



**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
April 10, 2025**

The Council of Park City, Utah, will hold its regular meeting in person at the Marsac Municipal Building, City Council Chambers, at 445 Marsac 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/87054013693>

CLOSED SESSION - 2:00 p.m.

The Council may consider a motion to enter into a closed session for specific purposes allowed under the Open and Public Meetings Act (Utah Code § 52-4-205), including to discuss the purchase, exchange, lease, or sale of real property; litigation; the character, competence, or fitness of an individual; for attorney-client communications (Utah Code section 78B-1-137); or any other lawful purpose.

WORK SESSION

3:45p.m. - Long-Term Park and Ride Strategy

4:15 p.m. - FY26 Operating Budget Preview

5:10 p.m. - Break

REGULAR MEETING - 5:30 p.m.

I. ROLL CALL

II. PRESENTATIONS

1. Swearing-In Ceremony for Lieutenant Danielle Snelson and Sergeant Kacey Comer

III. APPOINTMENTS

1. Consideration to Appoint Members to the Planning Commission
(A) Action

IV. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council Questions and Comments

Staff Communications Reports

1. January Sales Tax Staff Report
2. Public Electric Vehicle Charging Program Status
3. Installation of Marsac Roundabout Traffic Signal
4. Investment Advisory Services Request For Proposals

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

VI. CONSIDERATION OF MINUTES

1. Consideration to Approve the City Council Meeting Minutes from March 14 and 20, 2025

VII. CONSENT AGENDA

1. Request to Authorize the City Manager to Execute a Contract with AVI-SPL, in a Form Approved by the City Attorney's Office Not to Exceed \$140,000 for the Purchase and Upgrade of Audiovisual Technology in the Council Chambers
2. Request to Authorize the City Manager to Execute a Design Professional Services Agreement with Kimley-Horn Associates in a Form Approved by the City Attorney Not to Exceed \$495,537 for the Thaynes & Three Kings Drive Pathway Phase 2 Final Design
3. Per Resolution No. 21-2023, the City Council may Consider Waiving Building Permit and Impact Fees Associated with the Proposed PC MARC Aquatics Project in the Amount of \$137,537.95

VIII. NEW BUSINESS

1. Leadership Park City Program Report
2. Request to Authorize the City Manager to Execute a Construction Agreement in a Form Approved by the City Attorney's Office with MC Contracting, Inc. for the Ability Way Roadway Improvements Not to Exceed \$1,003,502
(A) Public Input (B) Action
3. Request to Authorize the City Manager to Execute a Construction Agreement in a Form Approved by the City Attorney's Office with MC Contractors, Inc. for the Homestake Road Reconstruction Project Not to Exceed \$4,876,208.11
(A) Public Input (B) Action
4. Historic Park City Alliance (HPCA) Annual Update and Consider a Term Extension for the Professional Services Agreement for Centralized Communications and Waste Management
(A) Public Input (B) Action

IX. ADJOURNMENT

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

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

City Council Staff Report

Subject: Potential Park and Ride Site Locations
Author: Alex Roy, Tim Sanderson
Department: Transportation
Date: 4/10/2025



This report discusses the potential to identify a long-term Park & Ride (P&R) strategy in the Quinns Junction area to improve SR-248 transit options, mitigate traffic congestion, and provide additional support for parking reductions contemplated in the LMC. The report highlights existing facilities, relevant studies, and potential and future land use developments that impact parking and transit services in Park City.

- **Background Report Recommendation:** Pursuant to the Mayors State of the City challenge, we request direction to identify a location for a long-term 248 R&R by this summer (2025). This report recommends receiving initial direction to guide staff efforts to begin the implementation of a long-term P&R strategy in Quinns Junction and considers several converging factors that necessitate timely decision-making, and the potential for the City Council to direct a nuanced public policy strategy (utilize a short-term, temporary, or phased approach at more than one location).
- **Current Transit Options:** Park City recognizes the importance of enhancing P&R options along SR-248 for day skiers, commuters, special events, and construction mitigation. Together, these measures not only reduce congestion but help protect our neighborhoods from cut through traffic and commercial areas from circling. The Richardson Flat facility currently provides public transit services from PCMC, including express services to both ski resorts in the winter. However, due to several underlying limitations, the lot has not received capital investment. This location could be evaluated and programmed for amenities improvements perspective if desired and authorized.
- **Locations:**
 - **Richardson Flat P&R:** Built-in 2008, the Richardson Flat P&R has a capacity of 750 vehicles, with 650 reserved for public use. However, its expansion has not been pursued due to considerable environmental concerns and a lack of municipal ownership.
 - **Gordo Lots:** The Gordo parcels are completing an Environmental Clean-Up program, which will allow for future redevelopment of a P&R and other uses. We anticipate the Utah Department of Environmental Quality will authorize redevelopment soon.
 - **Quinn's Junction UDOT Land:** A previously planned P&R at Quinn's Junction on UDOT land was discontinued in favor of improving Richardson

Flat services. Recent infrastructure updates have changed the area's dynamics including a DABS store at/adjacent to this location.

- **Relevant Studies:** The Re-create 248 Transit Study aims to enhance transit and travel efficiency along SR-248. Determining P&R locations and design are critical to advancing the design methods and means of the project. We anticipate a project recommendation by January 2026.

Introduction:

Several locations can or already provide some park-and-ride services near SR-248 and US-40. To create more specific project policy goals and develop a long-term solution, we acknowledge several important and timely factors are converging that make the City Council's policy direction even more critical. However, we can always maintain the status quo.

New elements include the completion of the Gordo Environmental cleanup, a proposed DABS store proposed at the corner of Old Highway 40 and SR-248, continued growth of Hideout on Larry H. Miller lands, Jordanelle and MIDA project density buildouts, Clark Ranch Affordable Housing P3, 5-Acre redevelopment, Re-create 248 Alternatives Analysis, and the Deer Valley Snow Park base area redevelopment and \$15M matching contribution for regional, off-site parking and transportation facility, intended to be located near SR-248.

Taken together, we recommend the City Council identify its policy direction to either maintain the status quo or identify a future project location(s) to enhance regional park and ride services.

Summary

Park City has long recognized the need to improve transit and transportation park and ride (P&R) options on SR-248 to intercept day skiers, commuters, employees, and special event attendees seeking access to Park City. The Richardson Flat facility provides transit services today. A new or expanded/improved facility in the Quinns Junction area will demonstrably increase our ability to mitigate traffic and congestion and enhance the usefulness and impact of our public transit system.

Detailed information and analysis are provided below, followed by a request for the City Council to identify which location(s) is preferable to move forward with an expedited development process.

Location Specific Analysis

- **Richardson Flat P&R:**
The City and UPCM entered into a 99-year ground lease for the Lot in April 2010. Under the terms of the lease, the area may be used for ball fields or similar recreational purposes, and for parking lots. The lease describes a 750-stall lot with 100 stalls segregated for Montage and Empire Pass parking and controlled by

UPCM. The remaining 650 stalls are available to and controlled by the City. The City is responsible for maintaining the Lot. Expanding or improving the lot has not been pursued due to environmental concerns, lack of municipal ownership and proximity to US-40, and limited nearby utilities.

During the Winter 2022/23 season, PC Transit began regular services from the lot to the Old Town Transit Center (OTTC), and in 2023/24, launched express services to PCMR, Deer Valley, and OTTC. In 2024/25, we allowed the Deer Valley Express to bypass the OTTC, making ridership even more compelling for day skiers and employees, which continues to demonstrate positive results:

Richardson Flat Transit Ridership (Boardings)

	2023/24
Park City Mt. Express	19,975
Deer Valley Express	14,619

Parking Utilization

	2022/23	2023/24	2024/25
Daily Average	43	118	137
Highest Five-Day Average	245	387	430

- **Gordo Parcel:**

The Gordo parcels located on the north side of SR-248/Richardson Flat Road, purchased over several years beginning in 1996. Over time, a portion of the property was used for temporary soils storage. In 2022, PCMC entered into an Environmental Clean Up program with the Utah Department of Environmental Quality (DEQ). The City conducted a site characterization report and remedial activities and submitted a final management plan for review. Once the DEQ completes its review, the site can be redeveloped for any commercial, recreational, or residential use. The Gordo parcel's future use can be tailored to ensure the development activity complies with environmental site controls and/or desired project phasing if necessary.

- **Quinn's Junction P&R:**

In 2016 after a location analysis, Park City planned a P&R lot on the northeast side of US-40 on a UDOT parcel. The City secured FTA grant funding of \$3,850,932, obtained approvals from UDOT, and planned to develop the location for a total project of \$5,218,190 with 465 parking spaces. In [May 2022](#), the project was discontinued to enhance services at Richardson Flat. In 2024, the DABS notified Park City and Summit County regarding their interest in developing a new store [adjacent to the P&R parcel](#).

Relevant Studies and Plans

- **Re-create 248 Transit Study:**

[The Re-create 248 transit study](#) aims to transform how the community travels along SR-248 by understanding and recommending mitigation for regional traffic and

transportation needs. The study will recommend a preferred transit solution, building upon past studies to expedite, or shorten, the standard planning process. Understanding the location and design of a long-term P&R location is critical to advance the effectiveness of any Re-create 248 project recommendation.

[In December 2024](#), the Council identified four Re-Create 248 alternatives: Reversible Flex Lanes, Dedicated Bus Lanes, Light Rail, and Automated Guideways to evaluate. High-ranking alternatives will move into level two screening, which will be completed October 2025.

- **Summit County Regional & Park City Regional Parking:**

The [Summit County & Park City Regional Parking study](#) was jointly conducted with financial support from UDOT to look at existing regional traffic and transportation conditions and analyze different P&R scenarios and locations. In general, the Study recommended a hybrid approach, with Summit County focusing on developing a regional P&R in the Kimball Junction area and Park City in the Quinns Junction area.

- **Main Street Area Plan (MSAP):**

[The MSAP](#) identifies a set of strategic investments to allow Park City's Main Street to continue to prosper, strengthen quality of life for residents, and enhance its historic heritage for the next generation. With continued growth along the Wasatch Back, particularly at the edge of City boundaries and development anticipated at each resort base, Historic Main Street and Old Town face economic and cultural pressures. The MSAP highlighted the importance of an off-site parking facility as a core project dependency.

MSAP Vision: Main Street and Swede Alley bustle with life year-round. Residents and visitors come for the rich historic character and iconic setting. Seamless transportation options make reaching Old Town a breeze. New hotels and housing bring customers and employees to local businesses, helping them thrive. Visitors feel joyful walking and strolling along Main Street, enjoying numerous activities, and staying for hours. The Main Street experience is unmatched.

- **General Plan:**

Park City is in the process of updating the [General Plan](#) to identify what Park City wants to preserve and how we evolve, grow, and develop in the coming decades, especially as we navigate regional development and consider the balance between visitors and residents, evaluate affordability and livability, and explore transportation solutions. The [General Plan update](#) is in Phase 4 of 5. Phases 1 and 2 focused on analyzing existing conditions and gathering community feedback, which continued during Phase 3. Phases 4 and 5 will concentrate on finalizing the plan. The goal is to have the final document ready for adoption in the summer.

Potential Future Land Use Developments with Notable Parking Implications

- **Deer Valley Resort Base Area:**

In December 2023, Park City secured a \$15M matching contribution from Deer Valley Resort (DVR) to support the creation of a regional transit and parking facility near the SR-248 corridor. That project and funding are currently under consideration and we anticipate DVR will require considerable temporary P&R services to support the construction of the Snow Park base area. DVR has expressed interest in expanding the Richardson P&R location as well as a long-term park and ride with quality amenities and express services, as expressed in the LOI.

- **Park City Base Area:**

In January 2023, Park City Mountain withdrew their base area redevelopment application. The withdrawal further emphasized the need for regional parking and transit solutions. In addition, Park City Mountain implemented a successful parking reservation and paid parking system, which has dramatically improved winter traffic and congestion. The management system demonstrates the effectiveness of management systems, technology, and the utility that an enhanced regional park and ride location could provide.

- **Bonanza Park 5-Acre Development Site:**

An RFP seeking a development partner for the Bonanza 5-acre site is well underway. The City Council established development goals that include building a vibrant, mixed-use, locally-focused development with reduced and underground parking. A new or improved park and ride project near Quinn's Junction will enhance the viability of the 5-acre project.

- **Holiday Village and Parkside Apartments (HOPA)**

Twenty years ago, Mountainlands Community Housing Trust purchased the 122 HOPA units at 2200 Monitor Dr. / 1776 Kearns Blvd to preserve them from being converted into market-rate rentals or demolished. Today, the project has an approved AMPD for the redevelopment of the entire site. By phasing construction, the project will replace all of the existing units without displacing any residents during construction and add additional units for a grand total of 317. The estimated completion is 2030, and a park-and-ride project location could benefit the HOPA project during construction.

- **Affordable Master Planned Development (AMPD) Land Management Code:**

On February 25, 2021, the City Council established AMPDs in the Residential Development, Residential Development Medium, Residential Medium, Recreation Commercial, General Commercial, Light Industrial, and Community Transition Zoning Districts. [Reduced parking requirements](#) are an element of the AMPD approval process.

Park and Ride Potential Locations

Pursuant to a Mayoral request, Transportation Planning broadly reviewed previous studies and existing conditions (Exhibit A) and recommends that the City Council begin the process to formally identify Quinns Junction area park and ride project location. The planning process can take years on its own to achieve a quality project. Once a location is determined, Transportation and Engineering will work to advance site design and parking capacity recommendations, consistent with Council direction and the Regional Parking Study.

Location Alternatives for Consideration:

- Richardson Flat – Consider expanding and improving the existing location by proactively collaborating with the property owner (Larry H. Miller Companies), the Environmental Protection Agency (Fed and State), and UDOT. Enhancing this location would likely require a considerable upgrade to utilities and a corridor plan to ensure the location's effectiveness (signage and wayfinding, traffic signalization, striping, etc.). Given its location, it also presents an opportunity to collaborate with Summit County, Hideout, HVT, and MIDA, if desired. (Richardson Flat Transit and Location Considerations: Exhibit B)
- Gordo Parcels – Develop a P&R and other amenities at this location along SR-248. This would also require collaboration with the EPA and UDOT, and considerable utility upgrades. A prior concept was presented to the [Council on March 7, 2024](#) and indicated that 800+ surface level parking spaces are feasible. A project at this location could also be temporary, permanent, or phased to accommodate some short-term needs as well as preserve space for long-term organizational needs beyond a park and ride (Public Works, Police Department annex, Transit Department, etc.). (Gordo Transit and Location Considerations: Exhibit C)

The Exhibits consider how transit routes could serve the park-and-ride facilities, along with a general list of advantages and disadvantages. Additionally, the Council could consider a two-location solution to resolve two distinct and near-term needs:

1. A daily park-and-ride location with elevated year-round transit express services with supporting amenities (restrooms, bus charging, etc); and
2. A secondary location with lower service levels, mainly for heavy vehicle overflows due to large community events, construction mitigation, and other park-and-ride needs that don't require year-round public transit services.

Exhibits

- A – Quinns Junction Area Existing Conditions/Proposed Developments
- B – Richardson Flat Transit and Location Considerations
- C – Gordo Transit and Location Considerations

Exhibit A: Quinns Junction Area Existing Conditions/Proposed Developments



Existing, Potential, and Former P&R Locations

Gordo

- Size: ~22.5 acres

Richardson Flat (Existing)

- Park and Ride Size: ~ 7.5 acres
- Total leased parcel: 30 acres

Quinn's

- Size: ~6.5 acres

Potential Future Developments in Quinn's Junction

Studio Crossing

Clark Ranch

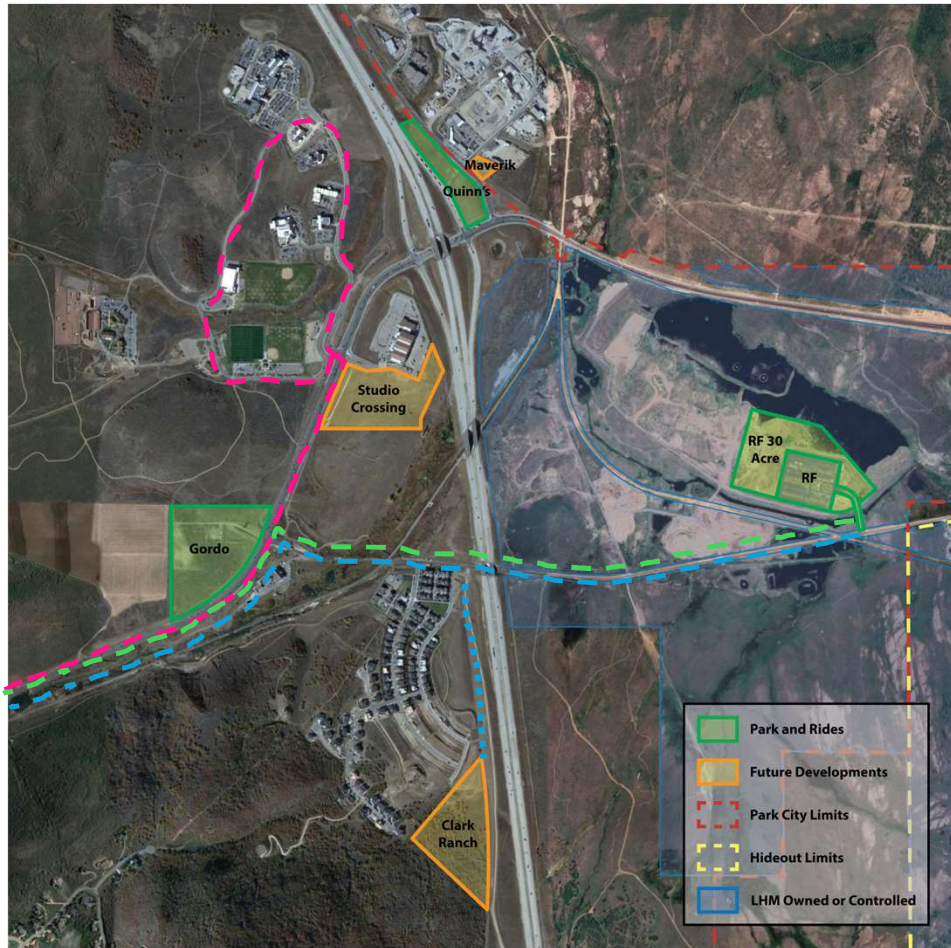
PC Heights

Maverik

Potential DABS

- South of Maverik and north of SR-248

Exhibit B: Richardson Flat Transit and Location Considerations



Pros

- Existing
- Large with potential for expansion
- Serves PC Heights with direct service.
- Access to Black Rock/Kamas
- Nearby land available for potential development
- Potential to explore new designs with the upcoming UDOT US40 project.
- Deer Valley contribution

Cons

- Inconvenient location, poor US 40 access
- Longer distance makes for greater transit operating costs
- Inconvenient location for possible HVT regional routes
- Difficult to build EOL facilities
- Buses get stuck in Traffic backs up on Richardson Flat Rd. during peak times
- Leased, limited options for development
- Contaminated soil cap and may be difficult to redevelop

Transit Service

Base routes: RF to OTTC (Blue) and Quinns to A-Fresh/OTTC (Pink)

Peak Routes: RF - Deer Valley and PC Resort Express (Green)

Exhibit C: Gordo Transit and Location Considerations



Pros	Cons
- It is in an easy, convenient, visible location for vehicles coming off US40 - Large PCMC owned parcel and surrounding area - Deer Valley contribution - Can build EOL facilities - Other development possible – Erik D’s Presentation - Serving only this lot can be lower cost due to the decreased distance - Could be extended to Richardson Flat lots for bigger events - Location is convenient for a Circulator route to be run from it connecting the Hospital, Ice Arena, NAC, Studio Crossing, PC Heights Possible - Possibility for extended right turn only lane entering P&R lot - Location is convenient to extend out to other areas with new routes in the future and for regional routes from HVT - Entry / queue line for vehicles entering can be run along SR248 without interfering with regular traffic. - Deer Valley contribution - Soil remediation (in progress near completion)	- Cost and time to build - Highest and best use may not be a park & ride - Transfer required for Circulator - Increased traffic with a development strategy - Undetermined needs from other PCMC departments - Soil remediation (in progress) - Exiting the lot during rush times could still be difficult if traffic backed up to the area from Hwy 40.
Transit Service Base routes: Gordo to OTTC (Blue) and Quinn's Circulator (Pink) Peak Routes: Gordo - Deer Valley and PC Resort Express (Green) {Richardson Flat during events or Gordo overflow}	



City Council Staff Report

Subject: FY26 Operating Budget Overview

Department: Executive, Human Resources & Budget Department

Date: April 10, 2025

Recommendation

Review the initial FY26 operational budget requests and provide feedback to help the Budget Team and the City Manager form the FY26 City Manager's Recommended Budget, which is adopted on May 1, 2025.

Executive Summary

In January, the Budget Team begins the budget process using historical data and financial forecasts to develop revenue projections. Projections are refined throughout the budget process as additional economic data becomes available. Concurrently, Managers work to determine their needs, find efficiencies, and submit new requests if necessary. These requests are presented to internal committee members for evaluation and scrutiny, and a recommendation is ultimately made to the City Manager.

This year, managers undertook a more rigorous review process to optimize resource allocations, including identifying areas where budgets had historically been underutilized and proposing efficiency measures to cover some of the costs of inflation. They also analyzed service levels and positions for potential overlap. The resulting recommendations were submitted to the Budget Department and integrated into a draft budget request.

This year's exercise focused on three areas:

- 1) **Intelligent Resource Allocation:** Expenditure review to reduce costs without diminishing Core Services.
 - a. Reallocate underutilized budgets; and
 - b. Minimize expansion of new programs and initiatives where possible.
- 2) **Technology and Key Performance Indicators:** Explore how to leverage new technology to maintain or improve operations and customer service, or reduce service delivery costs (*we plan to return to Council with a summary and a preliminary implementation plan*).
 - a. Identify areas where departments already use technology to obtain adequate service delivery and determine where this can be replicated;
 - b. Consider expanding our use of artificial intelligence tools; and
 - c. Resurrect KPIs –
 - i. Departments identified three focus areas and measurable targets for FY26 that align with Council's Core [Values](#).

- 3) **Strategic Personnel Evaluation:** Assess positions to maximize effectiveness.
 - a. Eliminate vacant positions;
 - b. Reallocate vacant positions to support better target current needs; and
 - c. Consider areas of lower performance for consolidation.

Targeted cost control measures resulting from the exercise identified opportunities to eliminate vacant positions in the Building and Water departments, reallocate vacant positions in the Economic Development and Trails departments, narrow travel and conference expenses, and decrease seasonal/part-time funds. These measures aim to prevent service level impacts and not disrupt customer service.

Human Resources also began planning for our annual employee benefits renewal. After an indication that our Aetna health insurance renewal would increase by 34% or \$2.9M, we immediately issued an RFP using our benefits broker, GBS Benefits. Though final estimates and plan design changes are still pending, we estimate the RFP brought the budget increase down to approximately \$1.4M instead of \$2.9M.

This report summarizes the draft FY26 operating budget recommendations.

Analysis

As discussed on [March 20, 2025](#), we anticipate FY26 to be a relatively flat or stable revenue year for sales tax and fee growth. New operating budget requests totaled \$1.7M, exceeding projected new revenue growth. As a result, we asked managers to conduct the additional budgeting exercise mentioned above to identify efficiencies and budget offsets, which totaled more than \$350,000 in the General Fund.

By maximizing existing resources and identifying efficiencies, the draft FY26 budget can continue important investments in our facilities and assets, support our neighborhood programs, maintain core services, and provide targeted enhancements in recreation and transportation. These align with the [focus areas](#) identified by City Council during the 2024 Strategic Planning Retreat and guided our initial budget recommendation.

For organizational purposes, operating requests are grouped into categories, summarized below, and detailed in Exhibit A:

- **One-time expenses** – Operating expenses in the FY26 budget only, not ongoing;
- **Same Level of Service** – Increased expenses for providing the same level of service, and includes items such as merchant or credit card fees, software, equipment, and supplies;
- **New Requests** – New, ongoing requests for FY26, including personnel; and
- **Administrative/Infrastructure** – Health benefits, Summit County Dispatch, and Sundance Film Festival contracts.

Child Care - \$633,000 (one-time expense)

On [March 20, 2025](#), Council requested to maintain the Child Care Needs-Based Scholarship program (launched in FY24) to ensure continuity through FY26. Moving

forward, Council must decide whether to integrate the program into the General Fund for ongoing support, as FY26 represents the last year of one-time funding. Approximately \$333,000 remains from the \$1M [approved in FY24](#), and \$300,000 is needed through June 30, 2026, for a total of \$633,000 in FY26.

Public Safety

Detective Sergeant - Net ongoing request \$190,802 (ongoing wages, benefits, equipment), plus \$75k as a one-time vehicle expense

PCPD began requesting additional investigative resources eight years ago. While a new detective position was granted in FY23, the current workload already exceeds the capacity of the new position. This has increased strain on our detectives due to the sensitive nature of investigations, including cases involving the Children's Justice Center (CJC) and Internet crimes against children, and exposes our personnel to significant emotional and psychological stress.

A new Detective Sergeant is requested for the second consecutive year to address the growing demands of handling complex cases. For example, the PD's CJC investigative caseload increased 82% over the last four years, and interviews increased 52% year-over-year. These cases require specialized expertise, meticulous oversight, and dedicated resources to ensure justice and victim safety. PD proactively identified \$50,000 in savings from operating expenses to help offset this request.

School Resource Officer - \$204,404 (ongoing wages, benefits, equipment) plus \$90k as a one-time vehicle expense

With the [HB84](#), PCPD and PC School District recommend a sworn Police Officer at each of our schools. One School Resource Officer (SRO) currently serves McPolin Elementary, Treasure Mountain Junior High (closing in early 2026), Park City High, and the Learning Center within the School District building. The PC School District contributes approximately \$80,000 annually toward officer wages and benefits, per our interlocal agreement (ILA).

However, we believe that Summit County provides valuable financial support to the Summit County Sheriff's office to fund these same types of officers at other schools within Summit County, also operating under a similar ILA. Likewise, we believe Summit County's support is buttressed by a similar \$80,000 offset per officer from each school district. The City Council can fund an additional SRO for FY26 if desired or seek the same level of financial support that other school districts in Summit County receive. This request has not been included in the draft budget, and we recommend the Council discuss a policy direction with the Chief of Police and the City Manager.

Public Works – Net Request \$154,595

The PW Team is tasked with maintaining and managing 45 buildings, 133 miles of streets, 135 acres of landscaping, playgrounds, and parks, hanging baskets and beautification efforts, 17 miles of sidewalks and bike paths, 30 flights of Old Town stairs, 23 miles of stormwater piping, 985 streetlights, over 3,000 street signs, and a fleet of

over 300 vehicles of all types. Demand for quality services has never been higher, and grows each year with increased facility use and visitation.

Parks - With the expansion of our pedestrian infrastructure, including new sidewalks, stairs, and paths, we have incurred a significant increase in snow removal demand. The Parks Department requests two Parks III positions. Currently, sidewalk and pathway snow removal services are limited to daytime coverage, ending at 4 pm. The staffing increase will enable seven-day coverage, including early morning and evening operations during periods of snow, which will provide valuable services to facilities such as the PC Library, PC MARC, and PC Ice Arena. In addition to enhanced winter services, other year-round duties include specialized maintenance and repairs on parks infrastructure, including irrigation systems, playgrounds, public restrooms, and facilities, and supporting special event preparation and clean-up. Proactively, a portion of seasonal funds of \$50,000 have been proposed to help offset the request.

Building Maintenance - While our cleaning contract, renewing in 2025, includes a 3% inflationary increase, the Public Works Director identified a cost-saving solution. By reallocating funds from department supplies and a vacant position shared with the Water Department, we recommend offsetting this increase and achieving a net savings of \$46,603 that we can use toward the personnel request in the Parks Department.

Planning – Net request \$1,611

The General Plan update is advancing through its phased process, currently in Phase Three, and ready for adoption by summer. A comprehensive rewrite of the LMC is necessary to implement the General Plan. Initially, this work required additional contractor service funding. However, Planning identified \$89,000 in existing funds to reallocate to support this work, and a personnel reclassification of \$22,000 to balance workloads within the department. Planning plans to shift work from consultants to experienced staff and utilize consultants for specialized services in historic preservation, arborist services, LMC amendments/illustrations, and updating zoning maps/Sensitive Land Overlay. Funds were also reallocated to account for per diems for the various boards and commissions within the Planning Department.

Recreation – Net request \$208,035

Recreation is committed to enriching lives through exceptional programs, people, and facilities. To support the expanded pool facilities and offer winter lap swimming from November to April, the FY26 budget requests seasonal winter lifeguards. Additional funding is also requested for supplies, equipment, court cleaning, and a 5% increase in software and contracted services. While limited offsets were identified, Recreation has demonstrated strong revenue growth, with a \$396,551 increase in the first half of FY25, which can be used to offset the same level of service increases in merchant fees, supplies, and contract services.

Library – Net request \$215

The Library initially requested a \$24,000 budget increase to expand programs, mailing services, materials, memberships, and training. However, the Library Director identified

nearly \$8,000 in offsets and efficiencies, including staff taking on previously contracted responsibilities. This has resulted in a budget-neutral request for FY26, which still allows for additional materials, training, tenant support, and marketing. The City Manager also recommended temporarily foregoing additional service expansions that require more resources for one year as the team takes on additional responsibilities for more specialized tenant management.

Water

Pursuant to the financial impacts of the recently proposed changes to the Single-Family Rate structure, the Public Utilities Team conducted a fairly extensive cost reduction exercise. Currently, they recommend a \$612,000 operating cost reduction for FY26, including eliminating four positions: Engineering Manager, Water Treatment Operator IV, Building Maintenance IV (shared with Bldg Maint), and Project Manager (shared with Streets), along with \$58k in supplies, water assessments, and contract services. In addition, a shared (25%) GIS Administrator position was reallocated from Water to the IT department, as Water has full-time GIS position and does not require the additional support from the General Fund.

Transportation

Transit services recently expanded, including enhancements to the 20 Tan and Richardson Flats Park and Ride routes, improved city-wide service to reduce transit gaps, and the upcoming launch of the 9 Purple Transit to Trails Program this summer. Expanded services benefit our community, but also increase costs and reliance on overtime. Transit recommends additional driver positions in the FY26 budget to ensure sustainable service delivery and reduce overtime costs. Through more efficient contract management in Transportation Planning and reallocation of the Microtransit Pilot Program funds, we recommend adding three full-time positions and five seasonal positions without increasing the overall transit budget, resulting in net savings for FY26.

Administrative/Infrastructure

Human capital

Due to a variety of factors, such as the lack of local affordable/attainable housing, competition with other employers and wage inflation, maintaining a competent and qualified workforce has never been more challenging. The costs of recruitment, onboarding, on-the-job training, and lost productivity can range from \$10,000 to \$75,000, depending on the position. The City has seen great success in reducing turnover from over 13% to 6%, the result of our compensation and benefits strategy coupled with improved hiring and culture. A failure to retain our competitive compensation and benefits package would increase turnover.

Health Insurance Benefits

With the support of GBS Health, we negotiated a not-to-exceed 16% agreement for our health insurance benefits with new carriers, Regence BCBS and Select Health. Regence is a dedicated University of Utah network and Select Health corners the market with the Intermountain Health network. Partnership with both networks allows a

continuous offering of the same providers as Aetna – providing an important option for many of our employees living along the Wasatch Front and maintaining services for those living along the Wasatch Back.

We have built out an 18-month agreement with both carriers, which ensures a rate guarantee until January 2027. This change enables us to align our benefit plan year from a July 1 start date to a January 1 start date. Beginning in January 2027, we will have one open enrollment period per year. All benefit offerings will be aligned with the IRS and deductible calendar year plans.

We are still considering other changes, such as modifying deductibles and plan design. Design and contribution changes would better align PCMC with other municipalities (Heber City, Summit County, Salt Lake City, Salt Lake County, and Park City School District) while reducing the City's overall spending. Yet, changes in plan design and providers at the same time can create employee confusion, and this is the second significant change in our health insurance plan and offering in two years.

Contractual Increases - *These adjustments reflect annual increases to our Sundance and Summit County Dispatch contracts, with inflationary clauses based on annual CPI.*

Sundance Film Festival Contract

The Sundance Film Festival contract is in effect for one more year. We estimate the FY26 payment to be \$376,250, an increase of \$4,250. Per 11.1 in the agreement, the annual payment shall be included in the City Manager's Recommended Budget. Beginning in FY27, we will no longer include this payment and expect savings in several departments, such as Events, Transportation, Parking, Public Works, and Public Safety.

Summit County Dispatch Services

Based on the CPI of 3%, our annual contract with Summit County for dispatch services is estimated to increase by \$17,000 in FY26. This is another area that the Council could direct the Chief of Police and the City Manager to discuss with Summit County regarding funding allocations.

Exhibits

Exhibit A: FY26 Operating Budget Requests

FY26 General Fund Operating Budget Requests

SLOS - Same Level of Service (aligning budget with actuals)

OTE - One Time Expense

MSS - Materials, Services, Supplies

Department	Subcategory	Request	Manager Request	Results Team Recommendation	City Manager Recommendation
Service Contracts/Agreements	MSS	Park City Museum Provider Services Agreement Increase	\$ 8,000	\$ -	\$ -
Budget - Manager Proposed Savings					\$ (5,600)
Building Dept	Personnel	Reclass Two Building Insp to Senior Building Insp	\$ 46,562	\$ -	\$ 23,281
Manager Proposed Savings					\$ (180,203)
Building Dept Total			\$ 46,562	\$ -	\$ (156,922)
Childcare	OTE - MSS				\$ 633,000
Community Engagement - Manager Proposed Savings					\$ (8,600)
Emergency Contingency - Manager Proposed Savings					\$ (50,000)
Economic Development - Manager Proposed Savings					\$ (93,253)
Public Works					
Public Works - Bldg Maint	MSS	Contract Services	\$ 23,600	\$ 23,600	\$ 23,600
Manager Proposed Savings					\$ (46,603)
Public Works - Parks	Personnel	Parks III (2) - Enhanced snow removal on sidewalks, stairs & bike paths, summer park maint. & repairs	\$ 238,778	\$ -	\$ 238,778
Public Works - Parks	MSS	Planters, Plant Material (external)	\$ 12,000	\$ 12,000	\$ 12,000
Public Works - Parks	MSS	Holiday decorating	\$ 18,000	\$ -	\$ -
Manager Proposed Savings			\$ (50,000)		\$ (50,000)
Public Works - Streets	Personnel	Increase to OT wages	\$ 15,000	\$ 15,000	\$ -
Manager Proposed Savings					\$ (23,180)
Public Works Total			\$ 257,378	\$ 50,600	\$ 154,595
Engineering	Personnel	Reclass Public Improvement Engineer position to Assistant City Engineer	\$ 12,000	\$ 12,000	\$ 12,000
Engineering	MSS	Software Licenses	\$ 10,000	\$ -	\$ 5,000

Department	Subcategory	Request	Manager Request	Results Team Recommendation	City Manager Recommendation
Engineering	MSS	Dept & Office Supplies, Equipment	\$ 4,650	\$ 4,650	\$ 4,650
Engineering	MSS	Align Cell Phone Budget to Actual Spending	\$ 1,600	\$ 1,600	\$ 1,600
Manager Proposed Savings					\$ (23,000)
Engineering Total			\$ 28,250	\$ 18,250	\$ 250
Human Resources	Personnel	Reclass HRBP to Senior HRBP	\$ 13,400	\$ -	\$ 13,400
Human Resources	MSS	Enhance Healthy Living Program Increase (giveaways, biometric screenings onsite, etc)	\$ 10,000	\$ -	\$ -
Human Resources	MSS	Employee Holiday Events/Valuing Employees Event	\$ 19,000	\$ -	\$ -
Manager Proposed Savings					\$ (13,400)
HR Total			\$ 42,400	\$ -	\$ -
Information Technology	Personnel	Helpdesk Manager (wages, benefits, equipment)	\$ 156,127	\$ 156,127	\$ 156,127
Information Technology	Personnel	Reallocate shared GIS position from Water			\$ 45,564
Information Technology	MSS	Contract Services	\$ 150,000	\$ -	\$ 75,000
Manager Proposed Savings					\$ -
IT Total			\$ 306,127	\$ 156,127	\$ 276,691
Library	MSS	Postage, PO Box Services, Package Pickup/Delivery	\$ 4,282	\$ 4,282	\$ -
Library	MSS	Programs - More Attendees at Events	\$ 5,000	\$ 5,000	\$ -
Library	MSS	Room Rentals, Tenant Support	\$ 3,000	\$ 3,000	\$ 3,000
Library	MSS	Marketing	\$ 1,500	\$ -	\$ 1,500
Library	MSS	Digital Materials	\$ 2,000	\$ 2,000	\$ -
Library	MSS	Spanish Materials	\$ 2,000	\$ 2,000	\$ -
Library	MSS	Meetings, Conferences, Travel	\$ 5,000	\$ -	\$ 2,500
Library	MSS	Memberships	\$ 900	\$ 900	\$ 900
Library	MSS	Mileage	\$ 200	\$ 200	\$ 200
Manager Proposed Savings					\$ (7,885)
Library Total			\$ 23,882	\$ 17,382	\$ 215
Planning	Personnel	Reclass Planner I to Planner II	\$ 22,066		\$ 22,066
Planning	MSS	Memberships	\$ 230		\$ 230
Planning	OTE - MSS	OTE - Contract Services - Implement General Plan Updates	\$ 38,000	\$ -	\$ 38,000
Planning	MSS	Align budget to reflect increased per diems for public bodies	\$ 53,400	\$ -	\$ 30,315
Manager Proposed Savings					\$ (89,000)
Planning Total			\$ 113,696	\$ -	\$ 1,611

Department	Subcategory	Request	Manager Request	Results Team Recommendation	City Manager Recommendation
Police	Personnel	New Detective Sergeant to support growing case load. This includes wages, benefits, gear and safety equipment	\$ 240,802	\$ 240,802	\$ 240,802
Police	Personnel	K9 Officer and K9 trained in explosive detection and search & rescue. Includes wages, benefits, gear and safety equipment	\$ 204,404	\$ -	\$ -
Police	Personnel	School Resource Officer (SRO) per new legislation (there will be an \$80k PCSD offset per ILA)	\$ 204,404	\$ -	\$ -
Police	OTE - Vehicle	OTE - Vehicle and buildout for Detective Sgt	\$ 75,000	\$ 75,000	\$ 75,000
Police	OTE - Vehicle	OTE - Vehicle and special buildout for K9 unit	\$ 102,000	\$ -	\$ -
Police	OTE - Vehicle	OTE - SRO Vehicle and buildout	\$ 90,000	\$ -	\$ -
Manager Proposed Savings					\$ (50,000)
Total Police			\$ 826,610	\$ 315,802	\$ 265,802
MARC	Personnel	Recreation Program Supervisor for new Aquatics Center/Program (wages, benefits, computer, phone, etc)	\$ 164,443	\$ 164,443	\$ -
MARC	Personnel	PT Staff- Winter Aquatics	\$ 53,760	\$ 53,760	\$ 53,760
MARC	Personnel	PT Staff- Reclassification of Pro Shop Attendant	\$ 5,425	\$ -	\$ 5,425
MARC	MSS	Fitness Center Dept. Supplies/Services	\$ 2,000	\$ -	\$ 2,000
MARC	MSS	Aquatics Certification	\$ 1,000	\$ 1,000	\$ 1,000
MARC	MSS	Staff Apparel	\$ 1,000	\$ 1,000	\$ 1,000
MARC	MSS	Contract Services- Software/Service	\$ 11,600	\$ 11,600	\$ 11,600
MARC	MSS	Department Supplies- Bouldering Wall Programming	\$ 500	\$ -	\$ 500
MARC	MSS	Credit Card/Merchant Services Fees	\$ 125,000	\$ 125,000	\$ 125,000
Manager Proposed Savings					\$ (1,500)
MARC Total			\$ 364,728	\$ 356,803	\$ 198,785
Racquet Sports	MSS	Court Washing	\$ 5,000	\$ 5,000	\$ 3,000
Racquet Sports Total			\$ 5,000	\$ 5,000	\$ 3,000
Recreation	Personnel	PT Staff- MTB Instructor	\$ 3,100	\$ 3,100	\$ -
Recreation	MSS	Camp/Clinics Department Supplies-	\$ 5,000	\$ 5,000	\$ 5,000
Recreation	MSS	Volleyball Tournaments	\$ 2,500	\$ 2,500	\$ 2,500
Manager Proposed Savings					\$ (1,250)
Recreation Total			\$ 10,600	\$ 10,600	\$ 6,250
Ice	MSS	Cleaning Contract	\$ 46,700	\$ 46,700	\$ 51,000
Ice	MSS	Credit Card/Merchant Services Fees	\$ 7,000	\$ 7,000	\$ 5,000
Ice	OTE - MSS	OTE- Ford Ranger	\$ 35,760	\$ 35,760	\$ -

Department	Subcategory	Request	Manager Request	Results Team Recommendation	City Manager Recommendation
Ice	OTE - MSS	OTE - Laptop, Monitors, Supplies for League Coordinator	\$ 4,000	\$ 4,000	\$ 4,000
Manager Proposed Savings					\$ (24,112)
Ice Total			\$ 93,460	\$ 93,460	\$ 35,888
		Total Ongoing Requests	\$ 1,684,971	\$ 909,264	\$ 511,712
		One-time Expenses	\$ 344,760	\$ 114,760	\$ 750,000

FY26 Enterprise Fund Operating Budget Requests

SLOS - Same Level of Service (aligning budget with actuals)

OTE - One Time Expense

MSS - Materials, Services, Supplies

Department	Subcategory	Request	Manager Request	Results Team Recommendation	City Manager Recommendation
Golf Pro Shop	MSS	Range Supplies - Balls, Mats, Pickers, Baskets	\$ 8,500	\$ 8,500	\$ 8,500
Golf Pro Shop	MSS	Replenish Rental Club Stock	\$ 10,000	\$ 10,000	\$ 10,000
Golf Pro Shop	MSS	Credit Card/Merchant Fees	\$ 12,000	\$ 12,000	\$ 12,000
Golf Pro Shop	MSS	GPS for Golf Carts (revenue offset from slight increase to cart fees)	\$ 50,000	\$ 50,000	\$ -
Golf Maint	MSS	Supplies - Tee Markers, Flags, Cups	\$ 10,000	\$ 10,000	\$ 10,000
Golf Maint	MSS	Cellular - Increase budget to cover actual cost of replacements	\$ 1,000	\$ 1,000	\$ 1,000
Golf Maint	MSS	Equipment Repair/Maint - Aging equipment is requiring more repairs	\$ 10,000	\$ 10,000	\$ 10,000
Manager Proposed Savings					\$ (30,500)
Golf Fund Total			\$ 101,500	\$ 101,500	\$ 21,000
Public Utilities - Water	MSS	Equipment, Materials and Supplies - Funds to keep our system operational, long-term. Increased focus on asset management with goal of reducing water breaks and water loss.	\$ 76,836	\$ 76,836	\$ -
Public Utilities - Water	MSS	This is an ongoing payment for water delivery and will increase with inflation and other factors. Planned expense since 2010 and has been included in the financial model	\$ 65,881	\$ 65,881	\$ 65,881
Public Utilities - Water	MSS	Travel/Conference/Training & Software Licenses	\$ 9,000	\$ 9,000	\$ -
Public Utilities - Water	MSS	Contract Services/Consulting	\$ 105,202	\$ 105,202	\$ -
Public Utilities - Water	MSS	Chemicals	\$ 269,000	\$ -	\$ 269,000
Public Utilities - Water	MSS	Credit Card Fees	\$ 121,500	\$ 121,500	\$ 121,500
Manager Proposed Savings					\$ (612,583)
Water Fund Total			\$ 647,419	\$ 378,419	\$ (156,202)
Transit Operations	Personnel	Bus Porters (4) - Includes wages, taxes, benefits	\$ 440,220	\$ -	\$ -
Transit Operations	Personnel	Bus Operators (3 FTR, 5 Seasonal) - Includes wages, taxes, benefits	\$ 435,152	\$ 435,152	\$ 435,152
Manager Proposed Savings					\$ (900,000)
Transit Ops Total					\$ (464,848)
Transpo Planning	Personnel	Project Delivery Specialist (Hire Fall 2025) - NEPA review, design support, handoff projects to Engineering	\$ 163,000	\$ 163,000	\$ -
Manager Proposed Savings					\$ (85,000)
Transportation Planning Total					\$ (85,000)
Transit Fund Total			\$ 1,038,372	\$ 598,152	\$ (549,848)
				\$ -	
Parking	Personnel	PT Customer Service Analyst for Transit to Trails	\$ 44,874	\$ 44,874	\$ -
Manager Proposed Savings					\$ (50,000)
Parking Total					\$ (50,000)
		Grand Total Enterprise Funds	\$ 1,832,165	\$ 1,122,945	\$ (735,050)

City Council Staff Report



Subject: Police Promotional Swearing-In Ceremony
Author: Wade Carpenter, Chief of Police
Department: Police
Date: April 10, 2025
Type of Item: Informational

Recommendation

This is an informational report regarding recent new hires in the Park City Police Department.

Background

The Park City Police Department recently underwent promotional hiring to fill important vacancies. Lieutenant Danielle Snelson and Sergeant Kacey Comer were successful candidates and require swearing-in by Mayor Worel. The Department conducted an extensive testing process for both positions and is very confident in the newly promoted members of our team.

Biographies

Danielle Snelson

Danielle has dedicated nearly two decades to law enforcement, beginning her career as a civilian crime scene investigator before transitioning to sworn service with the South Salt Lake City Police Department. Over the years, Danielle has held numerous special assignments, including Field Training Officer, Hostage Negotiator, Medical Examiner's Office Investigator, Bike Team Officer, and Special Victims Investigator. Her deep knowledge of Park City Police operations and the law, from local to federal levels, has allowed her to enforce the law fairly and equitably.

Promoted to Sergeant in 2021, Danielle has consistently demonstrated integrity, dedication, and exceptional work ethic. As a strong communicator, she has effectively employed proactive policing to better serve the community. Danielle is a dedicated leader, and I have no doubt she will continue to serve Park City with the same commitment and excellence in her new role as Lieutenant.

Kacey Comer

Kacey Comer has worked for the Park City Police department since 2010 when he was hired as a reserve officer. In 2016, he joined our department full time. Since coming full time to PCPD, Kacey has taken advantage of every opportunity he has been able to. Kacey quickly joined the traffic team, where he successfully became a motor officer.

Shortly after that assignment, Kacey volunteered to take over the newly implemented Drop and Load Zone(DLS Program) on Main Street. Kacey took ownership of that program and grew it into a quasi community outreach position. Over the years, Kacey has built strong relationships with various stakeholders in the Park City community. Additionally, Kacey served as the Park City Police department gang officer for three years and worked with the Salt Lake Metro Gang Unit.

His most recent assignment was with our investigations unit, serving as a taskforce officer for the Drug Enforcement Agency (DEA). In this role, Kacey has been highly successful, earning a Citation of Honor for his work on a narcotics and money laundering investigation.

City Council Staff Report



Subject: Planning Commission Appointments
Author: Michelle Downard
Department: Executive Department
Date: April 10, 2025

Summary Recommendation

The City Council should consider appointments to the Planning Commission.

Background

Public bodies play an important role in the inclusion of community members and stakeholders in the administration of City policy, programs, and initiatives. When community members are included in local government decision-making, they are more likely to trust and improve government actions--participation fosters a sense of ownership, as their voices and experience shape public policies and programs.

The Planning Commission, specifically, consists of seven members who serve four-year staggered terms that expire in July. Members serve until a successor is appointed and must be residents of Park City and reside within Park City for at least 90 days before being appointed.

The Planning Commission reviews development applications for consistency with the General Plan and Land Management Code, acting on land use applications, plats, Conditional Use Permits, and Master Planned Developments. The Planning Commission also reviews and forwards recommendations to the City Council for Land Management Code amendments, annexations, zoning, and General Plan updates.

Planning Commission	Term Expiration
Sarah Hall	Jul-24
William Johnson	Jul-24
Laura Suesser	Jul-25
Henry Sigg	Jul-26
John Frontero	Jul-26
Rick Shand	Jul-27
Christin Van Dine	Jul-27

[PCMC 15-12-1](#) establishes that Planning Commission members are appointed by the Mayor with the advice and consent of the City Council and states that alternate members may be appointed. [PCMC 15-12-4](#) requires appointments to fairly represent the interests of all residents of the community.

More recently, on September 1, 2022, the City Council adopted [Ordinance No. 2022-30](#), amending Planning Commissioner qualifications as follows:

Members of the Planning Commission shall be residents of Park City and have resided within the City for at least ninety (90) days prior to being appointed. *There should be a priority for at least one Planning Commissioner to be a land use professional, including but not limited to experience in construction, planning, architecture, or real estate development.*

There are Commissioners serving terms through 2026 and 2027 with experience in construction, planning, and real estate development.

Commissioner Hall and Johnson continued to serve after July 2024 while the Snow Park application (now complete) and Bonanza Park Land Management Code Amendments (nearing completion) were being considered.

The Mayor and Council should consider appointments based on the previous term dates to maintain staggering, with 2 expiring in 2028 (held by Hall and Johnson) and 1 expiring in 2029 (held by Suesser) unless otherwise directed by the Mayor and Council.

Analysis

The Mayor and City Council conducted interviews on [March 13, 2025](#), and [March 27, 2025](#), with 15 applicants. Since that time, Sarah Hall has withdrawn her application to pursue other public service opportunities.

The Council should consider the Mayor's recommendation to appoint Grant Tilson and Bill Johnson to terms ending in July 2028 and Seth Beal to a term ending in July 2029, consistent with the previous term end dates.

