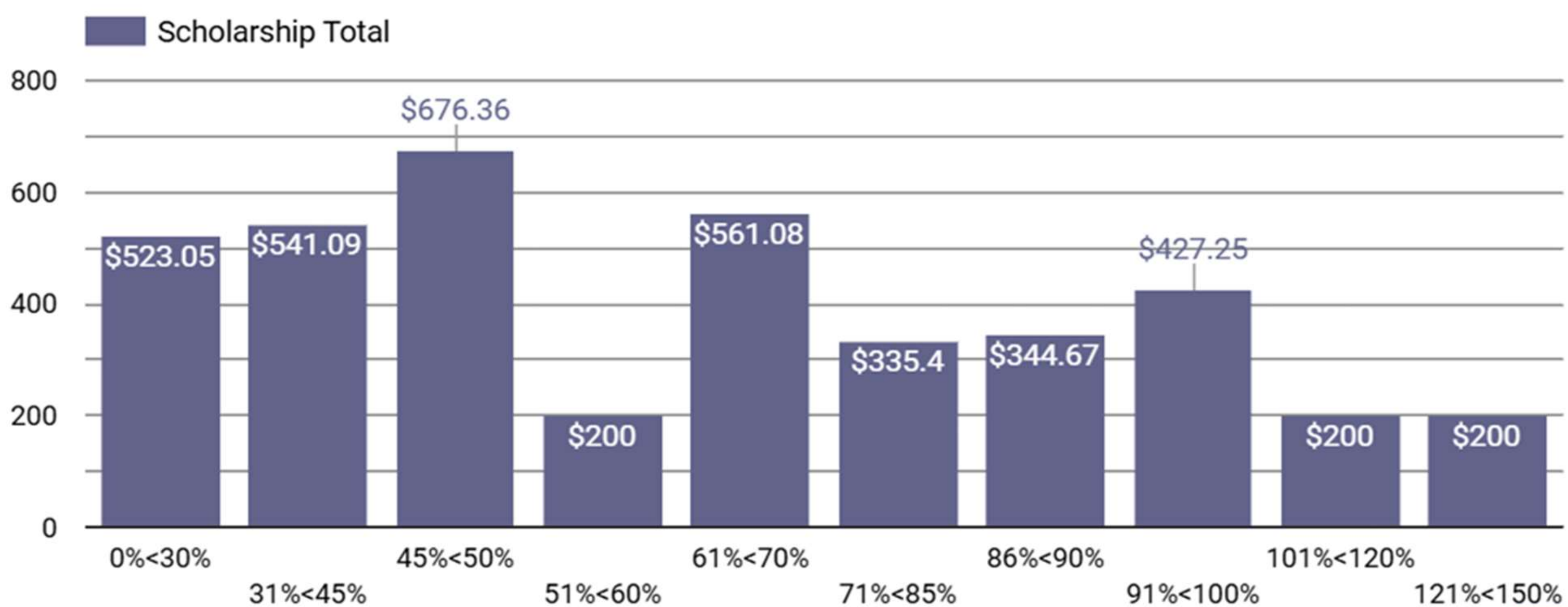
HOUSEHOLD AMI LEVELS



SCHOLARSHIPS

Resident & Workforce

Avg Scholarship Amount By Area Median Income



PARK CITY 1884

PROGRAM RECOGNITION

Employer Child Care Navigator

Start Questionnaire

< Back to Case Studies

Case Study: Child Care Financial Support in the Hands of Those Who Need it

FINANCIAL SOLUTIONS

ORGANIZATION	INDUSTRY	TOTAL INVESTED IN SCHOLARSHIPS	CHILDREN CURRENTLY ENROLLED	CHILD CARE CENTERS PARTICIPATING
Park City Municipal	Local Government	$1M	104	28

"Thanks to this program, I am able to go to work knowing my son is safe, loves his daycare center, and is learning so much. I don't have to worry about him. This program provided me with assistance I couldn't find elsewhere and so desperately needed, allowing me to pursue an exciting new position at work."

Stephanie M., Customer Experience Specialist, Park City Resident

A Municipal Commitment to Child Care Access

Park City, a historic mining town turned tourism boomtown, is located in Utah's Wasatch Mountains. It has a year-round population of only 8,500 residents, yet it's a bustling community that welcomes millions of visitors annually. Park City is also home to two world-class ski resorts and was the mountain host for the 2002 Salt Lake City Olympic Winter Games and looks forward to being a host venue for the 2034 Olympic and Paralympic Winter Games.