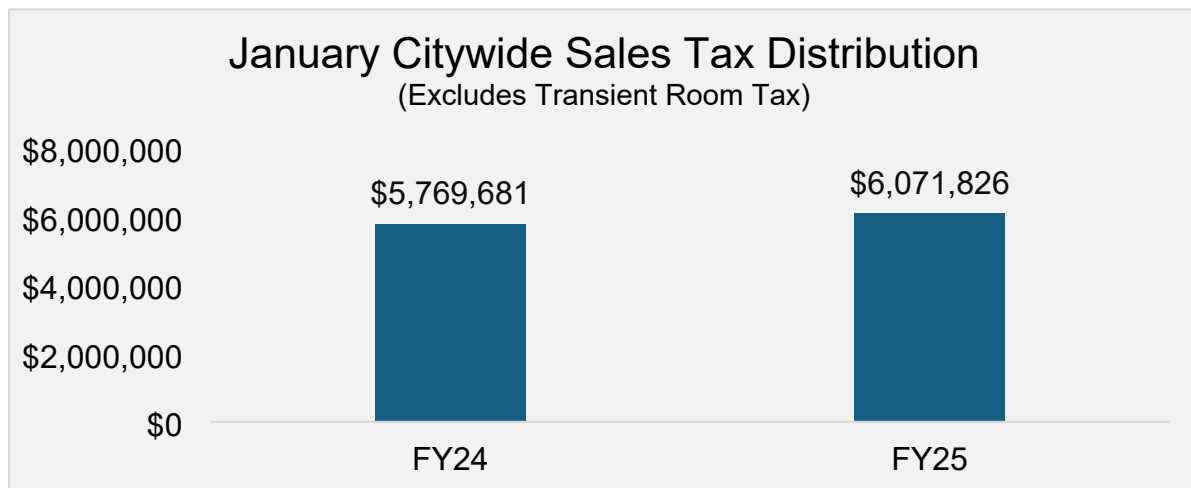


City Council Staff Report

Subject: January Sales Tax Report
Author: Budget Team
Department: Budget
Date: April 10, 2025

Sales Tax Distribution

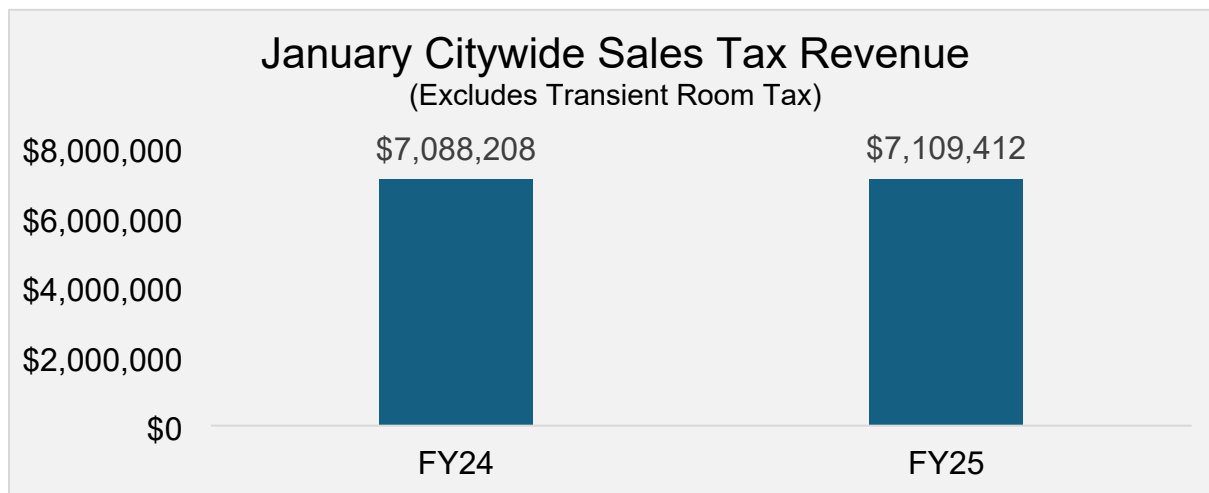
The January 2025 sales tax distribution, excluding Transient Room Tax, increased by 5.2% (\$302,145) over last January, bringing the year-to-date citywide sales tax distributions 2.2% (\$517,078) above last year. Regarding budgeted sales tax revenue, the General Fund is 0.9% (\$29,361) above the January budget, while year-over-year sales tax distributions are tracking 0.08% (\$9,889) below the budget. Trends in the City's Capital and Transportation Funds, which also receive sales tax revenue, broadly mirrored the trends seen in the General Fund. The January distribution accounts for over 13% of monthly sales tax distributions.



On the lodging front, the January Transient Room Tax distribution increased 7.2% (\$51,476) compared to last year and 2.7% (\$20,191) compared to the budgeted amount. Year-to-date distributions are cumulatively flat, with a slight decrease of 0.06% (\$1,585). Compared to the year-to-date budget, distributions are down 3.4% (\$86,236).

Sales Tax Revenue

January 2025 sales tax revenue, excluding Transient Room Sales Tax, saw a marginal increase of 0.3% (\$21,204) compared to January 2024. This figure is expected to increase slightly as additional January filings are included in subsequent distributions. On a rolling quarterly basis, citywide sales tax revenue rose 0.7% (\$118,644), while fiscal year-to-date revenue is up 3.2% (\$888,124) compared to the same period last year.



January Transient Room Tax revenue was flat, decreasing by 0.03% (\$239) from last year. Regarding a rolling quarter comparison, revenue declined by 1.5% (\$25,038). Year-to-date revenue is also flat compared to last year, with a slight increase of 0.6% (\$13,995). Occupancy was flat in January, but average daily rates increased by 4%. The short-term rental market weighed down the increase that higher rates and equal occupancy would have realized.

Sales Tax Analysis

The winter months (December–March) generate approximately 56% of the City's annual sales tax revenue, with December and January alone accounting for 25% of that total. Given this seasonal importance, the performance of the first two winter months can provide some reassurance.

We remain cautiously optimistic that February and March will align reasonably well with our budgeted projections. Most local indicators suggest a flat trend, neither significantly up nor down. On a broader scale, however, we've observed weakening consumer sentiment, driven by elevated uncertainty—much of it stemming from national policy developments, particularly around tariffs.

We continue collaborating with the PC Chamber of Commerce to regularly assess a range of global, national, and local economic indicators, including consumer spending patterns and tourism activity. This ongoing analysis will help ensure that our fiscal year 2025 budget and revenue forecasts align with current economic trends and that any proactive adjustments can be made accordingly.

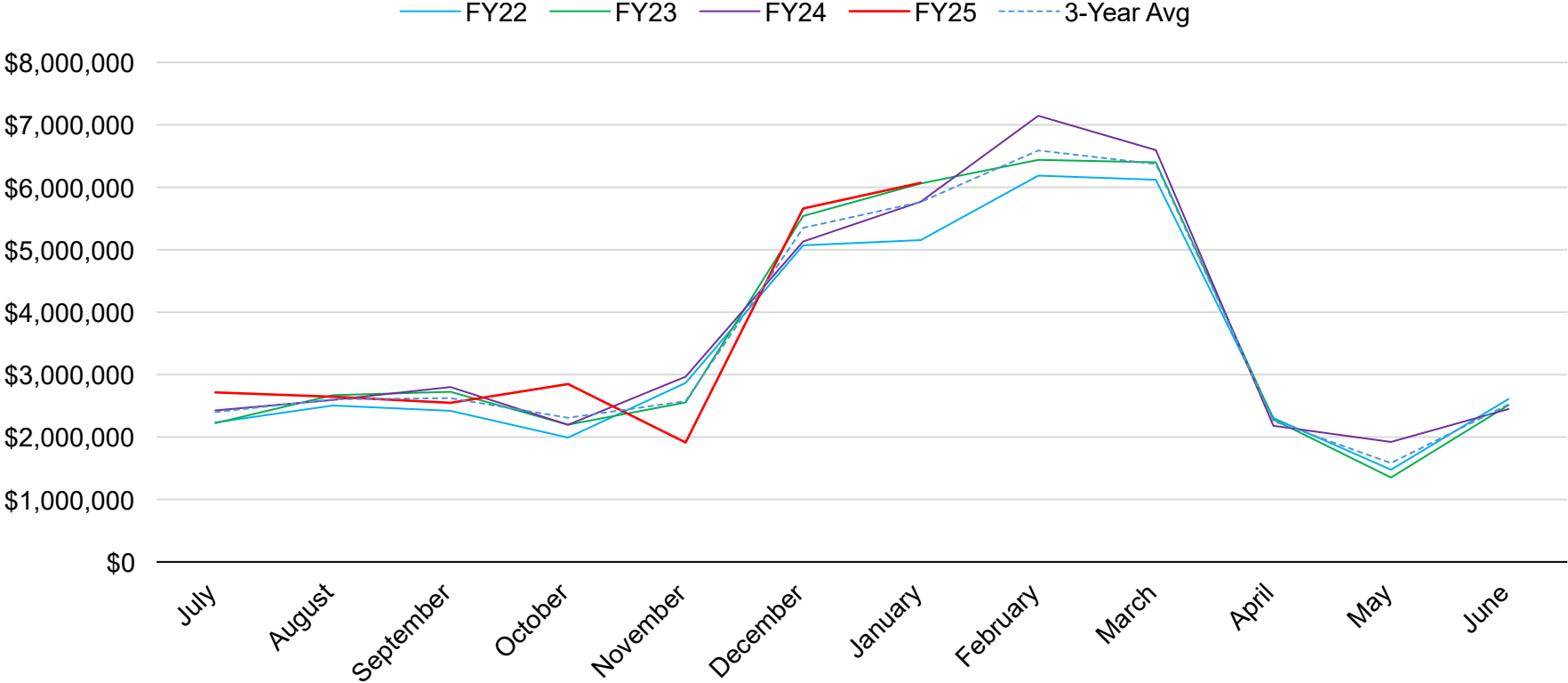
Exhibits

- A *FY25 January Sales Tax Distribution*
- B *FY25 January Sales Tax Revenue*
- C *Revenue Summary by Object and Type*
- D *Expense Summary by Object and Type*

December Sales Tax Distribution Appendix I

Sales Tax Distributions

Annual Sales Tax Distribution Revenue Over Time by Month



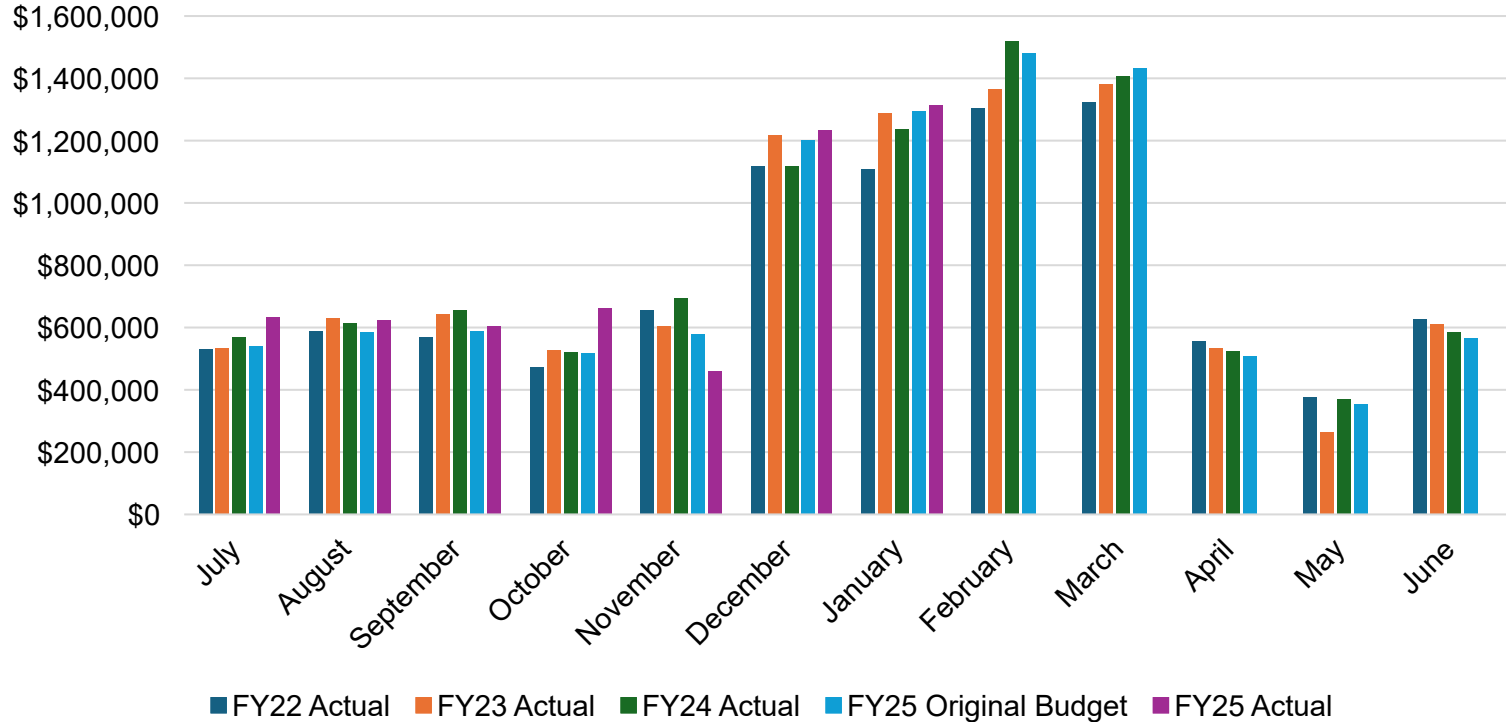
Local Option Sales Tax Distribution

Local Option Sales Tax - Monthly							
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Original Budget	FY25 Actual	FY25 v FY24, % Variance	Actuals vs Budget
July	\$529,671	\$532,806	\$570,791	\$539,321	\$634,037	11.08%	17.56%
August	\$589,690	\$631,245	\$612,827	\$585,234	\$623,012	1.66%	6.46%
September	\$569,012	\$641,829	\$655,342	\$589,649	\$604,981	-7.68%	2.60%
October	\$473,070	\$526,872	\$521,364	\$518,880	\$661,089	26.80%	27.41%
November	\$655,496	\$603,371	\$695,129	\$578,758	\$460,257	-33.79%	-20.48%
December	\$1,119,655	\$1,216,593	\$1,116,760	\$1,202,679	\$1,233,701	10.47%	2.58%
January	\$1,110,233	\$1,288,403	\$1,236,790	\$1,295,549	\$1,312,696	6.14%	1.32%
February	\$1,305,827	\$1,366,459	\$1,518,413	\$1,481,344	\$0	-100.00%	-100.00%
March	\$1,323,165	\$1,380,769	\$1,408,614	\$1,432,287	\$0	-100.00%	-100.00%
April	\$556,420	\$534,284	\$525,152	\$506,930	\$0	-100.00%	-100.00%
May	\$375,382	\$264,260	\$370,168	\$355,867	\$0	-100.00%	-100.00%
June	\$626,591	\$611,246	\$586,773	\$567,144	\$0	-100.00%	-100.00%
Total	\$9,234,210	\$9,598,138	\$9,818,123	\$9,653,643	\$5,529,773	-43.68%	-42.72%

Local Option Sales Tax - Culmulative							
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Original Budget	FY25 Actual	FY25 v FY24, % Variance	Actuals vs Budget
July	\$529,671	\$532,806	\$570,791	\$539,321	\$634,037	11.08%	17.56%
August	\$1,119,361	\$1,164,051	\$1,183,618	\$1,124,555	\$1,257,049	6.20%	11.78%
September	\$1,688,373	\$1,805,880	\$1,838,960	\$1,714,204	\$1,862,030	1.25%	8.62%
October	\$2,161,443	\$2,332,752	\$2,360,324	\$2,233,085	\$2,523,119	6.90%	12.99%
November	\$2,816,939	\$2,936,124	\$3,055,453	\$2,811,843	\$2,983,376	-2.36%	6.10%
December	\$3,936,593	\$4,152,716	\$4,172,213	\$4,014,522	\$4,217,077	1.08%	5.05%
January	\$5,046,826	\$5,441,119	\$5,409,003	\$5,310,071	\$5,529,773	2.23%	4.14%
February	\$6,352,653	\$6,807,579	\$6,927,416	\$6,791,415	\$0	-100.00%	-100.00%
March	\$7,675,818	\$8,188,348	\$8,336,030	\$8,223,702	\$0	-100.00%	-100.00%
April	\$8,232,238	\$8,722,631	\$8,861,182	\$8,730,632	\$0	-100.00%	-100.00%
May	\$8,607,619	\$8,986,891	\$9,231,350	\$9,086,499	\$0	-100.00%	-100.00%
June	\$9,234,210	\$9,598,138	\$9,818,123	\$9,653,643	\$0	-100.00%	-100.00%

Local Option Sales Tax Distribution

Local Option Sales Tax Historical Sales Tax Revenues Over Time by Month



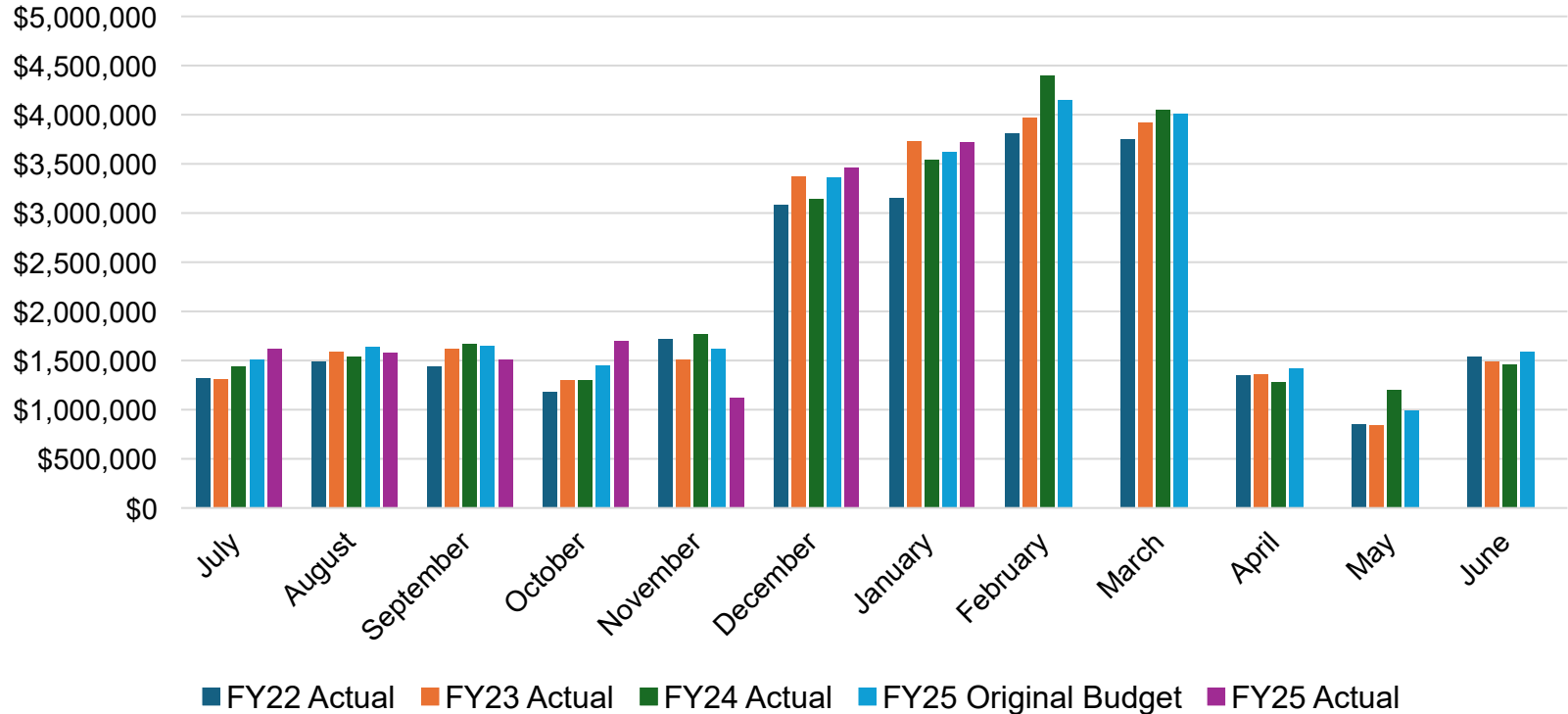
Resort Sales Tax Distribution

Resort Sales Tax - Monthly							
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Original Budget	FY25 Actual	FY25 v FY24, % Variance	Actuals vs Budget
July	\$1,324,191	\$1,312,332	\$1,442,948	\$1,509,102	\$1,618,474	12.2%	7.25%
August	\$1,486,151	\$1,586,065	\$1,541,605	\$1,637,575	\$1,580,122	2.50%	-3.51%
September	\$1,439,786	\$1,615,491	\$1,668,124	\$1,649,928	\$1,508,595	-9.56%	-8.57%
October	\$1,177,422	\$1,296,056	\$1,299,701	\$1,451,907	\$1,700,690	30.85%	17.13%
November	\$1,717,615	\$1,512,524	\$1,764,089	\$1,619,453	\$1,125,600	-36.19%	-30.50%
December	\$3,082,526	\$3,368,390	\$3,140,247	\$3,365,279	\$3,458,333	10.13%	2.77%
January	\$3,157,600	\$3,729,527	\$3,538,256	\$3,625,144	\$3,722,264	5.20%	2.68%
February	\$3,812,931	\$3,965,502	\$4,397,749	\$4,145,027	\$0	-100.00%	-100.00%
March	\$3,746,856	\$3,920,247	\$4,053,790	\$4,007,757	\$0	-100.00%	-100.00%
April	\$1,354,702	\$1,356,848	\$1,283,854	\$1,418,467	\$0	-100.00%	-100.00%
May	\$849,574	\$844,454	\$1,202,996	\$995,769	\$0	-100.00%	-100.00%
June	\$1,538,289	\$1,491,338	\$1,462,232	\$1,586,956	\$0	-100.00%	-100.00%
Total	\$24,687,643	\$25,998,774	\$26,795,590	\$27,012,364	\$14,714,079	-45.09%	-45.53%

Resort Sales Tax - Culmulative							
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Original Budget	FY25 Actual	FY25 v FY24, % Variance	Actuals vs Budget
July	\$1,324,191	\$1,312,332	\$1,442,948	\$1,509,102	\$1,618,474	12.16%	7.25%
August	\$2,810,341	\$2,898,396	\$2,984,553	\$3,146,677	\$3,198,596	7.17%	1.65%
September	\$4,250,127	\$4,513,887	\$4,652,677	\$4,796,605	\$4,707,191	1.17%	-1.86%
October	\$5,427,549	\$5,809,943	\$5,952,378	\$6,248,512	\$6,407,882	7.65%	2.55%
November	\$7,145,164	\$7,322,467	\$7,716,467	\$7,867,965	\$7,533,482	-2.37%	-4.25%
December	\$10,227,690	\$10,690,858	\$10,856,714	\$11,233,244	\$10,991,815	1.24%	-2.15%
January	\$13,385,290	\$14,420,385	\$14,394,970	\$14,858,388	\$14,714,079	2.22%	-0.97%
February	\$17,198,221	\$18,385,887	\$18,792,719	\$19,003,414	\$0	-100.00%	-100.00%
March	\$20,945,078	\$22,306,135	\$22,846,508	\$23,011,171	\$0	-100.00%	-100.00%
April	\$22,299,780	\$23,662,982	\$24,130,362	\$24,429,638	\$0	-100.00%	-100.00%
May	\$23,149,354	\$24,507,436	\$25,333,358	\$25,425,408	\$0	-100.00%	-100.00%
June	\$24,687,643	\$25,998,774	\$26,795,590	\$27,012,364	\$0	-100.00%	-100.00%

Resort Sales Tax Distribution

Resort Sales Tax Historical Sales Tax Revenues Over Time by Month



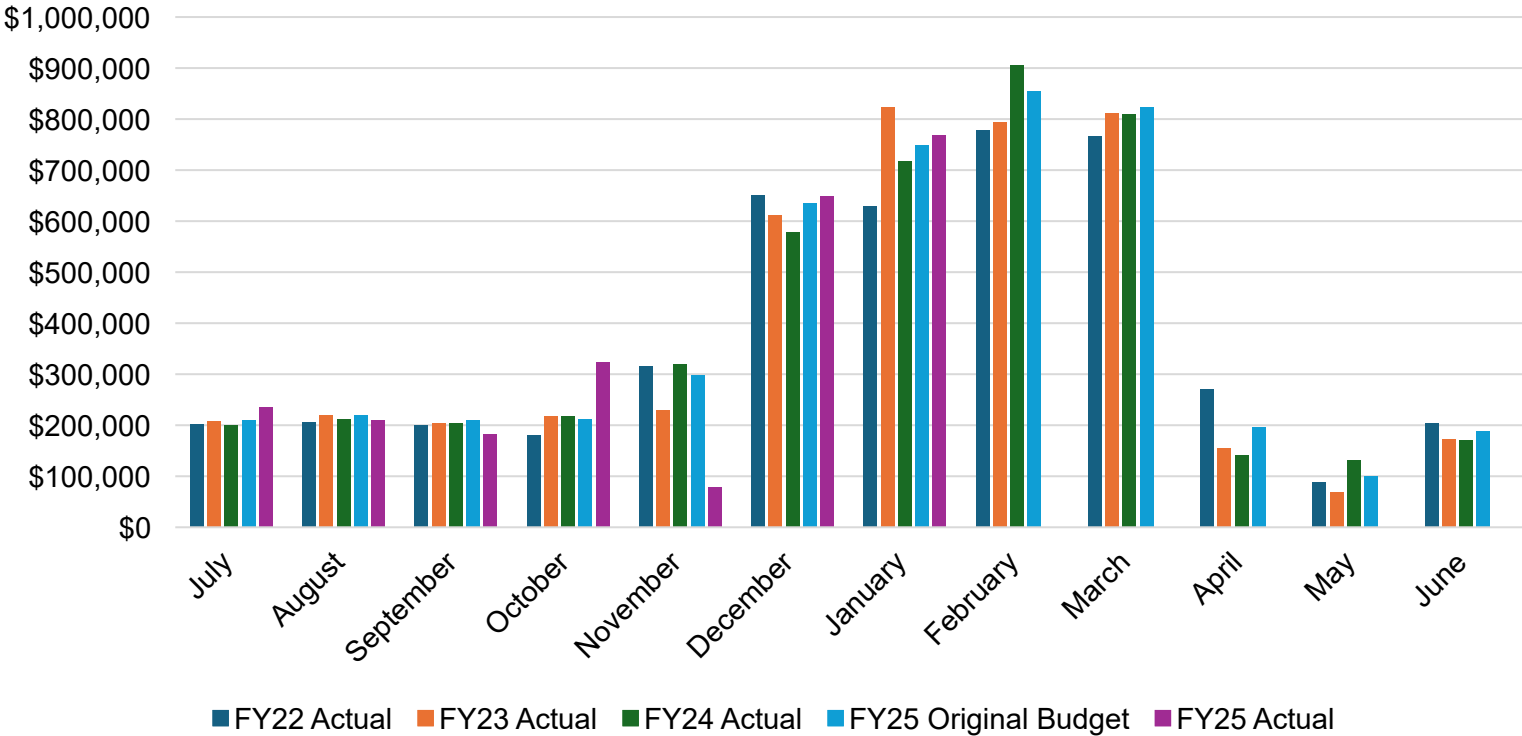
Transient Room Tax Distribution

Transient Room Sales Tax - Monthly							
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Original Budget	FY25 Actual	FY25 v FY24, % Variance	Actuals vs Budget
July	\$201,780	\$207,936	\$199,624	\$210,132	\$236,013	18.23%	12.32%
August	\$206,192	\$219,874	\$212,683	\$220,274	\$209,093	-1.69%	-5.08%
September	\$200,321	\$203,178	\$203,721	\$209,401	\$181,611	-10.85%	-13.27%
October	\$179,897	\$217,406	\$217,701	\$212,085	\$322,638	48.20%	52.13%
November	\$315,172	\$229,493	\$319,441	\$297,988	\$78,992	-75.27%	-73.49%
December	\$650,240	\$611,583	\$577,710	\$634,366	\$649,471	12.42%	2.38%
January	\$630,062	\$823,076	\$717,139	\$748,424	\$768,614	7.18%	2.70%
February	\$778,153	\$793,379	\$906,424	\$854,527	\$0	-100.00%	-100.00%
March	\$767,199	\$811,367	\$809,258	\$823,445	\$0	-100.00%	-100.00%
April	\$270,230	\$154,497	\$141,257	\$195,180	\$0	-100.00%	-100.00%
May	\$87,896	\$69,124	\$132,111	\$99,707	\$0	-100.00%	-100.00%
June	\$203,021	\$172,713	\$171,123	\$188,585	\$0	-100.00%	-100.00%
Total	\$4,490,163	\$4,513,625	\$4,608,192	\$4,694,114	\$2,446,433	-46.91%	-47.88%

Transient Room Sales Tax - Culmulative							
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Original Budget	FY25 Actual	FY25 v FY24, % Variance	Actuals vs Budget
July	\$201,780	\$207,936	\$199,624	\$210,132	\$236,013	18.23%	12.32%
August	\$407,972	\$427,810	\$412,307	\$430,405	\$445,106	7.96%	3.42%
September	\$608,293	\$630,988	\$616,027	\$639,806	\$626,717	1.74%	-2.05%
October	\$788,190	\$848,393	\$833,728	\$851,891	\$949,356	13.87%	11.44%
November	\$1,103,363	\$1,077,886	\$1,153,169	\$1,149,880	\$1,028,347	-10.82%	-10.57%
December	\$1,753,602	\$1,689,469	\$1,730,880	\$1,784,246	\$1,677,819	-3.07%	-5.96%
January	\$2,383,664	\$2,512,545	\$2,448,018	\$2,532,669	\$2,446,433	-0.06%	-3.40%
February	\$3,161,817	\$3,305,925	\$3,354,443	\$3,387,196	\$0	-100.00%	-100.00%
March	\$3,929,016	\$4,117,292	\$4,163,701	\$4,210,642	\$0	-100.00%	-100.00%
April	\$4,199,246	\$4,271,788	\$4,304,958	\$4,405,822	\$0	-100.00%	-100.00%
May	\$4,287,142	\$4,340,912	\$4,437,069	\$4,505,529	\$0	-100.00%	-100.00%
June	\$4,490,163	\$4,513,625	\$4,608,192	\$4,694,114	\$0	-100.00%	-100.00%

Transient Room Tax Distribution

Transient Room Sales Tax
Historical Sales Tax Revenues Over Time by Month



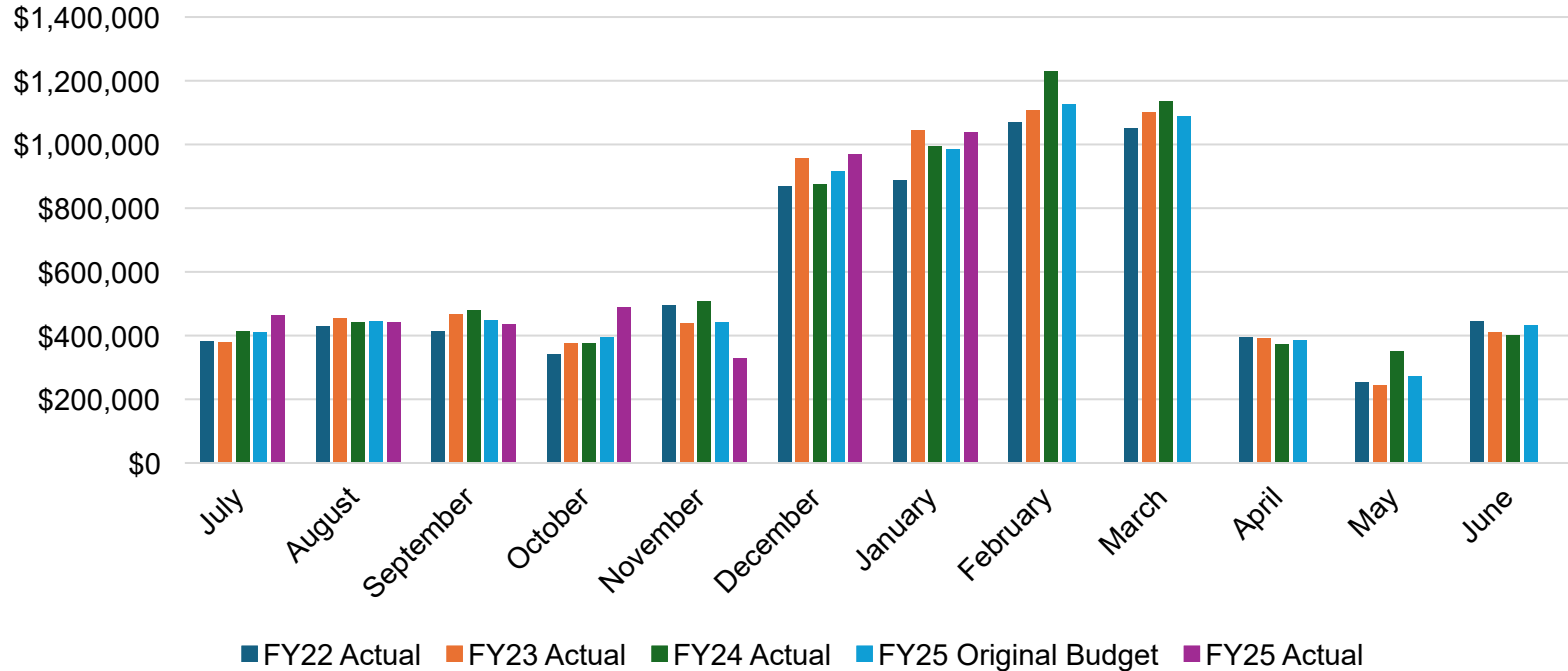
Transportation Sales Taxes Distributions

Transportation Sales Taxes - Monthly							
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Original Budget	FY25 Actual	FY25 v FY24, % Variance	Actuals vs Budget
July	\$380,466	\$377,116	\$413,216	\$410,128	\$462,510	11.93%	12.77%
August	\$429,532	\$453,180	\$439,674	\$445,043	\$442,599	0.67%	-0.55%
September	\$411,403	\$467,427	\$477,474	\$448,401	\$434,807	-8.94%	-3.03%
October	\$341,061	\$375,061	\$375,137	\$394,584	\$487,245	29.88%	23.48%
November	\$494,289	\$437,648	\$507,667	\$440,118	\$326,755	-35.64%	-25.76%
December	\$868,834	\$955,716	\$874,845	\$914,581	\$969,064	10.77%	5.96%
January	\$886,424	\$1,043,825	\$994,634	\$985,204	\$1,036,865	4.25%	5.24%
February	\$1,068,449	\$1,107,890	\$1,229,933	\$1,126,493	\$0	-100.00%	-100.00%
March	\$1,051,270	\$1,099,522	\$1,134,098	\$1,089,187	\$0	-100.00%	-100.00%
April	\$393,681	\$390,607	\$371,011	\$385,496	\$0	-100.00%	-100.00%
May	\$252,065	\$242,686	\$348,567	\$270,620	\$0	-100.00%	-100.00%
June	\$444,710	\$409,441	\$399,687	\$431,287	\$0	-100.00%	-100.00%
Total	\$7,022,185	\$7,360,119	\$7,565,943	\$7,341,144	\$4,159,846	-45.02%	-43.34%

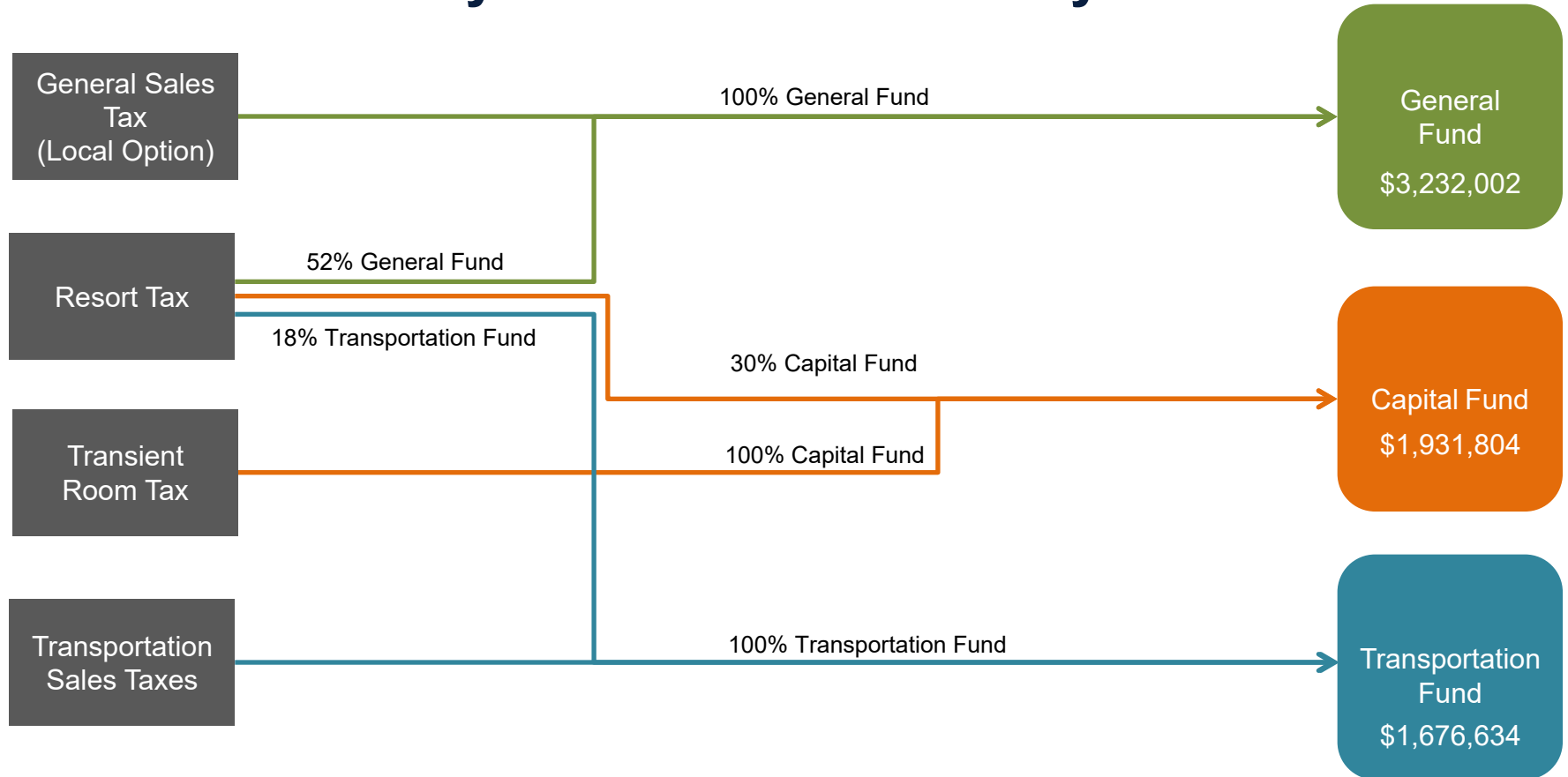
Transportation Sales Taxes - Culmulative							
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Original Budget	FY25 Actual	FY25 v FY24, % Variance	Actuals vs Budget
July	\$380,466	\$377,116	\$413,216	\$410,128	\$462,510	11.93%	12.77%
August	\$809,998	\$830,296	\$852,890	\$855,172	\$905,110	6.12%	5.84%
September	\$1,221,401	\$1,297,723	\$1,330,364	\$1,303,572	\$1,339,916	0.72%	2.79%
October	\$1,562,462	\$1,672,784	\$1,705,501	\$1,698,157	\$1,827,162	7.13%	7.60%
November	\$2,056,751	\$2,110,432	\$2,213,168	\$2,138,275	\$2,153,917	-2.68%	0.73%
December	\$2,925,585	\$3,066,148	\$3,088,013	\$3,052,856	\$3,122,981	1.13%	2.30%
January	\$3,812,009	\$4,109,973	\$4,082,647	\$4,038,061	\$4,159,846	1.89%	3.02%
February	\$4,880,458	\$5,217,863	\$5,312,580	\$5,164,554	\$0	-100.00%	-100.00%
March	\$5,931,728	\$6,317,384	\$6,446,678	\$6,253,741	\$0	-100.00%	-100.00%
April	\$6,325,409	\$6,707,992	\$6,817,689	\$6,639,237	\$0	-100.00%	-100.00%
May	\$6,577,475	\$6,950,678	\$7,166,256	\$6,909,857	\$0	-100.00%	-100.00%
June	\$7,022,185	\$7,360,119	\$7,565,943	\$7,341,144	\$0	-100.00%	-100.00%

Transportation Sales Tax Distributions

Transportation Sales Taxes
Historical Sales Tax Revenues Over Time by Month
(Excludes Additional Mass Transit Tax 2nd Quarter)



January Sales Tax Revenue by Fund

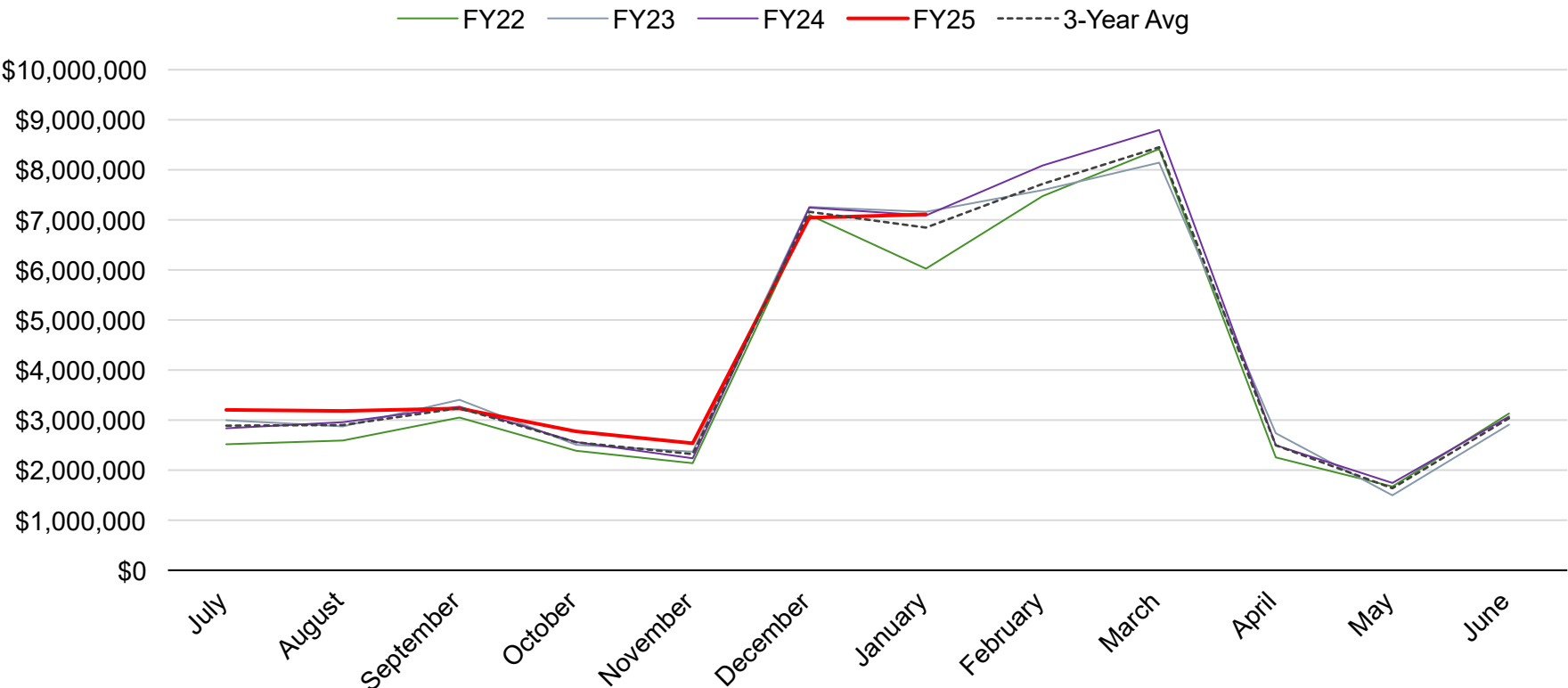


January Sales Tax Revenue Appendix II



Sales Tax Revenue

Annual Actual Sales Tax Revenue Over Time by Month



Local Option Sales Tax

Local Option Sales Tax - Monthly

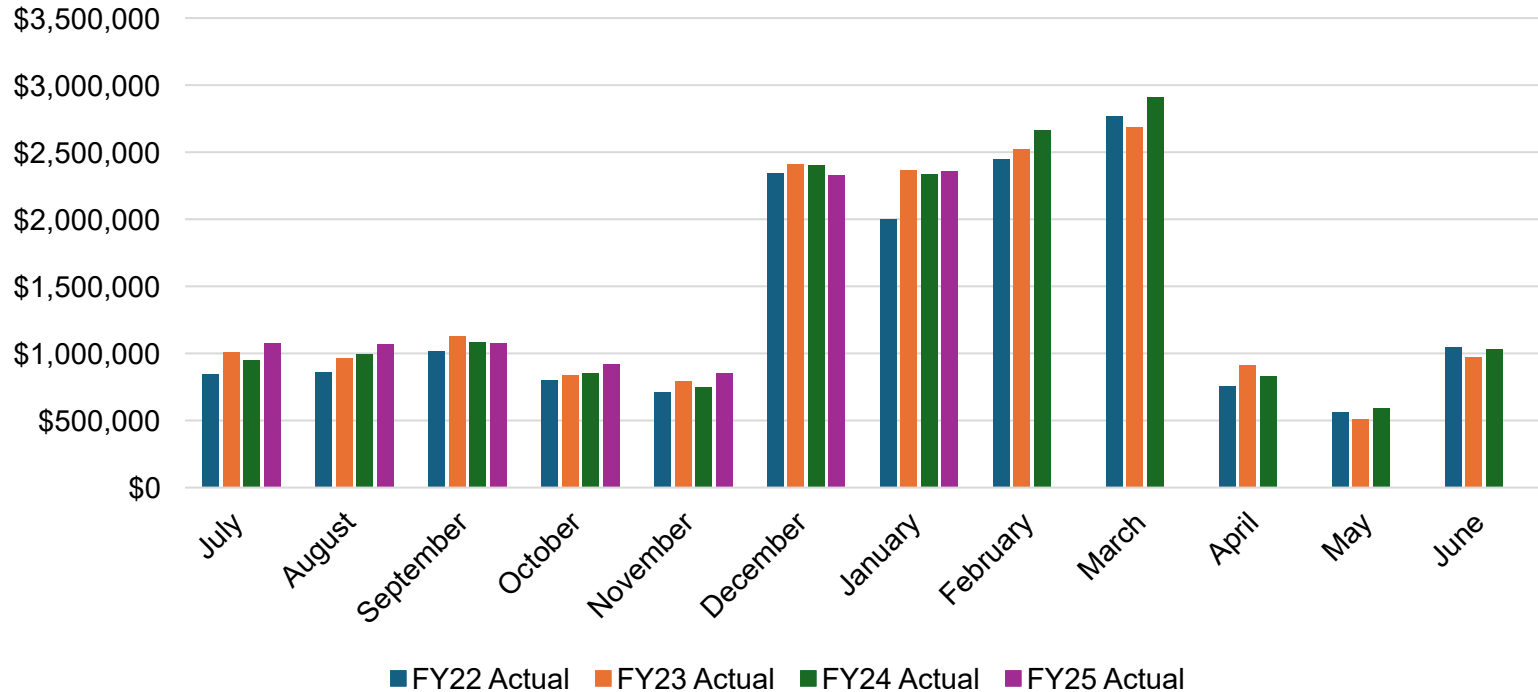
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY25 v FY24, % Variance
July	\$847,859	\$1,011,896	\$952,468	\$1,076,037	12.97%
August	\$857,988	\$966,504	\$993,978	\$1,071,182	7.77%
September	\$1,020,252	\$1,132,367	\$1,088,090	\$1,076,246	-1.09%
October	\$801,286	\$838,395	\$852,942	\$923,661	8.29%
November	\$712,206	\$793,974	\$746,843	\$849,913	13.80%
December	\$2,345,388	\$2,409,386	\$2,403,321	\$2,327,196	-3.17%
January	\$2,002,372	\$2,363,459	\$2,339,423	\$2,357,784	0.78%
February	\$2,451,609	\$2,520,061	\$2,664,413	\$0	-100.00%
March	\$2,772,301	\$2,687,713	\$2,910,075	\$0	-100.00%
April	\$755,906	\$910,346	\$833,367	\$0	-100.00%
May	\$566,444	\$513,211	\$591,782	\$0	-100.00%
June	\$1,049,026	\$976,420	\$1,029,732	\$0	-100.00%
Total	\$16,182,637	\$17,123,732	\$17,406,434	\$9,682,020	-44.38%

Local Option Sales Tax - Culmulative

Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY25 v FY24, % Variance
July	\$847,859	\$1,011,896	\$952,468	\$1,076,037	12.97%
August	\$1,705,847	\$1,978,400	\$1,946,445	\$2,147,219	10.31%
September	\$2,726,100	\$3,110,767	\$3,034,535	\$3,223,466	6.23%
October	\$3,527,385	\$3,949,161	\$3,887,477	\$4,147,127	6.68%
November	\$4,239,591	\$4,743,135	\$4,634,320	\$4,997,040	7.83%
December	\$6,584,979	\$7,152,521	\$7,037,641	\$7,324,236	4.07%
January	\$8,587,351	\$9,515,980	\$9,377,064	\$9,682,020	3.25%
February	\$11,038,960	\$12,036,041	\$12,041,477	\$0	-100.00%
March	\$13,811,261	\$14,723,754	\$14,951,552	\$0	-100.00%
April	\$14,567,166	\$15,634,101	\$15,784,919	\$0	-100.00%
May	\$15,133,611	\$16,147,312	\$16,376,701	\$0	-100.00%
June	\$16,182,637	\$17,123,732	\$17,406,434	\$0	-100.00%

Local Option Sales Tax

Local Option Sales Tax Historical Sales Tax Revenues Over Time by Month



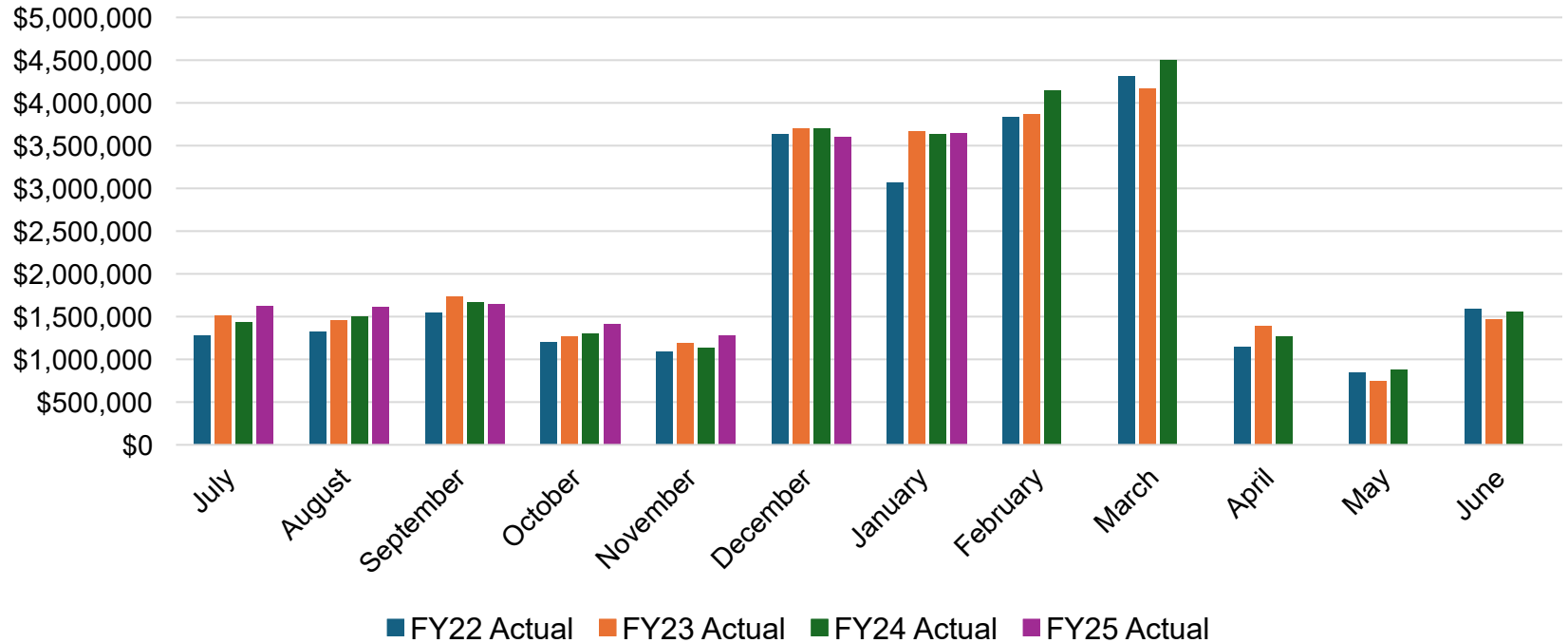
Resort Sales Tax

Resort Sales Tax - Monthly					
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY25 v FY24, % Variance
July	\$1,278,165	\$1,511,668	\$1,438,536	\$1,623,500	12.9%
August	\$1,326,453	\$1,455,310	\$1,499,781	\$1,610,528	7.38%
September	\$1,546,430	\$1,733,538	\$1,663,626	\$1,645,598	-1.08%
October	\$1,206,744	\$1,271,637	\$1,302,662	\$1,413,135	8.48%
November	\$1,087,514	\$1,195,718	\$1,134,331	\$1,282,768	13.09%
December	\$3,631,877	\$3,700,017	\$3,701,637	\$3,605,381	-2.60%
January	\$3,072,425	\$3,666,913	\$3,633,412	\$3,641,665	0.23%
February	\$3,838,942	\$3,874,318	\$4,150,873	\$0	-100.00%
March	\$4,317,316	\$4,173,921	\$4,499,177	\$0	-100.00%
April	\$1,142,621	\$1,396,061	\$1,268,535	\$0	-100.00%
May	\$841,528	\$748,279	\$876,950	\$0	-100.00%
June	\$1,586,271	\$1,472,715	\$1,558,738	\$0	-100.00%
Total	\$24,876,286	\$26,200,095	\$26,728,258	\$14,822,576	-44.54%