Park City Municipal prioritizes delivering essential services such as public safety and roadway maintenance, while also fostering economic sustainability to meet the needs of the community. Because of the increased service level necessary to make Park City run, the City is among the largest employers in the county.

With its success as a tourist destination, and its largely upscale housing stock being used as second homes, Park City has become a gradually less accessible place for essential employees to live. Regional growth has also made it even more difficult to attract employees by adding competition for labor. Among the expenditures for working families in Park City is child care – and the cost is trending further upward. Without access to a robust workforce, the Park City economy cannot thrive.

In addressing the community's needs for child care, Park City Municipal considered an inclusive approach for the program that accounted for individuals contributing to the local economy and essential operations. "The goal of the program is to help those with the greatest need," shares Michelle Downard, Resident Advocate, Park City Municipal.

Identifying the Need and Coming Together

The community voiced widespread and increasing concerns about child care. The lack of access to high-quality, affordable child care was forcing families to reconsider living or working in Park City.

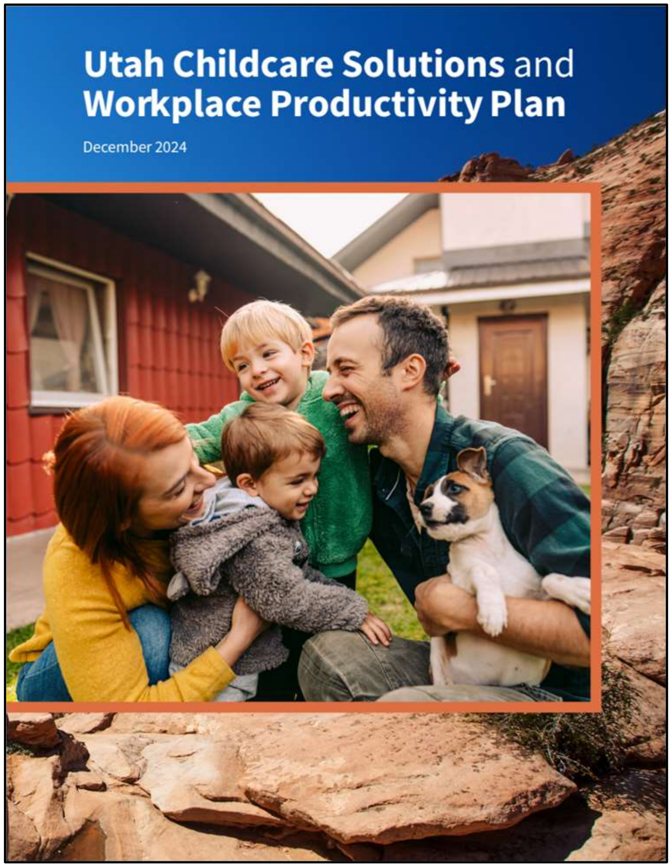
The need was clear, and it was time for action. To guide their efforts, the Early Childhood Alliance of the Park City Community Foundation worked to quantify and better understand the demand. In partnership with Summit County, the Alliance developed a needs assessment to examine both access and affordability of child care.

In addition, while federal and Utah state funding had been available, the State of Utah Childcare Assistance Program appeared to be underutilized, and $1.16M in local federal funding was set to expire.

The 2023 Early Childcare and Education Survey had more than 700 respondents, of which, 63% cited child care issues affecting their employment in some way, and only 5% said it was easy to find quality, affordable child care.