Resort Sales Tax - Culmulative					
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY25 v FY24, % Variance
July	\$1,278,165	\$1,511,668	\$1,438,536	\$1,623,500	12.86%
August	\$2,604,619	\$2,966,978	\$2,938,317	\$3,234,028	10.06%
September	\$4,151,049	\$4,700,516	\$4,601,943	\$4,879,627	6.03%
October	\$5,357,793	\$5,972,153	\$5,904,605	\$6,292,762	6.57%
November	\$6,445,306	\$7,167,871	\$7,038,936	\$7,575,530	7.62%
December	\$10,077,184	\$10,867,888	\$10,740,574	\$11,180,911	4.10%
January	\$13,149,609	\$14,534,801	\$14,373,985	\$14,822,576	3.12%
February	\$16,988,551	\$18,409,119	\$18,524,858	\$0	-100.00%
March	\$21,305,866	\$22,583,040	\$23,024,036	\$0	-100.00%
April	\$22,448,487	\$23,979,101	\$24,292,571	\$0	-100.00%
May	\$23,290,015	\$24,727,380	\$25,169,521	\$0	-100.00%
June	\$24,876,286	\$26,200,095	\$26,728,258	\$0	-100.00%

Resort Sales Tax

Resort Sales Tax
Historical Sales Tax Revenues Over Time by Month



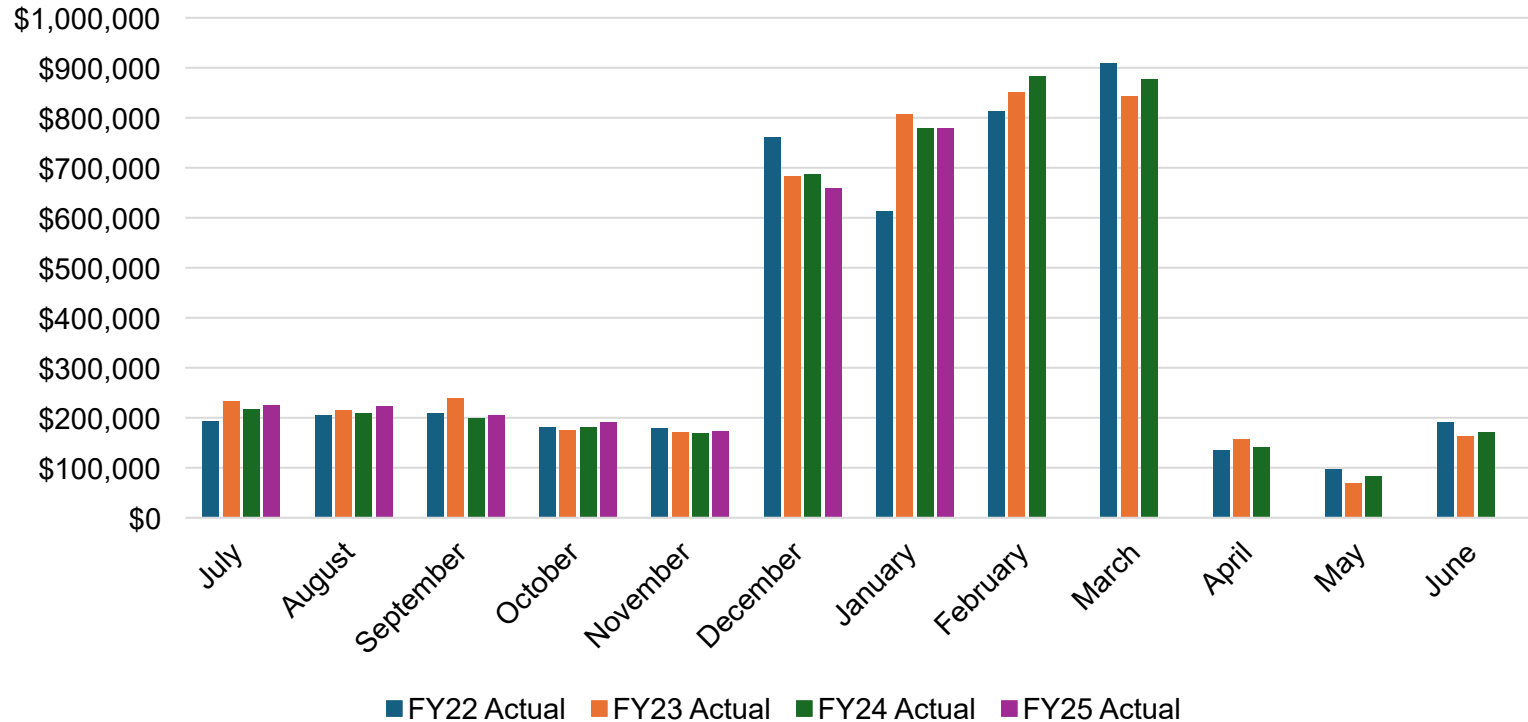
Transient Room Tax

Transient Room Sales Tax - Monthly					
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY25 v FY24, % Variance
July	\$192,873	\$232,611	\$216,818	\$225,900	4.19%
August	\$205,990	\$215,889	\$209,397	\$223,423	6.70%
September	\$208,310	\$239,365	\$199,374	\$205,073	2.86%
October	\$180,412	\$174,220	\$180,961	\$191,188	5.65%
November	\$178,568	\$171,062	\$169,907	\$173,110	1.89%
December	\$760,154	\$683,571	\$687,474	\$659,472	-4.07%
January	\$612,523	\$806,674	\$778,616	\$778,377	-0.03%
February	\$813,161	\$851,654	\$883,396	\$0	-100.00%
March	\$908,326	\$843,928	\$877,999	\$0	-100.00%
April	\$135,990	\$157,703	\$140,945	\$0	-100.00%
May	\$97,843	\$68,221	\$82,512	\$0	-100.00%
June	\$190,768	\$163,767	\$171,888	\$0	-100.00%
Total	\$4,484,918	\$4,608,665	\$4,599,287	\$2,456,543	-46.59%

Transient Room Sales Tax - Culmulative					
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY25 v FY24, % Variance
July	\$192,873	\$232,611	\$216,818	\$225,900	4.19%
August	\$398,863	\$448,500	\$426,215	\$449,323	5.42%
September	\$607,173	\$687,865	\$625,589	\$654,396	4.60%
October	\$787,585	\$862,085	\$806,550	\$845,584	4.84%
November	\$966,153	\$1,033,147	\$976,457	\$1,018,694	4.33%
December	\$1,726,307	\$1,716,718	\$1,663,931	\$1,678,166	0.86%
January	\$2,338,830	\$2,523,392	\$2,442,547	\$2,456,543	0.57%
February	\$3,151,991	\$3,375,045	\$3,325,944	\$0	-100.00%
March	\$4,060,317	\$4,218,974	\$4,203,942	\$0	-100.00%
April	\$4,196,307	\$4,376,677	\$4,344,887	\$0	-100.00%
May	\$4,294,150	\$4,444,898	\$4,427,399	\$0	-100.00%
June	\$4,484,918	\$4,608,665	\$4,599,287	\$0	-100.00%

Transient Room Tax

Transient Room Sales Tax Historical Sales Tax Revenues Over Time by Month



Transportation Sales Taxes

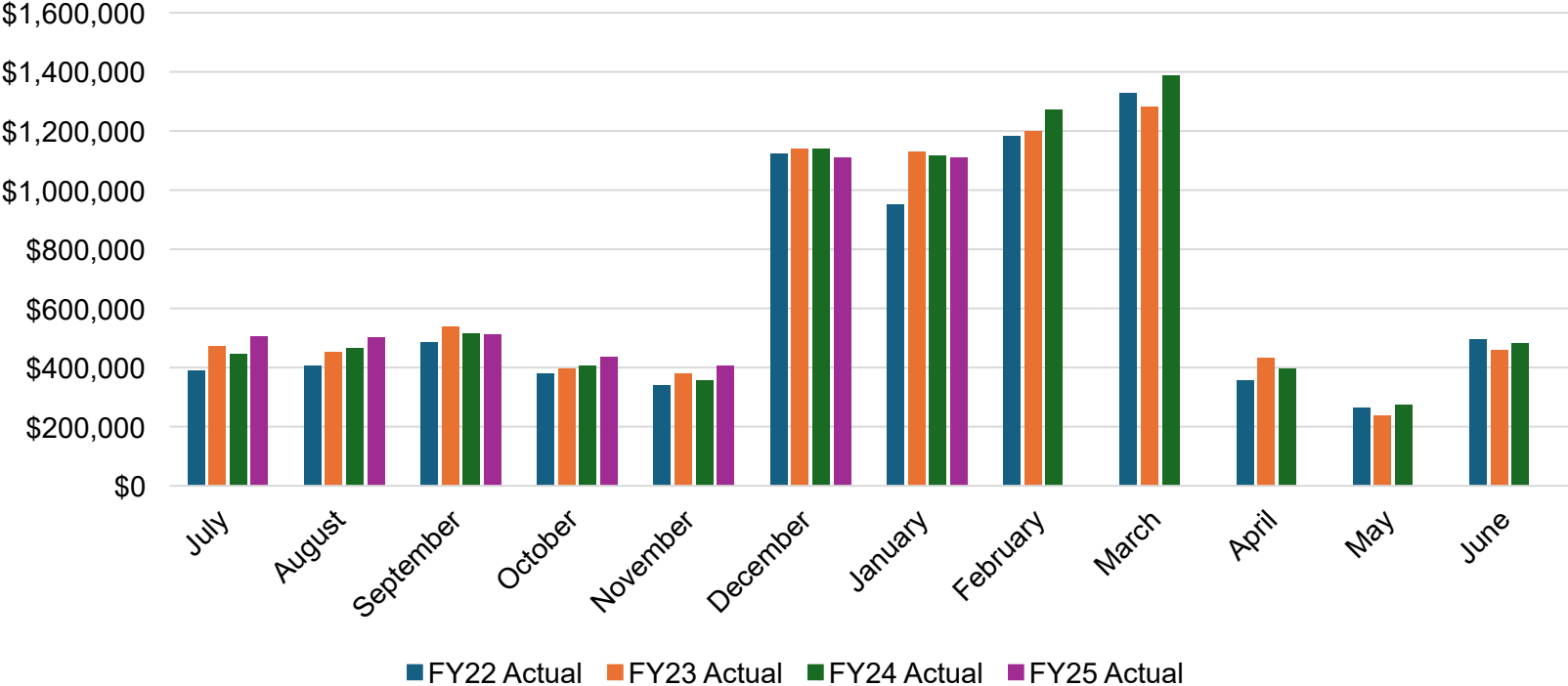
Transportation Sales Taxes - Monthly					
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY25 v FY24, % Variance
July	\$390,672	\$473,233	\$445,159	\$504,273	13.28%
August	\$407,156	\$451,676	\$464,114	\$500,929	7.93%
September	\$483,722	\$538,851	\$515,948	\$510,229	-1.11%
October	\$379,156	\$396,141	\$405,230	\$436,695	7.76%
November	\$338,960	\$378,840	\$355,271	\$404,172	13.76%
December	\$1,121,425	\$1,141,024	\$1,140,078	\$1,109,490	-2.68%
January	\$949,802	\$1,130,562	\$1,115,374	\$1,109,964	-0.49%
February	\$1,184,078	\$1,199,763	\$1,270,924	\$0	-100.00%
March	\$1,326,767	\$1,280,494	\$1,386,676	\$0	-100.00%
April	\$355,690	\$432,132	\$395,531	\$0	-100.00%
May	\$264,388	\$236,801	\$275,115	\$0	-100.00%
June	\$496,475	\$459,930	\$482,938	\$0	-100.00%
Total	\$7,698,290	\$8,119,447	\$8,252,359	\$4,575,751	-44.55%

Transportation Sales Taxes - Culmulative					
Month	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY25 v FY24, % Variance
July	\$390,672	\$473,233	\$445,159	\$504,273	13.28%
August	\$797,829	\$924,909	\$909,274	\$1,005,202	10.55%
September	\$1,281,550	\$1,463,760	\$1,425,222	\$1,515,431	6.33%
October	\$1,660,706	\$1,859,901	\$1,830,453	\$1,952,126	6.65%
November	\$1,999,666	\$2,238,741	\$2,185,723	\$2,356,298	7.80%
December	\$3,121,091	\$3,379,765	\$3,325,801	\$3,465,788	4.21%
January	\$4,070,893	\$4,510,327	\$4,441,174	\$4,575,751	3.03%
February	\$5,254,971	\$5,710,090	\$5,712,099	\$0	-100.00%
March	\$6,581,738	\$6,990,585	\$7,098,775	\$0	-100.00%
April	\$6,937,427	\$7,422,716	\$7,494,306	\$0	-100.00%
May	\$7,201,815	\$7,659,517	\$7,769,421	\$0	-100.00%
June	\$7,698,290	\$8,119,447	\$8,252,359	\$0	-100.00%

Source: Park City Municipal Corporation. As of March 2025. Note: Transportation Sales Tax does not include the Additional Mass Transit Tax. Includes 100% of the Additional Transportation Local Tax sales.

Transportation Sales Taxes

Transportation Sales Taxes
Historical Sales Tax Revenues Over Time by Month
(Excludes Additional Mass Transit Tax 2nd Quarter)





City Council Staff Communications Report

Subject: Public EV Charging Program Status
Author: Celia Peterson and Johnny Wadsen
Department: Sustainability, Parking
Date: 04/10/2025

Summary

Park City Municipal offers 40 free, non-networked Level 2 EV chargers in municipal parking lots, primarily installed since 2020 after obtaining City Council policy direction. An additional 14 chargers are also available for employees or fleet vehicles at our Public Works and 3Kings facilities.

The approximate annual expenses for 2024 were \$50,000 for electricity and less than \$3,000 for maintenance and repairs, which offers some challenges:

- **Increased Usage & Damage:** Rising demand has led to increased equipment damage (damaged cords and dispensers as drivers forget to disconnect) and user complaints about overcrowding and prolonged parking after charging is complete.
- **Non-Networked Limitations:** The lack of network connectivity prevents payment collection, time monitoring, and remote management, and was initially done to avoid network security and software expenses.
- **Upkeep:** Parking and Engineering handle maintenance, repairs, and troubleshooting. The most common issues are tripped breakers and damaged connection cords. It is becoming increasingly difficult to source parts. Non-networked chargers cannot notify City staff of issues, so we regularly visit the chargers as part of our daily patrols.

Program Transition & Future Plans:

- We plan to transition the EV charging program from the Sustainability Department (installation, generally, and power infrastructure) to the Parking Department next fiscal year.
- We are issuing an RFQ to explore a state-qualified contractor for ongoing EV charger system management. The RFQ will assess:
 - Basic maintenance, repair, and replacement of existing chargers;
 - A desire to replace some of our chargers with networked chargers; and
 - A proposal to convert some of our locations to pay-to-charge with time monitoring to discourage extended parking.
- City staff will present options and seek City Council feedback (tentatively late spring) on the current program and proposed management changes.

Existing EV Charging Station Inventory:

1. PC MARC- 1200 Little Kate Rd
 - a. 2 dual head L2 CC chargers (4 spaces)
2. PC Ice Arena- 600 Gillmor Ave
 - a. 2 dual head L2 CC chargers (4 spaces)
3. City Park-
 - a. 2 dual head L2 CC chargers (4 spaces)
4. PC Library- 1255 Park Ave
 - a. 2 dual head L2 CC chargers (4 spaces)
5. Flag Pole Lot- 480 Swede Alley
 - a. 2 dual head L2 CC chargers (4 spaces)
6. Bob Wells Plaza
 - a. 2 dual head L2 CC chargers (4 spaces)
7. City Hall South Lot
 - a. 2 dual head L2 CC chargers (4 spaces)
8. China Bridge Parking Garage- 400 Swede Alley
 - a. All chargers at this location are ~208v. There are 3 Clipper Creek 32 amp dual plug (shared power) chargers, 1 Clipper Creek 32 amp single plug charger & 1 Eaton 30 amp single charger. 8 total plugs at this site. (8 spaces)
9. Brew Pub Lot
 - a. 2 dual head L2 JuiceBar chargers (4 spaces)

Employee EV Charging Stations:

1. Public Works-
 - a. 2 Clipper Creek dual heads, one single Enphase, one single Eaton (6 spaces)
2. 3Kings-
 - a. 1 dual head Clipper Creek available on public lot (2 spaces), 6-8 for employee and fleet use beyond gate; total of 8-10 charger heads.

City Council Staff Communications Report



Subject: Installation of Marsac Roundabout Traffic Signal

Author: Julia Collins, Transportation Planning Manager; Steven Dennis, Capital Projects Manager; Andrew Leathem, Traffic Operations Manager

Department: Transportation Department

Date: April 10, 2025

Executive Summary

The Marsac roundabout congestion challenges have grown considerably, particularly for transit vehicles exiting the Old Town Transit Center (OTTC). As a result, an intersection planning study managed by the Utah Department of Transportation (UDOT) identified alternatives that led to piloting a temporary signal this winter from January to March 2025.

During this pilot, Park City police personnel manually operated the signal during PM peak times and measured its effectiveness. The temporary signal significantly improved bus movements and traffic flow on Marsac Avenue with minimal impact on Deer Valley Drive traffic.

Since the pilot signal was successful, the UDOT Traffic Signal Division has committed to leading and funding a permanent signal installation project based on the pilot program and intersection planning study results. The City will coordinate with UDOT on aesthetic betterments and transit signal technology to maximize the benefits.

Analysis

Through an intersection planning study, UDOT evaluated alternatives to improve traffic operations and transit priority at the Marsac roundabout due to traffic congestion during peak periods, including three key alternatives:

1. A signalized High-T* at Heber Avenue with mixed traffic left turns;
2. A signalized High-T at Heber Avenue with transit-only left turns; and
3. A transit priority signal on the north leg of the roundabout.

UDOT and the Transportation Team preferred the north leg traffic signal (Alternative 3) due to its prioritization of transit movements, ability to create traffic gaps, and its limited footprint and cost are significantly less than the other alternatives.

Alternative 1 had benefits for overall traffic operations but did not sufficiently prioritize transit. While it improved general traffic flow, it required substantial infrastructure changes and a wider roadway footprint. The higher cost and right-of-way modifications made it less favorable, more expensive, and more disruptive compared to the selected alternative. Additionally, its long-term effectiveness in meeting Park City's transit and mobility goals was uncertain, making it a less viable option.

*A High-T intersection is a three-way road intersection, allowing for a free-flowing left

Alternative 2 provided some transit benefits but introduced operational challenges for general traffic. It required substantial infrastructure changes, increasing costs and construction impacts similar to Alternative 1.

Alternative 3 had the smallest footprint, minimized disruption to existing traffic patterns, and was the most cost-effective and quickest to implement. While the study's traffic modeling was inconclusive, real-world testing during the pilot program demonstrated how effectively it improved bus movements and Marsac Avenue traffic flow with minimal impact on Deer Valley Drive.

Additional alternatives were reviewed, including a signal at Swede and SR-224/Deer Valley Drive, a turbo roundabout, and a narrower roundabout. However, these options did not advance due to their inability to meet transit and traffic goals, being cost-prohibitive, and requiring substantial roadway widening and impacts.

In practice, the temporary signal was manually operated by a police officer, who used a remote controller to activate the red signal during PM peak hours while leaving it flashing yellow the rest of the time. Given the success of the pilot, the operations team, including the Chief of Police, Transportation Director, Transit Manager, Streets Manager, City Engineer, and Traffic Operations Manager, support UDOT advancing a permanent solution.

UDOT has agreed to lead the project and fund installation, which will take place over the next eight months. The goal is to finalize the design and installation before the 2026 winter season. We will collaborate with UDOT on aesthetic enhancements and transit signal technology. Additionally, buses may need to be outfitted with receivers for optimal automation.

Funding

The primary funding source will be the UDOT Traffic Signals Division, which will cover the cost of signal design and construction. The City's contribution will be minimal and limited to aesthetic enhancements. A more precise cost estimate will be available at the 30% design stage, with funding allocated through CP0608 as approved in the FY26 budget.

Exhibits

Exhibit A: UDOT Intersection Control Evaluation Planning Study

MEMORANDUM

March 6, 2025

TO: Tyler Lang, P.E.
UDOT Region 2 Traffic Operations Engineer

FROM: Adam Lough, P.E.
Traffic and Safety Design Engineer

SUBJECT: Planning Intersection Control Evaluation for SR-224 at Marsac Avenue and Swede Alley; MP 4.697, Park City, UT
24-ICE0023-02 0224 (MP 4.697)

Study Summary

The Division of Traffic and Safety has performed a Planning Intersection Control Evaluation (Planning ICE) for SR-224 at Marsac Avenue and Swede Alley in Park City, Utah. Figure 1 shows the intersection configuration with the highest Net Present Value. Signalizing the north leg of the Marsac roundabout has the second highest net present value and is also a viable alternative.

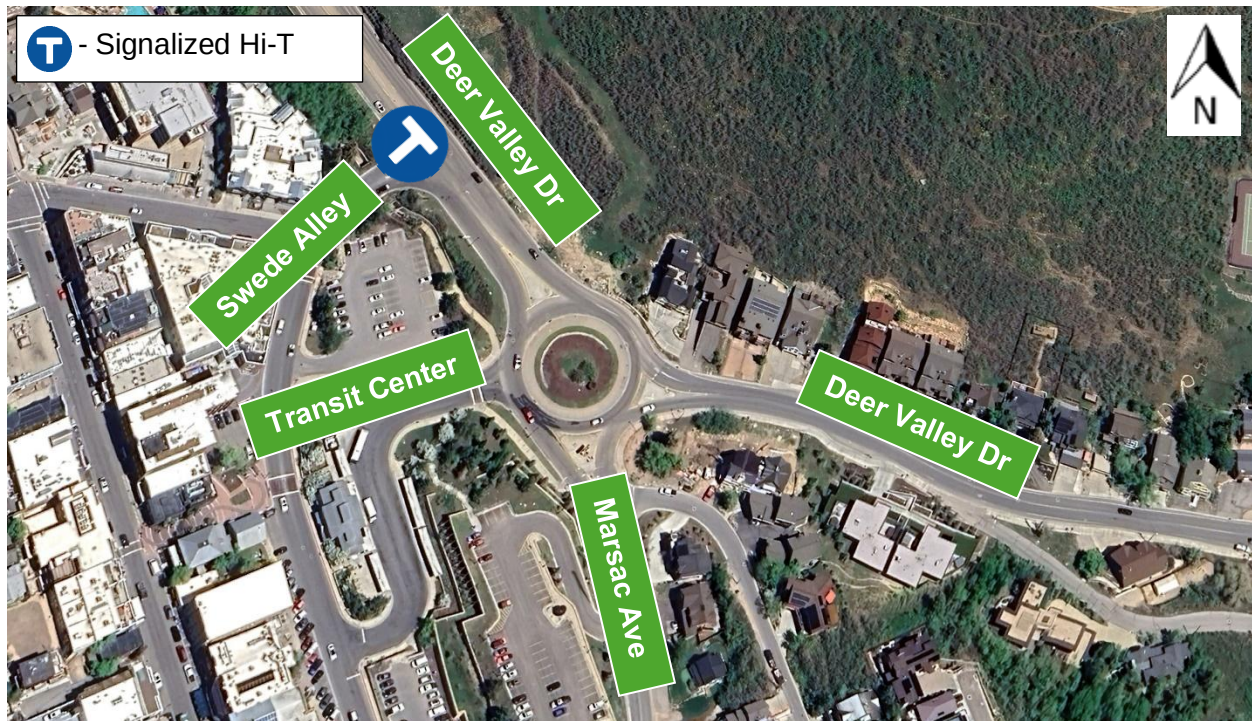


Figure 1. Intersection Type with Highest Net Present Value

Configurations with positive Net Present Values enhance user experience. The signalized Hi-T and a signal on the north leg at the roundabout each had positive net present values, and are discussed as follows:

- **Safety performance:** Traffic signals typically increase crash rates compared to stop control or a roundabout.
 - The Hi-T configuration at Swede Alley will reduce the northbound conflict points and the northbound to westbound movement will be safer with a protected phase.
 - The north leg signal at the roundabout will improve safety and operations for transit vehicles which require larger traffic gaps to enter the roundabout
- **Active Transportation:** No active transportation improvements are anticipated with this project as there are currently no sidewalks east of Deer Valley Drive and there is a grade separated tunnel underneath Swede Alley. The active transportation crossing on the south approach to the roundabout will also remain.
- **Mobility:** Both configurations provide benefits to mobility.
 - The signalized Hi-T will allow for the eastbound to northbound left-turn movement at Swede Alley, removing the vehicles from the roundabout. The Hi-T will also improve the northbound to westbound left-turn movement thus minimizing queuing into the roundabout.
 - The signalized north leg of the roundabout will stop southbound traffic on Deer Valley Drive which will create gaps in traffic allowing buses to more easily enter the roundabout from the Transit Center.
- **Local/Area Commitments:** Park City implemented a temporary signal on the north leg of the roundabout as a way to test this alternative. Results from the temporary signal show the potential for additional net present value benefits outside the scope of this study. The signal on the north leg of the roundabout is Park City's preferred alternative.

The evaluation and conclusions of the intersection are outlined in **Appendix A**.

Planning ICE Process

The Planning ICE provides a performance-based, data-driven approach to objectively evaluate intersection configurations, focusing on safety, mobility, and costs. Although the report identifies the option with the highest net present value, it does not intend to choose the specific solution or a preferred alternative. Its primary purpose is to provide the Region with data-driven results to assist in selecting the most suitable option for the study area that aligns with the community goals. The [Planning ICE process](#) consists of 4 meetings:

1. Context, Goals, Vision Meeting – Defines the extent, needs, and goals of the local area.
2. Scoping Meeting – Considers the area's current safety and mobility performance and narrows feasible configurations for comparison at each location.
3. Key Intersection Analysis Meeting – The team gathers local input while developing intersection configurations and aligns the concept layouts with local requirements.
4. Develop Solutions Meeting – Present summary of Planning ICE results.

Please refer to **Appendix B** for the summary of meeting minutes for each of the meetings mentioned above.

Background

On April 8, 2024, the Context, Goals, Vision Meeting initiated the Planning ICE with a preliminary assessment of the key intersection and any secondary intersections shown in Table 1.

Table 1. Intersections of Interest and Their Existing Control Types

Int. No.	Location Description	Intersection Type	Summary of Key Concerns
1	Roundabout at Marsac Ave	Roundabout	Not enough gaps for busses to enter roundabout from Transit Center; pedestrian movements around roundabout.
2	Swede Alley and Deer Valley Dr	3 Leg Minor stop controlled	Accommodating bus traffic and congestion on northbound to westbound left turn movement.

The primary goal of Park City Municipal Corporation (PCMC) for these intersections is to improve transit access to and from the transit center. The main concern in this area is the difficulty for buses exiting the transit center to enter the roundabout due to the very high southbound traffic flows from Deer Valley Drive, particularly during peak winter conditions. High pedestrian volumes on the west and south legs of the roundabout have also been noted. Vehicles on Swede Alley heading north on Deer Valley must turn right and make a U-turn in the roundabout adding further conflicting vehicles to the exiting buses. Vehicles turning left from northbound Deer Valley to westbound Swede Alley need to wait for gaps in southbound traffic which causes queuing that can back into the roundabout.

The Marsac roundabout intersection reported 17 intersection related crashes between 2019 and 2023, or an average of 3.4 crashes/year. Of the 17, none were fatal, three were injury crashes, and the remaining 14 were property damage only. There have been no reported crashes involving pedestrians or bicycles. Most of the crashes were angle crashes, seven in total, four were same direction side swipes, and three front-to-rear crashes.

The Swede Alley intersection reported three crashes in the last five years. Each of these three crashes were minor injury or property damage only and none were active transportation related.

Planning ICE Results

Table 2 shows the feasible configurations determined on August 29, 2024 during the Scoping Meeting for the intersection. On October 8, 2024, the Key Intersection Analysis Meeting addressed the impacts of the feasible configurations and captured opportunities/challenges at each. Table 2 shows the finalized results of these efforts.

In parallel to the ICE Study analysis, PCMC and UDOT Region 2 deployed a temporary signal on the north leg of the roundabout during the PM peak period of the MLK holiday weekend which was activated manually by law enforcement personnel when a bus was observed to be waiting for a gap. Qualitative observations from the police department were that southbound traffic never backed up to the Swede Alley intersection. This is noteworthy in that high-level, deterministic traffic analysis performed for the ICE study predicted significant delay in the southbound direction. Therefore, it's very possible that the net present value for the roundabout alternative in Table 2 would be up to \$2 Million higher than reported.¹

Table 2. Net Present Values (millions) and Selected Alternative

Alternatives	Net Present Value (millions)	Viable Alternative	Alternative with Highest NPV
Signalized Hi-T at Swede Alley	\$4.0	✓	✓
Signalized Hi-T at Swede Alley for buses only	\$0.4	✓	
Signalize north leg of Marsac Roundabout	\$1.0*	✓	
Narrower roundabout and additional trail at Marsac	**		
Turbo Roundabout at Marsac	**		

*Based on the results of a demonstration project performed by PCMC and UDOT Region 2, this NPV could be up to \$2 Million higher than reported.

**The alternative was not deemed feasible in the Key Intersection Analysis Meeting

¹ The difference in predicted delay over 20 years between the roundabout alternative and no build alternative is approximately \$2,061,000. Assuming negligible delay to vehicular traffic due to the signal on the north leg of the roundabout, the NPV would be expected to increase by approximately \$2M. Additionally, delay on Marsac Avenue was observed to potentially be lower due to the signal crating gaps for Marsac Avenue traffic as well.

Intersection Alternative Conclusions

The Signalized Hi-T intersection at Swede Alley will achieve the primary goal of reducing transit delay by metering southbound traffic in the roundabout which will better allow the buses to enter the roundabout from the Transit Center. This is accomplished with the highest Net Present Value of societal benefits versus costs. A Hi-T for buses only (Alternative 2) will not be as effective since there is no room for an exclusive left-turn lane on Swede Alley. The signalized north leg of the roundabout (Alternative 3) is also a feasible alternative, but the Net Present Value is not as high as Alternative 1.

Area Impacts

The Hi-T intersection will allow for eastbound to northbound traffic on Swede Alley to make a direct left-turn without using the roundabout to make U-turns. The Hi-T will improve bus travel times and reliability, including exiting buses and the upcoming High Valley Transit BRT system. The alternative will not preclude other large-scale infrastructure or land use changes in this area.

Societal Impacts

The Planning ICE process considers the societal costs of crashes, delays, operations and maintenance, and the initial capital investment. Increasing safety and reducing traveler delays provide societal benefits. The total societal impact is the difference between the alternative's costs and added benefits. Figure 2 shows the Net Present Values (total benefits minus the total costs) of considered alternatives for the intersection.

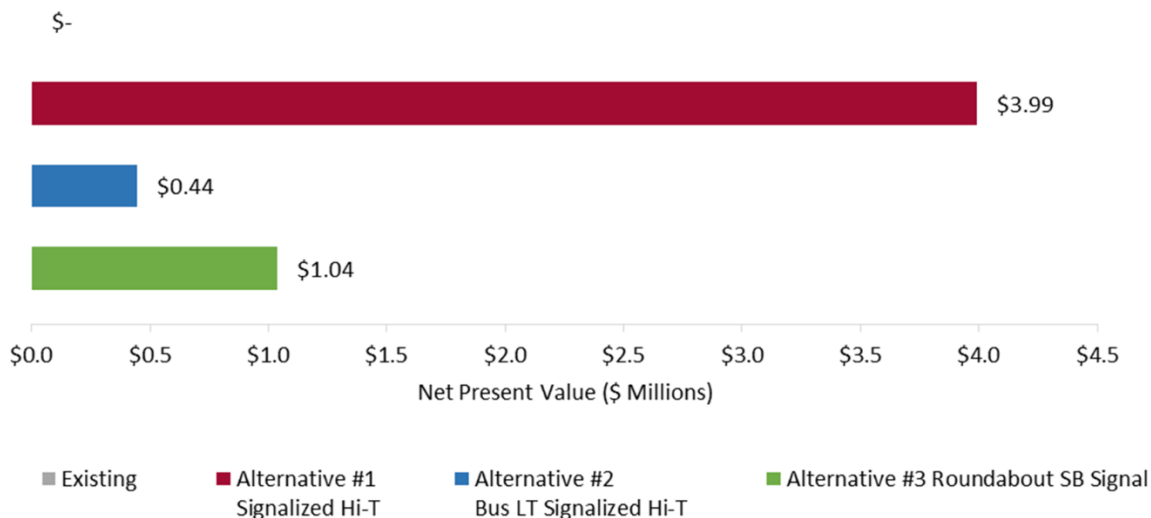


Figure 2. Net Present Value of Intersection Alternatives

[OBJ]

Figure 3. Benefit to Cost Ratio of Intersection Alternatives

The overall costs: \$670,000

The overall benefits: \$4,220,000

The benefit-to-cost ratio of the highest NPV alternative is: **6.29**

Conclusion

Figure 1 shows the alternative with the highest net present value for SR-224 at Marsac Avenue and Swede Alley, in Park City, Utah. If you have any questions about the Planning ICE analysis, please contact trafficstudies@utah.gov.

CC: Groff Dupaix (UDOT Region 2), Logan Falslev (UDOT Region 2), Kyle Esquibel (UDOT Region 2), Ivana Vladislavljjevic (UDOT Region 2), Becky Gutknecht (Park City), John Robertson (Park City), Andrew Leatham (Park City), Julia Collins (Park City), Timothy Sanderson (Park City), Scott Burningham (Park City), Gabe Sheilds (HVT), Jeremy Searle (WCG), Dejan Jovanovic (WCG)

Supporting electronic data available on request.

APPENDICES

#	<u>Appendix Item</u>
	<u>General Assumptions</u>
	<u>Anticipated Future Growth</u>
A	<u>Intersection Control Evaluation</u>
B	<u>Meetings Summary</u>

<u>Firms / Individuals Involved with the Study</u>	
Study Engineer	AECOM
Planning ICE Program Management	WCG

General Assumptions

1. Beginning Year: 2024
2. Ending Year: 2044
3. Crash History:
 - a. Beginning Year: 2019
 - b. Ending Year: 2024
 - c. Intersections only consider “intersection involved=Y” crashes for intersection models. Segment models only consider “intersection involved = N” crashes.
4. Crash Costs:
 - a. Fatal: \$16,090,700
 - b. Suspected Serious Injury: \$1,704,400
 - c. Suspected Minor Injury: \$368,300
 - d. Possible Injury: \$184,900
 - e. No Injury: \$18,600
 - f. Active Transportation Crashes: \$1,029,083
 - g. Source: 2024 Crash Costs
5. Discount Rate: 3%
6. Vehicle Delay costs:
 - a. Based on the most Recent Mobility Report:
 - b. Commercial Trucks: \$48.46 per hour (assumes 1.14 persons per truck)
 - c. Other Vehicles: \$20.17 (assumes 1.50 persons/vehicle)
7. Anticipated Future Growth:

No adjacent developments were considered other than general grow as described below.
8. Horizon Volumes: Linear growth assumed based on the 2019 AADT and the projected 2050 AADT from the [Utah Statewide Annual Average Daily Traffic \(AADT\) – Historic & Forecast](#) hosted by Wasatch Front Region Council. Future growth was estimated based on forecasts obtained from the WFRC Traffic Volumes map for the Utah Statewide Travel Model (USTM).² These same growth rates are applied to the existing peak hour turning movement volumes to determine Horizon year peak hour turning movement volumes. The calculated growth rates were 1% per year on Deer Valley Dr, Swede Alley, and Marsac Ave.

² <https://wfrc.org/traffic-volume-map-nov2021/>

9. Peak hour turning movements: Provided in the UDOT Traffic Study [24-TS2277-02-CTICE, O 0224 \(MP 4.697\)](#) and from the “Base Year 2024 SR-224 Traffic Volumes Methodology” Memo from WCG to High Valley Transit dated September 30, 2024.
10. Pedestrian Counts: Provided in the same UDOT Traffic Study. There are significant pedestrians crossing at the Marsac Roundabout, especially the west and south legs.
11. Bicycle Counts: Not Provided.
12. Average Annual Daily Travel (AADT):
 - a. Beginning Year
 - i. Major Leg (Deer Valley Drive north of Swede Alley): 24,100
 - ii. Major Leg (Deer Valley Drive south of roundabout): 15,600
 - iii. Minor Leg (Swede Alley): 6,900
 - iv. Minor Leg (Marsac Avenue): 10,800
 - b. Horizon Year
 - i. Major Leg (Deer Valley Drive north of Swede Alley): 28,900
 - ii. Major Leg (Deer Valley Drive south of roundabout): 18,700
 - iii. Minor Leg (Swede Alley): 8,300
 - iv. Minor Leg (Marsac Avenue): 13,000
13. Truck Percentage: On known routes provided in the AADT source. Assumed to be 4% for all movements.
14. Maintenance Estimates Applied:

Description	Unit Cost	Unit
Lighting Cost (electrical)	\$140	luminaire per year
Signal maintenance and power (standard)	\$7,000	per year
Delineators	\$1,000	per year

APPENDIX A

ID	Item
A.1	Concept Layouts
A.2	Safety
A.3	Active Transportation
A.4	Operations
A.5	Capital Investments
A.6	Life-Cycle Benefit-Cost Analysis

APPENDIX A.1 – Concept Layouts

Alternatives

During the Scoping Meeting, two alternatives were identified as feasible options for the intersection of Swede Alley and Deer Valley Dr and three alternatives were identified for the roundabout at Marsac Ave. The alternatives include a Hi-T intersection at Swede Alley, a signal on the north approach of the roundabout, a narrowed roundabout with a bike lane, and a Turbo Roundabout:

- **Alternative 1–Hi-T at Swede Alley and Deer Valley Dr:** Figure A.1-1 shows the concept layouts of a Hi-T intersection at Swede Alley and Deer Valley Dr.
- **Alternative 2–Hi-T (Bus Only LT) at Swede Alley and Deer Valley Dr:** Figure A.1-2 shows the concept layouts of a Hi-T intersection at Swede Alley and Deer Valley Dr.
- **Alternative 3–Roundabout with Signal on North Approach:** Figure A.1-3 shows the concept layout of a signal on the north approach of the roundabout at Marsac Ave.
- **Alternative 4–Narrowed Roundabout with Bike Lane:** Figure A.1-4 shows the concept layout of a narrowed roundabout with a bike lane at Marsac Ave.
- **Alternative 5 –Turbo Roundabout:** Figure A.1-5 shows the concept layout of a narrowed roundabout with a bike lane at Marsac Ave.

Alternatives 4 and 5 were eliminated from consideration during the Key Intersections meeting.

Right-of-Way and Site Impacts

The alternatives at Swede Alley do not require the purchase of additional right of way. The Hi-T configurations would simply convert the two-way left turn lane into the high T turn lane. The signalized roundabout and narrowed roundabout also do not require additional right of way acquisition. The turbo roundabout concept design shows an expansion on the southeast to include another lane on the EB exit. The additional lane would then merge into original lane.

Survey was not conducted with this ICE study, however, property lines from Summit County Parcel Data³ were included to get an approximation of right of way impacts. Table A.1 shows approximate right of way impacts, utility conflicts, potential structures and environmental risk for each alternative.

³ [Summit County Parcel Viewer \(arcgis.com\)](https://arcgis.com)

Table A.1. Right-of-Way and Site Impacts

Alternative	ROW Impacts			Utility Conflicts (High, Med, Low)	Retaining Walls and/or Structures (Yes/No)	Environmental Evaluation Risk (Yes/No)
	Strip Takes	Full Takes	Properties Impacted			
Alt. #1 – Hi-T	0	0	0	Low	No	No
Alt. #2 – Hi-T Bus LT only	0	0	0	Low	No	No
Alt. #3 – Roundabout With Signal	0	0	0	Low	No	No
Alt. #4 – Narrowed RA	0	0	0	Low	No	No
Alt. #5 – Turbo RA	0	0	1	Med	Yes	No



Figure A.1-1. Concept Layout for Alternative 1 – Signalized Hi-T at Sweede



Figure A.1-2 Concept Layout for Alternative 2 – Signalized Hi-T at Swede, Bus Only Left Turn



APPENDIX A.1 – Concept Layouts | 24-ICE0023-02 0224 (MP 4.697)



Figure A.1-4 Concept Layout for Alternative 4 – Narrowed roundabout at Marsac and added sidewalk or trail



Figure A.1-5 Concept Layout for Alternative 5 – Turbo roundabout at Marsac Avenue

APPENDIX A.2 – Safety

Item
Background
Existing Conditions
Site Assumptions
Model Inputs and Outputs
Changes to the Severity Distribution
Summary of Safety

Background

Preliminary studies were required in preparation for the Planning ICE analysis, including:

- Traffic Studies
 - [24-TS2277-02-CTICE, O 0224 \(MP 4.697\)](#)

Existing Conditions

The crash history was reviewed for the intersections at Swede Alley and Deer Valley as well as the roundabout at Marsac Ave. The study looked at the most recent five-years of verified crash history (2019-2023). The roundabout intersection has a reported seventeen intersection related crashes in five years, or an average of 3.4 crashes/year. Of the seventeen, none were fatal, three were injury crashes, and the remaining fourteen were property damage only. There have been no reported crashes involving pedestrians or bicycles. Most of the crashes were angle crashes, seven in total, four were same direction side swipes, and 3 front to rear crashes. The 3-leg minor stop control intersection reported 3 crashes in the last 5 years, or 0.6 crashes/year. Each of these three crashes were minor injury or property damage only.

Both intersections were analyzed for an expected safety performance of existing conditions using the Highway Safety Manual (HSM) crash prediction models (CPMs) which utilize safety performance function (SPF) and crash modification factors (CMFs). Swede Alley and Deer Valley was analyzed as a 3-leg stop controlled intersection with a CMF of 0.65 (CMF ID# 9821 applied for left-in, right-out) and a CMF of 0.46 (CMF ID# 9823 for fatal and injury crashes) and UDOT calibration of 1.08.

The Marsac Ave Roundabout was analyzed as an urban/suburban 4-leg signal controlled then applied a CMF of 0.74 (CMF ID# 4256 for the conversion of a signalized intersection to a roundabout) and UDOT calibration of 2.47.

Site Assumptions

The team's assumptions were reviewed by UDOT and agreed upon during the Key Intersection Analysis Meeting.

1. AADT
 - a. Beginning Year 2024 (Source: based on 2024 turning movement counts and K-factor applied to estimate 2024 AADT)
 - i. Major Leg (Deer Valley Drive north of Swede Alley): 24,100
 - ii. Major Leg (Deer Valley Drive south of roundabout): 15,600
 - iii. Minor Leg (Swede Alley): 6,900
 - iv. Minor Leg (Marsac Avenue): 10,800
 - b. Horizon Year 2044 (Source: based on 2024 counts with growth rate applied)
 - i. Major Leg (Deer Valley Drive north of Swede Alley): 28,900
 - ii. Major Leg (Deer Valley Drive south of roundabout): 18,700
 - iii. Minor Leg (Swede Alley): 8,300

iv. Minor Leg (Marsac Avenue): 13,000

2. Crash source filter screenshot:

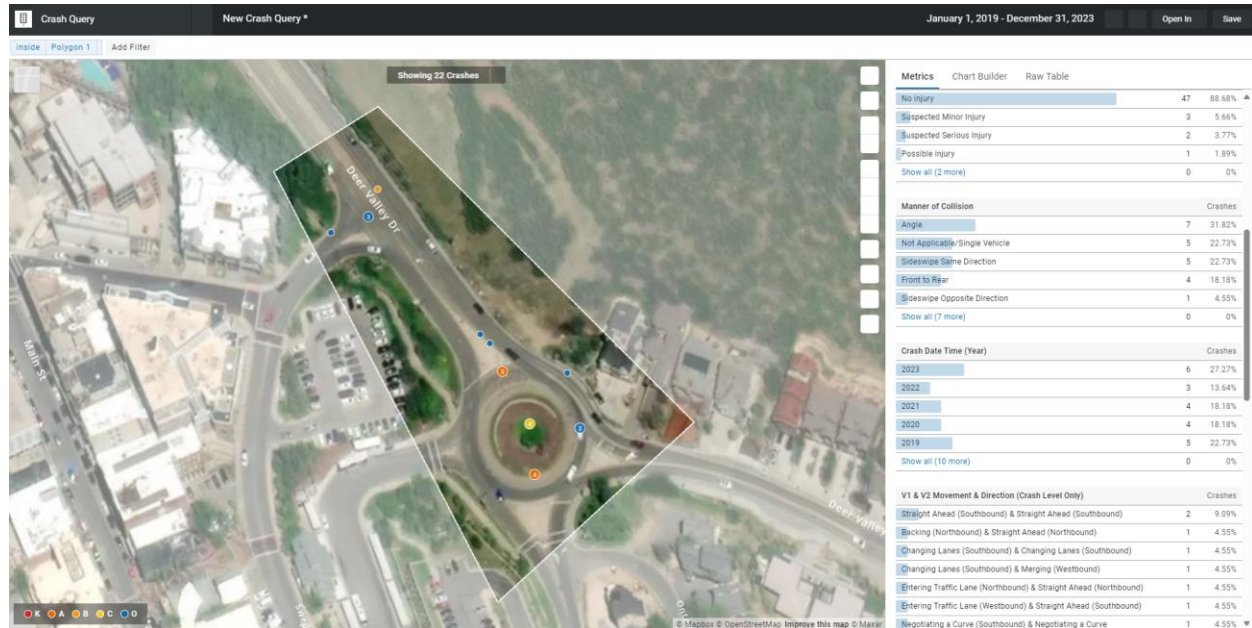


Figure A.2-1 Crash history at Key Intersections.

3. Pedestrian Crossings Counts: There were no recorded pedestrian counts at the intersection of Swede Alley and Deer Valley Dr because there are no pedestrian sidewalks. A high volume of pedestrian crossings was reported at the south and west approach of the Marsac roundabout.
4. Third Party Crash Modification Factors:
 - a. 3-leg minor stop controlled to left-in right-out:
 - i. Total: 0.65 (SPICE Evaluation)
 - ii. FI: 0.46 (CMF from SPICE Evaluation)
 - b. 3-leg minor leg stop controlled to Signalized Hi-T intersection:
 - i. Total: 0.96 (CMF Clearinghouse ID: 8655, applicable for 3-leg intersections)
 - ii. FI: 0.85 (CMF Clearinghouse ID: 8656, applicable for 3-leg intersections)
 - c. 3-leg minor leg stop controlled to Hi-T intersection with Bus only left turn lane.
 - i. Total: 0.88 (CMF clearinghouse ID: 2090 applicable for 3-leg intersections)
 - ii. FI: 0.88 (CMF clearinghouse ID: 2090 applicable for 3-leg intersections)
 - d. Signalized intersection to roundabout:
 - i. Total: 0.74 (CMF Clearinghouse ID: 4256, applicable for 4-leg intersections)
 - ii. FI: 0.45 (CMF Clearinghouse ID: 4261, applicable for 4-leg intersections)

Model Inputs and Outputs

The team conducted the safety analysis using the Interactive Highway Safety Design Model (IHSDM) software. Input to the software included the existing geometry of a, as shown in Figure A.2-2.

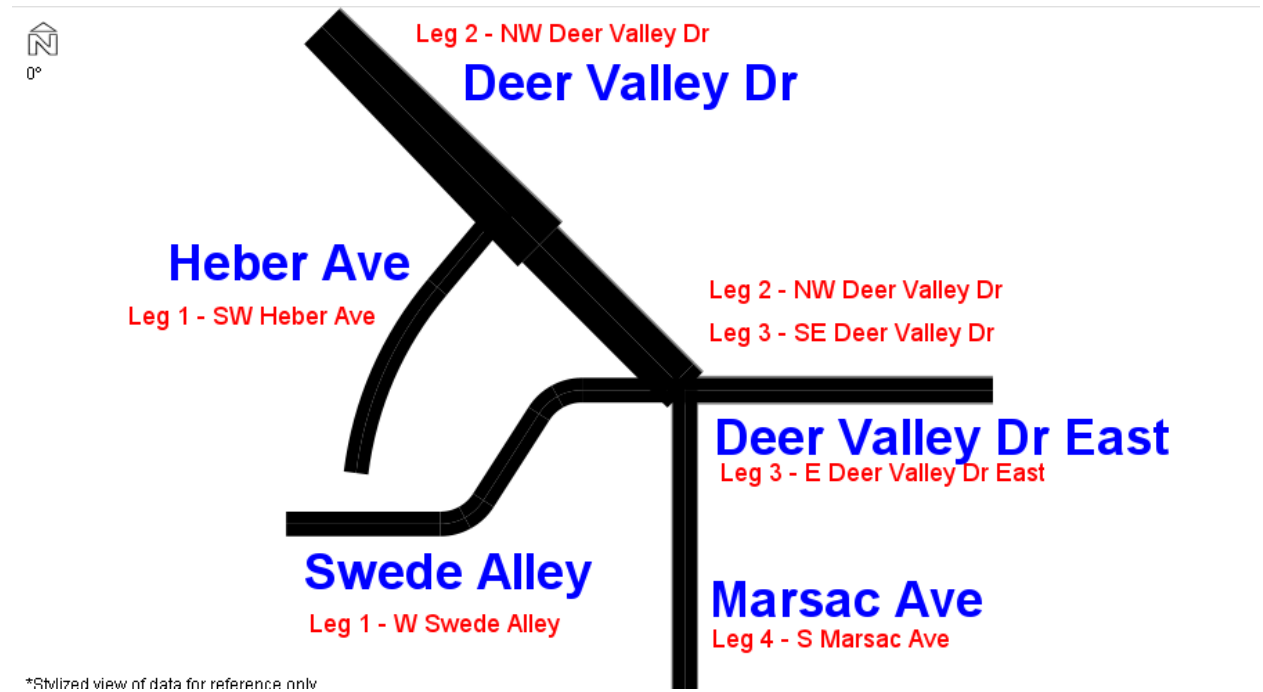


Figure A.2-2 Crash predictive analysis layout for the study corridor.

Changes to the Severity Distribution

The crash history and calibrated expected crashes of the existing condition are used as the base safety performance for comparing changes in crash frequency and severities of each alternative. Table A.2-1 shows the estimated 2044 crash frequency of the current condition, the severity distribution, and the anticipated change with each proposed alternative.

Table A.2-1. Crash Frequency and Severity Distribution by Alternative

Condition		Fatal	Suspected Serious Injury	Suspected Minor Injury	Possible Injury	No Injury
Existing 3-leg minor stop controlled + Roundabout	SPF	HSM Urban/Suburban 3-Leg Stop Controlled				
	CMF	0.65	0.46	0.46	0.46	0.46
	Crashes	0.005	0.028	0.123	0.274	0.922
	Severity Dist.	0.35%	2.10%	9.09%	20.28%	68.18%
	SPF	HSM Urban/Suburban 4-leg Signal to Roundabout				
	CMF	0.74	0.45	0.45	0.45	0.45
	Crashes	0.002	0.027	0.088	0.264	3.726
	Severity Dist.	0.06%	0.65%	2.14%	6.42%	90.73%
Alt. 1 3-Leg Signalized Hi-T + Roundabout	SPF	HSM Urban/Suburban 3-leg Traffic Signal				
	CMF	0.96	0.85	0.85	0.85	0.85
	Crashes	0.007	0.042	0.181	0.403	1.613
	Severity Dist.	0.31%	1.86%	8.05%	17.96%	71.82%
	SPF	HSM Urban/Suburban 4-leg Signal to Roundabout				
	CMF	0.74	0.45	0.45	0.45	0.45
	Crashes	0.002	0.027	0.088	0.264	3.726
	Severity Dist.	0.06%	0.65%	2.14%	6.42%	90.73%
Alt. 2 3-Leg Signalized	SPF	HSM Urban/Suburban 3-leg Traffic Signal				
	CMF	0.88	0.88	0.88	0.88	0.88
	Crashes	0.003	0.018	0.077	0.171	0.922

Hi-T (Bus Only LT) + Roundabout	Severity Dist.	0.25%	1.49%	6.43%	14.35%	77.48%
	SPF	HSM Urban/Suburban 4-leg Signal to Roundabout				
	CMF	0.74	0.45	0.45	0.45	0.45
	Crashes	0.002	0.027	0.088	0.264	3.726
	Severity Dist.	0.06%	0.65%	2.14%	6.42%	90.73%
Alt. 3 Existing 3-leg minor stop controlled + Roundabout w/ SB Signal	SPF	HSM Urban/Suburban 3-Leg Stop Controlled				
	CMF	0.65	0.46	0.46	0.46	0.46
	Crashes	0.005	0.028	0.123	0.274	0.922
	Severity Dist.	0.35%	2.10%	9.09%	20.28%	68.18%
	SPF	HSM Urban/Suburban 4-leg Roundabout				
	CMF	0.74	0.45	0.45	0.45	0.45
	Crashes	0.002	0.027	0.088	0.265	3.746
	Severity Dist.	0.06%	0.65%	2.14%	6.42%	90.73%

Summary of Safety

Table A.2-2 shows the estimated crashes were the same or higher, compared to the existing condition, for each alternative over the 20-year analysis period.

Table A.2-2. Estimated Reduction of Crashes for Intersection Over 20 Years

Condition	Total Crashes	Fatal and Injury Crashes	Total Crashes Reduced	FI Crashes Reduced
Existing- 3-leg MSC	25.08	0.61	--	--
Alternative 1 3-leg signalized HI-T	42.03	1.03	-16.95	-0.42
Alternative 2 3-leg signalized HI-T with Bus Only Left Turn	25.04	0.61	0.04	0.42
Existing- Roundabout	22.96	0.16	--	--

Alternative 3 Roundabout with NB Signal	23.29	0.17	0.34	-0.01
--	-------	------	------	-------

The societal costs associated with safety are based on comparing the predicted crashes and the resulting severity. Figure A.2-3 shows the present value of safety costs for each alternative. An alternative with a lower societal cost of safety will result in the potential for a higher safety benefit when compared to the existing conditions. As shown below, Alternatives 2 and 3 have similar crash costs to exiting conditions, but Alternative 1 is higher.

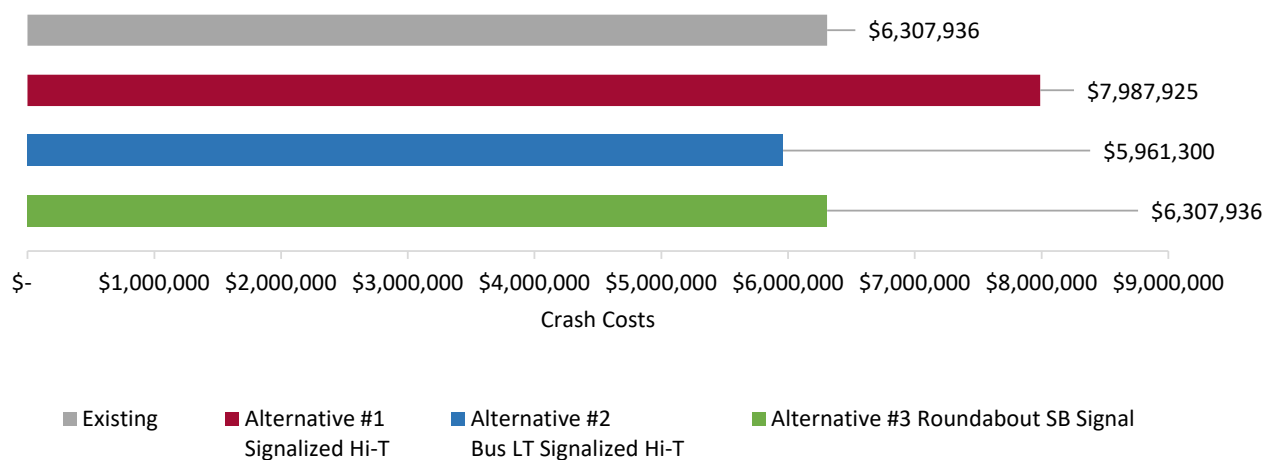


Figure A.2-3. Present Value Safety Costs

APPENDIX A.3 – Active Transportation

Item
Background
Safety Benefit
Calculation Documentation
Summary of Safety

Background

Active transportation crashes are the most random crash types at an intersection. During the Context, Goals, Vision Meeting the local officials identified that this intersection has a high pedestrian volume due to the bus stop on Swede Alley.

In the last 5 years (2019-2023) the existing intersections have observed zero active transportation crashes.

Safety Summary

There have been no active transportation crashes at this intersection during the observation period. The existing intersection at Swede and SR-334 has no accommodations for active transportation users, and trails guide active transportation users to the roundabout. The active transportation infrastructure at the roundabout is at the south approach, with no accommodations to cross the north approach. The alternatives presented provide no enhancements to the north approach conditions.

APPENDIX A.4 - Operations

Item
Traffic Patterns Impacts
Model Inputs and Outputs
Summary of Operations

Traffic Pattern Impacts

At Swede Alley, the current configuration is a three-leg minor stop-controlled intersection. Left turns from Swede Alley to northbound Deer Valley Drive are prohibited. Alternative 1 would install a Signalized High-T at the intersection. Alternative 2 would install a Hi-T intersection, with a bus only left-turn lane. Both of these alternatives would allow for a left-turn movement. Previously, to travel northbound on Deer Valley Dr from Swede Alley, traffic would have to turn southbound on Deer Valley Dr and take a U-turn at the roundabout. Traffic from the Main Street area can also turn left onto Deer Valley Dr approximately 1,000 ft north of Swede Alley.

A major concern identified in the Scoping meeting was ensuring space for local busses to turn onto Deer Valley Dr. Both alternatives would allow for the necessary space for local busses to make the left turn movement.

Model Inputs and Outputs

Operational analysis was conducted using Synchro/SimTraffic version 12 and Sidra version 9.1.

Summary of Operations

Delay measures the societal cost associated with the number of person-hours delayed in traffic. Table A.4-1 has been prepared to provide a summary of the delay. Level of service (LOS) is not provided as the delay for both intersections has been added together. The signalized roundabout is only assumed to be actuated when a bus is present and experiencing delay entering the roundabout. For purposes of this analysis, it was assumed that the signal is operating 100 days per year, approximately 50 times per day.

Table A.4-1. Intersection Delay Summary (Seconds/vehicle)

Alternative	Beginning Year		Ending Year	
	AM	PM	AM	PM
Existing Minor Condition	14.7	22.6	41.5	59.8
Alt. #1 – Signalized Hi-T	13.9	15.5	43.8	42.7
Alt. #2 – Signalized Hi-T with Bus only left turn	17.9	26.6	42.5	73.8
Alt. #3 – Roundabout NB Signal	21.3	33.0	43.7	60.9

Figure A.4-1 shows the net present value of the expected societal cost of delay for the design life of the intersection. The alternative with a lower societal cost of delay will result in a higher delay benefit compared to the existing conditions. The Hi-T alternative has the lowest societal cost of delay due to a less circuitous path for traffic from Swede Alley as well as less conflicting traffic in the roundabout. This results in the highest delay benefit.

All three alternatives were assumed to reduce bus relay by two minutes per passenger on 50 buses per day and 100 days per year. The estimate of 2,500 people per day was validated by

data from PCMC showing approximately 2,700 passengers per day on peak days. This total delay savings has been included in the results in Figure A.4-1.

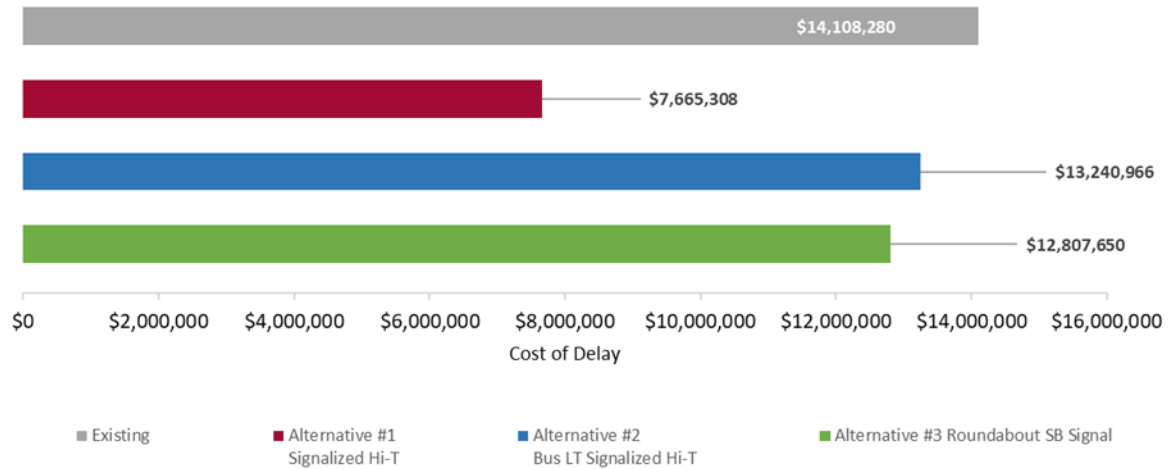


Figure A.4-1. Societal Cost of Delay

APPENDIX A.5 – Capital Investments

Item
Assumptions
Operational and Maintenance Costs
Capital Investments
Summary of Costs

Assumptions

1. Elements:
 - a. Annual Lighting: \$140
2. Pavement:
 - a. Maintenance cost: \$180/ton (15-year cycle)
 - b. Rotomill cost: \$5/sq ft
4. Signal Maintenance: \$7,000/year
5. Annual roundabout landscaping and lighting costs: \$3,200
6. Right of way costs:
 - b. Residential: \$25/sq ft
7. Other Costs

Operations and Maintenance Costs

	Existing	Alternative #1 Signalized Hi-T	Alternative #2 Bus LT Signalized Hi-T	Alternative #3 Roundabout SB Signal
Annual O&M	\$ -	\$ 8,140	\$ 8,140	\$ 7,140
Total Present Value O&M	\$ -	\$ 124,736	\$ 124,736	\$ 109,412

Capital Investments

	Total Initial Capital Costs			
	Existing	Alternative #1 Signalized Hi-T	Alternative #2 Bus LT Signalized Hi-T	Alternative #3 Roundabout SB Signal
Estimated	\$ -	\$ 645,000	\$ 645,000	\$ 153,000
High (+10%)	\$ -	\$ 709,500	\$ 709,500	\$ 168,300
Low (-10%)	\$ -	\$ 580,500	\$ 580,500	\$ 137,700

Summary of Costs

The total capital costs include the operations and maintenance over the analysis period and the initial construction costs. The operation and maintenance costs associated with the intersection control include elements like signal timing maintenance, power consumption for signal operations, intersection illumination, landscape maintenance, pavement rehabilitation, etc. Figure A.5-1 shows the net present value for the design life of the intersection. The lower the cost, the better an alternative will rank. Alternatives 1 and 2 have essentially identical initial investment and O&M costs. Alternative 3 has the lowest lifetime investment costs.

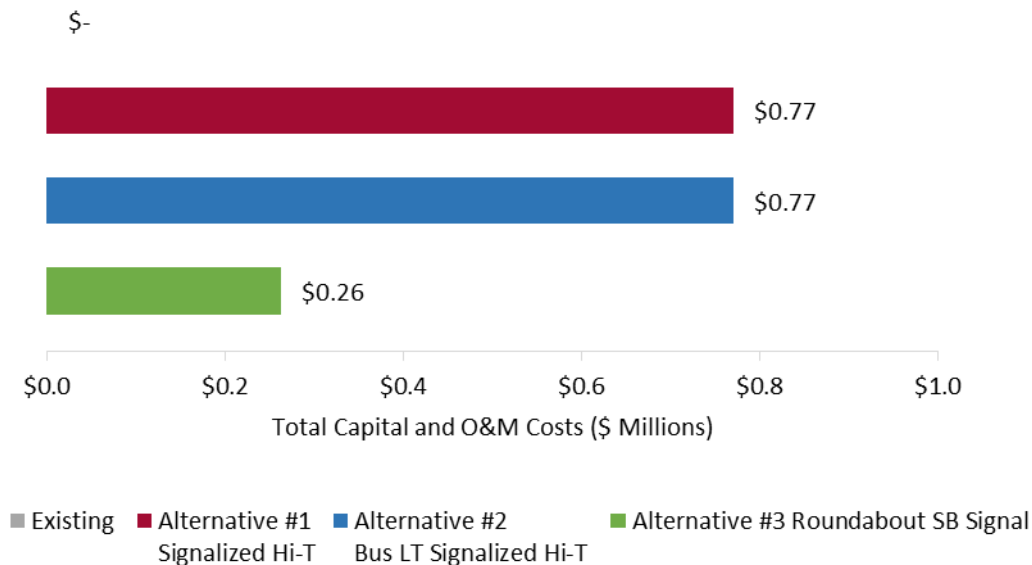


Figure A.5-1. Total Investment Costs

PIN: PROJECT # PROJECT NAME:
Cost Estimate - Concept Level

Prepared By: Mikayla Acosta

Date 10/4/2024

Proposed Project Scope:

Alternative 1 and 2 - HiT at Swede Alley

Approximate Route Reference Mile Post (BEGIN) =	(END) =
Project Length = 0.000 miles	ft
Current Year = 2024	
Assumed Construction Year = 2025	
Construction Items Inflation Factor = 1.07	1 yrs for inflation
Assumed Yearly Inflation for Engineering Services (PE and CE) (%/yr) = 3.75%	
Assumed Yearly Inflation for Right of Way (%/yr) = 4.0%	
Items not Estimated (% of Construction) = 20.0%	
Preliminary Engineering (% of Construction + Incentives) = 8.0%	
Construction Engineering (% of Construction + Incentives) = 10.0%	

Construction Items	Cost	Remarks
Pulic Information Services	\$3,000	
Roadway and Drainage	\$184,905	
Traffic and Safety	\$199,570	
Sttructures	\$0	
Environmental Mitigation	\$0	
ITS	\$0	
	Subtotal	\$387,475
	Items not Estimated (20%)	\$77,495
	Construction Subtotal	\$464,970
P.E. Cost	P.E. Subtotal	\$37,240 8%
C.E. Cost	C.E. Subtotal	\$46,550 10%
Right of Way Urban/Suburban Residential	Right of Way Subtotal	\$0
Utilities	Utilities Subtotal	\$0
Incentives	Incentives Subtotal	\$527
Miscellaneous	Miscellaneous Subtotal	\$0

Cost Estimate (ePM screen 505)	2024	2025
P.E.	\$37,000	\$38,000
Right of Way	\$0	\$0
Utilities	\$0	\$0
Construction	\$465,000	\$497,000
C.E.	\$47,000	\$49,000
Incentives	\$1,000	\$1,000
Aesthetics	\$3,000	\$3,000
Change Order Contingency	\$42,000	\$45,000
UDOT Oversight	\$0	\$0
Miscellaneous	\$0	\$0
	TOTAL	TOTAL
	\$595,000	\$633,000

PROPOSED COMMISSION REQUEST	TOTAL	\$595,000	TOTAL	\$633,000
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Project Assumptions/Risks

1 300 ft accel lane + 250 ft taper = 550 ft total.

8

2

9

3

10

4

11

5

12

6

13

7

14

PIN: PROJECT # PROJECT NAME:
Cost Estimate - Concept Level

Prepared By: Mikayla Acosta

Date 10/4/2024

Proposed Project Scope: Alternative 3 - Signal on N. Leg of Roundabout

Approximate Route Reference Mile Post (BEGIN) =	(END) =
Project Length = 0.000 miles	ft
Current Year = 2024	
Assumed Construction Year = 2025	
Construction Items Inflation Factor = 1.07	1 yrs for inflation
Assumed Yearly Inflation for Engineering Services (PE and CE) (%/yr) = 3.75%	
Assumed Yearly Inflation for Right of Way (%/yr) = 4.0%	
Items not Estimated (% of Construction) = 20.0%	
Preliminary Engineering (% of Construction + Incentives) = 8.0%	
Construction Engineering (% of Construction + Incentives) = 10.0%	

Construction Items	Cost	Remarks
Public Information Services	\$3,000	
Roadway and Drainage	\$14,900	
Traffic and Safety	\$76,350	
Structures	\$0	
Environmental Mitigation	\$0	
ITS	\$0	
	Subtotal	\$94,250
	Items not Estimated (20%)	\$18,850
	Construction Subtotal	\$113,100
P.E. Cost	P.E. Subtotal	\$9,048 8%
C.E. Cost	C.E. Subtotal	\$11,310 10%
Right of Way Urban/Suburban Residential	Right of Way Subtotal	\$0
Utilities	Utilities Subtotal	\$0
Incentives	Incentives Subtotal	\$0
Miscellaneous	Miscellaneous Subtotal	\$0

Cost Estimate (ePM screen 505)	2024	2025
P.E.	\$9,000	\$9,000
Right of Way	\$0	\$0
Utilities	\$0	\$0
Construction	\$113,000	\$121,000
C.E.	\$11,000	\$11,000
Incentives	\$0	\$0
Aesthetics	0.75% \$1,000	\$1,000
Change Order Contingency	9.00% \$10,000	\$11,000
UDOT Oversight	\$0	\$0
Miscellaneous	\$0	\$0
	TOTAL \$144,000	TOTAL \$153,000

PROPOSED COMMISSION REQUEST	TOTAL \$144,000	TOTAL \$153,000
------------------------------------	------------------------	------------------------

Project Assumptions/Risks

1	8
2	9
3	10
4	11
5	12
6	13
7	14

APPENDIX A.6 – Life-Cycle Benefit-Cost Analysis

Item
Life-Cycle Calculations
Accumulated Costs
Comparison of Alternatives
Conclusions

Life-Cycle Calculations

PERFORMANCE MEASURE LIFE CYCLE COST (NET PRESENT VALUE)				
Safety				
	Existing	Alternative #1 Signalized Hi-T	Alternative #2 Bus LT Signalized Hi-T	Alternative #3 Roundabout SB Signal
Annual Cost of Crashes	\$468,231	\$579,098	\$434,395	\$885,123
Present Value Life Cycle Cost of Crashes	\$6,307,936	\$7,987,925	\$5,961,300	\$6,307,936
		-\$1,679,989	\$346,636	\$0
Delay				
	Existing	Alternative #1 Signalized Hi-T	Alternative #2 Bus LT Signalized Hi-T	Alternative #3 Roundabout SB Signal
Annual Quantity (hours)	43,421	34,031	51,050	49,046
Annual Cost	\$705,414	\$551,349	\$830,132	\$808,466
Total Present Value Life Cycle Cost	\$14,108,280	\$7,665,308	\$13,240,966	\$12,807,650
Operations and Maintenance				
	Existing	Alternative #1 Signalized Hi-T	Alternative #2 Bus LT Signalized Hi-T	Alternative #3 Roundabout SB Signal
Annual O&M Costs	\$0	\$8,140	\$8,140	\$7,140
Present Value Life Cycle O&M Costs	\$0	\$124,736	\$124,736	\$109,412
Present Value Pavement Rehab Costs	\$0	\$0	\$0	\$0
Present Value Interim Year Costs	\$0	\$0	\$0	\$0
Total O&M Costs	\$0	\$124,736	\$124,736	\$109,412
Initial Capital				
	Existing	Alternative #1 Signalized Hi-T	Alternative #2 Bus LT Signalized Hi-T	Alternative #3 Roundabout SB Signal
High Estimate	\$0	\$709,500	\$709,500	\$168,300
Low Estimate	\$0	\$580,500	\$580,500	\$137,700
Estimated Initial Capital Cost	\$0	\$645,000	\$645,000	\$153,000
TOTAL PROJECT LIFE CYCLE SUMMARY FOR 20 YEARS				
	Existing	Alternative #1 Signalized Hi-T	Alternative #2 Bus LT Signalized Hi-T	Alternative #3 Roundabout SB Signal
Safety	\$ 6,307,936	\$ 7,987,925	\$ 5,961,300	\$ 6,307,936
Delay	\$ 14,108,280	\$ 7,665,308	\$ 13,240,966	\$ 12,807,650
O&M	\$ -	\$ 124,736	\$ 124,736	\$ 109,412
Initial Capital	\$ -	\$ 645,000	\$ 645,000	\$ 153,000
Total Net Present Value	\$20,416,216	\$16,422,968	\$19,972,002	\$19,377,998
TOTAL PROJECT LIFE CYCLE SUMMARY FOR 20 YEARS				
Total Benefits (B)				
Added Benefits Compared to Existing	Existing	Alternative #1 Signalized Hi-T	Alternative #2 Bus LT Signalized Hi-T	Alternative #3 Roundabout SB Signal
Safety	\$ -	\$ (1,679,989)	\$ 346,636	\$ -
Delay	\$ -	\$ 6,442,972	\$ 867,314	\$ 1,300,630
Total Benefits	\$0	\$ 4,762,983	\$ 1,213,950	\$ 1,300,630
Total Costs (C)				
Added Cost Compared to Existing	Existing	Alternative #1 Signalized Hi-T	Alternative #2 Bus LT Signalized Hi-T	Alternative #3 Roundabout SB Signal
O&M	\$ -	\$ 124,736	\$ 124,736	\$ 109,412
Initial Capital	\$ -	\$ 645,000	\$ 645,000	\$ 153,000
Total Costs	\$0	\$ 769,736	\$ 769,736	\$ 262,412
B/C Ratio Compared to Existing	N/A	6.19	1.58	4.96
Net Present Value	\$0	\$ 3,993,247	\$ 444,214	\$ 1,038,218

Accumulated Costs

Figure A.6-1 shows the accumulated cost of all alternatives evaluated at this intersection. Costs considered include safety, delay, operations and maintenance, and the initial cost for installation. These costs are compared with the existing condition to evaluate their associated benefits.

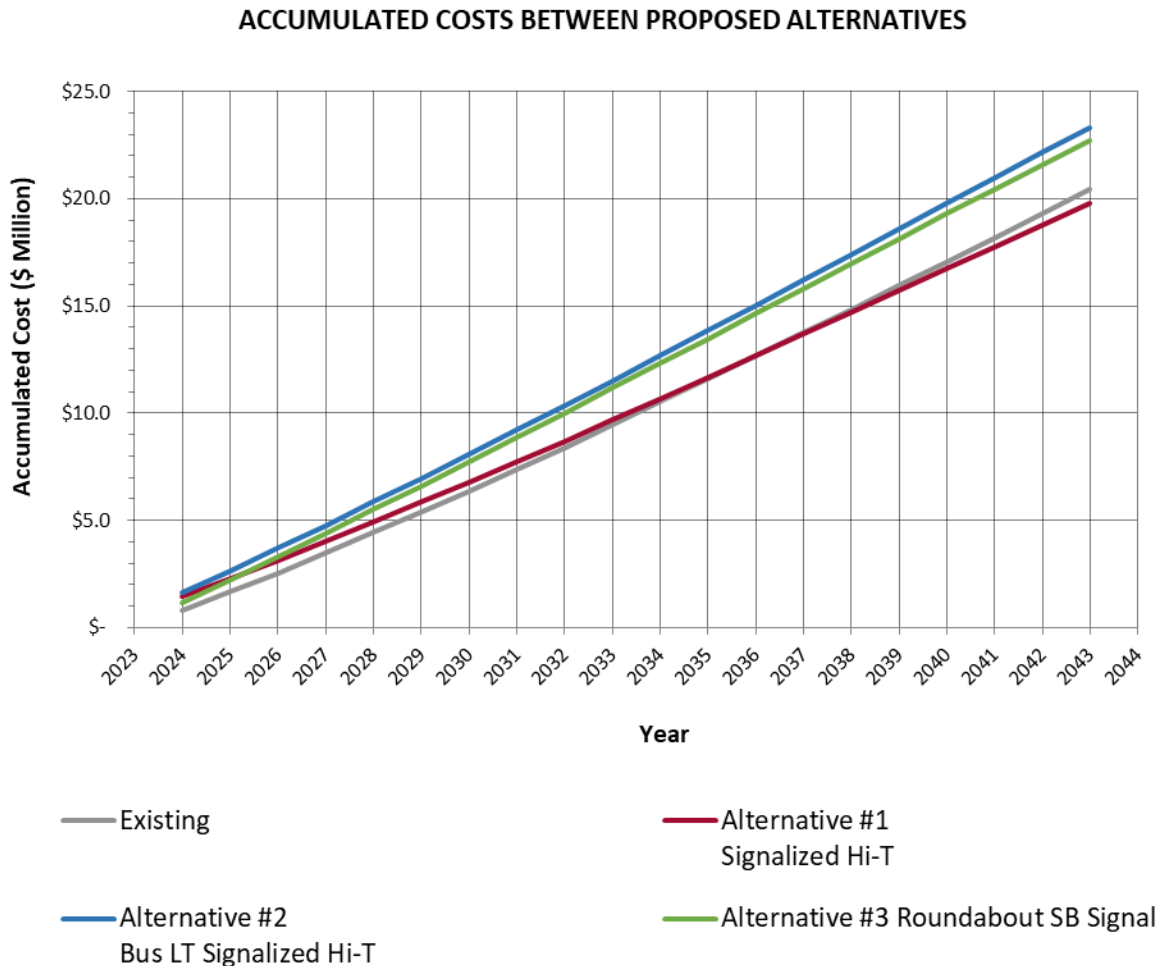


Figure A.6-1. Accumulated Costs Between Alternatives

Comparison of Alternatives

Figure A.6-2 compares the net present value (total benefits – total costs) for each alternative.

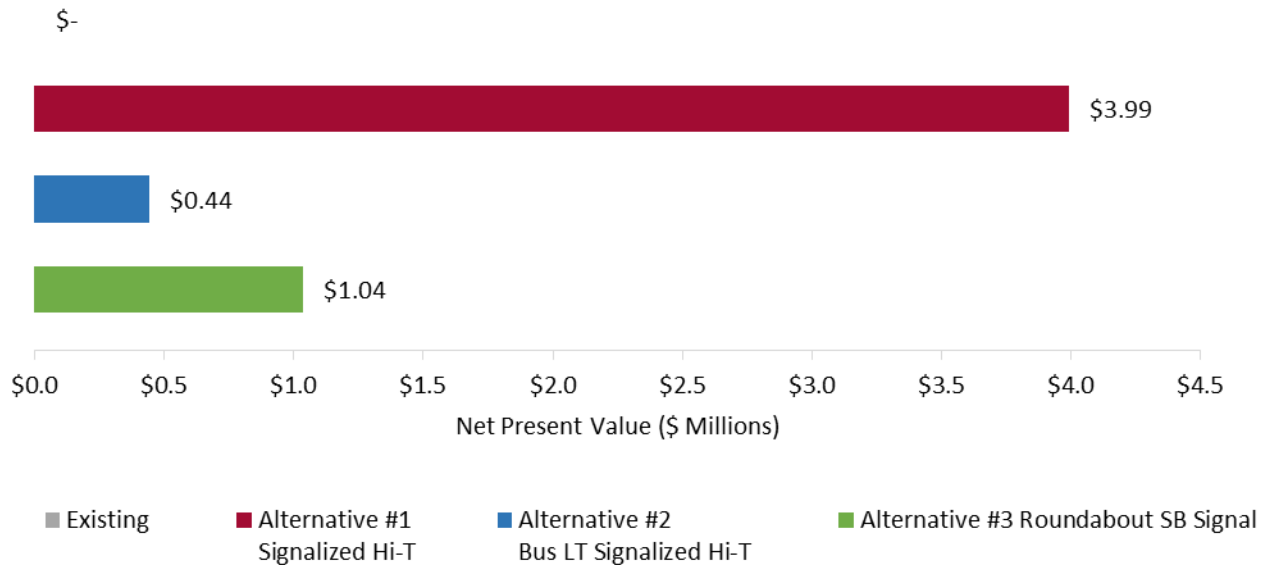


Figure A.6-2. Net Present Value (Benefits - Costs) of Alternatives

Conclusions

1. The enhanced user experience
 - a. Safety performance: Traffic signals typically increase crash rates compared to stop control, however, there will be no northbound conflict points due to the Hi-T configuration, and the northbound to westbound movement at Swede Alley will be safer with a protected phase.
 - b. Active Transportation: No active transportation improvements are anticipated with this project as there are currently no sidewalks east of Deer Valley Drive and there is a grade separated tunnel underneath Swede Alley.
 - c. Mobility: The signalized Hi-T intersection will provide several benefits to mobility. The signal will stop southbound traffic on Deer Valley Drive which will create gaps in traffic at the roundabout allowing buses to more easily enter the roundabout from the Transit Center. The Hi-T will also allow for the eastbound to northbound left-turn movement at Swede Alley removing the vehicles from the roundabout. The Hi-T will also improve the northbound to westbound left-turn movement thus minimizing queuing into the roundabout. Lastly, the Hi-T will provide the option for transit vehicles to turn left from Swede Alley directly onto Deer Valley Drive.

- d. Local/Area Commitments: The Hi-T will improve overall traffic operations and transit operations in this area which is a priority for Park City. The Hi-T can be a first phase to improving transit operations at the roundabout.
2. The Signalized Hi-T intersection at Swede Alley will achieve the primary goal of reducing transit delay by metering southbound traffic in the roundabout which will better allow the buses to enter the roundabout from the Transit Center. This is accomplished with the highest Net Present Value of societal benefits versus costs.

APPENDIX B

Meetings Summary

#1 - Context, Goals, Vision Agenda/Meeting Minutes

Date: 4/8/2024

Participants

Adam Lough, UDOT Traffic Studies & Design Engineer	Timothy Sanderson, Park City
Jeremy Searle, ICE Program Manager	Julia Collins, Park City
Geoffrey Dupaix, UDOT	Anna Maki, Park City
Ivana Vladislavljevic, UDOT	Scott Burningham, Park City
Jesse Sweeton, UDOT	Alexander Roy, Park City
Jeff Lewis, UDOT	Dejan Jovanovic, WCG
Conor Campobasso, Park City	Kordel Braley - AECOM
Becky Gutknecht, Park City	Scott Shea - AECOM
Andrew Leatham, Park City	

Study Extents

See ICE Report

Key Intersection(s)

1. Marsac Roundabout
2. Swede Alley/Deer Valley Drive

Information Sources

Is the team aware of any traffic studies, transportation plans, corridor agreements, or active transportation studies for this location? If so, identify below with contact personnel:

- 1.

Local Needs/Concerns

Background information and local needs for this location.

Park City Goals

Alex: Most common is left turn to Deer Valley. Issue is that it also enters the transit station. Speed is people going more than 25mph. Difficulty for transit, as few gaps entering the transit.

Steep incline along SR-224, trucks lose their brakes and enter the roundabout. Trail going through on the west side up to Deer Valley / Snow Park base. Active transportation use is high.

Julia: User experience, northbound movement the concrete barrier creates a separated free right but helps with the user experience and allow continuous flow. 150 feet to the north is the main entrance into Main Street core. Traffic counts in 2019 very few left turns from north. Restricted access on hillside above roundabout. Traffic patterns have been changing. 2015 was the roundabout change to add the raised curb. Movement on Marsac causing northbound to southbound on Marsac. Entrance to the parking garage on the north side is a main connection. SR-224 BRT terminus is in that transit center. Sound Valley transit was invited and will need to be coordinated with later. The unbalancing is seasonal. Rhyme or reason (snow or summer) is inconsistent. Very seasonal, non-commuter based counts.

Several U-turn movements at the roundabout.
Sweet Alley does not allow to go left to Heber.

Andrew: Marsac coming into it from south : 4:00 pm or 3:30pm has a large exodus. Marsac has exodus. Completely full approaches for vehicles. Weaving from the direct right to make a left on Heber Ave. As Deer Valley letting out, big influx into the Main Street area. 3-5pm on peak ski day is very different.

Tim: Access to the transit facility is needed. Need a clear vision of how to access.

UDOT Region 2:

Ivana: How did we start ICE? Conversation with Park City about a temp signal? Would it cause permanent funds?

Kyle: Situation does not function as a traditional roundabout. Can we modify to give priority to where it is needed as things change?

Traffic:

Northbound U-turn to Southbound - 171pm count. A lot of them could be the busses. Could be to orient

Leave on Sweet Alley, do the U-turn. Routes: 101, 10-white bus.

20 busses. Both at 15 minute frequencies. Expected about 8 busses.

Different access point for the transit center?

Afternoon queues from Deer Valley - 739 for right turn.

Need to keep the transit access and operations at a good level.

Counts conducted Feb 28th and Friday Mar 1.

Friday volumes were higher for the U-turn and right turn out of Deer Valley.

Wednesday: 9-10am, 4:15-5:15pm

Friday: 9-10am, 3:45 - 4:45pm

Collected on weekday and Friday, based on Park City request of traffic volumes

Problem / Issue:

1. Bus egress concern high, especially with the BRT coming. Can't keep schedule.
2. Marsac backing up.
3. Active Transportation safety. Walking from condos to main street.

Southbound traffic exiting cannot see the peds.

Do not have a change in speed.

Cannot tell which lane to be in.

Pedestrians can't tell if vehicles are going up Marsac or Deer Valley

Anderes: Southbound is problem, coming into from Deer Valley and they are not yielding to peds or busses

Scott: southbound traffic affects all of the movements

Adam: Any additional development along Marsac?

Deer Valley - Silver Lake area, but Deer Valley going through development process that would increase the trips. Jeremy has anticipated added trips. Additional trips are not necessarily ski trips. Encouraging transit and HOV.

Brainstorm:

Solutions explored: Signalizing one or more of the roundabout legs - interim solution, of a few years.

Improve roundabout: efficiency and traffic calming to reduce entering traffic - southbound

Remove roundabout completely and signalize.

South ped crossing - flashing RFB/ped push buttons.

Franklin: "signalization" - increasing visibility of Yield flashing. Sensor based auto stop. ITS technology to meter from

Change signal at Swede to create bigger gaps. Visual flashing speed reduction. Low tech to high-tech considered

Temporary stop at Swede.

Better delineation for left lane into Deer Valley, right lane into Marsac.

Signage and markings are faded

Scott B: signal at main street on 224, to create gaps.

Greater signs: people jockey for position. Roundabout at draper road - bold pavement striping

Julia: City owns parking lot parcel. Ability to provide DA for busses. Transportation solutions can include the parcel. Own access lane can be considered.

Task Kordel and Scott: line drawings, basic layouts and summary or discussion - leading to scoping meeting. Want to study 3 or 4 alternatives.

Bicyclists from the trail. NW quadrant - up Deer Valley Drive, biking in the right lane, but coming down they get channelized and cannot get over.
Park Silly Sunday Market. 4th of July. Large events simulate winter conditions.

Alex: Open to longer time frames and long term solutions.

Active Transportation Amenity Rating

1. Identify active transportation sources in the area, if any:
 - a.
2. Active Transportation concerns
 - a.
3. Is special attention desired?

Funding Opportunities

Are team members aware of any funding sources that might be available to help fund the results of the study?

1. Federal
2. State
3. Local

Additional Meeting Notes

Next Meeting

Scoping Meeting –

Action Items

Action Item	Owner
Brainstorm and provide high-level sketch drawings for the proposed alternatives and send them ahead of the Scoping Meeting	AECOM

Please provide any other information about questions, concerns, or input to Adam Lough
alough@utah.gov

#2 - Scoping Meeting Minutes

Date: 08/29/2024

Participants

Adam Lough, UDOT Traffic Studies & Design Engineer	Alexander Roy, Park City
Jeremy Searle, ICE Program Manager	Scott Burningham, Park City
Geoffrey Dupaix, UDOT	Becky Gutknecht, Park City
Ivana Vladislavljivic, UDOT	Conor Campobasso, Park City
Jeff Lewis, UDOT	Dejan Jovanovic, WCG
Logan Falslev, UDOT	Kordel Braley - AECOM
Julia Collins, Park City	Scott Shea - AECOM
John Robertson, Park City	

Study Extents

See ICE Study

Guiding Principles of the Context, Goals, Vision Meeting

No.	Principle	Applicable Y/N	Notes
1	Bus egress concern high, especially with the BRT coming. Can't keep schedule.	Y	
2	Marsac backing up.	Y	
3	Active Transportation safety. Walking from condos to main street.	Y	

Key Intersection(s)

1.
 - a. Alternatives presented in the SPICE and CAP-X results
 - b. Are there any outstanding safety issues at the intersection?
 - c. Select 2-3 alternatives for inclusion in the ICE study.
 - d. Do alternatives impact tertiary intersections (ones not currently considered in the analysis)? If so, these should be elevated to a secondary intersection (ones with no SPICE and CAP-X), and the team should decide how they might be handled.
 - e. Will alternatives require rerouting of traffic? If so, how should it be handled?

Local Needs/Concerns

Do the local representatives have any updates or concerns that were not previously discussed?

- 1.

Active Transportation Amenity Rating

Have there been any changes to the Active Transportation Amenity Rating and improvements previously recommended for the location?

- 1.

Additional Meeting Notes

Transit center is an entrance to the main pathway system – about 2,000 a day

Will have a bus stop on the east side

Marsac growth is higher in the summer, while Deer Valley Drive is higher in winter

1. High-T intersection – NB 224 to Swede Left turn from Swede during special events would be a problem. Tim: Right turn onto Swede could be slowed. Scott B: Timing of the lights would be important, if the delay on SB 224 would increase with the signal. Tim does like a full signal to get benefit of reducing traffic in the roundabout
Julia: Consider modeling both operations of the High-T – with or without bus only left from Swede.
2. Reconfigure transit station onto Swede
Tim: Potential horse shoe design
3. Remove parking: John Robertson – would get a lot of push back about removing parking. Main Street area plan is undergoing a lot of consideration. Alex: A lot of infrastructure for little benefit. Transit is a stop and go for 80% of buses.

4. Dedicated bus lane: Conor: 248 Transit Study starting. Tim: Challenge of design taking up space. The environment document for BRT did not clear widening.
5. Meter entrance: Julia – Park City was going to pilot this option. UDOT showed concern about queueing back to Swede Alley. Alex: Traffic operations – what would the benefit be for just the one approach as compared to Swede. Alex suggested looking at channelizing the lanes.
6. Replace Roundabout: Alex – concept would be a large impact and may need something to implement faster. Tim: Recommend the baby step of the signal first
7. Reduce diameter to add bike lane: Alex – valid concept, would just need to look at turning radii. Tim: Existing trail comes to dead end – would like to integrate into bike lane.

Tim is in favor of the tunnel; however it would be expensive. Priority is to speed up transit –those will be the concepts that they will want to consider.

Julia: Transit priority lane as an option would be preferable. Would want to get buses up to the resort.

Next Meeting

Key Intersection Analysis Meeting - action items

Action	Owner

Please provide any other information about questions, concerns, or input to Adam Lough
alough@utah.gov

#3 - Key Intersection Meeting Minutes

Date: 10/8/2024

Participants

Adam Lough, UDOT Traffic Studies & Design Engineer	Julia Collins, Park City
Jeremy Searle, ICE Program Manager	John Robertson, Park City
Robert Miles, UDOT	Alexander Roy, Park City
Geoffrey Dupaix, UDOT	Becky Gutknecht, Park City
Tyler Laing, UDOT	Gabriel Shields, HVT
Nuzhat Azra, UDOT	Dejan Jovanovic, WCG
Ivana Vladislavljivic, UDOT	Kordel Braley, AECOM
Brad Loveless, UDOT	Michael Adams, AECOM
Kyle Esquibel, UDOT	Scott Shea, AECOM

Guiding Principles

No.	Principle	Applicable Y/N	Notes of Changes
1	Bus egress concern high, especially with the BRT coming. Can't keep schedule.	Y	
2	Marsac backing up.	Y	
3	Active Transportation safety. Walking from condos to main street.	Y	

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Key Intersection(s)

1.
 - a. Review each layout - discuss changes.
 - b. The layouts dictate changes to the associated segments (median, roadside changes, or adjacent intersections).
 - c. Are there opportunities for Active Transportation enhancements
 - d. Can we narrow/Expand alternatives based on a review of layouts?
 - e. Review assumptions on how intersection will be modeled, SPFs used, applicable CMFs, etc.
 - f. Discuss the need to include intermediate capacity improvements
 - g. Discuss ROW impacts and concerns.
 - h. Discuss utility impacts and concerns.

Local Needs/Concerns

Do the local representatives have any updates or concerns that were not previously discussed?

- 1.

Additional Meeting Notes

Costly to move/impact west side retaining wall, emphasized by Kordel and Jeremy.

Ivana - Alternative will need to be thought through carefully with BRT coming.

Alternative 1 Discussion:

Jeff - Busses do need operational space

Julie Reynolds Collins (Park City) - City is comfortable running in 10 foot transit lanes, not ideal but can make it work

Gabriel - BRT will be on 10Y or 10X

Alternative 2:

John - High Valley are slightly larger bus

Operations at the Hi-T would improve bus movement

Geoffrey Dupaix - can the road get closer to the retaining wall?

Alexander - confirming that modeling is in Synchro and Sidra. Did we model without the receiving lane

Alternative 3: Signalize one approach

Signal options discussed for FYA, HAWK or Crossbuck.

The queue length does queue back past Swede Alley intersection

Julia - The City would like to review the operational analysis. With limited ROW and space, and a small footprint, the advantage should be noted regarding the benefit of this smaller footprint impact.

Alternative 4: Narrowed roundabout

Main focus is on the active transportation benefit.

The benefit would require additional alternatives to address the bus delay.

John - would be a challenge to get sidewalk on the east of the roundabout. Bikes will ride through the roundabout.

Alexander - Prefer to have the crossing on the approach side of Deer Valley Drive.

Becky - Concerns that narrowing the roundabout will create a straighter path through the roundabout, fastest path

Julia - We do not want to kill the option, but consider the AT need

Alternative 5: Turbo Roundabout

Unknown of other roundabouts in Utah.

Alexander - Would like to receive the summary to allow Park City to sit and comment after review.

Two weeks will be provided for review.

Next Meeting

Develop Solutions Meeting - action items

Action Item	Owner
Complete analysis based on feedback at this meeting	AECOM

Please provide any other information about questions, concerns, or input to Adam Lough
alough@utah.gov

#4 - Develop Solutions (1 of 2) Meeting Minutes

Date: 11/25/2024

Participants

Adam Lough, UDOT Traffic Studies & Design Engineer	Julia Collins, Park City
Jeremy Searle, ICE Program Manager	John Robertson, Park City
Robert Miles, UDOT	Alexander Roy, Park City
Geoffrey Dupaix, UDOT	Becky Gutknecht, Park City
Tyler Laing, UDOT	Gabriel Shields, HVT
Nuzhat Azra, UDOT	Dejan Jovanovic, WCG
Ivana Vladislavljjevic, UDOT	Kordel Braley, AECOM
Brad Loveless, UDOT	Michael Adams, AECOM
Kyle Esquibel, UDOT	Scott Shea, AECOM

Guiding Principles

No.	Principle	Applicable Y/N	Notes of Changes

Final Report Presentation

Not presented yet.

Presentation provided on Alts 1-3.

Additional Meeting Notes

- Julia asked about the RA Signal providing more gaps for pedestrians to cross the south leg of the RA. Scott may be able to investigate quantifying that reduction of ped delay and providing some additional safety
- All options now have negative NPV.
- What are we missing? How to best quantify other benefits?
 - Can we quantify the delay savings for transit riders?
- A Roy: How often do we assume that the signal will be activated?
- Assumed winter conditions for delay costs.
- Delay Costs may need to be brought down due to really only winter conditions. Greatest variance in delay impacts. Spring, summer, and fall may not need the RA signal at all.
 - Maybe only AM/PM peaks, based on peak hours - PC may have some data on when buses are delayed.
 - PC may have anecdotal information. Will have police man this RA this winter to help make sure that buses can enter the RA. Piloting Alt 3 with police instead of signal.
 - Can adjust the detection to wait for a certain delay before activating the signal.
 - PC will have police on site during the peak of the peak hour when they will be there. There are more than a handful of times when they will be there.
 - Primary Goal is to move buses in and out of the transit center.
 - Not looking for major infrastructure changes.
 - Want to understand the transit impacts for Alts 1 and 2.
- Ivana: Suggests adjusting the Delay Costs if looking towards this RA signal.
- Ivana doesn't know why we didn't look at that delay.
- Robert Miles wants to talk offline about how to account for transit delays.
- Julia wants to know what kinds of assumptions should be used for this delay savings.
- Ideally we would need to know when the peaks are. Off-peak times may not really save the bus any time.
- WCG SR-224 modeling has some assumptions and may be able to help.
- 71 days are police scheduled to be at the RA.
 - They look at hotel occupancy, events, etc to come up with peak days.
 - First day with police at RA will be Nov 29th.
- Julia: We don't want to always build to the peak of the peak event times.

- Julia: Likes the RA Signal - good strategy for the scalability of implementing this solution based on the seasonality.
- Adam is asking about the idea of using the temporary signal on a trailer that they can activate when they see the bus. Julia is open to this idea.
 - Ivana says that temporary signal cost may be a lot - similar to a new permanent signal.
 - Can temp detection be added to a temp system also?

Action Item	Owner
Provide transit data to AECOM	Park City
Include transit calcs into NPV	AECOM
Check with region about temp signal	UDOT (Adam)
One last meeting to be scheduled in January to review updates to NPV and winter work	All

Please provide any other information about questions, concerns, or input to Adam Lough alough@utah.gov

City Council Staff Communications Report



Subject: Investment Advisory Services
Author: Nike Ricks, City Treasurer
Department: Finance
Date: April 10, 2025

Executive Summary

This document outlines a proposed additional investment strategy aimed at enhancing the City's long-term financial outlook through more advanced investment advisory services. It also summarizes the City's current investment approach, the issued RFP to select an additional advisory firm, and outlines the recommended services moving forward.

- **Current Investment Strategy:** The City has adopted a conservative investment strategy in accordance with all Utah Money Management regulations. The portfolio is valued at approximately \$182 million, predominantly held within the Public Treasurers' Investment Fund (PTIF). PTIF is a short-term investment vehicle managed by the State Treasurer, available to state and local entities. Over the past five years, PTIF yielded returns between 3.5% and 4.75%. This strategy has helped build a robust financial reserve, supporting the City's strong bond rating, funding capital projects, acting as an emergency fund, and providing leverage for future investments.
- **RFP Process and Selection:** After observing years of successful PTIF performance, Finance identified an opportunity to augment the City's current strategy. A competitive RFP process was conducted, attracting nine responses for financial investment services. Meeder Public Funds was selected due to their extensive experience in managing public funds, with over 30 years of expertise and a portfolio surpassing \$155 billion. Meeder will supplement PTIF services, rather than supplant them, allowing for greater diversification of the City's investment portfolio and enabling more tailored investments that align with liquidity needs. This partnership will also facilitate an in-depth analysis and provide an updated, strategic approach to meet future financial goals.
- **Next Steps and Management:** We recommend establishing an initial investment account of \$6.4 million with Meeder Public Funds. The City Council will receive regular updates on investment outcomes and strategies with Meeder, included on the quarterly Treasurer reports and additional updates as needed.

Background

The Utah Money Management Act (Utah Code 51-7-11) permits public treasurers to conduct investment transactions with qualified institutions and financial advisory services. While most smaller Utah communities solely invest with PTIF, larger cities, particularly those outside Utah, often implement multiple investment strategies to

support long-term financial sustainability. To enhance the City's investment practices and achieve better results, Finance, in consultation with the City Manager, launched a competitive RFP process to refine and deepen the City's existing strategy.

Current Investment Approach

The City currently utilizes a conservative investment strategy, comparable to other Utah cities, with an investment portfolio valued at approximately \$182 million. Of this, 98% is held within PTIF, which has provided returns ranging from 3.5% to 4.75% over the past five years. PTIF manages over \$29 billion in assets, with the State Treasurer overseeing and passive investment management from the municipalities.

The City has benefitted from favorable returns, driven by solid market conditions and effective PTIF management. These returns have contributed to the establishment of a healthy reserve fund, supporting long-term financial stability and bolstering the City's bond rating with S&P, Fitch, and Moody's.

However, a more proactive investment approach could enable the City to diversify its strategy beyond PTIF, offering opportunities to benchmark against other competitive investment funds and ensure sustainable returns.

RFP Process and Recommendation

To initiate the process, the Finance Team gathered RFP examples and feedback from other municipalities. The RFP was issued on September 27, 2024, and closed on October 29, 2024. Nine responses were received and evaluated by the Budget and Finance teams. After conducting interviews and a comprehensive scoring process, Meeder Public Funds emerged as the preferred firm.

Meeder Public Funds Overview

Meeder Public Funds is a nationally recognized investment management firm specializing in public fund investment. With over 30 years of experience, Meeder manages portfolios for more than 400 public entities, including prominent clients such as the City of Dallas, City of Los Angeles, and City of Cincinnati. The firm's total managed portfolio exceeds \$155 billion, and it has garnered high recommendations from clients for its expertise and performance.

Proposed Strategy and Next Steps

Meeder Public Funds will collaborate with the Finance Team to conduct a thorough analysis of the City's financial position, including historical cash flows, liquidity needs, investment returns, and long-term capital goals. This analysis will guide the creation of a long-term investment strategy aimed at maximizing returns while meeting the City's capital and liquidity needs.

In line with the Utah Money Management Act, the City will establish an initial investment account of \$6.4 million, jointly managed by Finance and Meeder Public Funds. After one year, Finance will present a project summary to the City Council, including additional investment recommendations for further consideration.