PARK CITY 1884

PROGRAM RECOGNITION



THE UNITED STATES CONFERENCE OF MAYORS

PARK CITY
1884

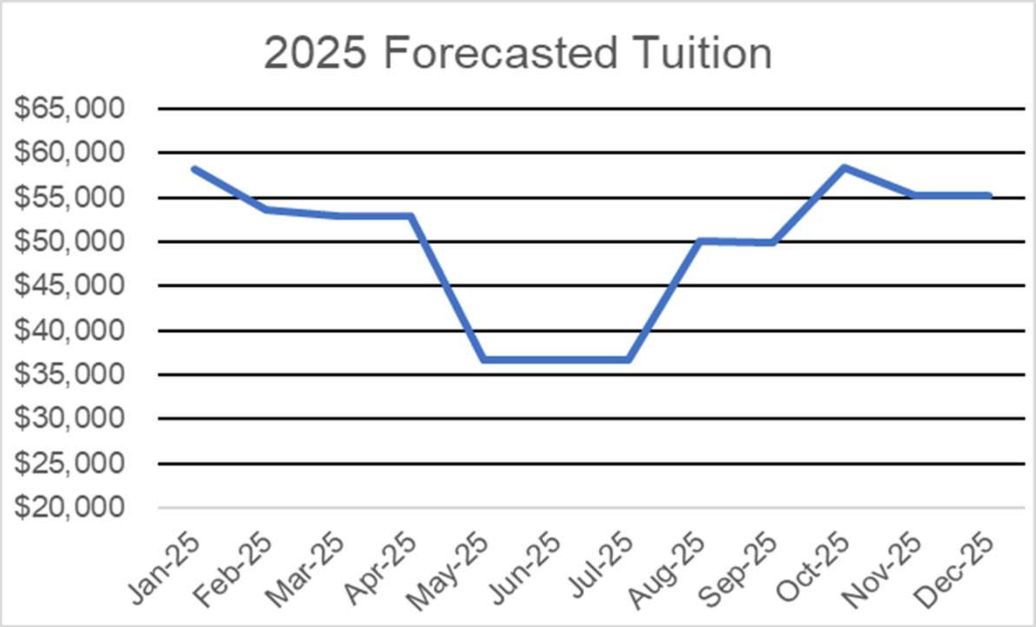
FUNDING STATUS

$349,580 Awarded	$650,420 Remaining

- $349,580 Awarded
  - $309,380 Scholarships
  - $40,200 Provider Incentives
- $650,420 Remaining