The City Council will receive regular updates on the investment strategy's progress, with the City Treasurer providing reports on investment outcomes and any necessary adjustments or recommendations made in collaboration with Meeder Public Funds.

Funding

The asset-based fees for investment advisory services provided by Meeder Public Funds are 0.09%, slightly lower than the current fees charged by Zions, which are 0.15%. These fees are calculated based on the investment balance and the use of a preferred banking institution for managing investment funds. All fees for these services will be deducted from the investment gains and are not expected to require an increase in the City's budget.



JOINT PARK CITY AND SUMMIT COUNTY COUNCIL MEETING MINUTES - DRAFT
1885 UTE BOULEVARD
PARK CITY, UTAH 84098

March 13, 2025

The Councils of Park City and Summit County, Utah, met in open meeting on March 14, 2025, at 9:00 a.m. in the Richins Building.

SPECIAL MEETING

JOINT CITY COUNCIL AND COUNTY COUNCIL MEETING

I. ROLL CALL

Park City Council Attendee Name	Status
Mayor Nann Worel Council Member Bill Ciraco Council Member Ryan Dickey Council Member Ed Parigian Council Member Tana Toly Sarah Pearce, Deputy City Manager Margaret Plane, City Attorney Michelle Kellogg, City Recorder	Present
Council Member Jeremy Rubell	Excused

Summit County Council Attendee Name	Status
Chair Tonja Hanson Vice Chair Canice Harte Council Member Megan McKenna Council Member Chris Robinson (via Zoom) Shane Scott, County Manager Eve Furse, County Clerk	Present
Council Member Roger Armstrong	Excused

II. DISCUSSION ITEMS AND PRESENTATIONS

Discuss Current Recycling Efforts:

1 John Angell, Summit County Public Works Director, Tim Loveday, Summit County Solid
2 Waste Superintendent, and Luke Cartin, Park City Environmental Sustainability
3 Manager, were present for this item. Loveday stated they had a build capacity at the
4 landfill to 2026 but they were working on getting a new cell set up. They needed to
5 extend the landfill's life as long as possible. The main way to divert waste was through
6 recycle curbside collection. They also had programs for cardboard, metal, mattresses,
7 tires, batteries, refrigerants, electronics, and household hazardous waste. Park City's
8 food waste pilot program started in July 2024. It had already diverted 532 tons of food
9 waste. Loveday discussed the diversion rate and stated he didn't have a real number
10 since he only had residential diversions, which equated to 26.3%.

11
12 Cartin indicated Park City did a waste characterization study to determine what the
13 commercial and residential waste streams looked like. They wanted to make sure the
14 haulers had the infrastructure on both reporting weights as well as bins. They also
15 needed to think of how it interacted with the planning code. He noted the current
16 residential drop-off site was tight and they wanted to find a new place for that site. He
17 stated they found four acres for a new site and there would be a land swap with Recycle
18 Utah. He felt the new facility would benefit both entities and it would drive the diversion
19 rate up. He asserted it was time to move forward and take waste seriously.

20
21 Mayor Worel asked how the public knew to bring batteries and mattresses to the landfill,
22 to which Loveday indicated it was publicized on their website and people generally
23 knew about the programs. He added lightbulbs were considered household hazardous
24 waste and Recycle Utah collected those. Vice Chair Harte asked what it would take to
25 increase diversion rates. He indicated recycled goods were picked up bi-weekly and
26 asked if a weekly pickup would increase the diversion. Loveday stated a weekly pickup
27 would help with that. He was looking at increasing the frequency of pick up. Vice Chair
28 Harte asked about food waste pickup and thought the partnership with the Community
29 Foundation was great. Loveday asserted this was still a pilot program and the County
30 was looking at putting more funding into that. He felt that it would eventually be a
31 curbside pickup. Cartin stated food waste was the main divertible waste, and they
32 worked to get 1,000 people diverting it in this pilot. He thought this was a resource and it
33 should stay in this area. He was looking at composting. They wanted to make sure
34 businesses were onboard and that could happen through the business license process.
35 Vice Chair Harte asked if there was a way to add glass to the pickup. Loveday stated
36 glass couldn't go in recycle bins so that was a problem. Recycle Utah had dumpsters
37 placed in different locations to make recycling glass more convenient. Hopefully in the
38 future, they could include it in the curbside pickup contract.

39
40 Council Member Parigian asked how much of the recycle pick up was recyclable.
41 Loveday stated 15%-30% was not recyclable, meaning those items were not bought by
42 recycling companies. Council Member Parigian asked about Styrofoam and Loveday
43 stated it had no turnaround. Council Member Parigian asked about the recycling plan for
44 Styrofoam. Loveday stated they were looking at ways to divert waste from the landfill

1 and the main focus would be food waste and green waste, which was 40% of the
2 tonnage going into the landfill. Styrofoam just went to the landfill.

3
4 Council Member Toly related a “pay as you throw” program done by Jackson Hole,
5 Wyoming, meaning people would pay for what they threw away, and asked if that was
6 something Summit County would consider. Loveday stated that was an expensive
7 program and they were a small landfill. It would take specialized equipment and they
8 didn’t think it was feasible. Council Member Toly asked about clothing and furniture
9 waste. Loveday looked at that during their 2019 audit. It was not as significant now as it
10 was during COVID. Carpet and carpet backing were other things that were thrown away
11 in abundance as people remodeled their homes.

12
13 Council Member McKenna stated the landfill capacity was estimated at 2053 and asked
14 if that was at the same diversion rate. Loveday stated they accounted for a 2% increase
15 per year for growth. Council Member McKenna asked what a reasonable goal would be
16 for diversion, to which Loveday stated other facilities had 32%-50% diversion goals.
17 Chair Hanson stated rumors spread that Republic picked up recycling and took it to the
18 landfill. Loveday stated that was a false rumor and explained the collection process.

19
20 **Regional Park and Ride Study Follow-Up:**

21 Alex Roy and Tim Sanderson, Park City Transportation Department, and Carl Miller,
22 Summit County Transportation Planning Department, presented this item. Miller
23 reviewed that the study determined why people used the park and rides. Most indicated
24 there was no parking at final destinations or there was time and money savings. It was
25 found park and ride users didn’t want to wait long for transit and they wanted signage to
26 know when buses would arrive and restroom facilities. He noted there was strong
27 participation in this study with 1,200 respondents. They also met with stakeholders to
28 gain their perspectives.

29
30 Miller noted the takeaways from the study included park and rides are a strategy to
31 reduce the peak season maximum drive time, and to access ski resorts. Recreation
32 locations and Main Street were the primary destinations by park and ride users, entry
33 corridors were the preferred location for park and rides, and parking reductions at
34 resorts, in-town, or accommodating future large events would require increases to park
35 and ride capacity. Miller noted that most park and rides had capacity, but Kimball
36 Junction was at capacity. He stated increasing park and ride capacity at gateway
37 corridors was key to capturing trips.

38
39 Roy stated there were alternatives for park and rides. The Distributed System consisted
40 of many small park and ride lots along the entry corridor. The Consolidated System
41 consisted of fewer but larger park and ride lots at key gateway locations and/or along
42 corridors. Since Park City had two entry points, they came up with a hybrid system –
43 bigger lots at gateway locations and then smaller lots for neighborhoods.

44 Miller stated there were things that could be done with the current park and ride lots to
45 make them more appealing, including the addition of signage, restrooms, art, and other

1 things. Next steps would include improving the amenities, marketing, and functionality of
2 existing park and ride lots. They would continue to monitor the lots to determine future
3 demand, improve efficiency at Kimball Junction and Quinn's Junction, and work with
4 Wasatch, Salt Lake, and Utah Counties to capture trips at the origin. Roy reiterated
5 frequent and reliable transit made park and ride lots most successful.

6
7 Council Member Ciraco stated the Canyons Resort was building a parking garage and
8 they were also anticipating more growth at that resort. He asked what the plan was for
9 that. Miller stated the parking garage would replace the surface parking, and the
10 quantity would not change much. They had a master plan with Canyons Village and
11 they were coordinating with them. Peter Barnes, Summit County Community
12 Development Director, stated the Canyons project was a two-year project. The first
13 three levels would be completed in the summer.

14
15 Mayor Worel indicated she spoke with people from a few different neighborhoods who
16 wanted park and ride lots in their neighborhoods, and asked what they should do to
17 request those. Roy stated they would look at a strategy to add some small
18 neighborhood park and rides.

19
20 Council Member Toly asked about Wasatch County demand. Roy stated there was
21 some benefit to having people ride transit from their origin. A big park and ride was not
22 needed in Wasatch County, but a little lot would work great. Council Member Toly felt a
23 lot of workforce lived in Wasatch County. Roy stated they identified a need but couldn't
24 prescribe since it was out of their jurisdiction.

25
26 Chair Hanson asked them to consider a park and ride in the northeast part of the county
27 so cars would stay out of Kimball Junction. She noted there were big developments
28 planned for that area. Miller stated this plan was a living document and they would
29 continue to monitor trips and growth in the county and it could be added to the long
30 range transportation plan.

31
32 Council Member Toly felt a park and ride was needed at Quinn's Junction. Council
33 Member Dickey agreed and felt they were behind and he wanted to get that project
34 moving forward. Sanderson agreed and he saw this park and ride going along with the
35 Recreate SR248 project. Council Member Toly felt there were solutions that could be
36 looked at this summer, such as temporary lots, and asserted the community wanted to
37 see some parking solutions.

38
39 **Discuss DABS Retail Liquor Store:**

40 Peter Barnes, Summit County Community Development Director, presented this item
41 and displayed a map with the requested location for the county liquor store, which was
42 at the northwest corner of Old Highway 40. This parcel straddled Summit County and
43 Park City. It had no zoning and there was a state law that dictated zoning could not be
44 imposed on state land. He noted this was UDOT surplus land. He wanted to know if the
45 state would annex this parcel into Park City and hoped to know about height and

1 setback requirements as well as snow storage and lighting. He asserted going through
2 the county code would be a difficult exercise. He knew there would be a traffic problem
3 in this location. He thought a more logical location for a liquor store would be Silver
4 Summit or Silver Creek. He noted they had no jurisdiction, but they could express their
5 opinion to the state, and he had done so.

6
7 Chair Hanson thought the proposed location was strange, but it could serve the new
8 development along Highway 40. Mayor Worel asked if the building size would be
9 comparable to Park City's liquor store. Council Member Dickey stated they met with
10 DABS and a new facility would draw from the Park City Snow Creek location. He felt the
11 location didn't fit, but another store was needed since the Park City store had problems
12 maintaining inventory.

13
14 Council Member Robinson asked if the map showed the improved Old Hwy 40 road, to
15 which it was affirmed. Council Member Robinson asked if the inquiry from DABS took
16 the road alignment into account, to which Council Member Harte affirmed. Council
17 Member Robinson indicated the state owned a lot of land between US 40 and this
18 proposed parking lot, but other locations were not proposed. Barnes indicated this
19 parcel was UDOT surplus land and it was being given to the state. Council Member
20 Robinson stated a Maverik Gas Station would be on the east side of SR 248 at this
21 location and asked for the status of that project. Barnes indicated they were permitted
22 and construction would begin in the spring.

23
24 Chris Eggleton, Park City Economic Development Manager, stated Park City had a
25 lease and a construction and maintenance agreement to build a park and ride on that
26 site. That area ended up being rejected for a park and ride, but they didn't have a
27 conditional use to accept there. It was also out of the City's jurisdiction. He noted Park
28 City had not provided a formal opinion or response to their request.

29
30 Council Member Ciraco agreed the store should be located at Silver Summit or Silver
31 Creek and asked if the county had any land in that area that they could swap with
32 UDOT. Barnes stated the Gilmor property was nearby, but this site was free land.

33
34 **Wrap Up and Schedule Next Joint Meeting:**

35 It was decided the Council's would next meet on June 27th.

36
37 **III. ADJOURNMENT**

38
39 With no further business, the meeting was adjourned.

40
41

Michelle Kellogg, City Recorder



PARK CITY COUNCIL MEETING MINUTES - DRAFT

**445 MARSAC AVENUE
PARK CITY, UTAH 84060**

March 20, 2025

The Council of Park City, Summit County, Utah, met in open meeting on March 20, 2025, at 3:00 p.m. in the Council Chambers.

WORK SESSION

FY26 Budget Process Overview:

Jed Briggs and Robbie Smoot, Budget Department, presented this item. Briggs reviewed the budget timeline and topics that would be presented before the tentative budget was approved on May 1st. He indicated there were budget prioritization committees and they would make recommendations that would then be presented to the Council. He noted FY26 was a tighter year than in the recent past. He didn't project a recession, but they were being cautious with the national uncertainty. Some potential budget challenges included possible inflation for construction projects, water charges, budget requests, and health insurance.

Smoot updated the Council on sales taxes and indicated the monthly distribution was changed, making the revenue look low. But the actual numbers were more balanced. He noted 83.16% of sales tax revenue came from visitors to the City. He displayed a chart for General Fund revenues. Sales tax was 38.9% and property tax 23.6%. These comprised most of the City's revenue. Projected resort sales tax for FY26 was \$19.5 million, and they would watch it closely as the year progressed. The projected sales tax was 6% higher than last year, which had been a trend since 2013.

Council Member Ciraco asked when the Main Street waterline project finished and thought that could be related to the lower sales tax numbers for November. Smoot stated Main Street sales tax for November was flat compared to the prior year.

Council Member Parigian asked about sales tax from online purchases. Smoot stated he would look at that and report back. Mayor Worel asked if online purchase taxes were audited to make sure those numbers were accurate. Smoot stated he didn't know the regulations the state had but they would follow up with the state tax commission.

Council Member Dickey referred to the resort sales tax projection of 3% for FY26 and asked if it was the overall sales tax or just resort sales tax. Briggs stated all the taxes operated the same way except transient room tax (TRT). The resort tax was the best

1 tax to model and then they projected that to the rest of the taxes. Council Member
2 Dickey asked about the decrease in health insurance. Sarah Mangano indicated they
3 got an estimate that was a lot higher than expected so they put it out to bid and got a
4 much better bid.

5
6 Briggs discussed charging departments for water usage and noted they would phase
7 that in slowly. After it was fully implemented it would increase at the same rate as other
8 rate increases. He discussed the budget strategies for FY26, including reducing the
9 operating budgets by 3.5%, leveraging technology to improve operations, customer
10 service and reduced service delivery costs, and having a strategic personnel evaluation
11 to maximize efficiency.

12
13 Council Member Toly asked what management would do if some departments couldn't
14 make cuts. Briggs stated it wasn't across the board, but some departments could cut
15 things that weren't as impactful to City services. Sarah Pearce, Deputy City Manager,
16 stated the process started in December, before the uncertainty at the federal level. Now
17 they were being cautious. She saw suggestions submitted by managers and there were
18 some creative ideas. Council Member Toly asked for a discussion on wages and to help
19 Council understand human capital, such as how much it cost when somebody left the
20 City.

21
22 Briggs discussed the current budget policies that impacted the budget process. Mayor
23 Worel asked if federal transportation grants would be affected by the national
24 uncertainty. Smoot stated they were not concerned with operational grants, but some of
25 the grants were discretionary and they would be looking at those.

26
27 Council Member Dickey referred to the property tax savings because of the bond debt
28 payoff, resulting in \$1.3 million in savings, and noted the average primary property
29 owner would save \$135.

30
31 Council Member Toly asked if the Budget Team looked at last year's budget to see
32 which departments weren't spending their budgets. She requested a discussion on
33 department budget requests versus what was spent in a future session. Briggs
34 explained they took that into consideration. Smoot noted 19% of sales tax revenue was
35 from online sales.

36
37 **Citywide Encroachment Policy Discussion:**

38 Ryan Blair, Environmental Regulatory Manager, and Becky Gutknecht, Engineering
39 Department, presented this item. Blair indicated they looked at similar cities regarding
40 encroachments. They found some had delegated authority, offered monetary
41 compensation, and had enforcement and policy challenges. He felt the challenges for
42 Park City included being an old town so there was long-term use, it was hard to verify
43 approvals, they were unaware of users, and there were potential rights from previous
44 ownership. Regarding enforcement, there were challenges revoking something that
45 used to be allowed.

1 Gutknecht stated city platters did not come to Park City but looked at maps, so they
2 didn't know the topography. Sometimes roads came right up to the structure. Some
3 rights-of-way were unbuildable for roadways because of the steepness of the
4 topography. In those cases, stairways or utility corridors were built. She discussed the
5 differences between private property and right-of-way. A right-of-way was City-owned
6 land designated for utilities and transportation. Designated authority was typically given
7 to the Engineering Department and typical practices were not codified. She asserted 77
8 encroachment permits were issued last year and 80% of those encroachments were for
9 snowmelt driveways.

10
11 Blair reviewed encroachments on City property that were not in a right-of-way and noted
12 they were usually next to open space and parks. There was no policy to address these
13 but there were usually 12 requests a year about these encroachments. He reviewed
14 exclusive use versus non-exclusive use.

15
16 Gutknecht explained how the City processed encroachment requests for snowmelt
17 driveways and dining decks. The signed encroachment agreement was recorded at the
18 county in order to keep future owners informed. There was a revocability clause in the
19 agreement, but to date it had not been used. There were also maintenance and
20 indemnification clauses.

21
22 Blair asked if additional resources should be applied towards encroachment issues.
23 They tried voluntary compliance for 12 properties without luck and wanted to know if
24 outside counsel should be sought. He asked if the snowmelt process should be codified.
25 Another question he had was whether the Council wanted to have a future discussion
26 on developing another encroachment policy.

27
28 Council Member Toly asked if other cities charged for snowmelt driveways, to which
29 Blair stated there was no charge for nonexclusive encroachments but there was a
30 charge for exclusive uses. Council Member Dickey asked how lease amounts were
31 determined. It was indicated Salt Lake City based it on the property value of the
32 request. Council Member Dickey asked what the staff processing cost was. Gutknecht
33 stated the snowmelt encroachment took 45 minutes to process so that would be tied to
34 manhour costs.

35
36 Council Member Parigian asked what the other encroachment requests were.
37 Gutknecht responded that some were for retaining walls or landscaping. Staff brought
38 major requests to the Council for their consideration. Blair asked if the Council wanted
39 to set a line of what was reviewed by staff and what would go to the Council. Council
40 Member Ciraco reviewed City streets went across private property and he asked if the
41 Council should consider that as well. Gutknecht noted that was not being considered as
42 part of this process. Blair stated they could take a deeper look at that if Council desired.

43
44 Council Member Parigian supported additional resources to resolve the encroachments,
45 codifying the process, and creating an internal policy for major requests, and imposing

1 application fees and annual fees for exclusive encroachments. Council Member Toly
2 also supported the staff questions. Council Member Dickey supported additional
3 resources to resolve the encroachments and codifying the process. As far as the
4 disputed encroachments, he favored the process and delegating authority. He
5 supported application fees. He asked about annual lease fees and wondered if it was
6 equitable to charge new applicants since the old ones weren't charged. Blair indicated
7 he would look at that. Council Member Ciraco supported additional resources to resolve
8 the encroachments and nonexclusive snowmelt application fees. As for exclusive
9 encroachments, he thought they needed to figure out how to deal with that, but an
10 internal process should be created. He also supported imposing a fee.

11
12 Blair summarized he would come back with what it would take as far as staff time and
13 outside resources to bring offenders into compliance. The Council favored a revised
14 policy for delegated authority of some things to the City Engineer's Office. The Council
15 favored application fees, and they could bring back data on lease fees. The Council
16 wanted a discussion on internal process. Council Member Ciraco stated staff could take
17 care of snowmelt driveway encroachments, but Council should tackle encroachments
18 with permanent fixtures on them.

19
20 **City Council Protocols and Liaison Assignments:**

21 Michelle Downard, Resident Advocate, presented this item and reviewed the Council
22 Liaison Guide, Council protocols, and Council liaison assignments as explained in the
23 Council's packet. Mayor Worel reviewed she advocated for the liaison guide because
24 some nonprofits thought having a Council liaison meant they could help that
25 organization raise funds. The Council had no changes to the guide.

26
27 Council Member Dickey felt it was important to remember that the Council liaison wasn't
28 there to shape policy but to communicate Council direction. Mayor Worel discussed the
29 role of the Council liaison with staff because they were unsure about taking direction
30 from the liaison. Margaret Plane stated that how the liaisons worked with staff or on
31 projects wasn't in the guide. Liaisons were the point of contact to relay information
32 between the entity and the City. They could revise the guide to clarify how the liaison
33 should work with staff. City code dictated that Council members should work through
34 the Mayor or City Manager and not with staff directly. Mayor Worel indicated it would
35 help staff to have that role defined. The Council agreed to clarify the role of Council's
36 interaction with staff. Council Member Ciraco felt a definition would help. Council
37 Member Parigian referred to the retreat where he helped the Housing Team present the
38 housing mitigation plan, and stated he was part of the team and worked a lot on it to
39 save staff time. Discussion took place on the appropriateness of a Council member
40 presenting. Council Member Dickey indicated a Council member could present an item
41 with Council direction to do so. Mayor Worel suggested a Council member could
42 present a whitepaper, but not a staff report. Plane asked if the liaison guide could be
43 amended since that was a public facing document, and then something could be added
44 to the Council protocols. Downard stated Protocol Nine was the best place to add that.
45 She asked about language regarding texting. The majority of the Council supported the

texting language. Council Member Parigian stated he was an adult and could text who he wanted, but he wouldn't text the other Council members during a meeting.

Mayor Worel indicated many of the liaisons were staff members and she felt that had worked well. She felt one liaison role that needed attention was Lodging. Chris Eggleton, Economic Development Manager, attended the meetings and could be the liaison. The Council agreed to move this role to staff.

Council Member Dickey referred to the liaison role for Mountainlands Community Housing Trust and felt that should be assigned to staff and maybe the Housing liaison. Council Member Parigian volunteered to take that role. Downard summarized that Eggleton would be the lodging liaison and Council Member Parigian plus a staff member would be assigned as the liaisons for Mountainlands.

Mayor Worel stated the Public Art Advisory Board (PAAB) asked for a liaison because they had so many projects. Pearce indicated if a contracted position led the board, it would be good to have a Council liaison since it spent a lot of money. They would discuss this during the public art item during New Business.

REGULAR MEETING

I. ROLL CALL

Attendee Name	Status
Mayor Nann Worel Council Member Bill Ciraco Council Member Ryan Dickey Council Member Ed Parigian Council Member Tana Toly Sarah Pearce, Deputy City Manager Margaret Plane, City Attorney Michelle Kellogg, City Recorder	Present
Council Member Jeremy Rubell	Excused

II. PRESENTATIONS

1. Summit County Kimball Junction Environmental Impact Study Presentation by UDOT:

Becky Stromness, UDOT Project Manager, reviewed this project would alleviate congestion, improve safety, allow bicyclists accessibility, and address bus rapid transit (BRT) at Kimball Junction. Alternative C was preferred, and it offered additional lanes on I-80, additional turn lanes on Ute Boulevard, and a pedestrian underpass at Ute and Olympic. The public comment period had begun and would go through April 28th. There would be public hearings on April 8th at Ecker Hill Middle School and April 10th online.

After public comment, they would continue their analysis and the final decision would come out later this year. The project would then get listed on the STIP and wait for funding.

Council Member Parigian asked about southbound BRT lane, to which Stromness stated the BRT lane would start south of Olympic Boulevard.

2. Park City Library Annual Report:

Adriane Juarez and Becca Lael, Library, and Patricia Stokes, Library Board, presented this item. Juarez referred to the annual report in the Council's packet and noted the incredible participation with 152,739 patrons who came to the library in 2024 as well as all the guest authors, activities, and collections. She indicated they received a RAP grant to improve the Santy stage, they received a library award and received equipment to improve efficiency.

Stokes thanked the Council for their support of the library and its services. As they looked at the budget, she requested funds for auditorium accessibility. She felt this was an uncertain time and read a letter from the board of trustees (attached) regarding President Trump's executive order eliminating the Institute of Museum and Library Services and the effect that would have on libraries nationwide. She noted the new head of the national organization indicated he supported the agenda of the President. She thought libraries were for all and they were not a political tool.

Mayor Worel stated the Council had the first FY26 budget meeting today and she encouraged public comment during those budget meetings. She noted capital requests would come to the Council on April 24th. Council Member Parigian indicated he was the library liaison, and the committee worked well together. He also thought the programs and activities were top notch. Council Members Toly, Dickey, and Ciraco thanked them as well and felt the library was a great community asset.

III. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council Questions and Comments:

Council Member Parigian wished all a happy spring, and he looked forward to getting out in the warmer weather and seeing everyone in the community. Council Member Ciraco asked to discuss the Wildlife Crossings Pilot Program as a future agenda item. Mayor Worel invited the community to attend the State of the City next Tuesday at the Santy Auditorium.

Staff Communications Reports:

1. Lottery Process to Sell a One-Bedroom Condo at Silver Star to a City Employee:

2. FHWA Wildlife Crossings Pilot Program:

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

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

Erin Ferguson indicated Save people Save Wildlife was starting the first phase of an objective engineering assessment of SR224. The study would make recommendations on how to eliminate wildlife collisions on this corridor. and they looked forward to collaborative efforts with Park City, Summit County, the Division of Wildlife Resources (DWR), and UDOT to solve the problem.

Mayor Worel closed the public input portion of the meeting.

V. CONSIDERATION OF MINUTES

1. Consideration to Approve the City Council Meeting Minutes from February 27, 2025:

Council Member Dickey moved to approve the City Council meeting minutes from February 27, 2025. Council Member Ciraco seconded the motion.

RESULT: APPROVED

AYES: Council Members Ciraco, Dickey, Parigian, and Toly

EXCUSED: Council Member Rubell

VI. CONSENT AGENDA

1. Request to Authorize the City Manager to Execute a Construction Agreement with Phillips & Co. Construction, in a Form Approved by the City Attorney's Office, Not to Exceed \$121,000 for Reconstruction of the 10th Street Retaining Wall:

2. Request to Approve a Construction Contract with Big Horn Contractors, LLC, for \$1,484,329 in a Form Approved by the City Attorney's Office to Remodel 516 Marsac Avenue into a Triplex for City Employee Housing Program:

3. Request to Authorize the City Manager to Execute an Amendment with GILLIG, LLC, in a Form Approved by the City Attorney's Office for the Purchase of Four Additional Battery Electric Buses and Two Additional Depot Chargers with Six Dispensers for \$5,098,888 with a Total Contract Value Not to Exceed \$16,540,102:

4. Request to Authorize the City Manager to Execute a Construction Agreement with Geneva Rock Products Inc, in a Form Approved by the City Attorney's Office,

Not to Exceed \$1,650,000 for Construction of Thaynes Pathway Phase 1 and Storm Drain Improvements:

Council Member Dickey moved to approve Consent Agenda Items One, Two, and Four.
Council Member Toly seconded the motion.

RESULT: APPROVED

AYES: Council Members Ciraco, Dickey, Parigian, and Toly

EXCUSED: Council Member Rubell

Council Member Dickey moved to remove Item Three from the Consent Agenda.
Council Member Toly seconded the motion.

RESULT: APPROVED

AYES: Council Members Ciraco, Dickey, Parigian, and Toly

EXCUSED: Council Member Rubell

3. Request to Authorize the City Manager to Execute an Amendment with GILLIG, LLC, in a Form Approved by the City Attorney's Office for the Purchase of Four Additional Battery Electric Buses and Two Additional Depot Chargers with Six Dispensers for \$5,098,888 with a Total Contract Value Not to Exceed \$16,540,102:

Tim Sanderson, Bill DeGroot, and Sara Rush-Mabry, Transportation Department, were present for this item. Sanderson reviewed the history of the recent bus purchase. They toured a bus factory and were offered the opportunity to purchase additional buses. This contract would give the City a total of 13 new buses. Regarding the federal grant, this purchase was doable because of a federal program for low or zero emission buses. The Department of Transportation (DOT) stated the target was electric vehicles and electric vehicle infrastructure. The money was awarded and appropriated, but they didn't have a contract yet. They were confident about the additional \$7 million and felt they should move forward business as usual.

Council Member Ciraco asked if the bus company was a U.S. company. Sanderson stated they worked with two companies, one in the U.S. and one in Canada. Council Member Ciraco was comfortable proceeding. Council Member Dickey supported moving forward. Council Member Toly agreed and asked if the City would need additional buses later on. Sanderson stated they had a replacement plan but not an expansion plan. These buses would replace the Proterra buses. He stated Gillig was a solid company that had made buses for 100 years. Council Member Parigian asked if there would be any resale value for the Proterra buses. Sanderson stated there was no market for them. Council Member Parigian asked what problems were identified with Proterra. Sanderson indicated the company went bankrupt, so they could not get replacement parts. Council Member Parigian asked what Sanderson would do if the federal money was not available, to which Sanderson stated he would come back to Council, but the cost would be \$7 million. He thought the order could be cancelled with penalties, but they needed the buses, and he hoped to find other sources of funding.

Council Member Dickey moved to authorize the City Manager to execute an amendment with GILLIG, LLC, in a form approved by the City Attorney's Office for the purchase of four additional battery electric buses and two additional depot chargers with six dispensers for \$5,098,888 with a total contract value not to exceed \$16,540,102. Council Member Ciraco seconded the motion.

RESULT: APPROVED

AYES: Council Members Ciraco, Dickey, Parigian, and Toly

EXCUSED: Council Member Rubell

VII. OLD BUSINESS

1. Review PCMC Childcare Needs-Based Scholarship Program:

Michelle Downard, Resident Advocate, presented this item and reviewed that scholarships had been provided to help parents receive access to childcare. This program received national attention. Due to the success of the program, the \$1 million would not last much longer. She explained the impact report created by Upwards, the administrator, using Park City numbers, and noted this was a measure of success.

Downard displayed the growth of the program as well as the participants' home city. She also updated the employment data from participants. She reviewed other efforts in the community to support childcare, including a library space lease and LMC amendments. The Community Foundation gave a \$500 bonus for family, friends, and neighbors childcare program, free CPR classes which were required to get a state license, coordination with the Chamber to encourage business engagement, and created a childcare taskforce. She also noted the school district expanded its preschool and tuition assistance.

Downard noted new childcare facilities opened this year which increased capacity, and she was encouraged by the numbers. Upwards forecasted that the \$1 million would be exhausted by December. She indicated this was a one-time allocation and she asked if an additional allocation should be considered in the budget discussions, or she could come back in September with more accurate numbers. The other option was to tell the households they would no longer receive funding from the City. Downard stated the program began to support residents, the City workforce, and Park City employees. She also explained there was a draft letter of support for the federal bill sponsored by John Curtis: Child Care Availability and Affordability Act.

Mayor Worel indicated two things that were important to the Council when this program started was that the DWS participation would increase, and it had increased substantially. She stated another goal was to create capacity and that had happened too. Council Member Toly asked about the ages of the children in childcare and how it quantified as they aged out of the program. Downard indicated the eligibility was for infants through kindergarten eligibility. Council Member Toly asked if there was a waitlist from people who hadn't had children yet. Downard indicated PC Tots and Alpine saw a

1 decrease in the older children because these families were using the school district pre-
2 school. The infants were still in demand because the teacher/child ratio needed to be
3 higher.
4

5 Council Member Parigian asked why the subsidy was low for participants in the 50%-
6 90% AMI brackets. Downard thought it reflected that the AMI numbers were a bell curve
7 so most of the people were closer to 100% and to the lower AMIs. Also, DWS covered a
8 big subsidy for the lower AMI households. Council Member Parigian asked if this was
9 compared to workforce wages. Downard compared it with other funding, especially
10 funding provided by the schools. She didn't compare the numbers with workforce
11 wages, but it was comparable to the cutoff for the funding provided by the state. Council
12 Member Parigian asked what the difference was between a resident and workforce.
13 Downard stated workforce worked in Park City limits but didn't necessarily reside in
14 Park City limits. Residents lived in Park City limits. The requirement was you had to live
15 or work in the City limits. The childcare providers could be in the county except for Park
16 City Municipal childcare providers. Downard thought there was an even split of
17 workforce and residents using the program. Council Member Parigian thought efforts
18 should be made to recruit more residents and workforce.
19

20 Council Member Dickey asked if the 0-3 age group was more of a capacity issue and
21 asked what could be done with that. Downard indicated there could be scholarships for
22 children of a certain age or incentives could be given to providers to accommodate
23 younger children. Facilities would need new walls, cribs, and other furniture, so an
24 incentive would be helpful. Council Member Dickey stated he was a sceptic at first, but
25 he now felt this was great. He asserted this was part of the housing policy and asked
26 that this topic come back for a work session to discuss the gap.
27

28 Council Member Ciraco stated this program was working great and everyone was proud
29 of it. He asked how the LMC could support the creation of additional childcare facilities.
30 Downard stated parking requirements and other barriers that were part of the childcare
31 applications could be reduced. They didn't have any applications for childcare facilities
32 that were denied. She didn't know if code amendments would yield results for in-home
33 facilities because they hadn't heard of any interest. Council Member Ciraco thought the
34 code changes being made for Bonanza Park could also apply to childcare. Council
35 Member Ciraco stated the ski resorts were benefiting from this program and asked if
36 there was a way to incentivize businesses to contribute to the program. Downard stated
37 the Community Foundation and Chamber were working on that and they were
38 developing an employer toolkit to make it simple so businesses would know how they
39 could participate to support their employees. The toolkit would help them understand
40 benefits such as tax credits. Council Member Ciraco looked at the ripple effects such as
41 employee retainment and thought the City needed to stress that others needed to
42 participate in this with the City.
43

44 Mayor Worel opened public input.
45

1 Joel Zarrow, Community Foundation CEO, thanked the Council for their bold decision
2 and it paid off. They invested in the program as well and he was happy with the results.
3 He was happy to see the use of DWS funds and to see the economic impacts. They
4 paid the administrator's fee, and he would ask his board to continue paying that.

5
6 Becca Gerber thanked the Council for funding the childcare program. She heard from
7 parents that this was a great program, and it made a difference in their lives. She
8 thought this was something where the City could see an immediate impact. The
9 Chamber was excited to launch their guide. They were running this program with Salt
10 Lake County and the Heber City/Wasatch County Chamber. As part of the program,
11 they would be collecting data on how businesses were using family-friendly programs,
12 the childcare programs the employees needed, and other things that would support
13 childcare. The zoning requirement for those under three years old was tricky and noted
14 that was a big cost. She suggested a one-time grant for childcare providers to change
15 their spaces to accommodate those younger children.

16
17 Lilly Alexander 90808, was the program director for a needs-based childcare program in
18 California. She referred to the AMI gap that was discussed and stated that was one
19 reason that Upwards and the U.S. Chamber of Commerce found this program so
20 remarkable. She gave examples of parents who refused promotions at work because
21 they would not qualify for childcare tuition assistance. This program helped families that
22 were ineligible for DWS because they could trust having local government support.

23
24 Mayor Worel closed public input.

25
26 Mayor Worel summarized this would come back in work session for further discussion
27 on additional things that could be done for those ages 0-3. Council Member Toly asked
28 to learn how many families were not using this program yet and if there was a need that
29 this program wasn't covering. Council Member Parigian asked to know if the program
30 was maxed out or if we were missing people. Mayor Worel stated there were waitlists
31 for services, so she wanted to make people aware of the program. She asked if the
32 Council wanted to discuss additional funding for FY26 or if they wanted Downard to
33 come back in September to request a budget adjustment. Council Member Toly stated
34 she wanted to have the work session discussion first. Council Member Dickey didn't
35 want the families to fill uncertainty with the program and he suggested funding the
36 minimal level and then talking about additional funding later. Council Member Toly
37 agreed.

38
39 The Council supported signing the letter of support for the childcare and affordability
40 act. Mayor Worel stated she and Downard would be speaking for the bill in April in
41 Washington, D.C. Pearce asked if Council would match the balance for the next FY.
42 The Council agreed to the match, but Council Member Ciraco expressed concern that a
43 budget allowance would hinder the City's ability to negotiate with other businesses.

2. Consideration to Approve a Construction Contract, in a Form Approved by the City Attorney's Office, with North Ridge Construction, Not to Exceed \$9,467,000 for the PC MARC Aquatics Facilities Replacement Project:

Ken Fisher, Tate Shaw, and Heather Todd, Recreation Department, and Brent Tippetts, VCBO Architecture, presented this item. Fisher stated they had been working on this project since 2022. Bids were opened on February 25th and the lowest bid was \$9.4 million. This project had a budget of \$7.7 million and he requested an additional \$2.2 million. Project options were to budget additional funds, scale back the project scope, or value engineer the project, which could save \$800,000. Tippetts added it was unfortunate that the bids came in high but there was a lot of uncertainty at this time.

Council Member Toly asked if the project would proceed on time if the additional funds were budgeted, to which Fisher affirmed. Council Member Parigian asked if people used the hot tub, to which Fisher stated it was well used, but the jets currently didn't work. Council Member Parigian asked if the climbing wall was safe. Tippetts stated it was safe but there was risk in everything. A diving board had a greater risk.

Council Member Dickey asked about the cost of the six versus eight lap lanes. Fisher stated that would consist of a redesign of the project, so he didn't have an exact cost. Tippetts stated it was a \$300,000 to \$400,000 difference. Council Member Dickey asked what the capacity was. Todd stated the lap swimmers felt the original design only focused on kids and families. There was an increase in lap use and people waited in line for access.

Mayor Worel opened public input. No comments were given. Mayor Worel closed public input.

Council Member Parigian moved to approve a construction contract, in a form approved by the City Attorney's Office, with North Ridge Construction, not to exceed \$9,467,000 for the PC MARC Aquatics Facilities Replacement Project. Council Member Toly seconded the motion.

RESULT: APPROVED

AYES: Council Members Ciraco, Dickey, Parigian, and Toly

EXCUSED: Council Member Rubell

3. Consideration to Adopt Resolution 02-2025, a Resolution Requesting Inclusion of Park City, Utah in the Municipal Alternative Voting Methods Pilot Project (Ranked Choice Voting-RCV):

Michelle Kellogg, City Recorder and Election Official, presented this item and reviewed that at last week's meeting the Council agreed to proceed with RCV for this year's election. She indicated this resolution was required and she would send an executed copy to the Lt. Governor's Office and the Summit County Clerk to notify them of the City's desire to participate in this pilot program.

Mayor Worel opened public input. No comments were given. Mayor Worel closed public input.

Council Member Ciraco spent time understanding the merits of RCV. He looked at Heber City, which used RCV for the past two elections, and they were debating whether they would continue it this year. He was willing to try it to see if it worked. Council Member Parigian indicated he understood the benefits of RCV including the shortened campaigning time, but he didn't think it should be easier to campaign. He asserted candidates should put effort into their campaigns because this was a serious office.

Council Member Dickey moved to adopt Resolution 02-2025, a resolution requesting inclusion of Park City, Utah in the Municipal Alternative Voting Methods Pilot Project (Ranked Choice Voting). Council Member Toly seconded the motion.

RESULT: APPROVED

AYES: Council Members Ciraco, Dickey, and Toly

NAY: Council Member Parigian

EXCUSED: Council Member Rubell

VIII. NEW BUSINESS

1. Discuss Public Art Management Structure:

Sarah Pearce, Deputy City Manager, presented this item and indicated there was a change in staff for Special Events, which left the City without a public art expert. She recommended hiring a consultant to lead the Public Art Advisory Board (PAAB) and public art contracts. Council Member Parigian asked how much time it took to administer the board. Pearce stated the program was ramping up. There were many RFPs and art selections, so it was a fair amount of work, and they needed someone with art expertise.

Mayor Worel asked if this position would maintain the art inventory. Pearce indicated that the public art catalog was on the City's website and it would continue to be maintained. Council Member Dickey noted if the RFP was for \$40,000 and asked if they could source it to the Arts Council. Margaret Plane stated the small purchase threshold was \$30,000. They could evaluate if there would be competition and if there wasn't, they could consider a waiver to that limit. Council Member Ciraco asked if the position could be funded by the public art fund, to which Pearce stated that was the plan.

Mayor Worel opened public input.

Jocelyn Scudder, Arts Council Executive Director, thanked the Council for funding the arts. She thought this was a timely opportunity to think creatively about supporting the arts. Local nonprofits provided services that benefited the community. Arts and culture nonprofits were great programs, and they were facing financial challenges. Being able

1 to create a fund to support arts nonprofits would acknowledge the role the arts played in
2 Park City.

3
4 Minda Boland eComment: "I want to express my strong support for the proposed
5 recommendations regarding Park City's Public Art Program management. Public art
6 plays a crucial role in fostering connectivity, enhancing our shared spaces, and
7 celebrating the unique history and culture of Park City. The proposed RFP for project
8 management services offers an opportunity to engage dedicated expertise that will
9 ensure the successful execution of upcoming public art initiatives while maintaining the
10 City's administrative support. Adopting a model similar to Summit County's approach
11 will provide the structure needed to efficiently manage the growing portfolio of public art
12 projects while allowing for a competitive and transparent selection process. I encourage
13 the Council to move forward with this recommendation and appreciate your ongoing
14 commitment to public art and cultural investment in Park City."

15
16 Mayor Worel closed public input.

17
18 Council Member Parigian asked what the RFP would involve. Pearce explained the
19 scope of work and the type of expertise they were looking for. The Council supported
20 issuing the RFP.

21
22 On another topic, Pearce reviewed the arts were not funded in the nonprofit services
23 grants last week because they couldn't compete with entities like the food pantry. She
24 was working on making funding separate for arts organizations. There were four groups
25 that didn't receive funding for arts. She recommended funding the Arts Council and
26 Summit County, the Egyptian Theatre, Park City Film, and Summit Community Gardens
27 and EATS.

28
29 Pearce displayed proposed funding. Hans Jasperson, Budget Analyst, stated there was
30 some funding left in the nonprofit services fund and other funding was found from PAAB
31 and economic development grant money. Also, the City had a social equity budget and
32 it could be used to reach the funding needed for these organizations. Pearce indicated
33 there was a slight chance Sundance would not come to Park City and if that was the
34 case, she urged Council to reinvest that money into arts and culture that the PAAB
35 could manage.

36
37 Council Member Ciraco indicated they didn't discuss the community gardens in the last
38 meeting and asked if EATS fell into the arts and culture category. Jasperson stated they
39 had a program with native gardening techniques and the Spanish culture. Another
40 portion was related to dining in the garden.

41
42 Council Member Ciraco asked what the Sundance budget was. Pearce stated it was
43 \$372,000 in a check written to Sundance and then \$1million in City services broken out
44 per department.

Council Member Parigian asked about Ballet West. Jasperson stated they didn't make the initial screening. Council Member Toly felt there was an economic impact in supporting the arts. She also supported EATS. She offered to be the Council liaison to PAAB. Council Member Parigian supported the recommendations and wanted to be the alternate liaison. Council Members Dickey and Ciraco supported the requests as well.

2. Consideration to Approve Ordinance No. 2025-04, an Ordinance Amending Section 2-8-21, Public Art Advisory Board, of the Park City Code:

Sarah Pearce, Deputy City Manager, presented this item and stated this was a code cleanup to align PAAB with the other City boards. The changes included having a range of board members between five and nine, all members must live within the Park City boundaries, and procurement rules and art maintenance requirements were specified. Council Member Toly asked how many seats needed to be filled, to which Pearce stated four. She noted members could serve up to two terms.

Mayor Worel opened public input. No comments were given. Mayor Worel closed public input.

Council Member Toly moved to repeal Resolution 23-2024 in its entirety and to approve Ordinance No. 2025-04, an ordinance amending Section 2-8-21, Public Art Advisory Board, of the Park City Code. Council Member Ciraco seconded the motion.

RESULT: APPROVED

AYES: Council Members Ciraco, Dickey, Parigian, and Toly

EXCUSED: Council Member Rubell

IX. ADJOURNMENT

With no further business, the meeting was adjourned.

Michelle Kellogg, City Recorder

City Council Staff Report

Subject: Council Chambers Audiovisual Upgrade

Author: Daniel Patton

Department: Information Technology

Date: April 24, 2025



Recommendation

Consider a request to authorize the City Manager to execute a contract with AVI-SPL, in a form approved by the City Attorney's Office. This contract will support the \$140,000 purchase and upgrade of audiovisual technology in the City Hall Council Chambers.

Executive Summary

- In late 2019, the pandemic necessitated swift investments in Council Chambers audiovisual teleconferencing technology. Although this integration met immediate needs, it has since presented ongoing technical issues, networking, and security concerns impacting the Information Technology team. As remote meeting technology has significantly advanced, the current level of service does not meet today's standards.
- City Council approved funding in FY24 and has expressed support for upgrading technology in this room during previous meetings. The upgrade will utilize previously approved funds and is expected to remain within the allocated budget.
- Several boards, commissions and the City Council utilize this space for public meetings, as well as City Hall's staff for day to day operations. Feedback from several departments has guided the design of this upgrade.

Analysis

- In 2024, 85 public meetings were held in City Hall's Council Chambers with over 5,000 online viewers. Delivering high quality communications without interruption both in Chambers and online is imperative for the functioning of City Government. This project replaces failing technology, improves the standard of service for presenters, boards and viewers, and creates a cohesive system for operators and the Information Technology team.
- With specific goals and requirements for the upgrade in mind, IT sought an AV integrator under the state contract. Three bids were received and AVI-SPL, a nationwide AV integrator with extensive government experience, was selected.
- The scope of work is limited to AV technology upgrades including updated displays, video distribution system, audio processing and enhancement, ADA accessibility, camera system, and an additional collaboration system in the back of the room. Where feasible, AVI-SPL will integrate currently furnished equipment into the new system.

Funding

- This upgrade will utilize funds from the \$440,000 allocated in FY24 for technology and furniture upgrades in Council Chambers.

City Council Staff Report



Subject: Thaynes & Three Kings Pathway Phase 2 Final Design
 Consultant Contract
Author: Conor Campobasso, Julia Collins, Steven Dennis P.E.
Department: Transportation Planning, Engineering
Date: April 10, 2025

Recommendation

Authorize the City Manager to execute a Design Professional Services Agreement (DPSA) with Kimley-Horn Associates (Consultant) in a form approved by the City Attorney's Office not to exceed **\$495,537** to complete the design of the Thaynes & Three Kings Drive Pathway Phase 2 Final Design (Project), prepare all required construction documents for bidding purposes, and advertise the project for construction.

Executive Summary

A Request for Proposals (RFP) was prepared and issued on January 29, 2025, to procure final design and construction document preparation services for the Project. The RFP was advertised and Transportation Planning, Trails & Open Space, and Engineering met to review proposals and independently score on March 7, 2025. Receiving the highest average score, Kimley-Horn was selected and provided the scope and fee shown in Exhibit A.

Based upon the State of Utah Grant obtained by the City, the Project scope includes planning to determine final alignment, Final Design of the SUP including layout, modeling and grading design, utility design/coordination, defining Right-of-Way (ROW) needs and Temporary Construction Easements (TCEs), Signing/Striping, Signal design, and development of plans, specs, and an advertising bid package. Kimley-Horn will also provide construction engineering/inspection and construction support services to assist in reviewing or designing modifications based on any field changes.

We developed an ambitious schedule (Figure 1) and anticipate delivering complete construction in 2026. To achieve this, we need to finalize plans by January 2026 so that a contractor can be selected and mobilized in time to complete project work.

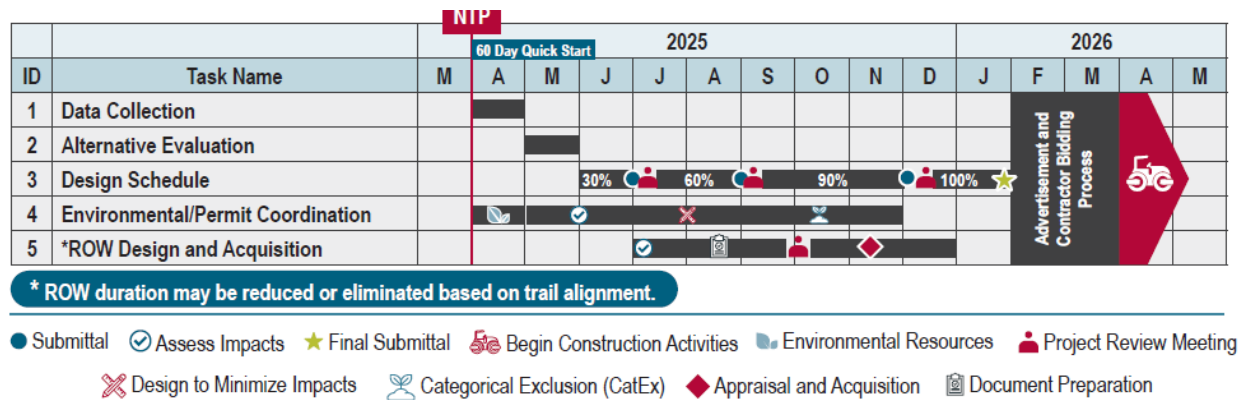


Figure 1 - Project Schedule

Despite the proactive measures, it is essential to acknowledge the potential for project timing and schedule delays, especially in the context of utilities or right-of-way considerations. Recognizing this, contingency plans have been established. The project team stands prepared to address any unforeseen challenges swiftly. It is imperative to acknowledge that a mid-2026 completion is a potential alternative timeframe in the event of unexpected challenges.

Background

In 2020, the City submitted a grant application to the UDOT for funding from the Transportation Investment Fund. We were awarded \$960,000 to create a safe pedestrian and bicyclist connection between the McCleod Creek pathway and the Park City base area along Thaynes and Three Kings Drives.

The project was split into phases to expedite construction. A map of these phases is included in Figure 2 below.

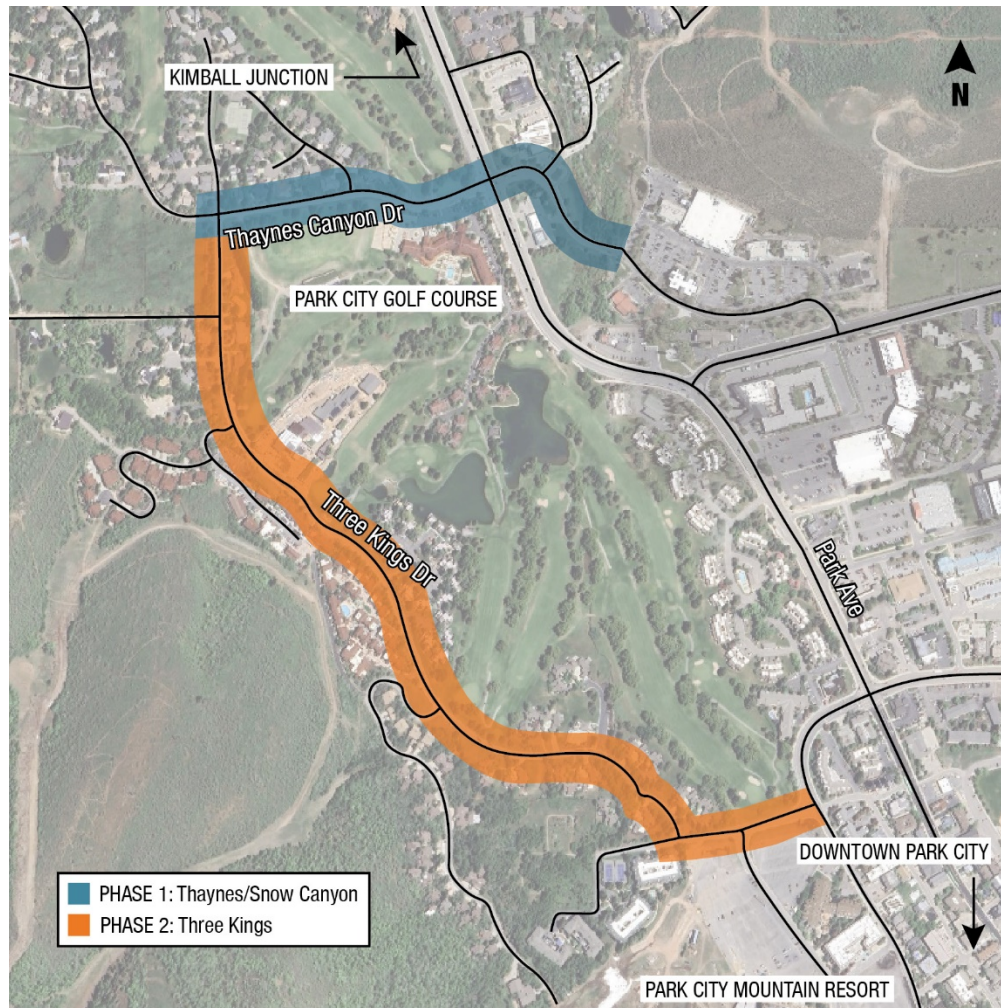


Figure 2 - Project Phase Map

Important Phase 1 dates are as follows:

- November 21, 2023, a design professional services contract with Alliance Engineering was executed to collect topographic survey data for Phase 1.
- [March 7, 2024](#), the City Council approved a design professional services contract with Kimley-Horn & Associates to design and prepare construction documents for Phase 1.
- July 10, 2024, an amendment was made to the Phase 1 design contract adding an additional \$59,911.00 to the contract in order to cover unforeseen environmental and water impacts.
- [March 20, 2025](#), the City Council approved the Construction Agreement with Geneva Rock to Construct Thaynes Phase 1.