Funds Depleted ~December 2025

~$294,288 to continue Program through FY26



LOOKING FORWARD

Impact Report

Budget Consideration

Review Program Criteria

2025 GENERAL PLAN
HOUSING

ELEMENTS & GOALS

FEBRAURY 13, 2025

PARK CITY
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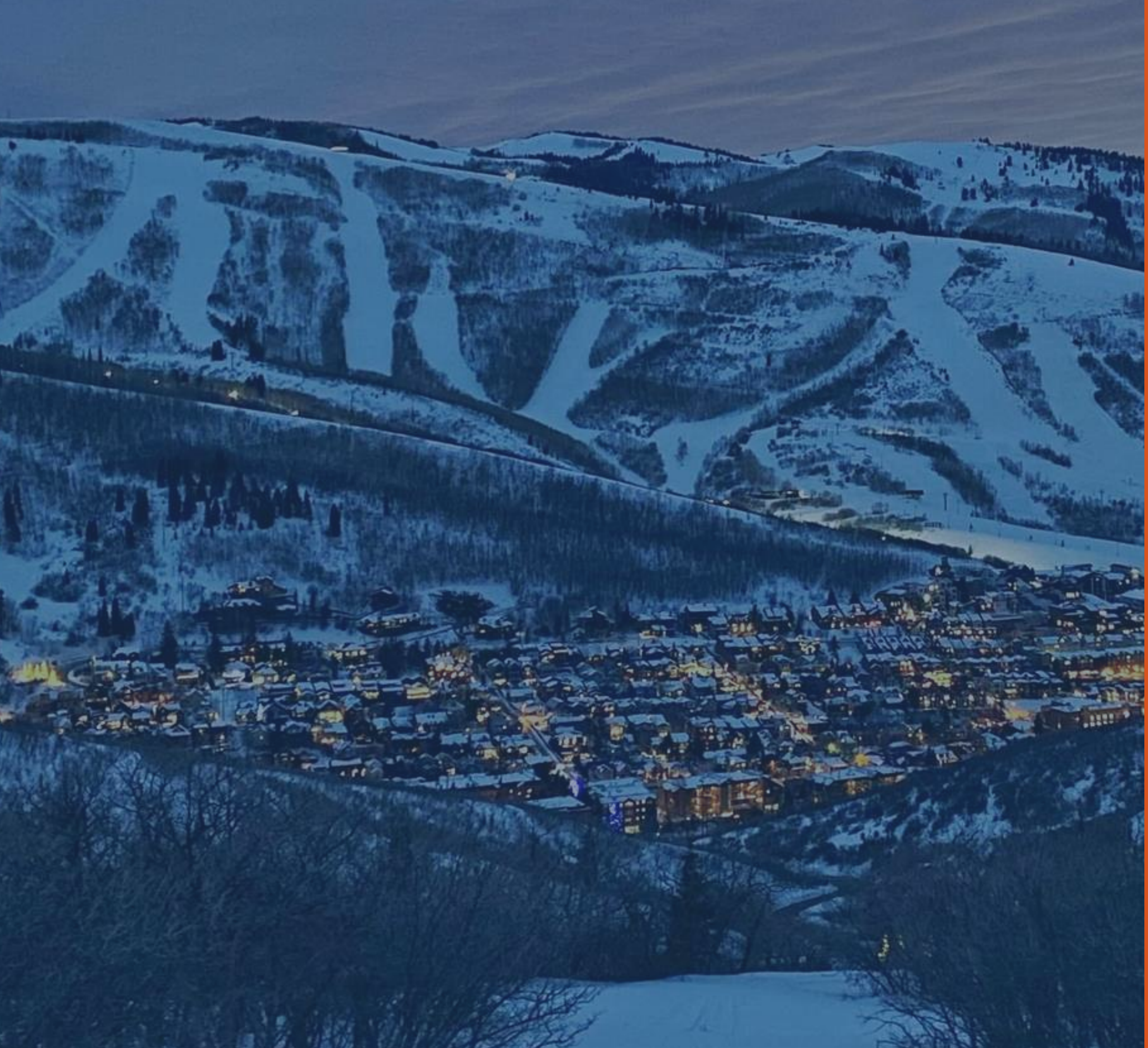
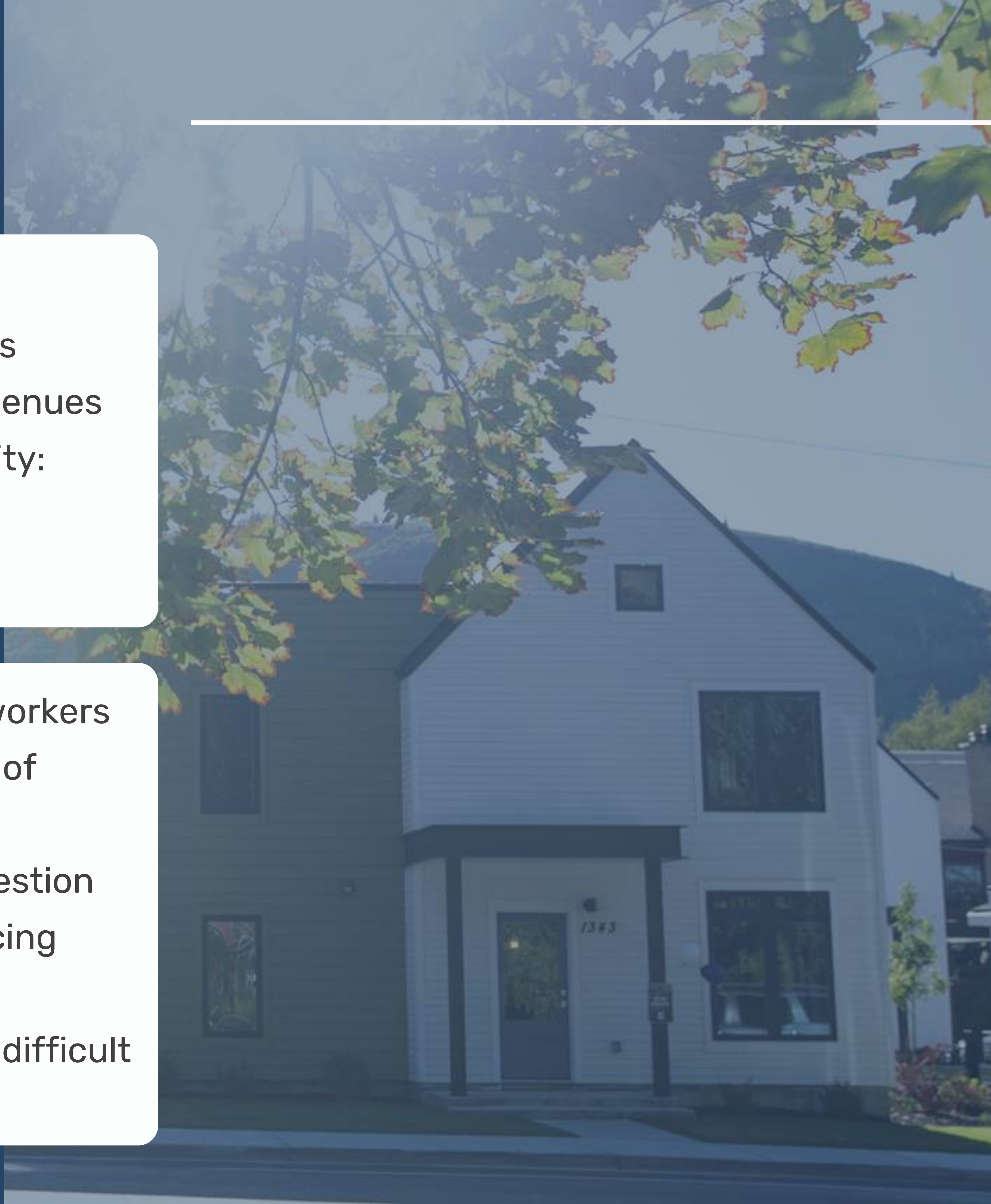


AGENDA

1 | Introduction

- Year-round tourist destination
  - skiing, outdoor recreation, and cultural events
- Tourism fuels local businesses and municipal revenues
- Resident AMI reflects the wealth of the community:
  - $107,100/ yr (1-person)
  - $153,000/ yr (4-person)

- Tourism relies on hospitality, retail, and service workers
- Market-rate housing is unaffordable for majority of workforce
- Limited affordable housing worsens traffic congestion
- 60-70% of housing stock is second homes, reducing year-round rentals
- Avg. WFW ($55,558) is just 52% of AMI, making it difficult to live where you work.



1 | Introduction

2016:

- CC set a goal for 15% of workers to live in city limits, targeting 800 new units by 2026.

2021:

- 14% of workers lived in city limits
- Affordable housing guidelines were revised.

2024:

- Number of workers living in Park City dropped to 12.1%, even as new units are coming online.

2026:

- 35 years since affordable housing became a priority.
- A decade after CC goal set and mostly met, still losing ground on both affordability and availability.

1 | Introduction

2016 Goal:

- 800 new units (1,305 total units)

2026 Projection:

- 1,686 units (existing, built, & planned)

Workforce Housing:

- 15% goal may yield a 381 unit surplus **if all planned units are built*

EPS Study:

- recommended 20-25% workforce living locally

2032 Outlook:

- 12,192 employees
- 1,686 units would only house 13.8% of the workforce

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*

1 | Introduction

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

Community Benefits

- Economic Impact
- Traffic & Environment
- Personal Investment
- Return on Investment
- Reduced Parking
- Civic Engagement
- Small Business Support & Workforce Stability
- Community Character
- Diversity & Resilience

2 | Benefits of Affordable Housing

Resident Benefits

- **Financial Stability**
- **Job Security**
- **Community Connection**
- **Reduced Stress**
- **Work-Life Balance**
- **Consistent Education**

3 | The Story of AMI

The National Housing Act of 1934

The US Housing Act of 1937

The Housing & Urban Development Act of 1965

The Tax Reform Act of 1986

3 | The Story of AMI

0%-15% of AMI
Acutely Low Income

16%-30% of AMI
Extremely Low Income

31%-50% of AMI
Very Low Income

51%-80% of AMI
Lower Income

81%-120% of AMI
Moderate Income

(HUD, 2024)

80% AMI

3 | The Story of AMI

Monthly Rent Affordability Range

Spending 30%-50% of gross income

- $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.

Average Rental Cost in Summit County, UT

per HUD's 2024 50% percentile

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

(HUD, 2024)

3 | The Story of AMI

Why AMI Alone Misses the Mark

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**

15%

>80% AMI

(Utah Department of Workforce Services)

3 | The Story of AMI

Why AMI Alone Misses the Mark

47%

<$40K

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(Utah Department of Workforce Services)

3 | The Story of AMI

Why AMI Alone Misses the Mark

47%
<$40K

15%
$40K-$50K

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(Utah Department of Workforce Services)

3 | The Story of AMI

Why AMI Alone Misses the Mark

62%

<60% AMI

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Total	**$52,308**	**25,529**

(Utah Department of Workforce Services)