With Phase 1 entering construction, we are now seeking to start work on Phase 2 to deliver the project by 2026.

Funding

The project budget is approximately \$2,620,000, of which over 80% is grant-funded and includes UDOT TIF funds, the Third Quarter County Sales Tax, and the Transportation Funds as the local match, in addition to some City Funds. This is enough to cover the first Phase and the Design of Phase 2. We are also working to secure additional grant funding to construct Phase 2.

Phase 2 Total Fees are as follows:

TOTAL PRECONSTRUCTION SERVICES:	\$	380,498.98
TOTAL CONSTRUCTION PHASE SERVICES:	\$	115,037.78
TOTAL THIS CONTRACT	\$	495,537.00

In addition to the above-proposed scope and fee, additional scope items may need to be added to the contractor later when the final design is better defined. These are not included in the current contract but can be added later if required.

Exhibits

Exhibit A: Consultant Scope of Services

[Exhibit B: April 28, 2022, Council Packet](#)

[Exhibit C: July 13, 2023, Staff Report](#)

[Exhibit D: March 7, 2024, Staff Report](#)

[Exhibit E: March 20, 2025, Staff Report](#)

Thaynes Pathway Phase 2 Final Design

March 2025

Executive Summary

Kimley-Horn and Associates, Inc. (Kimley-Horn) has been selected by Park City Municipal Corporation (PCMC) for final design services on Phase 2 of the Thaynes Pathway. The project includes design of a Shared-Use-Path (SUP) or sidewalk along Three Kings Dr from Thaynes Canyon Dr to Silver King Dr and along Silver King Dr from Three Kings Dr. to Empire Ave. The design of this project is based on the concept phase design that was completed by Kimley-Horn for PCMC.

Project scope includes planning to determine final alignment, Final Design of the SUP including layout, modeling and grading design, utility design/coordination, defining Right-of-Way (ROW) needs and Temporary Construction Easements (TCEs), Signing/Striping, Signal design, and development of plans, specs, and an advertising bid package. The Kimley-Horn team will also provide construction engineering/inspection, and construction support services to assist in review or design modification based on any field changes.

Kimley-Horn is the prime consultant on the contract with the following subconsultants:

- Meridian Engineering for Survey and Right-of Way
- KCI for Subsurface Utility Engineering (SUE)
- Logan Simpson for Cultural/Historical Resources
- Lochner Engineering for Construction Engineering Management and Inspection (CEM)

General Project Assumptions

- The project will follow APWA and Park City 2024 supplemental plans and specifications.
 - Project special provisions will be developed as necessary
- Assume one project field visit to assess existing conditions
- Geotechnical Engineering and Pavement design are not included in this contract. Pavement design will be provided by PCMC or provided based on other adjacent projects.
- Landscaping design is not included and will be handled by PCMC on their property, or through the ROW easement process.
- Sprinkler irrigation design is not included and will be handled by the Golf Course or through the ROW easement process.
- 40 hours of effort is included for Public Involvement; this includes property owner coordination for design issues and follow-up. Any additional PI needs will require additional fee.
- No structural design is included beyond minor landscape/retaining walls
- Meridian Engineering will conduct a drone flight of the full width of the roadway through the proposed corridor. Once an alignment is determined, detailed existing topography will be mapped for the half-width of the roadway on which the pathway is located.
- ROW needs are not yet known until an alignment is developed. Existing ROW lines will be mapped as part of this contract, but efforts for ROW document preparation or acquisition will

be negotiated at a later time.

Project Fee Type

This project will be a cost plus max fee type.

Task 1 - Project Management

Overview

Kimley-Horn will conduct regular client meetings and internal team meetings. Kimley-Horn will provide interdisciplinary coordination for project delivery and QA/QC for all design efforts. Task also includes project setup activities and monthly invoicing.

Project Management Assumptions

- Assume 16 hours for project setup
 - o Includes 6 hours for project file and CADD setup
 - o Includes 10 hours for initial project contracting, subcontracting, and accounting setup
 - o Client meetings outside of Project Milestone Submittal Meetings will be on an as-needed basis, assume up to 4.
- Assume biweekly internal team meetings (24 one-hour meetings)
- Project Design Submittals and Reviews:
 - o Kickoff Meeting
 - o Alternatives Review Meeting
 - o 30% Review
 - PCMC will be given 2 weeks for submittal review and comments
 - Kimley-Horn will evaluate and provide responses to PCMC review comments
 - Any design changes will be incorporated into 60% review package
 - o 60% Review
 - PCMC will be given 2 weeks for submittal review and comments
 - Kimley-Horn will evaluate and provide responses to PCMC review comments
 - Any design changes will be incorporated into 100% review package
 - o 100% Review
 - PCMC will be given 2 weeks for submittal review and comments
 - Kimley-Horn will evaluate and provide responses to PCMC review comments
 - Any design changes will be incorporated into Final Bid package
 - o Final Bid Package
 - Kimley-Horn will prepare final bid package including plans, specifications, and estimate
- Monthly invoicing – assume 1 hr per month (16 months including construction support)

Deliverables:

- Schedule updates
- Project action items updates
- Monthly Invoices
- Meeting Agendas and Minutes

Tasks Include:

- Conduct project site visit

- Create Agenda, schedule and conduct Team and Internal Meetings and produce and distribute Meeting Minutes and Action Items
- Monthly schedule updating
- Review and process Invoices
- Coordination between disciplines and subconsultants

Task 2 Finalize Alternatives Analysis

Overview

Kimley-Horn will evaluate alternative alignments, including East vs. West side primary alignment. We will evaluate impacts from alternative alignments and provide a decision matrix identifying the pros/cons for each alignment. The alternatives matrix will include utility impacts, property impacts, high-level cost estimates, and feasibility/constructability. This evaluation documentation will be provided to Park City and an alternatives meeting will be held to determine the final alignment.

Finalize Alternatives Assumptions

- Final extopo will not be obtained until an alignment is chosen. Alternatives analysis will be conducted using high-resolution drone imagery and field visit information.
- QLD utility mapping will be developed for the full roadway width and used for alternatives analysis. Critical utilities and approximate locations will be known, but more detailed mapping will not be collected until a final alignment is chosen.
- Three primary alignments will be evaluated – one primary alignment for the west side of the roadway, one primary alignment for the east side of the roadway, and an additional “hybrid” alternative if deemed necessary.

Deliverables:

- Concept Alignment Figures for each alternative
- Alternatives matrix
- QA/QC Documentation

Tasks Include:

- Develop 3 alternative alignments
- Develop figures depicting each alternative
- Develop Alternatives Matrix
- Perform QC/QA and complete QC Documentation

Task 3 Shared-Use-Path (SUP) and Roadway Design

Overview

Kimley-Horn will complete the SUP and Roadway design including alignment development, geometric layout, 3D modeling, and plan production. Work includes finalizing intersection geometry, pedestrian ramp design, lane configurations, and tie-ins to adjacent property. Vertical side tie-ins will be evaluated and slopes or minor retaining features will be designed. Utility features will be identified for reconstruction or adjustment and signing/stripping design will be completed. Define proposed ROW limits. Develop milestone submittals.

- No SUP/roadway profiles will be created, vertical geometry will be shown on grading sheets.
- Pavement design will be provided by PCMC or provided based on other adjacent projects.
- Utilities will be reconstructed to proposed grade as necessary; no vertical underground utility data will be collected as part of the project.
- Roadway signs impacted from the project design will be replaced/relocated as necessary. No additional wayfinding signs will be included in the project scope.
- Landscaping design is not included and will be handled by PCMC on their property, or through the ROW easement process.

Deliverables:

- SUP/Roadway design
- Removal Sheets
- Typical Sections
- SUP/Roadway Plan Sheets
- Signing/Striping Sheets
- Grading Sheets
- Front-End Sheets
- Proposed Right-of-Way limits (CAD file)
- QA/QC Documentation

Tasks Include:

- Finalize SUP/Roadway design
 - Including horizontal layout, striping configuration, intersection layout, grading, side treatments, and pedestrian ramps
- Finalize SUP/roadway model
- Create title, horizontal control, cross reference, index, signature, and abbreviation and legend sheets
- Develop typical sections and side treatment details
- Develop SUP/roadway sheets
- Develop grading sheets
- Develop removal sheets
- Layout sign design
 - Identify relocated signs, sign removals, and new signs
- Develop preliminary signing and striping sheets
- Identify right-of-way needs, define limits, and coordinate with ROW Engineer
- Perform QC/QA and complete QC Documentation

Task 3a Irrigation/Drainage Design

Overview

Complete irrigation and drainage design to accommodate the new SUP construction. The project will maintain existing drainage patterns and outfalls and adjust as needed for new grading.

Irrigation/Drainage Design Assumptions

- Assume one project field visit to assess existing conditions

- Existing drainage patterns and outfalls will be maintained.
- No detention/retention will be designed as part of the project.
- The irrigation ditch located along Three Kings Dr is considered an irrigation/drainage facility and does not require a stream alteration permit.
- No water quality analysis will be performed. The project will use existing outfalls and/or stormwater BMPs to match existing drainage patterns.
- No jurisdictional features requiring any type of permitting/coordination are anticipated.
- Assume storm drain improvements will stay with the project limits.
- Assume erosion control will be shown on the drainage sheets and not have their own set of EC sheets.
- No drainage report or memo will be required.

Deliverables:

- Irrigation/Drainage design
- Irrigation/Drainage plan sheets
- QA/QC Documentation

Tasks Include:

- Conduct project field visit to assess existing conditions
- Evaluate site and grading design for drainage patterns
- Develop SUP/Roadway drainage design plan
- Develop erosion and sediment control design
- Develop Irrigation and Drainage plan sheets
- Perform QC/QA and complete QC Documentation

Task 3b Traffic Signal and Enhanced Crossing Design

Overview

Develop design for traffic signal at Empire Ave and Silver King Dr. It is assumed this will be an RRFB type signal with associated pedestrian crossing design. Design will include addition of new pedestrian ramps, crosswalk striping, complete signal design, and completion of signal materials order forms.

Traffic Signal Design Assumptions

- Traffic signal design will conform to Park City standards.
- Signal type will be a Rectangular Rapid Flashing Beacon (RRFB)
- Pedestrian push buttons will be located within ADA proximity to new pedestrian ramps.

Deliverables:

- Traffic Signal Design
- Traffic Signal Plan sheets
 - o Layout
 - o Circuit (if needed)
 - o Labor tables
 - o Material Tables
 - o Details
- Materials Order Form

- QA/QC Documentation

Tasks Include:

- Conduct project field visit to assess existing conditions
- Identify traffic signal design needs
- Design traffic signal
- Develop Signal Sheets
- Identify signal materials items
- Perform QC/QA and complete QC Documentation

Task 3c Complete Project Plans and Documents

Overview

Respond to submittal review comments and update the plans. Develop project details and complete the project plan set. Prepare and assemble roadway project documents including project specifications. Create project cost estimate. Prepare up to 3 project visualization graphics.

Project Plans and Documents Assumptions

- Assume 5 miscellaneous project details will be created
- Assume use of other recent PCMC bid package templates (Thaynes Phase 1)

Deliverables:

- 100% complete plan package
- 3 project visualizations
- Project cost estimate
- Project specifications
- Measurement and Payment (M&P) for bid items
- Final Bid Package
- QA/QC Documentation

Tasks Include:

- Incorporate review comments
- Complete SUP/roadway sheets
- Complete Irrigation/Drainage sheets
- Complete grading sheets
- Complete removal sheets
- Complete typical sections
- Complete Detail sheets
- Create summary sheets
- Create engineers estimate
- Create M&P
- Prepare specifications
- Prepare/compile 100% review package
- Prepare Final Bid Package
- Produce up to 3 project visualization graphics
- Perform QC/QA and complete QC Documentation

Task 4 Prepare Environmental Document

Overview

Kimley-Horn will prepare a Categorical Exclusion (CatEx) Environmental Document for the project. We will identify environmental resources, perform impact analysis, and complete the CatEx for the project.

Project Plans and Documents Assumptions

- Biological resources will be evaluated using a desktop analysis.
 - Kimley-Horn will review publicly available data such as the U.S. Fish and Wildlife Service (USFWS) Information for Planning and Consultation (IPaC) tool, USFWS National Wetlands Inventory, U.S. Geological Survey National Hydrography Dataset, eBird, and any other publicly available sources.
- Consultant will prepare a threatened, endangered, and sensitive species report that details the results of desktop analysis within the environmental footprint.
- Consultant will conduct a preliminary file search prior to the field survey, then conduct a formal file search for the reporting process. The file search will include all known historic properties, buildings, cultural resources, and previous projects within 0.5 mile of the project area using Utah Division of State History acceptable file search methods. The file search will result in a table of all sites and projects within the project area plus a 0.5-mile buffer, which will appear in the report and be available before the fieldwork crew conducts the field inventory.
- Consultant will conduct an intensive pedestrian inventory of the cultural resources survey area to identify any potential archaeological resources.
- Based on the conceptual design, it is assumed that potential ROW and temporary construction easements (TCEs) will be needed
- A Water Resources Memo will be appropriate to evaluate potential streams and wetlands, and a survey is not required. It is anticipated that there will be no wetland or stream impacts from the project.
- Because this is not a federally funded transportation project, there will not be a Section 4(f) evaluation.
- See Logan Simpson subconsultant scope of work.
- No permits are anticipated.

Deliverables:

- Threatened, endangered, and sensitive species Report
- Cultural/Historical Resource Report
- Water Resource Memo
- CatEx Document
- QA/QC Documentation

Tasks Include:

- Identify and document biological resources
- Identify and Document Water Resources
- Identify and Document Cultural and Historic Resources
- Develop Draft CatEx Document
- Coordinate review of draft CatEx document and update
- Develop Final CatEx Document
- Perform QC/QA and complete QC Documentation

Task 5 Construction Engineering Management/Inspection and Design Support During Construction

Overview

Provide construction engineering and inspection for the construction phase of the project. Respond to contractor RFI's related to construction questions, during the duration of the construction season. Construction is anticipated to occur Summer of 2026 for a total of 3 months.

Design Support During Construction Assumptions

- Time and Schedule:
 - o Construction will be 90 days anytime from late spring to early fall of 2026.
 - o Assume all day work.
- Staffing:
 - o Project Manager: Estimated at 2 hours/week to coordinate and manage staff
 - o Field Engineer: We understand PCM will provide field engineering staff to make onsite decisions, handle material issues, traffic control problems, or resolve unforeseen conditions. We will estimate 4 hours/week for a Lochner Field Engineer to support inspectors if needed.
 - o Documents/Material Manager: average 4 hours/week during construction to review material submittals and laboratory results
 - o Inspector/Testing Technician: We are anticipating 1 full time inspector/tester for the duration of the project. We will assume an average of 40 hours a week for 12 weeks.
 - o Lochner will also be working on PCMC's Bus Stop Improvement Project in 2026 and 2027. It is likely that these projects would overlap and could share inspection duties, reducing travel times, and inspection needs. This could reduce level of effort by an estimated 20-40%, depending on the needs of the project.
- Vehicle Mileage:
 - o Vehicle mileage is based on driving to the project from our Cottonwood Heights office, miles driven on the project, and returning to the office.
- Material Testing
 - o Lochner inspectors will perform onsite material testing for soils and concrete, while Terracon Laboratories will provide laboratory testing for soils, concrete, and asphalt.
- Assume 8 hours for Design Support during Construction

Deliverables:

- Construction Documentation Reporting
- Inspection Reports
- RFI responses
- Updated plan sheets with clouded changes if needed

Tasks Include:

- Attend Pre-construction meeting
- Weekly contractor coordination
- Construction inspection and materials testing
- Review and Address RFI's

Design Fee

The total design fee for the above proposed work, including subconsultants is \$495,537. See below for breakdown of cost per task:

Kimley-Horn Cost by Task			
Task No.	Task Description	Hours Per Task	Total Loaded Labor Cost Per Task
1	Project Management	244	\$ 43,107.18
2	Finalize Alternatives Analysis	402	\$ 65,859.19
3	Path and Roadway Design	1236	\$ 210,879.22
4	Environmental	88	\$ 15,092.85
Preconstruction Subconsultants			
	Meridian Engineering (Survey, exROW)		\$ 17,075.00
	KCI Technologies (SUE)		\$ 11,497.00
	Logan Simpson (Cultural/Historic)		\$ 14,995.00
	Reimbursable Expenses (Mileage, Supplies, etc.)		\$ 1,993.53
	TOTAL PRECONSTRUCTION SERVICES:		\$ 380,498.98

*Estimate is based on Cost Plus Fixed Fee with audited OH rate of 195.57% and 11% fixed fee

Construction Phase Services			
Task No.	Task Description	Hours Per Task	Total Loaded Labor Cost Per Task
1	Construction Engineering - Kimley Horn	40	\$ 7,530.68
2	Construction Engineering Management - Lochner	687	\$ 92,907.10
	Terracon Lab - Materials Testing		\$ 9,000.00
	Reimbursable Expenses (Mileage, Supplies, etc.)		\$ 5,600.00
	TOTAL CONSTRUCTION PHASE SERVICES:		\$ 115,037.78

TOTAL PRECONSTRUCTION SERVICES:	\$ 380,498.98
TOTAL CONSTRUCTION PHASE SERVICES:	\$ 115,037.78
TOTAL THIS CONTRACT	\$ 495,537.00

In addition to the above proposed scope and fee, there are some additional scope items that may be added to the contractor later when the final design is better defined. These are not included in the current contract but can be added later for the additional fees shown.

Additional Scope Items (Charged per unit cost once alternative is chosen and scope defined)		
Task Description	Unit	Total Loaded Labor Cost Per Task
Preparing Legal Descriptions for Acquisitions or Easements	Each (per parcel)	\$ 1,250.00
Property Appraisal (includes review)	Each (per parcel)	\$ 6,500.00
QL-B Mapping for half roadway along corridor (if necessary)	Lump	\$ 42,175.00
Utility Test Holes	Each	\$ 1,375.00
Additional Project Renderings (3 included in base cost)	Each	\$ 1,800.00

CLIENT: Park City Municipal Corporation
Project Number: N/A
Project Name: Thaynes Pathway Phase 2
Project PIN: N/A

Consultant PM: Chris Price
Client PM: Conor Campobasso
Consultant: Kimley-Horn

LABOR

Name	Position	Hours	Actual Rate	Adjusted Rate *	Total
Chris Price	Project Manager/ Project Engineer	180	\$ 76.44	\$ 76.44	\$ 13,759.20
David Tusler	Roadway Engineer	116	\$ 76.06	\$ 76.06	\$ 8,822.96
Peter Gilbert	Roadway Engineer	452	\$ 50.20	\$ 50.20	\$ 22,690.40
Theodore Gochmour	Roadway EIT	508	\$ 44.68	\$ 44.68	\$ 22,697.44
Isabella DeNooyer	Roadway EIT	112	\$ 39.14	\$ 39.14	\$ 4,383.68
Nancy Cozzens	Public Involvement	40	\$ 66.60	\$ 66.60	\$ 2,664.00
Teresa Gresham	Environmental	16	\$ 89.48	\$ 89.48	\$ 1,431.68
Fran Botto	Environmental	56	\$ 39.28	\$ 39.28	\$ 2,199.68
Chris Rose	Landscape Lead	16	\$ 58.76	\$ 58.76	\$ 940.16
Tate Larsen	Landscape Designer	112	\$ 36.60	\$ 36.60	\$ 4,099.20
Jennifer Penneck	Drainage Engineer	134	\$ 47.70	\$ 47.70	\$ 6,391.80
Jud Oram	Drainage EIT	80	\$ 46.64	\$ 46.64	\$ 3,731.20
BreAnn Phillips	Contract Support Specialist	20	\$ 40.64	\$ 40.64	\$ 812.80
Heather Stifanos	Graphics	100	\$ 54.30	\$ 54.30	\$ 5,430.00
James Olschewski	ROW Manager	40	\$ 77.90	\$ 77.90	\$ 3,116.00
Nicole Suwinski	Administrative Support	4	\$ 29.86	\$ 29.86	\$ 119.44

*Rate adjustment

Subtotal	2010	\$ 104,385.00
Overhead	195.57%	\$ 204,145.74
Direct Labor plus Overhead		\$ 308,530.74
Fee	11.00%	\$ 33,938.38
Total Labor Cost		\$ 342,469.13

REIMBURSABLE EXPENSES

Miscellaneous	Supplies, FCCM (0.97%)	\$ 1,012.53
Public Involvement	Boards, Post Cards, Court Reporter	\$ 250.00
Travel	Mileage, Auto, Airfare, Meals, Lodging	\$ 231.00
Mapping/Photos/Survey	Maps, Film, Photography, Processing	\$ 500.00
Reproduction	Copies, Printing, Plots	\$ -
Total Reimbursable Expenses		\$ 1,993.53

Kimley-Horn Total \$ 344,462.66

SUBCONTRACTORS

Meridian	\$ 17,075.00
KCI	\$ 11,497.00
Logan Simpson	\$ 14,995.00
Lochner	\$ 107,507.10
Total Subcontractors	\$ 151,074.10

TOTAL \$ 495,536.76



CLIENT: Park City Municipal Corporation
 Project Number: N/A
 Project Name: Thayne's Pathway Phase 2
 Project PIN: N/A

Consultant PM: Chris Price
 Client PM: Conor Campobasso
 Consultant: Kimley-Horn

Estimate of Person Hours

		NAME AND LABOR CATEGORY																					
TASK	TASK	Chris Price	David Tusler	Peter Gilbert	Theodore Gochnour	Bao Nguyen	Isabella DeNooyer	Nancy Cozzens	Will Bungarden	Teresa Gresham	Fran Botto	Chris Rose	Tate Larsen	Jennifer Penneck	Jud Oram	Brent Crowther	Mike Colombo	BreAnn Phillips	Heather Stifanos	James Olschewski	Nicole Suwinski	HOURS	TASK
NO	DESCRIPTION	Project Manager/ Engineer	Roadway Engineer	Roadway Engineer	Roadway EIT	Roadway EIT	Roadway EIT	Public Involvement	Public Involvement	Environmental	Environmental	Landscape Lead	Landscape Designer	Drainage Engineer	Drainage EIT	Planning Engineer	Lighting Design	Contract Support Specialist	Graphics	ROW Manager	Administrative Support	PER TASK	NO
1	Project Management	44	28	44	48	0	0	0	0	0	0	0	28	28	0	0	0	20	0	0	4	244	1
	Project Setup and Monthly Invoicing	4			4													20			4		
	Coordinate Field Data Collection			4	4																		
	Weekly Team Meetings	24	12	24	24								12	12									
	Kickoff Meeting	4	4	4	4								4	4									
	30% Review Meeting	4	4	4	4								4	4									
	80% Review Meeting	4	4	4	4								4	4									
	100% Review Meeting	4	4	4	4								4	4									
2	Finalize Alternatives Analysis	40	8	128	176	0	0	0	0	0	0	0	24	26	0	0	0	0	0	0	0	402	2
	Define Alternatives	8		40	40																		
	Concept Design for Alternatives	8	8	40	40									24	24								
	Evaluate Impacts	8		40	40																		
	Develop Alternatives Matrix	8		8	40																		
	Coordinate and Finalize Alternative	8			16									2									
3	Path and Roadway Design	72	80	280	252	24	112	40	0	0	0	16	60	80	80	0	0	0	100	40	0	1236	3
	Finalize Design	4		80	40																		
	Drainage Design	4													40								
	Front End Sheets	4					16																
	HC Sheets	4		8	2																		
	Removal Sheets	4			2		16																
	Roadway Sheets	4		40	40		16																
	Utility Sheets	4		16	4		16																
	Drainage Sheets	4												40	40								
	Grading Sheets	4		40	40		16																
	Landscape Sheets	4										16	60										
	S&S Sheets	4		40	16		16																
	Signal Design	8	40			24																	
	Details	4		40	24		16																
	Utility Coordination	4	40		24																		
	Visualizations	4																	100				
	Develop Bid Package	8		16	60																		
	ROW Property Owner coordination							40												40			
4	Environmental	8	0	0	8	0	0	0	0	16	56	0	0	0	0	0	0	0	0	0	0	88	4
	Develop CalEx	4			4					8	40												
	Coordination with UDOT	4			4					8	16												
5	Construction Engineering - Kimley Horn	16	0	0	24	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40	5
	RFI Review and Response	8			16																		
	Submittal Reviews	8																					
	Direct Labor Total Hours	180	116	452	508	24	112	40	0	16	56	16	112	134	80	0	0	20	100	40	4	2010	

Appendix A – Logan Simpson Scope/Fee



THREE KINGS DRIVE PATHWAY, PHASE 2

S-R299(394)/PIN 18846

February 18, 2025

PROJECT UNDERSTANDING

Park City, in conjunction with the Utah Department of Transportation (UDOT), is considering construction of a shared-use path along Three Kings Drive in Park City, Summit County, Utah. Federal funding issued through UDOT would be used, at least in part, to accomplish the project, thereby invoking the National Historic Preservation Act (NHPA) and its implementing regulations at 36 CFR §800. Consor is seeking to provide services to UDOT and Park City in support of the project and has requested a proposal from Logan Simpson to provide project support relative to 36 CFR §800.

The area to be assessed by Logan Simpson was provided via kmz file from Consor and comprises a linear corridor extending along Three Kings Drive from Thaynes Canyon Drive to Silver King Drive and then to Empire Avenue. This area totals approximately 9.4 acres. A preliminary review of known and potential cultural resources in the survey area indicates that a historical golf course and numerous historical buildings meeting UDOT's 45-year age criterion are present along the project corridor. No additional archaeological resources are anticipated. The buildings are all dwellings qualifying for treatment under the Post-War dwellings protocols. Most of the buildings are contained within seven subdivisions that would require documentation and evaluation using UDOT's Post-War Subdivision Form. One additional property is located in a subdivision but was built prior to the post-war period. This property should require documentation on an e106 Utah State Historic Preservation Office (SHPO) Historic Site Form Short Form (e106 Short Form).

SCOPE OF SERVICES

Logan Simpson's scope of work for this project will entail four primary tasks: Project Management, File Search, Fieldwork, and Reporting.

Task 1. Project Management will entail daily management of scope, schedule, and budget and regular communication with Client regarding task status. This task also includes monthly invoicing. Logan Simpson will also coordinate with Consor and UDOT routinely with task status updates.

Task Assumptions

- Logan Simpson will not be required to participate in any external project meetings.

Task 2. File Search will entail formal review of Utah SHPO site, project, and structure files as they relate to the current survey area plus a half-mile buffer. Logan Simpson will also review historical maps (GLO, topographic, and Sanborn), aerial imagery, and other archival sources for information about cultural resources in the survey area. Consultation with the Utah Geological Survey (UGS) regarding paleontological resources will be conducted pursuant to UDOT requirements.

Task Assumptions

- Past surveys and known site locations within the file search area will not be plotted on maps contained in the survey report.



- Only SHPO online records and other online data sources will be reviewed. No hard copy file searches will be required.
- GLO maps and certain other sources will be reviewed only as needed and relative to the likelihood of resources contained in the source to still be present on the landscape.
- Consultation with the UGS will be carried out via written letter.

Task 3. Fieldwork will entail an intensive-level (Class III) pedestrian survey for archaeological resources and a selective reconnaissance-level survey for historical buildings and structures.

Task Assumptions

- A UDOT fieldwork authorization form will be required.
- Standard 15-meter transect spacing is required.
- Only cultural resources that are 45 years old or older will be documented.
- Consor will, administratively, facilitate access to the survey area for the purpose of fieldwork.
- No more than one archaeological site, seven historical subdivisions, and one individual building property will require documentation.

Task 4. Reporting will entail preparing two survey reports meeting the UDOT and SHPO reporting requirements. One report each will address archaeological and architectural resources. Post-War Subdivision Forms will be prepared for the seven historical subdivisions, and an individual property form (e106 Short Form) will be prepared for the remaining dwelling located in a subdivision but built prior to 1940. Supporting materials, including site tabular data and GIS data for the survey area and any documented sites and buildings also will be provided, as appropriate.

Task Assumptions

- The reports will follow established formats accepted by the UDOT and SHPO.
- Post-War Subdivision Forms will be required for seven subdivisions.
- An e106 Short Form will be sufficient for the dwelling built prior to 1940.

PROJECT BUDGET

Following is the proposed budget for the scope of work discussed herein. This budget is offered as a **Time and Materials** amount and is valid for 120 days. Logan Simpson requests monthly invoicing commensurate with the percentage of the budget expended during the billing period.



Fee Estimate			
TASK	Labor	Expenses	Total
1. Project Management	\$600	\$0	\$600
2. File Search	\$290	\$30	\$320
3. Fieldwork	\$958	\$72	\$1,030
4. Reporting	\$13,045	\$0	\$13,045
Total Lump Sum Fee	\$14,893	\$93	\$14,995

Appendix B – Meridian Scope/Fee



Kimley-Horn
111 East Broadway, Suite 600
Salt Lake City, Utah 84111

February 18, 2025

Attention: Chris Price, PE

Re: Scope and Fee to provide Surveying and Existing Right of Way Services

Subject: Park City Thaynes Pathway – Phase 2

Chris,

Pursuant to your request that Meridian Engineering, Inc. (Meridian) provide surveying and mapping services on the above-mentioned project, we respectfully offer the attached scope of work services with associated fees.

Thank you for this opportunity and if you have any questions, or need any other assistance, don't hesitate to contact me.

Respectfully,

Michael Nadeau, PLS/CFedS
Meridian Engineering, Inc.



Task #1 – Control for Base Mapping, Construction and Existing Right of Way

Primary Control: Primary control has been developed under a separate agreement and not part of this scope of work.

Secondary Control: Meridian will establish flight targets for the secondary control. These flight targets will be developed for use during aerial flights and registering said flights to control.

Task #2 – Base Mapping Survey for half width of flight area:

- a. Meridian will aerial flights to maximize the capture of the existing site. A point cloud will be generated from said aerial flights in order to develop a 3D surface model.
- b. Flights will be the full width, however survey processing and surface development will only include a half-width of the project limits.
- c. Contours will be mapped at 1'-0" intervals except for grades in excess of 10%. Contour interval will be 2'-0" for sites with grade in excess of 10%.
- d. All adjacent roadways fronting the property, surface utility features (hydrants, valves and manholes), surface improvements, buildings, canals or ditches, trees with a 6" diameter trunk or larger, fences, and major grade breaks visible at the time of the survey will be shown on the map. The surveyed area will extend 10' beyond the site boundaries except as needed to complete control ties and locations of adjacent utility lines.
- e. Storm Drain manholes or catch basins and Sewer manholes will be located and inverts measured to establish pipe slope information when practical. Utility access covers that cannot be opened will be noted on the map. Meridian will also survey utilities designated by KCI Technologies.
- f. Large (dense) areas of trees or thick brush will be outlined.
- g. Mapping of wetlands is not included as a part of this proposal.
- h. Mapping of test holes or environmental borings are not included unless these are completed before the topographic survey. New improvements completed, or features requested after the field work is completed will be surveyed at the written request of the Client at the hourly rates indicated below.
- i. Meridian will provide a current AutoCAD drawing of the above survey information for the site development of the subject parcel.

Task #3 – Base Mapping for Existing Right of Way:

- a. Meridian will develop a parcel map of the project limits utilizing Summit County GIS Parcel shapes for preliminary planning purposes.
- b. Once the alignment has been identified and the location of the pathway, Meridian will conduct records research to develop an analyzed and defensible Exrow for the side of the roadway of the preferred alignment.

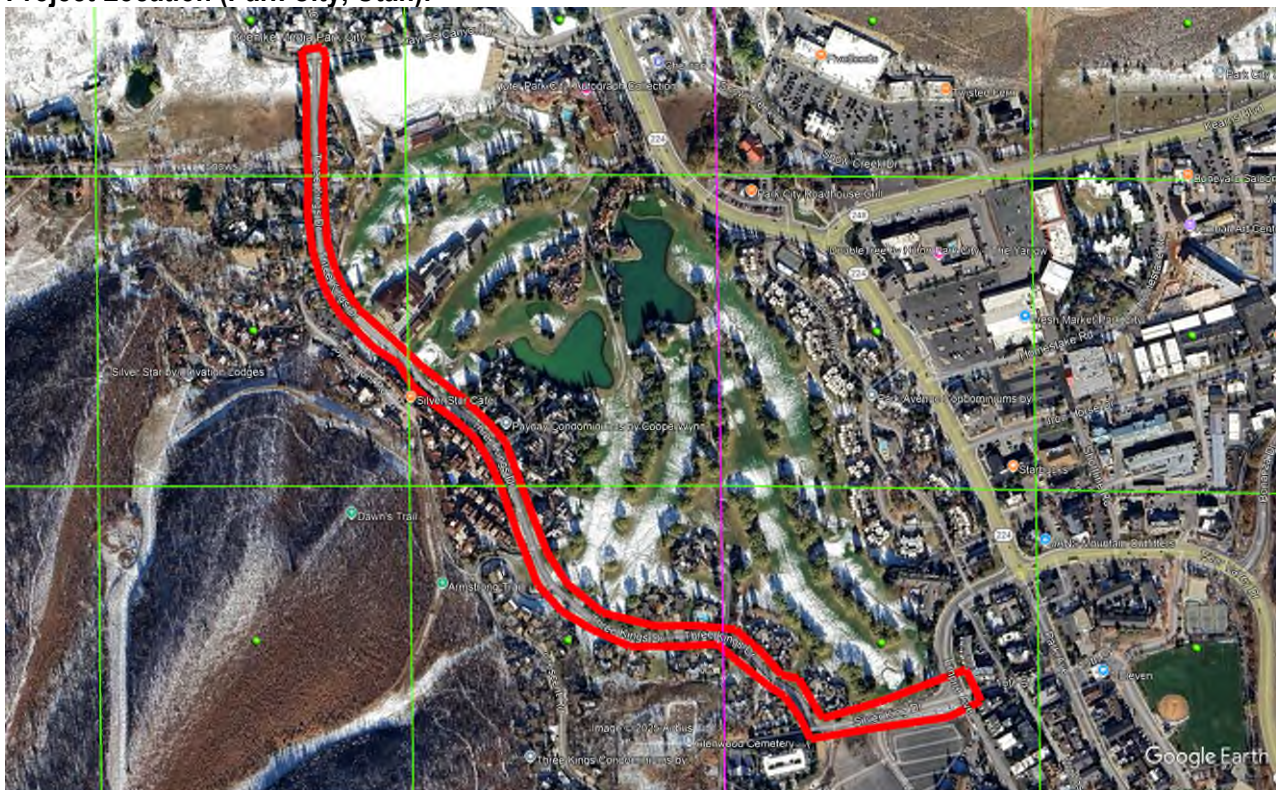
Project Deliverables:

- Base Mapping in an Extopo format (dwg)
- Base Mapping in an ExROW format (dwg)

Cost Estimate:

<u>TASK</u>	<u>FEE SCHEDULE</u>
1. Establish Secondary Control (Flight Targets) for aerial flights	\$ 2,250.00
2a. Flight and Conventional Surveys for Utilities and Invert Sketches	\$ 6,750.00
2b. Point Cloud Extraction and Surface Development of half-width	\$ 4,650.00
3. Develop GIS Exrow and Analyzed Exrow for half-width	<u>\$ 3,425.00</u>
Total for Tasks 1 to 3:	\$ 17,075.00

Project Location (Park City, Utah):



Appendix C – KCI Scope/Fee



February 19, 2025

Kimley-Horn
111 East Broadway, Suite 600
Salt Lake City, UT 84111

Kimley-Horn Authorized Representative: Chris Price, PE

Subject: Thaynes Pathway Phase 2 ("Project")
KCI Proposal Number: 00048121_P

KCI Technologies, Inc. (KCI) is pleased to submit this professional services proposal (the "Proposal") to Kimley-Horn ("Client") for the services (the "Services") described in the Scope of Services section of this Proposal. The Proposal shall be valid for a period of six months from the date hereon. Acceptance and execution thereafter shall be conditioned on KCI's reaffirmation of the proposal.

SCOPE OF SERVICES

This Proposal is limited exclusively to the Services as described below and anything not expressly described shall be considered expressly excluded from the Services. Any modifications to the Services made after execution of this Proposal will be Additional Services unless otherwise agreed to in writing by both parties.

KCI's understanding of the Thaynes Pathway Phase 2 Project is to provide utility information to assist the design team. KCI will provide Subsurface Utility Engineering (SUE) Quality Levels "D, C, B & A" as per *ASCE/UESI/CI 38-22, Standard Guideline for Investigating and Documenting Existing Utilities*. Initial limits are shown for Quality Level D mapping on attached Exhibit A.

Quality Level D Mapping

KCI will complete the initial mapping of utility alignment as follows:

- Obtain as-built/record drawings from Client and Utility Owners.
- Produce electronic exutil of utility facilities depicted in Utility Owner mapping.

Quality Levels D, C & B

After initial review of Quality Level D Utility Mapping, Client will determine the alignment of the pathway and KCI will complete the mapping on half of the road as directed of utility alignments as follows:

- Produce and obtain necessary encroachment permits from local jurisdiction(s) to perform the Services within project right-of-way.
- Coordinate with a local traffic control provider to produce traffic control plans and secure traffic permits from local jurisdiction(s).
- Obtain any additional as-built/record drawings from Client and Utility Owners.
- Identify and record surface appurtenances for subsurface utilities, i.e. manholes, valves, hydrants, etc.
- Quality Level “C & B” Designation efforts will be performed with electromagnetic (EM) detection equipment including but not limited to a Vivax VM810, Vivax vLoc Pro2, Magnawand ID 2100 and Pipehorn 800. The use of EM devices can produce positive results when target utilities are of conductive (metallic) material.
- For Quality Level “B” Designation efforts of nonconductive materials such as PVC, Asbestos Cement, Terracotta, and Plastic pipes. SUE technicians will utilize an LMX100 250 MHZ ground penetrating radar (GPR) unit that will provide the opportunity to detect utilities of non-conductive material as well as undocumented utilities.
- KCI will collect information on overhead lines including pole number, owner and under-build when readily available.
- KCI will attempt to achieve Quality Level B for non-gravity subsurface utilities. For gravity fed utilities, KCI will attempt to achieve Quality Level C including obtaining inverts (measure downs) when possible. Where KCI is unable to attain Quality Level B or C, subsurface utilities will be categorized Quality Level D based on Utility Agency/Owner records.
 - Non-gravity subsurface utilities include communication, electric, steam, water, gas, traffic signal, traffic power, and streetlight. In addition to trunk/main lines, KCI will attempt to designate services lines above 1.75” for all mentioned above. However, small diameter services under constructed of non-toneable material (generally water, sewer and/or steam) are impracticable to designate.
 - Gravity fed subsurface utilities include sanitary and storm sewers. Due to their typical linear nature, traditional collection of information, through accessing manholes and structures to inventory and survey the presence and location of pipes inside the structure, provides the desired information for these types of facilities. In addition, sanitary services are typically not able to be designated or investigated in the field as there is often limited or no accessibility and typically, they are small size and non-toneable. If traditional survey does not provide the needed information, such as where connectivity questions or where curved sewer alignments exist, (assuming access and conditions inside the pipe permit) a sonde or flexrod may be pushed through and tracked to assist in such situations.
- No vaults are included as part of this scope of work.

- KCI will utilize the ProStar, PointMan application for GPS centric field data collection to collect precision and pedigreed information on the Quality Level C & B data. This information can be utilized by the surveyor if completed under their direct supervision.
- Produce electronic field sketch (not to scale) of utilities detected and surface facilities.
- QA/QC Designation field sketch against Quality Level “D” asbuilt/record drawings.
- Coordinate with the project surveyor as needed for collection of Designating reference points and surface utility appurtenances.
- QA/QC Designation PointMan data and electronic field sketch against Quality Level “D” asbuilt/record drawings and surveyors field notes.

Quality Level A

KCI will complete up to ten (10) utility test holes via vacuum excavation methods at the locations to be determined at a later date.

KCI will complete the test hole work as follows:

- Produce and obtain necessary encroachment permits from local jurisdiction to perform the Work within right-of-way.
- Coordinate with a local traffic control provider to produce traffic control plans and secure approved traffic control permits from local jurisdiction.
- Coordinate the set-up and breakdown of traffic control devices at test hole locations.
- Layout test hole locations in the field using various pieces of geophysical locating equipment and processes, i.e. electromagnetic, ground penetrating radar, asbuilt plans, etc.
- Notify and pre-mark test hole locations for Blue Stakes of Utah 811 Call-Before-You-Dig service 48 hours before any excavation.
- Removal of pavement and concrete surfaces will be accomplished by use of a 10” diameter core drilling process.
- Use air vacuum excavation methods to excavate and expose targeted utility.
- Record utility data: type, depth, approximate size and material as readily obtainable. If the utility is a duct bank or encased, KCI will attempt to record top, bottom, width and configuration.
- Backfill test holes located in natural ground with native material excavated from the hole and compacted pneumatically in one-foot lifts.
- Backfill test holes located in the roadway (asphalt or concrete) with CLSM (typically 60 PSI APWA / UDOT Mix Flowable Fill) as required by permitting agency.
- Restoration of test holes within pavement/concrete core drilled surfaces will be accomplished based on the Owner permit or other agency permit requirements using Utilicor Technologies; Utilibond™ bonding agent.
- Coordinate with the project surveyor as needed for collection of test hole reference points.

DELIVERABLES

A utility investigation report, signed and sealed, will be delivered per ASCE 38-22. The report will include the following:

- A SUE plan that depicts the QLD Mapping resulting from records research and QLD/QLC/QLB utility mapping resulting from the completed record research and field investigation, as well as the QLA Test Hole data using Park City's current required CADD Standards.
- A Test Hole Data Report in a Portable Document Format (.pdf) for each completed location and a combined spreadsheet including X, Y and Z coordinates. The report shall include test hole number and date of completion, approximate plan and section view (not to scale) of utility and test hole location in relationship to the existing roadway and ground surface, collected utility data: type, depth, size and material as readily obtainable, and utility photos where obtainable at exposed locations.
- Methods used to collect and depict subsurface utility information.
- A contact list of utility owners or other entities providing utility information within the project limits and the results of the contact.
- Types of equipment used to collect information.
- Utilities located and documented along with type, attributes, etc.
- A Geophysical Search plan including areas searched, not searched and suspected areas.
- Linear feet designated, the number of test holes excavated and any other pertinent information.
- Problems encountered, unresolved issues, and inconclusive or conflicting information.
- Any efforts or actions taken to identify ownership of unknown utilities.
- Recommendation of any additional work.

KCI recommends the opportunity to review the draft utility files, as prepared by others, in order to check that these files and resulting utility data appear consistent with the work performed by KCI.

SCHEDULE

Quality Level D Mapping

Drafting services will commence within a mutually agreed upon time and upon receiving the following: signed agreement, notice to proceed from the Client, receipt of any topographic map or aerial map and available utility records and maps from Client. KCI will notify Consultant and Owner of any delays due to Client or permitting office. KCI will provide an updated schedule should delays beyond its control significantly disrupt the originally agreed upon schedule.

Designating Quality Levels D, C & B

Field investigative services will commence within a mutually agreed upon time and upon receiving the following: signed agreement, notice to proceed from the Client, receipt of any applicable encroachment / traffic control permits and available utility records and maps from Client. KCI will notify Consultant and Owner of any delays due to Client or permitting office. KCI will provide an updated schedule should delays beyond its control significantly disrupt the originally agreed upon schedule.

Test Hole Quality Level A

Field services will commence within a mutually agreed upon time and upon receiving the following: test hole locations, notice to proceed from Client, receipt of any applicable encroachment / traffic control permits, and available utility records and maps from Client. KCI will notify Consultant and Owner of any delays due to Client or permitting office. KCI will provide an updated schedule should delays beyond its control significantly disrupt the originally agreed upon schedule.

ASSUMPTIONS, EXCLUSIONS, AND CAVEATS

- All work within public right of way will be permitted thru the appropriate jurisdiction.
- Access to private properties will be coordinated by Client when necessary.
- Client will coordinate clear access to work area and utility manholes/vaults when necessary.
- Permit and inspection fees will be waived by owner of jurisdiction.
- Survey costs are not included in this proposal.
- Work will be completed during regular business hours. If it is necessary to complete work at night, additional costs will apply.
- Professional engineering seal only applies to Subsurface Utility Engineering data.
- Utility 3D Modeling is not included in this scope of service.
- If any available utility records/maps have been collected by Client, they will be provided to KCI prior to the start of the field investigation.
- Client will provide existing topo base map (dgn/dwg format) if available.
- Designation and test hole reference points will be surveyed by the project surveyor to the project control network provided by Client. Project Surveyor will provide a utility data file using current required CADD standards depicting the utility lines resulting from the survey.
- Measurement of utility size will be completed by hand measurements and will be recorded as Nominal Pipe Size (NPS). The nominal size may not match the outside dimension of the utility but will be within the nominal size standardized dimensions.
- If pavement/concrete restoration other than the coring process previously described is required by local jurisdiction(s), KCI will notify Consultant and Owner prior to any services being performed and obtain approval for additional costs.

- Test hole size measurements and centerline of utility and structures over 24" are difficult to obtain due to the small size of the test hole excavation. The nominal pipe size of these larger diameter pipes/structures are considered approximate unless an additional test hole is performed, which can be done as Additional Work.
- Due to the small size of the test hole excavation, it is difficult to obtain measurement on more than one utility per test hole. KCI will obtain information on multiple utilities when possible.
- No guarantee can be made that locating the top, bottom, width and configuration of duct bank utilities or slurry/concrete encased utilities can be achieved, due to limited visual ability within standard test hole size and existing ground conditions for visual verification.
- No guarantee can be made that all utilities will be discovered and located, due to the many variables such as materials, depth, signal interference, lack of utility record information and environmental factors.
- Nonmetallic utilities such as PVC, asbestos cement, terracotta, and plastic pipes are considered nonconductive and cannot be traced with electromagnetic designating instrumentation.
- Not included in this scope are sprinkle lines, laterals, service lines under 1.75", traffic sensor loops and private lighting (unless it has a meter).
- Ground penetrating radar (GPR) equipment will be used in an attempt to discover and locate nonmetallic/nonconductive utilities.
- Various factors can affect GPR results, such as pipe size, depth, and most importantly environmental factors such as soil conditions and subsurface ground water. No guarantee can be made that all nonmetallic utilities will be discovered and located.
- If removal and disposal of excavated soils to a landfill or dumpsite are required, KCI will notify Consultant and Owner prior to any services being performed and obtain approval for additional costs.
- Client's project design team will select the Test Hole locations and, for each phase, be given to KCI all at one time.
- Test Hole standard bill rate is based on a maximum depth of 7.00'. If the hole exceeds 7.00' an additional per foot charge applies.
- Use of this service does not relieve others of their responsibility to notify Blue Stakes of Utah, Call-Before-You-Dig prior to any excavation.
- The Service Agreement (Proposal) does not include prevailing wage rates or project labor agreements rates (PLA).
- Current standards, requirements and available information apply to this proposal.
- Standard permitting process and times to obtain are in effect.

FEES AND PAYMENTS

The following fees are for the performance of the Services listed in the Scope of Services above. The fees listed in this section do not cover any Additional Services, or any other services that are not specifically described as part of the Services.

Based upon currently available information, KCI estimates that the cost of the Services will be approximately \$53,671.72. The following list subdivides this cost estimate into individual cost estimates for each component of the Services.

Designating Two Man Crew	80	@	\$310.00 per hour	\$24,800.00
Designating One Man Crew	4	@	\$255.00 per hour	\$1,020.00
Test Hole Non-Paving Surface Quality Level "A"	2	@	\$650.00 per hole	\$1,300.00
Test Hole Paved Surface Quality Level "A" w/ Core	8	@	\$790.00 per hole	\$6,320.00
Additional Core	1	@	\$140.00 per hole	\$140.00
Additional Footage +7.00 feet	5	@	\$95.00 per foot	\$475.00
Project Professional Engineer	24	@	\$248.54 per hour	\$5,964.96
Project Manager	16	@	\$198.86 per hour	\$3,181.76
Project Assistant	8	@	\$75.78 per hour	\$606.24
Field Technician	4	@	\$121.87 per hour	\$487.48
CADD Technician	56	@	\$105.38 per hour	\$5,901.28
Permit - Park City	1	@	Reimbursable at actual cost	\$0.00
Traffic Control Plans	3	@	Reimbursable at actual cost	\$225.00
Traffic Control Set-ups*	3	@	Reimbursable at actual cost	\$1,950.00
Import Backfill - Flowable Fill per load*	2	@	Reimbursable at actual cost	\$1,300.00
TOTAL				\$53,671.72
Approximate Cost per Test Hole				\$1,373.85

*Cost includes services during regular business. Additional costs will apply after regular business hours.

KCI will submit monthly invoices for the Services and Additional Services rendered and the Direct Expenses and Charges incurred.

Records of KCI's direct labor costs pertinent to KCI's compensation will be kept in accordance with generally accepted accounting practices. Copies will be made available to Client at cost on request prior to final payment for KCI's Services.

Changed conditions or additional requirements may result in an adjustment to estimated fees and/or schedules. Any estimate made by KCI to Client of the anticipated fees or completion schedule for its Services is understood to be informational only. KCI does not guarantee the accuracy of fee estimates, shall not be bound by the fee estimates as limits on the amount to be expended and charged in completion of the Services or any component thereof, and shall bill and be paid for fees that exceed these fee estimates as a result of the changed conditions or additional requirements.

FEES AND PAYMENTS FOR ADDITIONAL SERVICES

Fees and payments for Additional Services shall be in addition to any fees and payments for the Services and shall be billed and paid on the same fee and payment terms described for the Services or as mutually agreed upon in writing when the Additional Services are ordered by the Client.