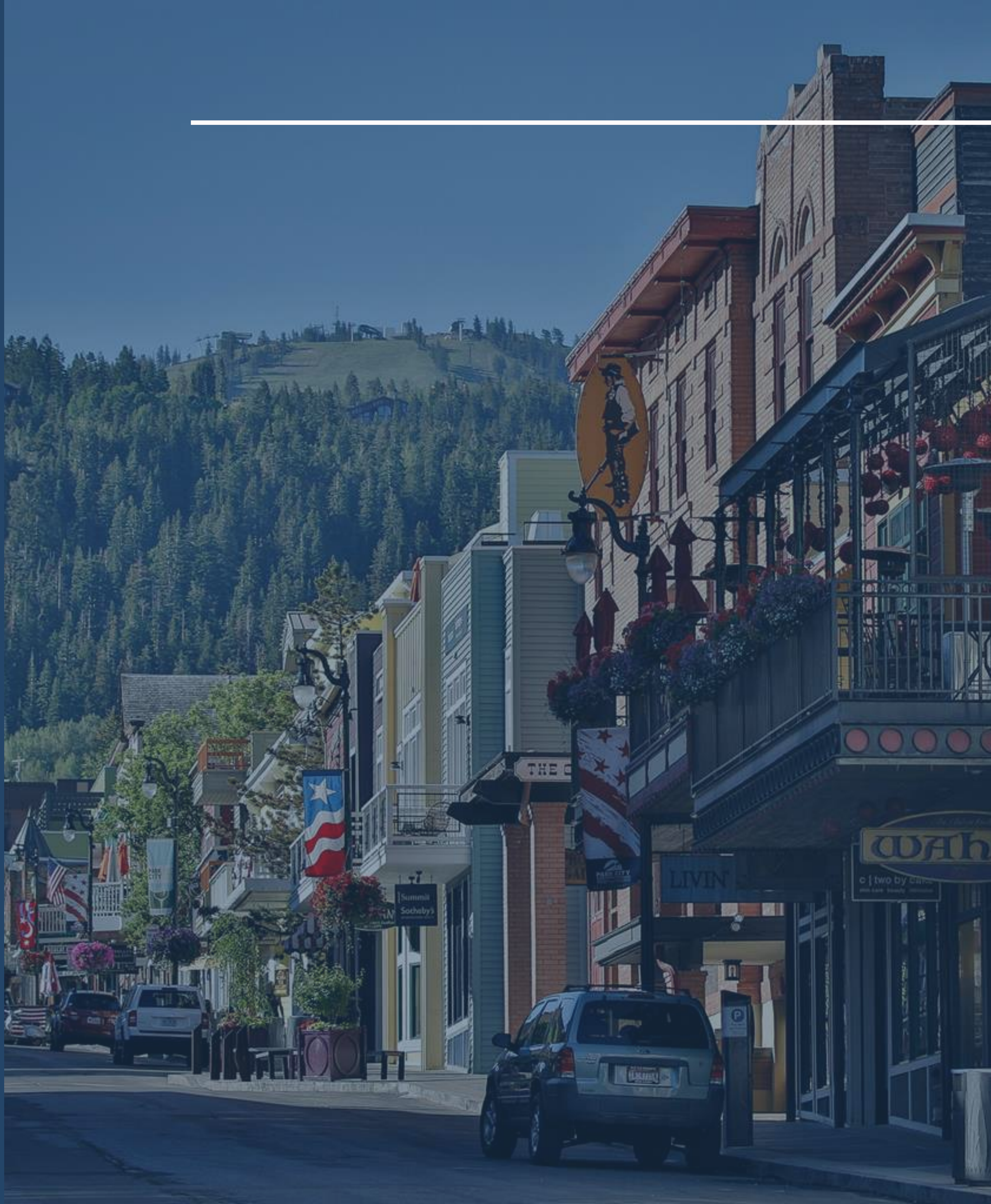
3 | The Story of AMI

Why AMI Alone Misses the Mark

2024:

- 80% AMI ($85,680) = 154% WFW

- 100% WFW ($55,558) = 52% AMI



3 | Doing the Math: AMI vs WFW

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

Resolution 37-91

Resolution 17-99

Resolution 10-06

Resolution 05-2020

Resolution 05-2021 Affordable Housing Guidelines

6 | Conclusion & Next Steps

Ways to Increase Affordable Housing Supply

Built It Ourselves

Purchase or Retrofit Existing Units

Leverage Housing Obligations

Partner with Private Sector

6 | Conclusion & Next Steps

Tools to Incentivize Affordable Housing Supply

Financial Support

Permit & Impact Fee Waivers

Setback Reduction

Ground Leases

Density Bonuses

Parking Reduction

Policy Updates

6 | Conclusion & Next Steps

Council Discussion

Executing City Planned Projects:

- 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?

6 | Conclusion & Next Steps

Council Discussion

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


PARK CITY
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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	$47145	$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)