CONCLUSION

KCI welcomes the opportunity to collaborate with Kimley-Horn on the Thaynes Pathway Phase 2 Project. The KCI point of contact (“POC”) if you have questions about the Proposal or any other attachment is Elisha Ritchie, Senior Project Manager / Utah Practice Leader, who may be contacted at either 801.910.1933 or elisha.ritchie@kci.com.

Respectfully,



Elisha Ritchie
Utah Practice Leader

Attachments: Exhibit A – Project Limits
pc: Vincent Reger, KCI and Proposal File

Exhibit A

Thaynes Pathway Phase 2



Appendix D – Lochner Scope/Fee

PROJECT PHASING

This project will be completed in one phase

PROPOSED SCHEDULE

The proposed construction schedule for the project is to start in spring of 2026 and be completed by fall of 2026.

FEE TYPE

This project will be a cost plus fixed-fee with a not to exceed amount as outlined in the attached cost estimate. If at any time during the project additional items are deemed necessary that differ from the contracting documents, a modification will be prepared to ensure all parties are in agreement with any necessary changes.

PROJECT TEAM

Lochner will perform duties listed below, with Terracon Consultants providing all laboratory testing.

85C - PRECONSTRUCTION

- Consists of all activities until first day of construction.
- Review bid documents - plans, special provisions, applicable standard specifications, engineers estimate, measurement and payment, quantities, etc.
- Review limitations of operations; right of way requirements, etc.
- Perform constructability reviews

87C - CONSTRUCTION MANAGEMENT

- Project management activities
- Complete Consultant Field Engineering activities
- Complete submittal reviews
- Review material submittals

89C - PROJECT ADMINISTRATION

- Setup project documentation in Park City's preferred database
- Maintain files in accordance with APWA, and Park City Municipal standards

- Review Contractor Pay estimates
- Coordinate Civil Rights Activities (if applicable) and Employee Interviews
- EEO / Labor Compliance and DBE / WBE
- Verify Prime contractor Sub-contract agreements if needed.

91C – FIELD INSPECTION

- Complete at grade inspection
- Monitor TCE's
- Monitor MOT and TC
- Monitor demolition and removals
- Ensure environmental compliance is met
- Complete field documentation: Utility, Construction daily reports, Complete materials reports
- Collect & assemble weight tickets
- Complete Visual inspection reports
- Monitor safety compliance and Accident prevention

93C - MATERIALS TESTING

- Complete field acceptance testing and sampling
- Coordinate laboratory testing
- Complete off-site sampling & testing, Batch Plant , Casting Yards, Material Source
- Review material testing reports in a timely manner and resolve issues

97C - Process QC/QA

- Complete internal & external reviews and audits
- Buy America verification if needed

99C - CONTRACT CLOSEOUT

- Complete final forms
- Complete project documentation / organization
- Process closeout checklists

- Review project documentation & make recommendations to finalize project

CLIENT: Park City Municipal
Project Number/PIN: CP 0025
Project Name: Bus Stop Improvement Project
Lochner Project #:

Consultant PM: Guy Evans
Client PM: Steven Dennis
Consultant: H. W. Lochner, Inc.

LABOR

Name	Position	Hours	Actual Rate	Adjusted Rate *	Total
Amelia Anderson	Field Engineer	110	\$ 43.20	\$ 47.52	\$ 5,227.20
Amir Atageldiyev	Inspector	1300	\$ 33.00	\$ 36.30	\$ 47,190.00
Christina Garcia	Contract Support Specialist	20	\$ 37.40	\$ 41.14	\$ 822.80
Craig Wright	Specialty ATMS Inspector	0	\$ 49.12	\$ 54.03	\$ -
Steve Hunt	Inspector	200	\$ 41.00	\$ 45.10	\$ 9,020.00
Daniel Sudbury	Field Engineer	0	\$ 60.46	\$ 66.51	\$ -
Gar O'Donnell	Senior Inspector	200	\$ 52.02	\$ 57.22	\$ 11,444.00
Guy Evans	Resident Engineer	180	\$ 87.23	\$ 95.95	\$ 17,271.00
Jarren Draper	Inspector	1000	\$ 35.45	\$ 39.00	\$ 39,000.00
John Martin	Inspector	1300	\$ 32.61	\$ 35.87	\$ 46,631.00
Hannah Hammond	Intern	0	\$ 22.00	\$ 24.20	\$ -
Larry Stewart	Sr. Inspector	0	\$ 36.57	\$ 40.23	\$ -
Madeline Melody	Inspector	400	\$ 25.00	\$ 27.50	\$ 11,000.00
Parker Olsen	Sr. Inspector	150	\$ 48.00	\$ 52.80	\$ 7,920.00
Wesley Brackenbury	Document Manager	250	\$ 52.36	\$ 57.60	\$ 14,400.00
----	----	0	\$ -	\$ -	\$ -
----	----	0	\$ -	\$ -	\$ -
----	----	0	\$ -	\$ -	\$ -

*Rate adjustment

Subtotal	5000	\$ 209,926.00
Overhead		168.27% 353,242.48
Direct Labor plus Overhead		\$ 563,168.48
Fee		10.00% 56,316.85
Total Labor Cost		\$ 619,485.33

REIMBURSABLE EXPENSES

Miscellaneous	Nuclear Density gauge rental	\$ -
Travel	Mileage, Auto, Airfare, Meals, Lodging	19,650.00
Mapping/Photos/Survey	Maps, Film, Photography, Processing	-
Printing/Xerox	Copies, Printing, Plots	-
Telephone	Telephone, Fax	-
Computer	Technology Charge, Software	-
Total Reimbursable Expenses		\$ 19,650.00

SUBCONTRACTORS

Terracon	\$ 50,000.00
Total Subcontractors	\$ 50,000.00

TOTAL **\$ 689,135.33**

CLIENT: Park City Municipal
Project Number/PIN: 0
Project Name: Bus Stop Improvement Project
Lochner Project #: 0

Consultant PM: Guy Evans
Client PM: Steven Dennis
Consultant: H. W. Lochner, Inc.

Estimate of Person Hours

TASK	TASK	NAME AND LABOR CATEGORY															HOURS	TASK
		Amelia Anderson	Amir Atageldiyev	Christina Garcia Contract Specialist	Craig Wright Specialty ATMS Inspector	Steve Hunt	Daniel Sudbury	Gar O'Donnell	Guy Evans	Jarren Draper	John Martin	Hannah Hammond	Larry Stewart	Madeline Melody	Parker Olsen	Wesley Brackenbury Document Manager		
NO	DESCRIPTION	Field Engineer	Inspector	Specialist	Inspector	Inspector	Field Engineer	Senior Inspector	Resident Engineer	Inspector	Inspector	Intern	Sr. Inspector	Inspector	Sr. Inspector	Document Manager	PER TASK	NO
1	85C - Preconstruction Review	10	0	0	0	0	0	0	50	0	0	0	0	0	0	20	80	1
	Review Plans	10							5									
	Review Specifications								5									
	Review Quantities								5									
	Review Contract																	
	Attend PS&E Meeting																	
	Attend Pre Construction Meeting								5									
	Coordinate Utilities																	
	Facilitate Advertising Activities																	
	Field Calls during advertising																	
	Conduct Pre Bid Meeting																	
	Submittal Review															20		
	Design phase assistance								30									
2	87C - Constuction Engineering Management	100	0	0	0	0	0	0	100	0	0	0	0	0	0	0	200	2
	Weekly coordination meetings																	
	Facilitated partnering																	
	Maintenance of Traffic Review																	
	Complete Consultant RE/FE activities	100																
	Manage Utility Coordination																	
	Submittal Reviews																	
	Schedule Reviews																	
	Coordinate Public Involvement																	
	Review Shop Drawings																	
	Obtain and Review As Built drawings																	
	Facilitate Final Inspection/Walk Thru/Punchlist																	
	Project Management								100									
3	89C - Project Administration	0	0	20	0	0	0	0	0	0	0	0	0	0	0	200	220	3
	Set up project documentation															20		
	Maintain project files															20		
	Complete project accounting (PDBS)																	
	Review Contractor Invoices															20		
	Prepare and submit Final estimate																	
	Complete Monthly Status of Time Reports																	
	Process Document Control															20		
	Certifications															20		
	Pay item documentation																	
	Coordinate Civil Rights activities															20		
	Employee Interviews															20		
	EEO/Labor Compliance															20		
	DBE/WBE															20		
	Complete Reimbursement Agreements																	
	Coordinate Sub Contracts															20		
	Manage contracts and invoicing			20														
4	91C - Field Inspection	0	1000	0	0	200	0	200	0	1000	1000	0	0	400	150	0	3950	4
	Complete at grade inspections		350			200		200		350	350			400	150			
	Verify Punchlist																	
	Verify Survey																	
	Monitor MOT		100							100	100							
	Structural demolition and removal																	
	Complete field testing		100							100	100							
	Ensure environmental compliance is met		50							50	50							
	Complete field documentation		50							50	50							
	Utility/Railroad daily reports																	
	Construction daily reports		50							50	50							
	Complete materials reports		50							50	50							
	Weekly embankment report (R-348)																	
	Base and surface report (R - 138)																	
	Visual inspection reports		50							50	50							
	Collect and assemble weigh tickets		50							50	50							
	Complete specialty inspection																	
	Ensure safety compliance		50							50	50							
	Accident prevention		50							50	50							
	NBIS inspection coordination		50							50	50							
5	93C - Materials Testing	0	300	0	0	0	0	0	0	0	300	0	0	0	0	0	600	5
	Complete acceptance testing		150								150							
	Complete field sampling and testing		150								150							
	Complete lab testing																	
	Complete off site sampling and testing																	
	Batch Plant																	
	Casting yards																	
	Material source sampling and testing																	
	Complete lab management activities																	
	Documentation																	
	Lab results																	
	Internal QC																	

Estimate of Person Hours

TASK NO	TASK DESCRIPTION	NAME AND LABOR CATEGORY															HOURS PER TASK	TASK NO
		Amelia Anderson	Amr Atageldiyev	Christina Garcia Contract Support Specialist	Craig Wright Specialty ATMS Inspector	Steve Hunt	Daniel Sudbury	Gar O'Donnell	Guy Evans	Jarren Draper	John Martin	Hannah Hammond	Larry Stewart	Madeline Melody	Parker Olsen	Wesley Brackenbury		
		Field Engineer	Inspector	Support Specialist	Inspector	Inspector	Field Engineer	Senior Inspector	Resident Engineer	Inspector	Inspector	Intern	Sr. Inspector	Inspector	Sr. Inspector	Document Manager		
6	95C - Public Involvement	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6
7	97C - Process QC/QA	0	0	0	0	0	0	0	10	0	0	0	0	0	0	10	20	7
	Complete internal & external reviews and audits																	
	Complete Local Government Agency Federal Aid oversight activities																	
	UDOT staff augmentation																	
	Federal Compliance								10							10		
	Complete process reviews as needed																	
8	99C - Construction Closeout	0	0	0	0	0	0	0	20	0	0	0	0	0	0	20	40	8
	Complete final forms								20							20		
	Complete project documentation organization																	
	Process closeout checklists																	
	Complete construction closeout to Region Contract Specialist (RCS)																	
	Hold Post construction conference																	
	Direct Labor Total Hours	110	1300	20	0	200	0	200	180	1000	1300	0	0	400	150	250	5110	

CLIENT: Park City Municipal
Project Number/PIN: 0
Project Name: Bus Stop Improvement Project
Lochner Project #: 0

Consultant PM: Guy Evans
Client PM: Steven Dennis
Consultant: H. W. Lochner, Inc.

Reimbursable Expenses

		Unit Cost	Unit	Quantity	Total	
MISCELLANEOUS	509100					
Supplies			LS		\$ -	
Courier		12.50	each		-	
Airborne overnight express		17.60	each		-	
Nuclear Density gage rental		800.00	month		-	
Public Involvement					-	
Postage		0.50	each		-	
Boards		25.00	each		-	
Misc. (refreshments)		50.00	each		-	
Advertisements in Newspaper- Display		500.00	each		-	
Meeting Rooms		125.00	each		-	
Stenographer (Court Reporter)		500.00	each		-	
Business Packets		10.00	each		-	
Hotline		40.00	month		-	
Website		40.00	month		-	
Postcards (including postage)		0.90	each		-	
Newsletters (including postage)		1.30	each		-	
Contact Cards		0.10	each		-	
Subtotal						\$0.00
TRAVEL	509200				-	
Mileage (rate effective January 1, 2023)		0.655	Miles	30,000.00	19,650.00	
Car Rental			Day		-	
Hotel		109.44	day		-	
Per Diem Full Day		59.00	day		-	
Per Diem Half Day		44.25	day		-	
Subtotal						\$19,650.00
MAPPING, PHOTOS AND SUPPLIES						
Maps			each		-	
Photos and Photography supplies			each		-	
Subtotal						\$0.00
REPRODUCTION	509500					
8.5x11 BW Copies		0.05	each		-	
8.5x11 Color Copies		0.25	each		-	
11x17 BW Copies		0.10	each		-	
11x17Color Copies		0.50	each		-	
EA COPIES			each		-	
Plots						
Plots		1.25	linear/ft.		-	
Subtotal						\$0.00
COMMUNICATION	509600					
Phone		50.00	mo.		-	
Subtotal						\$0.00
COMPUTERS	509700					
Technology Charge			Hour		-	
Software			each		-	
Subtotal						\$0.00
Total Reimbursable Expenses						\$19,650.00

City Council Staff Report



Subject: PC MARC Pool Fee Waiver
Author: Ken Fisher, Recreation Director
Department: Recreation
Date: April 11, 2025

Recommendation

Per Resolution No. 21-2023, the City Council may consider waiving building permit and impact fees associated with the proposed PC MARC Aquatics Project in the amount of \$137,537.95.

After an extensive amount of planning and preparation, the Recreation Team seeks Council support to waive building permit and impact fees to support the timely and cost-effective delivery of Park City's next major recreation facility. As a publicly funded initiative, this project aligns with the City's strategic goals and delivers broad public purpose and benefits.

Background

On May 20, 2025, the City Council approved a \$9,467,000 construction contract with North Ridge Construction for the PC MARC Aquatics Project. At the time of contract approval, a request for a waiver of building permit fees should also have been submitted but was not.

The City Council approved **Resolution No. 21-2023** (Exhibit A) on November 30, 2023, which set a policy to waive or adjust construction, development, and impact fees. The Administrative Policy states the following about City projects:

Fee Adjustments shall be considered for all PCMC Construction, Development, and Impact related fees for:

1. All City projects which generally have a broad public purpose. The City Manager may choose to not waive fees where fees are reimbursable through a grant. The City may waive, adjust, or meet the requirements for guarantees for public improvements or limits of disturbance on City Projects through written agreements between departments. City projects may only be considered for impact fee adjustments if the project provides a broad public purpose. When in accordance with this administrative policy, the waiver of all Building, Planning and Engineering fees (totaling up to \$25,000) will be automatic;

1. Project Managers for all City construction projects with fees in excess of \$25,000 shall obtain City Council approval for budget allocation and the fees will be addressed in the Staff Report

1. Project managers will receive an estimate of the required fees prior to submitting plans to the Building Department. The Building Department will calculate the estimate from the valuation of the project in accordance with the adopted fee schedule.

2. Project managers will request the waiver of fees by action of the City Council prior to or at the time of authorization of the construction agreement for any project.

2. Project budgets for all construction projects requiring a permit will include the dollar amount of non-waived fees associated with the project.

1. The project manager will coordinate with the Finance Department and Building Department to transfer any non-waived fees from the project account to the correct revenue account prior to building permit issuance.

2. If the non-waived fees and all construction costs exceed the amount budgeted for the project then the project manager will strategize the best method to reduce construction costs to meet the budget or request an increase in the budget to meet the costs.

Analysis

The project has already paid or waived the following fees to other government entities:

- **PC Fire District:** Waived Plan Review and Inspection Fees. The City paid \$636 in Impact Fees based on the square foot addition of the Mechanical and Lifeguard rooms.
- **PC Sewer District:** \$100 Administration Fee. No Impact Fees were required as there were no increases to occupancy or plumbing fixtures.

According to the Park City Administrative Policy, the fee waiver request does not require review by the Fee Adjustment Committee as it is a City project.

Exhibits

Exhibit A: Resolution No. 21-2023

Exhibit B: Park City Building Permit Application

Exhibit C: Construction and Development Fee Reduction Application

Exhibit A: Resolution 21-2023

Resolution No. 21-2023

A RESOLUTION APPROVING A POLICY TO WAIVE OR ADJUST CONSTRUCTION, DEVELOPMENT, AND IMPACT FEES, PARK CITY, UTAH

WHEREAS, the City Council wishes to amend the established policy governing the process for the adjustment or waiver of fees for projects that support critical priorities and community needs.

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

SECTION 1. APPROVAL. The City hereby adopts the amended Policy for the Adjustment and Waiver of Construction, Development, and Impact Fees as attached as Exhibit A. The prior Policy dated April 13, 2017 is repealed and replaced in its entirety.

SECTION 2. EFFECTIVE DATE. This Resolution shall become effective upon immediately.

PASSED AND ADOPTED this 30th day of November, 2023.

PARK CITY MUNICIPAL CORPORATION

DocuSigned by:

Nann Worel

57775BCB46414F6...

Mayor Nann Worel

Attest:

DS



DocuSigned by:

Michelle Kellogg

E5F905BB533F431...

Michelle Kellogg, City Recorder

Approved as to form:

DocuSigned by:

Margaret Plane

11B5B6F4ACF34C7...

Margaret Plane, City Attorney

Adjustment Or Waiver Of Construction, Development, And Impact Fees

- **PURPOSE**

The intent of this policy is to effectively and fairly determine the waiver of Park City Municipal Corporation (PCMC) Construction, Development, and Impact Fees for regulated development projects and events which provide a substantial benefit (as defined in [Park City Municipal Code 15-15](#)). The City wishes to reduce the fees for projects that support critical priorities and entities providing a substantial benefit. Construction, Development, and Impact Fees include all fees described in Municipal Code 11-12 and 11-13, including the Park City Fee Schedule, Construction and Development Fees. Unless approved by City Council in a separate process, this policy does not apply to Engineering bonding requirements for a Permit to Work in the Public Right of Way.

- **POLICY**

The City Manager is authorized to reduce or waive fees for \$25,000 or less. All waivers or reductions of fees totaling more than twenty-five thousand dollars (\$25,000) on any one project require City Council approval. All fee waivers that require City Council approval shall be reviewed by the Fee Adjustment Committee, who will provide a recommendation on the fee adjustment. To better inform decision-making, the current fiscal year total of all fees waived in accordance with this policy should be provided to the City Manager and/or City Council with all accepted fee waiver applications.

Fee Adjustments shall be considered for all PCMC Construction, Development, and Impact related fees for:

1. All **City projects** which generally have a broad public purpose. The City Manager may choose to not waive fees where fees are reimbursable through a grant. The City may waive, adjust, or meet the requirements for guarantees for public improvements or limits of disturbance on City Projects through written agreements between departments. City projects may only be considered for impact fee adjustments if the project provides a broad public purpose. When in accordance with this administrative policy, the waiver of all Building, Planning and Engineering fees (totaling up to \$25,000) will be automatic;
 1. Project Managers for all City construction projects with fees in excess of \$25,000 shall obtain City Council approval for budget allocation and the fees will be addressed in the Staff Report
 1. Project managers will receive an estimate of the required fees prior to submitting plans to the Building Department. The Building Department will calculate the estimate from the valuation of the project in accordance with the adopted fee schedule.

2. Project managers will request the waiver of fees by action of the City Council prior to or at the time of authorization of the construction agreement for any project.
 2. Project budgets for all construction projects requiring a permit will include the dollar amount of non-waived fees associated with the project.
 1. The project manager will coordinate with the Finance Department and Building Department to transfer any non-waived fees from the project account to the correct revenue account prior to building permit issuance.
 2. If the non-waived fees and all construction costs exceed the amount budgeted for the project then the project manager will strategize the best method to reduce construction costs to meet the budget or request an increase in the budget to meet the costs.
 2. **Affordable housing projects** by private developers voluntarily including affordable units. This does not include affordable housing units developed as a result of an affordable housing obligation from MPDs, Annexations or similar obligations; Only the portion of fees applicable to voluntary affordable housing are eligible for waiver consideration in accordance with this policy.
 1. For clarification, attainable housing does not meet the criteria for "low- income housing" as identified by the State Law, therefore attainable housing is not eligible for impact fee adjustments, but may be eligible for waiver of other fee types in accordance with this policy)
 3. **501(c)3 Non-profit organization, governmental agency, special service district, or religious group** which clearly provides a substantial benefit. Impact Fees may be considered for non-profits only if the development activity provides a substantial benefit;
 4. Private development receiving a **Park City Historic District Grant**, provided the fee waiver is for the work qualifying for the grant (excluding impact fees); or
 5. **Youth group** (not acting under school or non-profit) projects or events (not meeting the special event criteria) requiring building permits which clearly provide a substantial benefit and are not for profit (excluding impact fees);
- PROCESS

Waiver of fees for City projects is automatic as outlined above.

All other fee adjustments shall be requested in writing to the Park City Chief Building Official or their designee (Building Official), on a fee waiver application, and within 90 days of application for the applicable permit. All applications will be reviewed on a case-by-case basis. The Building Official shall accept all complete

applications that meet the eligibility requirements of this policy. The following documents are required for every application:

1. Comprehensive project plans and/or complete scope of work;
 2. Demonstration of eligibility for the waiver (organizational);
- If an application is incomplete, or if the applicant fails to demonstrate the project's eligibility in accordance with this policy, the Building Official may deny the application.
 - All accepted fee waiver applications that require City Council approval shall be reviewed by the Fee Adjustment Committee. The Committee should consist of several staff members representing multiple departments, who will develop a recommendation for City Council. The Committee's recommendation shall reflect the project's potential contribution to Council priorities and the proposed substantial benefit it will provide. The committee shall evaluate a project's fulfillment of those criteria and make its recommendation to the City Council for final action.
 - Impact fees may be adjusted by any of the mechanisms listed within the Park City Municipal Code 11-13, Including offset, waiver, appeal, or independent fee calculation.
 - EFFECTIVE DATE

This policy shall become effective upon adoption.

Executed this 30th day of November, 2023.



Park City Building Permit

Exhibit B

Application Accepted Date: 01/10/2025		Construction Valuation		\$	7,320,000.00
Type of Improvement: Commercial- Other		Electrical Valuation		\$	200,000.00
Description: Reconstruction of the Existing lap pool, recreatio		Plumbing Valuation		\$	165,000.00
Tenant / Project Name: PC MARC Pool Renovation		Mechanical Valuation		\$	550,000.00
Bldg. Address: 1200 LITTLE KATE RD		PERMIT FEES			
City: Park City State: UT Zip: 84060		Building Fee		\$	76,860.00
Subdivision: Park City Racquet Club Sub. Phase:		Electrical Fee		\$	1,553.75
Block: Lot #: 1 Parcel ID #: PCRCs-1-X		Mechanical Fee		\$	3,471.25
Zone: RD		Plumbing Fee		\$	1,357.75
Property Owner: PARK CITY MUNICIPAL CORP P:(435) 615-5177		Permit Fee Subtotal		\$	83,242.75
City: PARK CITY State: UT Zip: 84060-1480		Plan Check Totals (65% of Permit Fees)		\$	49,959.00
Permit Contact: Matthew Twombly P:(435) 615-5177		Plan Check Fee		\$	49,959.00
Email: mtwombly@parkcity.org		State Fee		\$	832.43
CONTACT INFORMATION		Parks, Trails, Open Space Impact Fee [Comme		\$	1,633.66
Engineer of Record: Robert Moyle		Public Safety Impact Fee [Commercial (per sf)]		\$	703.70
Email: docm@arwengineers.com P: (801) 782-6008		Roadway Facilities Impact Fee [Commercial Ad		\$	746.75
Design Professional: Brent Tippetts - VCBO Architecture		Outdoor Water Impact Fee [Per 1,000 sq. ft]		\$	0.00
General Contractor: PCMC - TBD via Public Bid		Indoor Water Impact Fee (# of units) [Office]		\$	419.66
License #: P: (435) 615-5177		Sub Total:		\$	137,537.95
Address: 445 Marsac Avenue		Permit Total:		\$	137,537.95
City: Park City State: UT Zip: 84060		Amount Paid:		\$	0.00
Email: mtwombly@parkcity.org		Remaining Due:		\$	137,537.95
Electrical Contractor: TBD		APPROVALS			
License #: P:		DATE			
City: State: Zip:		INFO			
Plumbing Contractor: TBD		Setbacks			
License #: P:		Front: Rear: Left: Right:			
City: State: Zip:		Min. 25 15/25 25 25			
Email:		Actual: 200+ 15'/25' 300+ 500+			
Mechanical Contractor: TBD					
License #: P:					
City: State: Zip:					
Email:					
APPLICATION DETAILS					
Other: 1250 sq. ft. VB R-3 Residential, one- a.					
# Bedrooms:		# Bathrooms:			
# Covered Parking:		# Stories: 1			
Max Occupancy:		Fire Sprinkler: No			
Const. Material: concrete, steel fr.		# of Units: 15000			
APPLICATION NUMBER: PLAN25-2978					
This permit becomes null and void if work or construction authorized is not commenced within 180 days, or if construction or work is suspended or abandoned for a period of 180 days at any time after work is commenced. I here-by certify that I have read and examined this application and know the same to be true and correct. All provisions of laws and ordinances governing this type of work will be compiled with whether specified herein or not the granting of a permit does not presume to give authority to violate or cancel the provisions of any other state or local law regulating construction or the performance of construction and that I make this statement under penalty of perjury.					
Applicant Name: Matthew A. Twombly					
Signature of Builder/Authorized Agent or Owner: Date:					
Application Approved By: Date:					
Permit Issued By: Date:					
Receipt #:					
☐ Cash ☐ Check # ☐ Credit Card ☐ Debit Card					



Construction and Development Fee Reduction Application Park City Municipal Corporation

Please provide two **(2)** hard copies and an electronic copy of this application and all other requested information to the Building Office.

(1) Applicant Contact Information

Name Park City Municipal Corporation - Contact: Ken Fisher

Address P.O. Box 1480

Park City, UT 84060

Phone 435-615-5411 Fax

E-mail Ken@parkcity.org

Permit(s) Plan 25-0082 1200 Little Kate Rd

(2) Indicate the applicable Criteria for Eligibility:

- ☐ Affordable Housing Project ☐ Non-Profit ☒ PCMC Project
- ☐ Project Receiving a Historic District Grant ☐ Youth Group

(3) Indicate the applicable items for which a waiver is being requested (all that apply):

- ☒ Building Plan Review ☐ Annexation Application Fee
- ☒ Engineering Plan Review ☐ Condo Plat Application Fee
- ☒ Planning Plan Review ☐ Plat Amendment Application Fee
- ☐ CUP Application Fee ☐ Historic District Design Review
- ☐ MPD Application Fee ☒ Water Fees (interior)
- ☒ Building Permit Fee ☒ Water Fees (exterior)
- ☒ Parks, Trails, Open Space, Police, Roadway Facilities
- ☒ Other: Please explain PCMC Project -

(4) Projected total of all fees: \$ 137,537.95

(5) Total construction cost of subject project: \$ Permit Estimated - \$7,320,000

(6) **Project Description:** Please provide no more than two pages of narrative addressing the following topics.

- a) Contributing to a City Council Goals
Traffic Mitigation, Affordable Housing; Green Construction; Decreased
Carbon Emissions; Involved Citizenry; Economic Diversity; Thriving

Mountain Community; Arts & Culture; Preserving and Enhancing the Natural Environment

- b) Description of the Public Benefit
- c) Demonstrated need for a Waiver

(7) Please attached the following documents:

- a) Description of the organization, institution or business entity, how long in business, accomplishments to date, key personnel in organizational leadership. (Information may include partner entities that support or share in the mission of the applicant organization.)
- b) Organizational governing documents such as business license, by-laws, and/or incorporation documents.
- c) Financial information for your organization including current budget, 2 years of financial statements such as Balance Sheet, Income Statement, Statement of Financial Position, Activity Statement, etc. or include Independent Auditors' Reports.

Signed: _____ **Date:** _____



Leadership Park City – Program Report

March 27, 2025

Scott van Hartesvelt

Table of Contents

1. Introduction
2. Program Health
3. Class 31
4. Mission, Vision, and Measurement
5. Budget Review
6. Goals
7. Conclusion

Introduction

Since accepting the role of Director in July 2024, the community and each of you have provided near-universal support. Thank you. It's humbling to step into the shoes of a giant and take the reins of a program that is woven into the fabric of our community. I hope to honor the work of Myles Rademan and the community that has supported this program for over 30 years and to continue the legacy of impact going forward. In my first nine months, I can say one thing with certainty - I love this opportunity.

Coming into my first year, I had a number of priorities:

- Class 31 - Deliver the best possible experience for these remarkable leaders.
- Develop Working Relationships - Establish strong relationships with colleagues, including the Mayor, Council, Paige Galvin, and Executive Team.
- Execute with Fidelity - Deliver the existing curriculum without significant change so as to learn the nuance of the program before proposing significant adjustments.
- Maintain Program Health - Sustain the support of the community and external stakeholders and partners through a program leadership transition.
- Program Role and Impact - Understand and clearly articulate the role and impact of the program today and in the future.
- Network in the Community - The program relies on deep connections within the community; relationships that I am building and sustaining.
- Resource Library - Develop more formal documentation to support program outputs and impact measurement.

I am proud to report that we have made significant progress. This report provides a glimpse into the work we've done and outlines some of the opportunities for improvement going forward.

Program Health

We have received tremendous feedback from individual community members, partners, and class members. However, beyond circumstantial evidence, we have several data points that indicate the program remains resonant and vibrant:

NUMBER OF APPLICANTS

The number of people applying for the program demonstrates community demand.

Year	Number of Applicants
2022 (Class 29)	102
2023 (Class 30)	113
2024 (Class 31)	106

FINANCIAL SUPPORT

Leadership Park City asks for and relies upon financial support from the City and numerous community partners (details in budget section). That support demonstrates program resonance from key stakeholders. The money provided by partners offsets the impact on PCMC funding. For example:

Year	External Partner Support
2022	\$49,900
2023	\$48,550
2024	\$64,400

ATTENDANCE AT PUBLIC EVENTS

Leadership PC recently executed two public events, and both exceeded attendance expectations:

- Leadership Symposium (Formerly Leadership 101): 170 attendees
- Lessons in Leadership, Public Safety: 82 attendees

SURVEY RESULTS

Leadership Park City sent two surveys following the Leadership Symposium. Ratings scale 1 - 7, with 7 being highest. The full results are included as **Exhibit A**:

Attendees

	% rating between 5 - 7	% rating a 7
Would you recommend Leadership Symposium to a Friend (Net Promoter Score)	90%	56%
How much value did you get from Symposium?	84%	42%

Speakers/Panelists

	% rating between 5 - 7	% rating a 7
How likely are you to participate in future LPC events	100%	92%
How would you rate the preparation	93%	62%

While our overall scores were excellent, attendees outlined some opportunities for improvement. They include:

- More interactivity and engagement with panelists
- More deep dives, less overview of topics
- More networking and breaks

Informed by the feedback, we are drafting plans for the 2026 Symposium.

Based on this data, we feel confident that the program continues to enjoy strong public support.

Class 31

Class 31 is enthusiastic, dynamic, collaborative, and fiercely intelligent. They include seasoned leaders at some of our community's core institutions and others who are just emerging as leaders in our community.

CLASS GEOGRAPHIC MAKEUP

Leadership PC is advertised as a program for those who live and/or work in Park City and Summit County. We reviewed 104 total participants from the past three classes (including Class 31) and found the following class composition:

- 93% work in Park City, Snyderville Basin or Coalville
- 78% live in Park City, Snyderville, Kamas or Coalville

Place of Residence	% of Total (104 tracked participants)
Park City	25%
Snyderville Basin	38%
Kamas and Coalville	15%
Heber/Midway	9%
Salt Lake City	9%

Place of Employment	% of Total (104 tracked participants)
Park City	54%
Snyderville Basin	34%
Coalville	5%
Salt Lake City	4%
Heber/Midway	2%

CITY TOUR

We are excited to announce that North Lake Tahoe, Truckee, and Reno will be the destinations for this year's City Tour. You all have received an invitation, and we hope to see you all on the trip. For reference, we've attached the current working Agenda as **Exhibit B**.

Mission, Vision, and Measurement Workshop

Leadership Park City has never formalized a mission or vision statement. In addition, the program did not incorporate key performance indicators (KPI's) to help measure the effectiveness of the program. Thanks to the hard work and guidance from key stakeholders, we are happy to unveil a new mission and vision statement, as well as the proposed KPI's for the program going forward. See **Exhibits C & D**.

Mission Statement

“Leadership Park City equips participants with the skills, confidence, and connections to drive community impact through immersive civic and leadership training.”

Vision Statement

“Leadership Park City is a cornerstone of our community identity where leaders rise to support a thriving, connected community.”

Measurement

In reviewing academic literature related to the effective measurement of community leadership programs, it is evident that KPIs can be elusive. However, there is a general consensus that the following rubrics provide consistent insight into the effectiveness of a program.

Goal	Measureable	Impact
Class participants improving their leadership skills over the course of their cohort.	Participants use a survey to provide a self-assessment of various leadership skills and characteristics at the beginning and end of the program. Quantify the class average for each category. (Quantifiable)	Individual
Build a strong and active network of community leaders	Much like a college or university, track the participation of alumni in the Leadership Alumni Association. (performance measurement)	Alumni
Create initiatives to address community challenges and opportunities	Document the impact of class and alumni-led projects, including their financial and civic contributions to the community. (Social Impact)	Community
Ensure that the program maintains resonance with leaders in the community.	Number of applicants for a new class relative to the number of spots available (Quantifiable)	Community Relevance

OVERVIEW OF PROCESS

The process to develop Mission and Vision statements and possible measurement criteria was completed in early March. It included the following steps:

- Joined the Association of Leadership Programs for insight into similar programs across the country
- Researched successful measurement techniques from academia
- Invited stakeholders from across the community to participate in a mission, vision, and measurement workshop
- Developed and distributed a research packet to workshop participants (**Exhibit C**)
- Conducted 3 3-hour in-person workshop

- Summarized notes and distributed draft outcomes to participants (included in appendix)
- Distilled feedback, through multiple rounds of revision, into final mission and vision statements

The final output, which includes a summary of the process, is included as **Exhibit D**.

WORKSHOP PARTICIPANTS

We took care to include participants who represented different stakeholder groups. All but two of our participants were graduates of Leadership Park City. We are grateful for the contributions from the following participants:

- Caren Bell - Founder, KeptCurrent
- Kim Carson - Former member of Summit County Council and High Valley Transit Board Chair
- Andy Cier - Director of Development and Communications, Holy Cross Ministries
- Bill Ciraco - City Councilor, Park City Municipal
- Susie English - VP Marketing, Deer Valley Resort
- Jo Horlick - Office Manager, KPCW
- Mike Luers - General Manager, Snyderville Basin Water Reclamation District
- Frank Lynch - Vice Chair, Leadership Alumni Association
- Scout Maziarz - High School Student, Class 30 graduate
- Shayne Scott - County Manager, Summit County
- Betsy Wallace - Chair, Leadership Alumni Association
- Deirdra Walsh - VP and COO, Park City Mountain Resort
- Jennifer Wesselhoff - CEO, Park City Chamber and Visitors Bureau

Budget Review

Leadership Park City has always looked to minimize costs and optimize revenue opportunities. Our annual budget is \$133,371, which covers salaries and operating expenses. The cost is offset by financial support from community partners:

Partner	2023/2024 Contribution	2024/2025 Contribution
Summit County	\$15,000	\$25,000
Visit Park City	\$20,000	\$25,000
Deer Valley	\$5,000	\$5,000
Park City Board of Realtors	\$2,500	\$2,500
Park City Rotary	\$1,000	\$1,000

Basin Recreation	\$0	\$1,000
Private Donors	\$5,050	\$4,900
TOTAL	\$48,550	\$64,400

**PCMR and the NAC provide significant in-kind contributions*

CURRENT BUDGET AND YTD RESULTS

Budget details are outlined in **Exhibit E**. Salaries and Wages comprise the largest percentage of our operating budget. Expense categorization is not perfectly aligned with operating procedures. However, the general allocation of the budget is as follows:

- Personnel: 53%
- Program Meetings and City Tour: 21%
- Classes (includes food and venues for class sessions): 15%
- Professional and Consulting (includes speaker fees and educational materials): 6%
- Other: 5%

Goals

We are in the process of establishing goals to align with the mission and vision of the program. We expect an ongoing discussion with the Mayor and Council. However, there are two short-term goals that should be mentioned:

LEADERSHIP TRAINING

The most common constructive criticism about the program is the need for more leadership training. We have been more aggressive with that programming this year, including specific training and reframing of existing material to include more of a leadership perspective. In the future, we hope to introduce a more academically rigorous training framework.

While we have yet to finalize our approach, we are focused on both acquiring an existing leadership training program and attending classes that help develop our own training skill sets. We have included material from the Center for Creative Leadership (CCL) as **Exhibit F**. CCL is one of the largest and most respected organizations focused exclusively on leadership training and development. We plan to sample their educational modules in the coming months to determine if they would provide the proper framework for our core leadership training.

Our second initiative to explore leadership training frameworks is to attend the Association of Leadership Professionals annual conference in July 2025. The

conference will have representatives from 200+ leadership programs across the country and feature educational seminars on everything from program development to measurement.

LEADERSHIP PROGRAM VIDEO

Our second short-term goal is to capture an oral history of Leadership Park City. Ross Downard, a well-known local videographer, has provided a competitive proposal for the creation of a 5 - 8 minute video that features key stakeholders. The goals are to preserve the history of the program, create a video that celebrates the program's impact on our community, and build momentum for the future of Leadership Park City. We have attached the proposal as **Exhibit G**.

Exhibits

Exhibit A – Symposium Survey Results

Exhibit B – City Tour 2025 Draft Agenda

Exhibit C – Workshop Advance Packet

Exhibit D – Mission Vision Workshop Output

Exhibit E – Budget

Exhibit F – CCL Workshop Kit Overview

Exhibit G – LPC Video Project



2025 Leadership Symposium Speaker and Panelist Survey

Survey Results
FINAL

03/10/2025

Did you feel like you had enough time to convey your key points?

Yes	92% (12)
No	8% (1)

How would you rate the Blair Education Center meeting space for this event?

Question	1 - poor	2	3	4	5	6	7 - excellent
How would you rate the Blair Education Center meeting space for this event?	0%	0%	0%	25%	8%	8%	58%

1 - poor234567 - excellent

How would you rate the Blair Education Center meeting space for this event?

25%	8%	8%	58%
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How would you rate the preparation, including clarity of communication and support, from the Leadership Park City team?

Question	1 - poor	2	3	4	5	6	7 = -excellent
How would you rate the preparation, including clarity of communication and support, from the Leadership Park City team?	0%	0%	0%	8%	23%	8%	62%

1 - poor234567 = -excellent

How would you rate the preparation, including clarity of communication and support, from the Leadership Park City team?

8%	23%	8%	62%
----	-----	----	-----

How likely are you to participate in future Leadership Park City events?

Question	1 - not likely	2	3	4	5	6	7 - very likely
How likely are you to participate in future Leadership Park City events?	0%	0%	0%	0%	8%	0%	92%

1 - not likely 2 3 4 5 6 7 - very likely

How likely are you to participate in future Leadership Park City events?

8% 92%

What would you change about the Symposium format next year?

When it comes to controversial issues in the community maybe not allowing for public comment or questions as that can put the speakers in a tough spot to answer on the spot.

Explore other venues. The Jim Santy Auditorium could be interesting. It seats 450 people, food and drink are allowed, the sound system is substantially better and the participants can be centered to the audience.

By the time we did the afternoon panel, the audience looked pretty visibly fatigued. That agenda had to have been quite a grind to listen all day with very little participation. Finding some way to make it more interactive would probably be nice for both speakers and audience. As a panelist, it would also be helpful to have a topic that's a bit more narrow or directed to engage on. But the event seemed flawlessly executed and I was so impressed with the turnout!

Nothing! It is a great event!

Maybe a bit of "break" space throughout the day.

We were the last panel of the day and it felt a bit rushed/ran late, other than that it was great!

would be great to have a riser for the panel so they are a bit elevated from the audience. Also, seemed like most of the panels didn't leave enough time for Q&A with the audience. This is an audience that wants to engage.

I think our facilitator could have prepared more.

Incredibly grateful for the opportunity this year. As I am no longer the Supt. In PCSD I know I will likely not be needed next year, but if I can help in anyway please let me know. Only request would have been sound from my computer for the two videos I used. Thanks again for the opportunity. -Caleb Fine

I prefer presentations over panel discussions. Would be nice to schedule breaks for attendees. Great event I appreciated being included!



2025 Leadership Symposium Attendee Survey

Survey Results
FINAL

03/10/2025

Would you recommend attending Leadership Symposium to a friend in 2026?

Question	1 (minimal vlaue)	2	3	4	5	6	7 (high value)
How much value did you gain from attending the Leadership Symposium?	2%	2%	4%	8%	22%	20%	42%

1 (minimal vlaue) 2 3 4 5 6 7 (high value)

How much value did you gain from attending the Leadership Symposium?

8% 22% 20% 42%

Were there too many speakers, too many panels, or was it just right?

Question	Too many speakers/panels	Not enough speakers/panels	Just the right amount of speakers/panels
Were there too many speakers, too many panels, or was it just right?	38%	0%	62%

Too many speakers/panels Not enough speakers/panels Just the right amount of speakers/panels

Were there too many speakers, too many panels, or was it just right?

38% 62%

How would you rate the Blair Education Center meeting space for this event?

Question	1 poor	2	3	4	5	6	7 excellent
How would you rate the Blair Education Center meeting space for this event?	0%	0%	2%	0%	6%	24%	68%

1 poor 2 3 4 5 6 7 excellent

How would you rate the Blair Education Center meeting space for this event?

6% 24% 68%

Would you recommend attending Leadership Symposium to a friend in 2026?

Question	1 - would not recommend	2	3	4	5	6	7 highly recommend
Would you recommend attending Leadership Symposium to a friend in 2026?	2%	2%	4%	2%	20%	14%	56%

1 - would not recommend 2 3 4 5 6 7 highly recommend

Would you recommend attending Leadership Symposium to a friend in 2026?

20% 14% 56%

What would you change about the Leadership Symposium next year?

n/a

Less overview and concepts and more tangible action

Limit time, more time for questions/discussions. Maybe have rotating break out rooms. The chamber woman was a little too sales focused. Lets talk about some of the bad things/issues going on. Not all the good.

I have two suggestions. One, keep the sessions on time. It's very affective to have a timer in the front of the room with a clock counting down and then a soft alarm when time is up. Speakers respond when they know the audience knows that they are over their time. Second, for \$50 the food was very lean. I would suggest more generous servings. Also, have coffee available all day. Thank you for the event.

The housing panel did not have enough time. There were multi participants ready to speak about this but their time slot was too short. The chamber of commerce, one person, had the same amount of time - didn't need all that from the chamber. Also, as someone sitting on the end, I could not hear when someone from the crowd asked a question to a speaker. The person asking a question didn't feel that they needed the microphone because the person to whom their question was directed could hear them, but we on the outskirts could not. Have two tables serving lunch to avoid the long line. And last, have the back row lined with tall tables to allow people to stand. It was hard to sit for so long. Overall, really well run program.

More information about the different departments within City government (e.g. planning department) and how they operate.

More breakouts or small group opportunities for folks to interact/connect and to break up the sitting and listening style. Give folks a bit of variety and a brain break. :)

Just not as jam packed - more time to move around. It's a long day of sitting! So much good information though. Love this day.

n/a

Nothing

More panels, less speakers. It felt very personal story/ history class rather than learning about what is going on in the city at the moment.

It would be beneficial to incorporate more activity throughout the day to keep attention and participation on going. having opportunities for the crowd to ask questions, creating more opportunities for different crowds to ask. It would also be awesome if more leaders showed up, like a representative from each organization.

More Q & A from the audience; more info on Mayflower and its impact on Park City. Maybe a panel of luxury hotel GMs (Montage, Regis, Grand Hyatt, Steins).

I would have 2 or 3 fewer speakers/panels next year and give the selected panelists more time to speak. Some of the panels, while informative, felt rushed, especially the ones that had to follow the Chamber of Commerce speaker who far exceeded her allotted time. Thank you for your work putting the Leadership Symposium together. I enjoyed learning more about the past, present, and future of Park City, and I appreciate the connections I was able to make because of the event.

I would like to see a presentation from some up-and-coming (i.e., young) Parkites who have views about what they'd like to see in the future, and what might make them want to stay here. The historical perspective is always interesting, but I think this could be balanced with what the next generation sees as important to maintaining the essence of the area.

Tighter time limits for speakers

More time spent for key speakers to present on the most pressings issues and the their proposed plans. Less time on historical bios, fewer people on panels so more time can be dedicated to the issues and less on their personal introductions. Most of the attendees already know the issues and who the speakers are. More time allocated for lunch break for attendees to network

Longer lunch break for more networking.

A few more breaks.

This year's set up and updates to the Symposium were incredible. The one thing I would say is worth thinking about is that, every year, after lunch time, people are dispersed, some leave, some lose focus. Would it be possible to have a whole day divided into two days throughout the year for more efficiency? Maybe lunch can be eliminated just serving light breakfast/snacks? Thank you, it was wonderful.

I think it would be great if leaders in the community could break off and dive deeper into one topic during the day with others who care about that topic. The day felt like drinking water from a firehose and did not provide any opportunity for networking or community connection.

More grouping of constructive tension/and or conflicts within the community - growth V. preservation, housing V. not everyone lives here, conservative values V progressive, welfare state V. roads and commodes, form of governance, etc.

plant based food options. afternoon coffee

I loved it - thank you

Have coffee available all day instead of only in the morning. Otherwise this meeting was awesome!

Key note speaker from Another mountain town

I think it would be valuable for a member of the leadership class immediately prior to the current class to give an update on leadership events and a recap of past leadership projects that have created a positive impact to the community

That we have a directory, which I think our class project is taking on. Group photos with the Mayor, would have been amazing!

appreciate that this was a "101" discussion, but felt like we could have gone deeper and had more dynamic conversation with speakers as well as more table dialogue with one another.

You all did a great job with speakers. It was a LOT so maybe a few less or allowing for some breathers in between.

I wish there were more presentations and discussions on environmental issues and stewardship principles or initiatives. This is something most PC area residents and organizations have in common. Also the group size is a little big for constructive Q&A, it gets a little old with the same 3 or so people taking the air time. I think the time is better given to the presenters.

I really enjoyed it and learned a lot! Thank you!

I was torn between choosing too many speakers and just the right amount of speakers. I do think there was *almost* the right amount. I would have liked one-half less session (or maybe just a little more time) so that some of the panelists could have had more time to share their thoughts. Overall, I really enjoyed the jam-packed day!

Perhaps limit long-winded audience questions

Add some more time for networking with the other guests.

make speakers still to the time - you have the bell

I have a dietary restriction and I guess I waited too long to get what I could eat. F&B staff were kind enough to put together something on request. Wish there was coffee/tea later in the day as well as AM Include broader regional input - Wasatch County, SL county, SLC mostly for transportation/housing solutions

Have some blank pieces of paper on the tables and tell participants that they can feel free to write down one question before lunch that they would like to have addressed by PC leadership if there is time. Then, build in a 20-30 minute session to address some of the questions from the participants. Even if you don't get to them all, the leadership then knows what is on the participants minds.



**Leadership Park City
Draft City Tour Agenda
North Lake Tahoe, Truckee, Reno
May 28 - June 1, 2025**

Wednesday, May 28

- 7:00 AM: Meet at Quinn's Junction, Park City
- 7:15 AM: Bus and van departure
- Noon: Break for lunch in Elko
- 5:00 PM: Check into Palisades Resort - 3 nights
 - 1960 Olympic Valley Road, Olympic Valley, CA 96146
- 6:15 - 8:00 PM: Dinner at assigned Palisades Resort restaurant
 - Joined by Amy Ohren, GM of Palisades
- 8:00 PM: Free time

Thursday, May 29

- 7:00 - 8:00 AM Breakfast on your own
- 8:15: Bus and vans depart for North Tahoe Event Center
 - 8318 North Lake Boulevard, Kings Beach, CA 96143 (28 minutes)
- 9:00 AM MEET WITH NORTH LAKE TAHOE OFFICIALS
- 9:05 AM Greetings: Placer County Supervisor Cindy Gustafson, Commissioner Alexis Hill and Park City Mayor Nann Worel
 - Play the welcome video from TNTNV & NTCA
- 9:15 AM: State of North Lake Tahoe
 - State of the Lake Report: Julie Regan -Tahoe Regional Planning Agency
 - State of North Lake Tahoe
 - Stephanie Holloway, Deputy County Executive Officer, Placer County
 - Dave Solaro, Assistant County Manager, Washoe County
- 10:30 AM: Coffee and Snacks
- 10:45 AM Break Out Tables
 - Making a Difference, Tahoe Foundations at Work

- Caroline Waldman, Tahoe Fund
- Stacy Coldwell, Truckee Tahoe Community Foundation
- Claudia Andersen, Parasol Tahoe Community Foundation
- The Changing Landscape of Community and Development
 - Crystal Jacobsen, Placer County Community Development
 - Kelly Mullin, Washoe County Community Development
 - John Hester, Tahoe Regional Planning Agency
- Regional Transportation Plan, Execution, and Lessons Learned
 - Jim Marino, Tahoe Transportation District
 - Sara Van Siclen, Truckee North Tahoe Transportation Management Association
- East Shore Trail Project and State Route 28 Corridor Access Management
 - Peter Kratz, Tahoe Transportation District
 - Allen Woolridge, Tahoe Region Manager, Nevada Division of State Parks
- Destination Management and Sustainable Tourism
 - Nettie Purdue, Managing Director, Lake Tahoe Destination Stewardship Council
 - Tony Karwowski, President/CEO, North Tahoe Community Alliance
 - Andy Chapman, President/CEO, Travel North Tahoe Nevada
- Public Lands Management and Access
 - Daniel Cressy, US Forest Service/Lake Tahoe Basin Management Unit
 - Robert Mergell, Administrator, Nevada Department of Conservation and Natural Resources
 - TBD, California Tahoe Conservancy
- 12:30 PM: Lunch at North Lake Tahoe Event Center (In search of local sponsorship)
- 1:30 PM: North Lake Tahoe Tours/Activities
- 5:30 PM Back to hotel
- 6:15 PM: Meet in hotel lobby, bus and vans to group dinner
- 7:00 PM: Dinner

Friday, May 30

- 7:00 AM Breakfast on your own
- 8:15 AM: Buses and vans depart for Truckee Town Hall
 - 10183 Truckee Airport Rd, Truckee, CA 96161 (21 minutes)
- 9:00 AM MEET WITH TRUCKEE OFFICIALS
- 9:05 AM Greetings: Mayors Jan Zabriskie and Nann Worel
- 9:15 AM: State of Truckee, Overview and Strategic Planning - Town Manager Jen Callaway, Nevada County Supervisor Harvey Bullock.
- 10:30 AM: Coffee and Snacks (provided by Host Committee)

- **10:45 AM Break Out Tables**
 - **Downtown Truckee Revitalization, Vision to Reality**
 - **Danielle Mishamori - Community Development Manager**
 - **Hillary Hobbs - Assistant to the Town Manager, Truckee**
 - **Affordable/Workforce Housing Programs and Short Term Rental Regulations**
 - **Lynn Bumgardner - Housing Program Manager, Town of Truckee**
 - **Isaac Landman - Placemate**
 - **Tahoe/Truckee Collaborative Transportation Planning Process**
 - **Alfred Knotts - Transportation Program Manager, Town of Truckee**
 - **Sarah Van Sicklen - Executive Director of Truckee North Tahoe Transportation Management Association**
 - **Trail Management - Year-Round Access and eBike Management**
 - **Lt Lisa Madden - Truckee PD**
 - **Becky Bucar - Assistant Public Works Director**
 - **Tahoe Forest Hospital - Healthcare in Rural/Resort Communities**
 - **Ted Owens - Director of Governmental Affairs. Tahoe Forest Hospital**
- **12:30 PM: Lunch in Truckee**
- **1:30 PM Truckee Tours/Activities**
- **4:30 PM: Back to Hotel**
- **6:00 PM: Meet in the hotel lobby, bus, and vans for group dinner**
- **7:00 PM: Dinner in Truckee**
 - **Table Hosts**
 - **Chamber (Jessica Pinman).**
 - **Visit Truckee/Tahoe rep.**
 - **Colleen Dalton - Downtown Merchants Association.**
 - **Rec District - Sven**
 - **PUD Director**
 - **School District Representative.**

Saturday, May 31

- **6:00 AM Breakfast on your own**
- **7:15 AM: Check out of hotel**
- **7:45 AM: Bus and vans depart for Reno**
- **9:00 AM MEET WITH RENO OFFICIALS**
- **9:05 AM Greetings: Chairwoman Alexis Hill, Mayors Hillary Schieve and Nann Worel**
- **9:15 - 9:45 AM: State of Washoe County - Alexis Hill, Washoe County**
- **9:45 - 10:15 AM: Brian Sandoval, President University of Nevada and Former Governor of Nevada**
- **10:15 - 10:45 AM: Tourism, Airport and Economic Development**

- Mike Larragueta - RSCV
- Daren Griffin Airport,
- Taylor Adams from EDAWN
- 10:45 AM: Coffee and Snacks (provided by Host Committee)
- 11:15 AM Break Out Tables
 - River and downtown redevelopment + support of businesses -
 - Brian McArdle - Reno Redevelopment
 - Neoma Jardon
 - Tesla Gigafactory and other high-tech manufacturing -
 - Bob Potts - State of Nevada
 - Clay Mitchell - County Commissioner
 - Homeless and Housing Services -
 - Dana Sercey - Washoe County Staff Member
 - Angela Fuss - City of Reno
 - Tourism, Airport and Economic Development -
 - Mike Larragueta- RSCVA
 - Daren Griffin - Reno Airport
 - Taylor Adams - EDAWN
- 12:30 PM: Lunch - Electeds have a separate lunch off site on this day
- 1:30 PM Reno - Tours and Activities
- 4:30 PM: Check into Hotel - Silver Legacy Casino Reno
- 5:00 - 6:15 PM: City Tour Debrief
- 6:45 PM: Meet in the hotel lobby, bus, and vans for group dinner
- 7:00 PM: Dinner in Reno

Sunday

- 7:00 Breakfast on own
- 8:00 AM: Check out of hotel
- 8:20 AM: Bus and vans depart for Park City



Leadership Mission, Vision Measurement Workshop Briefing Packet

Date & Time: Feb 25th. 5:00 - 8:00 PM

Location: Community Room - Park City Library

Objectives:

- **Define Our Mission:** Articulate the core purpose of Leadership Park City.
- **Envision Our Future:** Develop a compelling vision statement guiding our future direction.
- **Establish Success Metrics:** Identify key indicators to measure our impact.

What to Expect:

The workshop will be interactive, involving individual reflections, group discussions, and collaborative exercises. Your active participation will enrich our collective outcomes.

What to Bring:

- This packet for reference.
- A notebook or device for taking notes.
- An open mind and readiness to engage.

Three Pillars of Leadership Park City Programming:

At the beginning of the year, we cataloged the existing curriculum as well as feedback from previous classes. From that exercise, three program pillars emerged. Consider these to be the foundation of our offering to existing class members.

1. **Civic Training:** Developing informed and engaged citizens.
2. **Leadership Training:** Cultivating effective and impactful leaders.
3. **Community Connections:** Building bridges and fostering collaboration.

Mission Statements

Developing a concise mission statement will benefit the program in several ways.

- Ensure that the program is administered in a consistent and focused manner.
- Help us make decisions and guide the development of new programs.
- Allow all stakeholders to consistently convey the purpose of the program.

- Ensure that the program works to the benefit of all stakeholders.
- Insulate the program from reactive decision-making.

At the beginning of the workshop, we'll do a quick review of the critical components of a successful mission statement.

Example Mission Statements

To prime the discussion, we've identified several mission statements from community leadership programs across the country. There are approximately 2,500 active leadership programs. These mission statements reflect some of the most common language used across the spectrum.

Example Mission Statements:

Mill Valley, CA: Community engagement that promotes open communication, mutual respect, and the development of community leaders from all backgrounds and life experiences.

Leadership Greater Hartford: To develop, connect and inspire diverse leaders to build strong and vibrant communities.

Denver Chamber Leadership Foundation: Our mission at the Denver Metro Chamber Leadership Foundation is to educate and inspire people who want to make a difference as leaders in their community.

Leadership Seacoast (NH): The mission of Leadership Seacoast is to build a stronger Seacoast Region for all by engaging and inspiring people to lead positive change in their communities.

Leadership Knoxville: We build a stronger Knoxville by developing people and groups, leading to a greater community. This is accomplished through leadership programs, community workshops, and events designed to inspire, challenge and connect people at all levels of leadership development.

Past Leadership Park City Descriptions

While these are not official mission statements, the following have been used in the past to describe the purpose of Leadership Park City:

Leadership Park City identifies, encourages, and trains community leaders, providing class members a long-term, group-oriented learning opportunity. It is patterned after other successful community leadership programs around the country and the Kellogg National Leadership Program. The program features monthly workshops covering local and state topics of interest taught by decision-makers working at the heart of the issues.

Leadership Park City is a program designed to identify and train talented individuals to assume leadership roles.

Leadership Park City will explore today's important community issues and introduce participants to top community leaders and thinkers.

Leadership Park City will broaden participants' experiences by . . .

- *Acquainting them with the programs, processes and problems currently existing within the community*
- *Stimulating their interest in community activities and encouraging their active participation in local affairs*
- *Providing access to a wide variety of community resources that would be difficult to access elsewhere*
- *Familiarizing participants with one another and with leaders in the community*
- *Giving participants valuable personal leadership tools*
- *Curriculum*

Experts on public policy, politics and critical thinking will help participants frame community issues and discuss potential solutions. Lectures, group discussions, field trips and experiential "hands on" learning will be used throughout the program.

The purpose of Leadership Park City is to train new and emerging community leaders (individuals wishing to stretch themselves and embrace the wider Park City community), therefore the selection process encourages motivated individuals representing diverse segments of the community to apply.

Vision Statements

There has been significant internal debate about the future direction of the program. Do we want to grow? Some leadership programs offer multiple cohorts; for example cohorts for emerging leaders and cohorts for established leaders, or cohorts for nonprofit leaders vs private sector or government leaders. We have also debated the role of the program in mentoring other local leadership programs, including those found in middle and high schools. Finally, by way of example, we've debated whether LPC should become more involved in regional community leadership efforts.

All of these questions beg for a vision statement - a concise and directional statement about what we want to become. Coalescing around a vision statement would focus any new initiatives on a simple question - does this initiative bring us closer to our vision?

Example Vision Statements

- *Leadership Seacoast Vision:* We envision a vibrant, inclusive, and sustainable community through connected, informed, and active community leaders.
- *Leadership Knoxville: Vision:* Every leader – A servant leader

Pre-Workshop Reflection Questions

To prepare for our discussions and ensure we stay efficient, please reflect on the following:

1. **Personal Impact:** Recall your most impactful experience with Leadership Park City. What happened, and why was it meaningful to you?
2. **Elevator Pitch:** In one sentence, how would you describe the core purpose of Leadership Park City?
3. **Future Vision:** Imagine it's 2035, and Leadership Park City has achieved remarkable success. What accomplishments stand out? How has the community transformed as a result?

Measuring Success in Leadership Programs

Measurement of community leadership programs is famously difficult. First, the program must establish goals, and those goals vary depending on the stakeholder. In particular, how does the participant benefit from the program, and how does the community that they ultimately serve benefit? For the participant, goals can include the development of soft skills and characteristics, which are difficult to quantify. For the community, goals can include increased participation in activities focused on public benefit (public service, nonprofit work, community organizing). Again, those outcomes can be difficult to measure.

However, over the past 20 years, researchers have introduced measurement techniques that quantify program impacts. Our goal will be to understand our goals, and what measurement techniques we believe are appropriate for a program of our size.

General Measurement Consensus

1. Developing Individual Leadership Skills:
 - a. Goal: Enhance participants' leadership competencies (e.g., communication, problem-solving, strategic thinking, collaboration).
 - b. Metrics:
 - i. Pre- and post-program assessments: Use validated leadership assessments (e.g., LPI, DISC) to measure changes in self-perceived leadership skills.
 - ii. 360-degree feedback: Gather feedback from peers, supervisors, and subordinates to assess observed changes in leadership behaviors.
2. Increasing Community Engagement and Involvement:
 - a. Goal: Foster greater civic engagement and community involvement among program participants.
 - b. Metrics:
 - i. Measure participation in community activities: Track involvement in local boards, committees, public office, task forces, and other civic initiatives.
 - ii. Survey alumni about their community involvement: Ask alumni about their engagement in community activities and leadership roles.

- iii. Number of community projects initiated or led by alumni: Track the number of projects that address community needs and are initiated or led by program alumni.
- 3. Building a Stronger Network of Community Leaders:
 - a. Goal: Create a connected network of leaders who can collaborate and address community challenges.
 - b. Metrics:
 - i. Alumni network participation: Measure engagement in alumni events, meetings, and online forums.
 - ii. Collaboration on community projects: Track the number of projects that involve collaboration among program alumni.
 - iii. Surveys about network value: Ask alumni about the value of the network in terms of professional development, community connections, and collaborative opportunities.
- 4. Addressing Community Challenges:
 - a. Goal: Contribute to positive change in the community by addressing specific challenges.
 - b. Metrics:
 - i. Document the impact of class and alumni-led projects: Gather evidence of how projects have contributed to positive community change. This could be qualitative (stories, testimonials) or quantitative (number of people served, dollars raised).
 - ii. Track the adoption of new policies or programs: If the program aims to influence policy, track the adoption of new policies or programs related to the issues addressed.
- 5. Enhancing Diversity and Inclusion in Leadership:
 - a. Goal: Increase the representation of diverse voices and perspectives in community leadership.
 - b. Metrics:
 - i. Demographic data of program participants: Track the diversity of participants in terms of race, ethnicity, gender, age, socioeconomic background, etc.
 - ii. Leadership roles held by diverse alumni: Monitor the number of alumni from underrepresented groups who hold leadership positions in the community.
 - iii. Surveys about inclusivity: Ask alumni about their experiences with diversity and inclusion in the program and in the broader community.

Reference Material for Deeper Understanding

[Ohio State University - Evaluating Community Leadership Programs](#) - 1996

- From Abstract: "This two-year research study assessed the impact of seven Ohio community leadership programs on participants' leadership skills and their respective communities. Pre and post-assessments, face-to-face interviews, and focus group interviews were used to collect data. Participants significantly increased their leadership skills and reported the most common benefits were: increased community networking;

improved ability to interact with people; increased self-confidence; and increased understanding of civic responsibility.”

- Table 1 displays pre- and post-test mean scores for the Leadership Practices Inventory. T-tests for dependent groups were used to make sure differences were not due to chance. Program participants significantly increased ($p < .01$) their leadership skills in each area of the Leadership Practices Inventory.
 - Challenging the process
 - Inspiring a Shared Vision
 - Enabling Others to Act
 - Modeling the Way
 - Encouraging the Heart
- Benefits identified by alumni included improved personal communication skills, personal networking within the community, community awareness, increased self-confidence, motivation and risk-taking, understanding and interacting with others, a broadened perspective on many issues, improved teamwork, and improved problem solving abilities. Alumni felt that gaining insight as to how government officials and agencies interrelate was an additional benefit.

Fostering Integrative Community Leadership

- Participants engaged in their communities in new ways following participation in a community leadership program, suggesting that such programs foster integrative community leadership. Programs that focused on team building as part of their curriculum were the most successful in fostering new community leadership activities, and programs that focused on knowledge and awareness of the community were effective in increasing participants' knowledge and awareness of the community. Considered as a whole, results of this study suggest that community leadership programs can increase both knowledge and awareness of the community and actual engagement in the community for community members who choose to participate in such programs.

Old Concept, New Generation: Millennials and Community Leadership Programs

- Participant outcomes from University of Minnesota Extension's County Bridging Leadership Program revealed that millennials—particularly those without a four-year degree—experienced significantly higher gains in several skill areas relevant to community development than non- millennials. Recruiting more millennials to participate in community leadership programs is critical not only to keep younger people in rural communities but also to strengthen future community vitality.

Contact Information:

If you have any questions before the workshop, please reach out to:

Scott van Hartesvelt - Program Director

scott@gcommercesolutions.com

Paige Galvin - Program Administrator

Paige.galvin@parkcity.org

We look forward to your valuable contributions as we collaboratively define the mission and vision of Leadership Park City. Your insights will help shape the future of our community.



LPC Mission Vision Workshop Output

Elevator Pitch And Best Moments Exercise:

Workshop participants were asked to provide an "elevator pitch" for the program. Something as short as a single phrase, and as long as a single sentence to describe the program. The responses generally fell into four broad categories: networking, community understanding, skills training, and the output for the broader community. In each section, we transcribed the notes and wrote several "descriptive sentences" that summarize or combine key elements. These descriptive sentences become components of the final mission statement.

Participants were also asked to describe their "best moments" in the program. These answers helped to define the emotional impact of the program on participants.

COMMUNITY UNDERSTANDING

Notes

- Deeper understanding of how things work
- Learning how the city works
- Demystifying
- Complex Challenges

Descriptive Sentences

- *Developing an intricate understanding of the complex challenges facing the community*
- *Demystifying complex community challenges*
- *Building a complex understanding of how things work in our community*

TRAINING

Notes

- Empowerment
- Education
- Finding and training tomorrow's leaders
- Love for community and wanting to make a difference
- Not career development
- Personal development
- Empowering people
- Breaking through personal barriers
- Polishing participants through civic and leadership training

- Exploring potential
- Practicing collaborative leadership to the benefit of the community

Descriptive Sentences

- *Providing immersive education that challenges people to break through their personal barriers and challenges them to practice collaborative leadership to the benefit of the community.*
- *Training tomorrow's leaders through education and empowerment*
- *Empowering tomorrow's leaders with immersive civic and leadership training*
- *Building a love for the community and inspiring a desire to make a difference*

OUTPUT FOR THE BROADER COMMUNITY

Notes

- Shape Park City's future
- Turning ideas into action
- Maintaining PC's culture
- Proving opportunities
- Incubate ambitious ideas and people
- Building the Foundation of our Community
 - Connections
 - Civility
 - Collaboration
 - Understanding
- Accelerating Impact
- Where the future of our community is set in motion
- Through City Tour, build community amongst leaders to explore the best and worst of other communities
- From Cami: Making a tangible impact on the community through the class project

Descriptive Sentences

- *Shaping Park City's future by turning ideas into action*
- *Building and preserving the foundations of our community*
- *Accelerating the impact of leaders on our community*
- *Building the foundation for the future of our community*
- *The place in our community where we incubate ambitious ideas and people*

NETWORKING

Notes

- Community Engagement
- Connection outside one's circle
- Connectivity throughout the community
- Deeper connections

- Meeting people across all sectors of the community
- Introducing people to leadership opportunities
- Providing opportunities
- Helping people step into leadership roles
- Marrying skills to leadership needs and roles
- From Cami: Access the inner workings of the community as a trans person

Descriptive Sentences

- *Providing deeper connections to people across all sectors of the community*
- *Providing deep connections that allow people to marry their skills to leadership needs and roles throughout the community*
- *Providing connections that empower people to discover and step into community leadership roles*

BEST MOMENTS IN THE PROGRAM

Notes

- Given the tools to connect with the world in a meaningful way
- Through interactions with class and content, pushing personal boundaries
- Understanding that Park City gravitates towards Authenticity, Curiosity, and Humility from all levels of leadership, leading to unrestricted growth opportunities for individuals and the community
- The program provides approachability to the community - leveling of the power structures in our community
- Drove unexpected and long-term impacts

Draft Mission Statement:

Mission statements should reflect a minimum of four and maximum of seven components referenced in the workshop exercises. We start by extrapolating the most effective descriptive sentences from each section. We then use those sentences as building blocks to create the final mission statement. In this document, we provide three draft mission statements. Each would be effective, though they offer slight variations on their points of emphasis and general wording.

DESCRIPTIVE SENTENCE BUILDING BLOCKS

- Intentional opportunity to create a collective impact
- Providing connections that empower people to discover and step into community leadership roles
- Developing an intricate understanding of the complex challenges facing the community
- Empowering tomorrow's leaders with immersive civic and leadership training
- Building and preserving the foundations of our community
- Building the foundation for the future of our community

- Understanding that Park City gravitates towards Authenticity, Curiosity, and Humility from all levels of leadership, leading to unrestricted growth opportunities for individuals and the community

DRAFT MISSION STATEMENTS

1. *Leadership Park City builds and preserves the foundations of our community by empowering tomorrow's leaders with immersive civic and leadership training. Program participants develop an intricate understanding of the plentiful opportunities facing our community and connections to the people who make change possible.*
2. *Leadership Park City provides participants an intentional opportunity to make a collective impact on the future of our community through immersive civic and leadership training and the development of deep connections across all **sectors** of the community.*
3. *Leadership Park City provides emerging leaders an intentional opportunity to make a collective impact on the future of our community. Program participants develop an intricate understanding of the complex challenges facing our community, and connections to the people who make change possible.*

REVISED MISSION STATEMENTS

1. *Leadership Park City equips participants with the skills, confidence, and connections to drive community impact through immersive civic and leadership training.*
2. *Leadership Park City ignites tomorrow's changemakers through deep community connections and immersive civic and leadership training, transforming local challenges into impactful opportunities for the Wasatch Back.*

FINAL MISSION STATEMENT

"Leadership Park City equips participants with the skills, confidence, and connections to drive community impact through immersive civic and leadership training."

How We Accomplish our Mission:

During a mission statement workshop, ideas are often captured that reflect "How" an organization accomplishes it's mission. These ideas, while subordinate to the mission, are important components of the program.

In practice, these ideas are reflected as follows:

The mission of Leadership Park City is.....

We accomplish that by....

These will need to be refined once we finalize our mission statement. However, they are important to surface in this exercise:

- Celebrating and reinforcing the authentic, humble and inquisitive leadership postures that have come to define the most effective leaders in our community.

- Providing deep connections that allow people to marry their skills to leadership needs and roles throughout the community
- Providing immersive education that challenges people to break through their personal barriers and challenges them to practice collaborative leadership to the benefit of the community.
- Building a love for the community and inspiring a desire to make a difference
- Helping participants turn ideas into action

VISION - 2035 and Beyond Exercise

Workshop participants were asked to flash forward to 2035 (and beyond). Imagine that the Leadership Program has achieved its wildest ambitions. What are the program's accomplishments, how has the community changed, and what was the program's transformational impact on the community? Again, we transcribe the notes below, then offer a few descriptive sentences where appropriate.

ACCOMPLISHMENTS

- Survival and 300 new graduates
- Stable and growing
- More inclusive and accepting of diversity
- More staff
- Mentorshop
- Community has coalesced around the essential nature of the program
- Clarity of mission and vision has led to long-term stability
- Becoming a national model for community leadership programs

Descriptive Sentence

- *The intentional and consistent mission of Leadership Park City has led to ubiquitous community support and long-term stability.*
- *The program has become a model for inclusive leadership, reflecting the diverse cornucopia of leaders in our community.*

HOW HAS THE COMMUNITY CHANGED

- Pervasive sense of pride, ownership, responsibility and support within the community
- Become the most livable community in the country
- Redefining leadership into something more accessible and essential in our community
- To build a community to live, work and play

Descriptive Sentences

- *LPC's unique mission and definition of leadership create a sense of pride, ownership, responsibility, and support within the community*

WHAT IS OUR TRANSFORMATIVE IMPACT?

- Beacon that shines bright enough to create a culture of leadership throughout our community
- Intentional opportunity to create a collective impact
- We become a worldwide model

Draft Vision Statement:

Vision statements should be aspirational and create a sense of restlessness with the current offering. Vision statements help guide the future direction of the program. We have drafted three vision statements that take a different approach to envisioning the future.

- 1. The Leadership Park City beacon shines so bright that the community embraces and defends a culture of civility, connection, and collaboration.*
- 2. Leadership Park City is seen as a cornerstone of community identity, and a model for other mountain towns to take ownership and inspire collective impact.*
- 3. Leadership Park City is a beacon for community-driven leadership, fostering a culture of civility and collective responsibility that other destinations model.*

REVISED VISION STATEMENT

- 1. Leadership Park City is a cornerstone of our community identity and a model of civility and shared responsibility.*
- 2. Leadership Park City is a cornerstone of dynamic Park City where visionary leaders rise, challenges spark innovation, and every voice shapes a thriving, connected community—today and for generations to come.*
- 3. Leadership Park City is a cornerstone of our community identity where leaders rise to support a thriving, connected community.*

FINAL VISION STATEMENT

"Leadership Park City is a cornerstone of our community identity where leaders rise to support a thriving, connected community."

Measurement:

The workshop discussed how best to measure success. Participants were asked to review the 5 most common measurement rubrics used by community leadership programs:

1. Developing individual leadership skills
 - a. Measurement: Pre and Post program assessment of individual leadership skills
2. Increasing community engagement and involvement
 - a. Measurement: Track alumni participation in local boards, committees, public office, task forces, and other civic initiatives
3. Building a strong network of community leaders
 - a. Measurement: Alumni network participation.
4. Addressing community challenges

- a. Measurement: Document impact of class and alumni led projects
- 5. Enhancing diversity and inclusion in leadership
 - a. Measurement: Track the diversity of participants in terms of race, ethnicity, gender, age, socioeconomic background

The group determined that the most effective goals and measurement techniques were:

Goal	Measureable	Impact
Class participants improving their leadership skills over the course of their cohort.	Participants use a survey to provide a self-assessment of various leadership skills and characteristics at the beginning and end of the program. Quantify the class average for each category. (Quantifiable)	Individual
Build a strong and active network of community leaders	Much like a college or university, track the participation of alumni in the Leadership Alumni Association. (performance measurement)	Alumni
Create initiatives to address community challenges and opportunities	Document the impact of class and alumni-led projects, including their financial and civic contributions to the community. (Social Impact)	Community

Number of applicants - KPI Acceptance Rate (Demand in community

Once the relevant stakeholders have reached consensus, the Leadership Park City team will evaluate the best way to implement these suggestions.

How many people stayed in the wasatch back

Drill Down	YTD Actual* Mar.25	Annual Budget Mar.25	%
01114 PERSONNEL	42,655	70,071	53%
02122 MEMBERSHIPS	412	300	0%
02321 MEETINGS/CONF. TRAVEL	13,193	13,000	10%
02322 MEETINGS	5,227	20,000	15%
02411 OFFICE SUPPLIES	388	1,000	1%
02421 POSTAGE	1		0%
02713 PHOTO COPY			0%
03311 TELEPHONE	173	800	1%
04005 LEADERSHIP 101		4,600	3%
04510 PROFESSIONAL & CONSULTING	1,500	8,600	6%
05758 ACTIVITIES	2,605	15,000	11%
05760 OTHER SUPPLIES	1,598		
TOTAL	67,752	133,371	

WORKSHOP KITS

LICENSED LEADERSHIP DEVELOPMENT WORKSHOPS

Our proven leadership content can help support your development initiatives.



Built for HR professionals, consultants, or experienced team leaders, these solutions are flexible, allowing you to strengthen specific leadership skills at an enterprise level or target key leaders or small teams.



At whatever scale, our research-based leadership development topics can be mixed and matched, giving you the convenience and independence you want, with the flexibility and support you need.

***We know leadership, and you know your people —
so take our expertise and do your own thing.***

LEADERSHIP DEVELOPMENT WORKSHOP OPTIONS

Our leadership workshops meet you where you are. Whether you're ready to **start today** or **subscribe** to a customizable enterprise solution, we can help you meet any leadership challenge.



Leadership Development Workshops VIA WORKSHOP KITS

Deliver targeted training on select topics to develop leaders wherever they are.

- Easy to Deliver – for HR professionals, consultants, internal facilitators, or team leaders
- Targeted – all materials included to offer a half-day leadership workshop on critical topics to key leaders or small groups
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- Start today – no certification required
- Learn more at ccl.org/workshop-kits



Leadership Development Workshops VIA ENTERPRISE SUBSCRIPTION

Accelerate development across your organization with a wide array of topics and proven content.

- Scalable - Enterprise wide subscription with unlimited use across your organization
- Flexible - customize the content and integrate into internal training systems through derivative rights
- Certify – Prepare your internal trainers to deliver impactful CCL experiences
- Support – CCL Client Success Manager by your side
- Learn more at ccl.org/passport

CRITICAL LEADERSHIP TOPICS

Scale up your development initiatives with workshops on **critical leadership topics**:

Benefits:

- All topics are **dual modality** and work for both in-person or virtual delivery
- **No certification** required
- Built on **proven CCL research** and experience
- Effective, dynamic half-day workshops
- Everything you need is included
- **Simple** to implement
- Flexible – choose one or multiple relevant topics
- Trainer **support** and service available

All Topics Available for Live Online & In-Person Delivery

[Accountability](#)

[Change Leadership](#)

[Feedback That Works](#)

[Listening To Understand](#)

[Boundary Spanning Leadership](#)

[Direction, Alignment, Commitment](#)

[Influence](#)

[Talent Conversations](#)

[Conflict Resolution](#)

[Delegating Effectively](#)

[Learning Agility](#)

[Team Effectiveness](#)

New Topics Constantly Being Added

LEADERSHIP WORKSHOP KIT PRICING

FACILITATOR COURSE		WORKSHOP PARTICIPANT KITS	
One-Time Course Fee	# of Participants	Price Per Participant	
\$1800*	1-75	\$125	
	76-150	\$115	
	151-250	\$105	
	251-1000	\$95	
	1000+	\$75	
*Discounts available for additional purchases of the same course.		Clients are responsible for any shipping costs and relevant taxes, if applicable.	

Note: All quantity discounts apply to a single order, per topic, and are not cumulative.

Enterprise pricing also available via CCL Passport™ — [contact us to inquire](#).



ACCOUNTABILITY WORKSHOP



Overview

This workshop is built around our point of view on accountability, which is that a person first must be clear about what accountability is, what they are accountable for, and to whom they are accountable, before choosing to be accountable. This is challenging in today's volatile and ambiguous work environment. Additionally, a person must have authority, access to information, adequate resources, and support from superiors. Individual accountability is about overcoming fear, negotiating for what you need, and choosing to take ownership of work regardless of the results. Creating a culture of accountability is about helping those around you do the same.

Key Question

How can we strengthen our own accountability and that of others in our organization?

Enabling Objectives

After completing the workshop, participants will be better able to:

- Distinguish accountability from responsibility
- Secure what they need to take ownership of their own work by applying the 5 components of the Accountability Culture Model (ACM)
- Create a culture of accountability using a set of strategies that encourages others to assume greater accountability

QUICK FACTS

Audience	All levels
Duration	Half day (4 hours)
Modality	In person or live online
Suggested Class Size	Min. 12 / max. 24
Delivery Requirements	No participant prework, No certification required
Competencies Covered	Trust, Credibility, Integrity

BOUNDARY SPANNING LEADERSHIP WORKSHOP



Overview

This workshop is based on extensive research that indicates that effective leaders have the ability to collaborate across 5 boundaries: horizontal, vertical, geographical, demographic, and stakeholder. The workshop introduces 3 strategies and 6 practices for working across these boundaries. When leaders effectively work across boundaries, their organizations are able to better solve complex problems, increase innovation, build partnerships, and empower employees.

This workshop can be part of an organization-wide initiative to improve collaboration across boundaries or targeted to specific groups in the organization that need to work more closely together.

Key Question

How can we more effectively collaborate across the multiple boundaries we encounter in our work?

Enabling Objectives

After completing the workshop, participants will be better able to:

- Identify the 5 types of boundaries that limit personal and organizational effectiveness
- Leverage 3 strategies and 6 boundary spanning practices to create leadership across boundaries
- Apply the practices to a challenge that requires working across boundaries
- Effectively collaborate across boundaries they encounter in their work

QUICK FACTS

Audience	All levels
Duration	Half day (4 hours)
Modality	In person or live online
Suggested Class Size	Min. 12 / max. 24
Delivery Requirements	No participant prework, No certification required
Competencies Covered	Boundary Spanning, Global Perspective, Global Team Management, External Partnership Management

CHANGE LEADERSHIP WORKSHOP



Overview

Leaders need to engage in both *change management* (process focus) and *change leadership* (people focus) to intentionally lead others and drive results during times of change. Our approach to change focuses on how to successfully lead change by applying 3 essential skills captured in our research: *communication, collaboration, and commitment*. Participants also learn about how people respond to change and different preferences for change. To help apply what they have learned, participants focus on a specific change challenge they are encountering at work and receive input from their peers.

Key Question

How can we successfully lead change in our organization?

Enabling Objectives

After completing the workshop, participants will be better able to:

- Understand how people respond to change
- Leverage the power of communication, collaboration, and commitment
- Apply what they have learned to real work change challenges
- Successfully lead change efforts by involving others and empowering them to create change in a way that works for them

QUICK FACTS

Audience	All levels
Duration	Half day (4 hours)
Modality	In person or live online
Suggested Class Size	Min. 12 / max. 24
Delivery Requirements	No participant prework, No certification required
Competencies Covered	Champion Change, Change Implementation, Change Acceptance, Courage, Difficulty Adapting to Change

CONFLICT RESOLUTION WORKSHOP



Overview

Conflict is a natural occurrence. Whenever people come together, they bring different experiences, perspectives, opinions, and motives. While these differences are a driver of successful outcomes, they can also give rise to disagreements. While many people feel uncomfortable with conflict and may choose to avoid it, there are many other options to explore and consider that can result in positive outcomes. Participants in this workshop will gain insight into how their own values and emotions connect to conflict and learn about 7 specific approaches that enable a constructive response to conflict.

Key Question

How can we apply constructive responses to better manage conflict?

Enabling Objectives

After completing the workshop, participants will be better able to:

- Identify the role of conflict at work
- Understand the impact of emotions and values on conflict
- Implement the 7 Constructive Responses to Conflict
- Apply what they've learned to real-life conflict challenges

QUICK FACTS

Audience	All levels
Duration	Half day (4 hours)
Modality	In person or live online
Suggested Class Size	Min. 12 / max. 24
Delivery Requirements	No participant prework, No certification required
Competencies Covered	Conflict Resolution, Confronting Problem Employees, Problems With Interpersonal Relationships

DELEGATING EFFECTIVELY WORKSHOP



Overview

Delegating effectively isn't just telling someone what to do or assigning them tasks. It means giving authority and responsibilities to individuals or a team and providing the resources, direction, and support needed to achieve expected results. This workshop increases participants' awareness of common barriers to delegation, introduces them to a process to follow when delegating to others, and provides them with a tool to help them determine what tasks to assign to whom. The workshop concludes with a peer discussion of how to address a real-life delegation challenge.

Key Question

How can we delegate important tasks in a way that better enables others to achieve the expected results?

Enabling Objectives

After completing the workshop, participants will be better able to:

- Recognize common barriers to delegation
- Follow the Delegation Cycle when delegating initiatives to others
- Use the Delegation Assessment Grid to determine which tasks to assign to whom
- Increase their productivity and grow the capabilities of their team

QUICK FACTS

Audience	All levels
Duration	Half day (4 hours)
Modality	In person or live online
Suggested Class Size	Min. 12 / max. 24
Delivery Requirements	No participant prework, No certification required
Competencies Covered	Delegating, Working Through Others

DIRECTION, ALIGNMENT, COMMITMENT WORKSHOP



Overview

This workshop is built around our Direction – Alignment – Commitment (DAC)[™] framework. In this framework, leadership is seen as a social process that produces the outcomes of *direction*, *alignment*, and *commitment*. Anyone, at any level, can work with others to produce these leadership outcomes. The workshop introduces the framework and guides participants to apply the concepts to a real-life group they are a part of that could improve its performance. Participants complete an assessment of DAC outcomes for their selected group and develop an action plan to establish next steps in the workplace.

Key Question

How can we enhance the collective process of making leadership happen in our organization?

Enabling Objectives

After completing the workshop, participants will be better able to:

- Understand leadership as a social process that generates collective outcomes: Direction, Alignment, and Commitment
- Assess how well leadership is happening in their groups
- Identify actions they can take to improve leadership outcomes
- Enhance the collective process of making leadership happen in their groups

QUICK FACTS

Audience	All levels
Duration	Half day (4 hours)
Modality	In person or live online
Suggested Class Size	Min. 12 / max. 24
Delivery Requirements	No participant prework, No certification required
Competencies Covered	Strategic Alignment, Working Through Others, Leading the Culture

FEEDBACK THAT WORKS WORKSHOP



Overview

This workshop centers around the essential skill of giving feedback using our Situation – Behavior – Impact (SBI)[™] model. During the workshop, participants learn about effective and ineffective feedback practices, assess their own feedback behaviors, and receive opportunities to practice delivering and receiving feedback in a small group setting. The workshop concludes with a review of best practices for both giving and receiving feedback and a focus on applying what has been learned back at work.

Key Question

How can we more effectively deliver developmental feedback?

Enabling Objectives

After completing the workshop, participants will be better able to:

- Provide feedback using the Situation – Behavior – Impact (SBI)[™] model
- Avoid common mistakes in delivering feedback
- Intentionally plan feedback conversations
- Effectively deliver developmental feedback

QUICK FACTS

Audience	All levels
Duration	Half day (4 hours)
Modality	In person or live online
Suggested Class Size	Min. 12 / max. 24
Delivery Requirements	No participant prework, No certification required
Competencies Covered	Feedback

INFLUENCE WORKSHOP



Overview

This practical workshop helps participants build their skills at influencing others. Good leadership requires strong influence skills. Whether it's influencing others without authority, influencing change, or influencing your team, the ability to influence is key for leader success. Participants start by assessing their skills at influencing others. They are introduced to a model that outlines the 4 components of effective influence, which includes building a foundation of relationships with others. They learn a variety of influence tactics that can be used to influence others. They then practice these tactics using influence scenarios and apply them to a real-life key influence challenge.

Key Question

How can we build our ability to effectively influence others across the organization and beyond?

Enabling Objectives

After completing the workshop, participants will be better able to:

- Identify personal influence strengths and developmental areas
- Practice multiple influencing tactics and methods
- Apply an influence model to a specific influence challenge
- Effectively influence others across the organization and beyond

QUICK FACTS

Audience	All levels
Duration	Half day (4 hours)
Modality	In person or live online
Suggested Class Size	Min. 12 / max. 24
Delivery Requirements	No participant prework, No certification required
Competencies Covered	Influence, Communication, Interpersonal Savvy

LEARNING AGILITY WORKSHOP



Overview

Based on decades of our research, this workshop provides leaders with the skills and tools to become more learning agile. Participants learn the 4 components of learning agility and then put them into practice in a group exercise. Applying these components will put leaders on the path to making the most from their experiences and position them to succeed when faced with new, challenging situations.

Key Question

How can we learn from our experiences to better prepare for new challenges?

Enabling Objectives

After completing the workshop, participants will be better able to:

- Recognize the role that experience plays in becoming a better leader
- Identify strengths and opportunities for improving their learning agility
- Apply a learning agile mindset to new experiences
- Leverage the 4 components of learning agility to optimize performance in new situations

QUICK FACTS

Audience	All levels
Duration	Half day (4 hours)
Modality	In person or live online
Suggested Class Size	Min. 12 / max. 24
Delivery Requirements	No participant prework, No certification required
Competencies Covered	Learning Agility, Self-Development

LISTENING TO UNDERSTAND WORKSHOP



Overview

The ability to listen — to really understand what someone else is trying to communicate — fundamentally affects a person’s ability to communicate with others. However, as important as it is, many people think they’re already good listeners or may not know specifically what to do to become better listeners. By learning the skills and behaviors of listening to understand, leaders can not only gather information and hear accurately, but also build relationships, show respect, empathize, and connect with others. Doing so will have a positive impact on their communication as a leader and in their relationships beyond work.

Key Question

How can we increase our ability to understand others through listening?

Enabling Objectives

After completing the workshop, participants will be better able to:

- Discuss why it is essential to listen to understand
- Describe the behaviors involved with listening to understand and the barriers to listening effectively
- Focus on listening for facts, feelings, and values
- Increase their ability to understand others through listening

QUICK FACTS

Audience	All levels
Duration	Half day (4 hours)
Modality	In person or live online
Suggested Class Size	Min. 12 / max. 24
Delivery Requirements	No participant prework, No certification required
Competencies Covered	Relationship Management, Communication

TALENT CONVERSATIONS WORKSHOP



Overview

This workshop has an applied focus: helping participants better prepare for and facilitate conversations with talent that will positively impact their development. Participants are introduced to 4 different types of talent and 2 models [Assessment – Challenge – Support (ACS) and Attention – Belief – Connection (ABC)] to assist them in preparing for and delivering talent conversations. The module concludes with a practice session for an actual real-life talent conversation.

Key Question

How can we engage in more frequent and effective talent conversations?

Enabling Objectives

After completing the workshop, participants will be better able to:

- Recognize the importance of conducting regular talent conversations
- Use simple models to prepare for and facilitate talent conversations
- Practice delivering talent conversations
- Increase the frequency and quality of talent conversations

QUICK FACTS

Audience	All levels
Duration	Half day (4 hours)
Modality	In person or live online
Suggested Class Size	Min. 12 / max. 24
Delivery Requirements	No participant prework, No certification required
Competencies Covered	Talent Recruitment & Retention, Communication, Feedback, Coach & Develop Others

TEAM EFFECTIVENESS WORKSHOP



Overview

Our Team Effectiveness Framework focuses leaders on 4 essential components of high-performing teams: *core*, *collective mindset*, *cohesive relationships*, and *connection*. Participants work together in learning groups to learn key concepts and apply best practices with their own teams. Whether delivered to an intact team or participants from different teams, this workshop helps participants strengthen their teams' effectiveness.

Key Question

How can we create high-performing teams?

Enabling Objectives

After completing the workshop, participants will be better able to:

- Apply a team effectiveness framework to enhance overall effectiveness and performance
- Identify research-based best practices that contribute to an effective team environment
- Assess how well their team is doing by using the Team Effectiveness Pulse Check
- Foster a climate where connection, trust, and open dialogue are shared among their team and collective organizational results are achieved

QUICK FACTS

Audience	All levels
Duration	Half day (4 hours)
Modality	In person or live online
Suggested Class Size	Min. 12 / max. 24
Delivery Requirements	No participant prework, No certification required
Competencies Covered	Team Leadership, Working Through Others

DIGITAL FACILITATOR COURSES – WHAT’S INCLUDED?

Online Course Access Via Our CCL Leadership Accelerator (CLA) Platform Provides Everything You Need

Facilitator Materials

Enabling You to Deliver Workshops Either In Person or Live Online:

- Facilitator guides for live online and in-person delivery modalities
- Workshop preparation checklist and best practices guides
- Slide deck for workshop delivery
- Further reading on the workshop topic
- Sample participant workbook
- Workshop evaluation template

Internal Marketing Support

- Editable email message to invite others to participate in the workshop
- Editable flyer for organizations to promote the workshop
- Editable certificate to recognize workshop participation and completion

Helpful Support Videos

- Introductory videos on the workshop topic
- Instructional videos for delivering the workshop using the materials



INTERNAL MARKETING SUPPORT – WHAT’S INCLUDED?

Downloadable
and editable
marketing
support
materials
included with
purchase of
facilitator course


YOUR LOGO

DIRECTION, ALIGNMENT AND COMMITMENT WORKSHOP

How do you define leadership? This workshop is built around the Center for Creative Leadership's Direction—Alignment—Commitment (DAC)[™] framework for leadership. In this framework, leadership is seen as a social process that produces the 3 outcomes of Direction, Alignment, and Commitment. Anyone, at any level, can work with others to contribute to these leadership outcomes. The workshop introduces these concepts and guides participants to apply them to a real-life group they are a part of that could improve its performance. Participants complete an assessment of DAC outcomes for their selected group and develop an Action Plan to establish next steps in the workplace.

This half-day workshop is designed to help participants answer a key question: *How can we enhance the collective process of making leadership happen in our organization?*

After completing the workshop, participants will be better able to:

- Understand leadership as a social process that generates collective outcomes: Direction, Alignment, and Commitment
- Assess how well leadership is happening in their groups
- Identify actions they can take to improve leadership outcomes

DATE
TIME
Facilitator
Logistical Details

To register, contact XXXXXXXXXXXXXXX


CCL Workshop Kits Powered by the Center for Creative Leadership

Flyer
Template

End of Workshop Evaluation

Please rate the extent to which you agree with the following, with a score of 1 indicating disagreement and 10 indicating the highest level of agreement.

	1	2	3	4	5	6	7	8	9	10
Overall, I was satisfied with this learning experience.										
I would like to participate in a learning experience like this one again.										
I would recommend this learning experience to my colleagues.										
I will be able to apply the knowledge and skills gained from this learning experience to my job.										
Overall, the content was presented in a clear and understandable way.										
Participating in this learning experience was worth the time and effort required.										

What three things did you find most helpful about this learning experience?

What three things did you find least helpful about this learning experience?

End of
Workshop
Evaluation

Certificate

Email Template

How can we enhance the collective process of making leadership happen in our organization? Through the experience you will understand that leadership is a social process that generates 3 collective outcomes: Direction, Alignment, and Commitment. You will identify a specific group that you are a part of and assess how well leadership is happening in your group. This will enable you to identify actions you can take to improve leadership outcomes in that group. The interactive workshop design allows you and other participants to work together in group exercises, individual reflection, and action planning.

Please confirm your attendance and I will send a meeting invitation with additional details.

I look forward to your participation in the Direction, Alignment, and Commitment workshop.

Warm regards,
NAME



This Certificate is awarded to
«FirstName» «LastName»
for the successful completion of
«WorkshopName»
«FullDate»

«Trainer», Facilitator

DIRECTION—ALIGNMENT—
COMMITMENT (DAC)[™]

WORKSHOP PARTICIPANT KITS – WHAT’S INCLUDED?

Digital Workshop Kits Accessed Online

Physical Workshop Kits Shipped to You

Totally Flexible: Our physical & digital kits both work for either live online or in-person workshop delivery.

- Downloadable, interactive / fillable PDF participant workbook with content and guided practice
 - Digital supporting materials
 - Self-assessments, if applicable
-
- Digital kits are accessed online through an administrator account managed on CCL's Leadership Accelerator platform
 - No shipping costs required

- Printed participant workbook with content and guided practice, with CCL signature pen
 - Printed supporting materials
 - Self-assessments, if applicable
-
- Physical kits are printed and shipped to you
 - Shipping fees apply

LEADERSHIP WORKSHOP SAMPLES



[View Samples](#)

Download brief samples of the
content in our workshops

Leadership Park City video project

Shoot Plan (3 Days)

Day 1: Core Interviews (Studio or Controlled Setting)

Subjects:

- **Myles Rademan** (Founder)
- **Mayor Nann** (Government Stakeholder)
- **Scott Van Hartesvelt** (Stakeholder/Alumni)

Content Covered:

- **Myles:** Why the program was created, its impact, and the vision for the future.
- **Mayor:** Why LPC is a city program and its significance to Park City.
- **Scott:** Stakeholder perspective on its value and growth.

Setup:

- Well-lit interviews with consistent framing
 - B-roll of them interacting with the community, walking around Park City, etc. (if time allows)
-

Day 2: Alumni Testimonials + Leadership in Action

Subjects:

- 3 to 5 Featured Alumni Testimonials
- Class project highlights (choose 1-2 visual projects to feature)

Content Covered:

- Alumni sharing personal impact stories, how LPC shaped their careers/community involvement.
- City Tour action shots if feasible (or past footage/images could be from iphone).
- B-roll of alumni in their workplaces, engaging in leadership roles.

Setup:

- Casual, natural-light settings (outdoor or relevant workplaces)
- Dynamic shots that break up talking heads from B-roll

Day 3: Community & Program Footage

Subjects & Locations:

- Footage of a **Leadership 101** or **Community Lecture**
- General Park City b-roll (iconic locations, town energy, event shots)
- Footage of **City Tour-style engagement, could be mocked**

Content Covered:

- Program in action—leadership discussions, public engagement.
- Establishing shots of Park City, reinforcing local pride.
- Quick clips of participants working on **past class projects** (if available could be iphone photos).

Setup:

- Drone shots for dynamic town visuals.
- Candid shots of groups interacting.

Storyboard Outline

1. Opening Sequence (0:00 - 0:30)

- Aerial shots of Park City
- Quick clips of program alumni at work/in the community
- Soundbite from Myles: *"We started this program to build leaders who shape our future."*

2. Why LPC Exists (0:30 - 2:00)

- Myles interview explaining its foundation.
- Mayor discussing city partnership.
- B-roll: Past projects, historic images of the program, key figure portraits if mentioned.

3. Alumni Impact Stories (2:00 - 4:00)

- Testimonials from alumni.
- B-roll: Alumni in their professional or leadership settings.

4. Community Impact & City Tour (4:00 - 6:00)

- Clips of a Leadership 101 or other events.

- Visuals of LPC in action.
 - Quotes from stakeholders on why LPC is vital.
5. **Future & Call to Action (6:00 - End)**

- Scott/Myles on the **future of LPC**.
 - B-roll of younger applicants/next-gen leaders.
 - Text overlay: *"Apply Today. Be the Future."*
-

Shot List (Key Shots)

Interviews

- Clean, well-lit headshots of Myles, Mayor, Scott.
- Natural gestures, eye contact to camera.

Alumni Testimonials

- Casual sit-down shots, light and engaging.
- Overlay text: Name, LPC Class Year.
- Contextual b-roll (alumni working, engaging in leadership roles).

Community Footage

- Wide drone shots of Park City.
 - City Tour-style engagements.
 - LPC program moments (workshops, discussions).
 - Partner logos subtly incorporated into background settings.
-

Final Video Cuts

1. **Long Version (5-8 mins):** Full story with all elements.
2. **Short Version 3 vids (30-45 sec):** Quick emotional appeal, fast cuts of alumni testimonials, CTA.

City Council Staff Report

Subject: CP0576 Ability Way Roadway Project
Author: Philip Adams, Senior Project Manager
John Robertson, City Engineer
Department: Engineering
Date: 04/10/25

Recommendation

Discuss options to continue the Ability Way Roadway Project (Project), including approving a construction contract, in a form approved by the City Attorney's Office, with MC Contracting, Inc. (Contractor) not to exceed \$1,003,502.

Executive Summary

On April 25, 2024, the City Council approved a Design Professional Services Agreement between HDR and PCMC to design a new roadway that meets current City standards, as well as a 10-foot-wide multi-use path from Gillmor Way to the Round Valley Trail network, connecting to the National Ability Center.

The Invitation to Bid was published on March 12, 2025, and advertised for 15 days on the Utah Public Procurement Place (U3P) and the Park City Municipal Corporation website. An informational pre-bid meeting was held on March 20, 2025, and one contractor attended. Two bidders submitted qualified bids, ranging from the Contractor's bid of \$1,003,502.10 to a high bid of \$1,068,823.30. The Contractor's bid has been reviewed and determined to be a responsive, responsible bid.

Unfortunately, the low bid received is considerably higher than the current project funding of \$596,659, creating a funding deficit of \$456,843.

Analysis

To achieve savings for two City projects scheduled for construction this summer, the Project was combined with the Homestake Roadway Improvements into one project for bidding. The consultant engineer's estimate for the Project was \$1,142,310.00. This bidding approach resulted in savings of \$138,808 compared to the consultant engineer's estimate. Additionally, this approach led to a bid received for the Homestake project at a much lower cost than the engineer's estimate and current funding. If the Council agrees, this could provide an opportunity to help offset costs for this project.

As a project partner, the NAC applied for a grant to fund the trail portion of the project, or approximately \$194,000. If successful, the grant would reduce the City's required funding to \$262,843. We anticipate confirmation of grant funding by May of this year. Given the timing, if the City Council decides to move the project forward, it is recommended that the full deficit be funded and the City. The NAC has committed to reimbursing the City using the grant funds when received.

A few options for the City Council to consider:

- **Budget additional funds to remain on schedule:** Adjust the 2025 Budget by \$456,843 to close the funding gap. If the NAC receives the \$194,000 grant and reimburses the City, the total amount of additional funds required of the City would be reduced to \$262,843.
- **Value Engineering:** Engineering has reviewed the submitted bid and scope of work to identify valuable opportunities for reducing overall project costs.
 - Reduce the bid item for Differing Site Conditions – Savings of \$100,000
 - This bid item was included to provide flexibility during construction in case something is discovered in the field that was not considered or known during the design process and could lead to additional costs for the contractor. Any changes or site conditions in the field would be handled through a contract change order process.
 - Change the 10-foot path surface from asphalt to aggregate base - Savings of \$30,000.
 - In discussions with the NAC, the request was for an asphalt surface to provide a smooth hard surface that would be easier to traverse for their patrons. However, most of the trails in this area, and the directly adjacent trails, are made of aggregate base materials already.
 - Remove rip-rap from the ditch – Savings of \$44,800
 - This item was added to the scope to prevent erosion of the ditch during significant storm events. Removal of the item could lead to more maintenance costs to maintain the drainage swale.
- **Delay the project and fund the deficit until the NAC has received the grant funds:** This would allow for the smaller amount to be required from the City to meet the funding gap. The unknown timing of when these funds would be obtained could delay the entire project by one season or split it into a two-season project. Either of these options could increase the project's cost. The Contractor bid this project for one season and one mobilization at current unit prices.
- **Delay the project until all funds have been programmed and received:** Delay the entire project for a year and utilize the NAC grant funds to present and consider fully funding the project through the following CIP process.

Funding

The project was initially funded at \$719,195 in 2022 with Additional Resort Sales Tax funds. An amount of approximately \$200,00 was assumed to be the NAC's contribution, placing the original project budget at \$919,195.

Upon receiving the consultant engineer's estimate of \$1,142,310.00, Engineering requested additional funds in the FY2026 budget. With an actual bid, additional funding required is \$456,843. If the NAC receives their grant, the required amount will be reduced to \$262,843.

Exhibits

100% design plan sheet with typical sections.



City Council Staff Report

Subject: CP0527 Homestake Road Improvements – Construction Award
Author: Philip Adams
Department: Engineering
Date: 04/10/25

Recommendation

Review and consider authorizing the City Manager to execute a Construction Agreement in a form approved by the City Attorney's Office with MC Contractors, Inc. for the Homestake Road Reconstruction Project (Project) in an amount not to exceed \$4,876,208.11.

Executive Summary

On April 25, 2024, the Council approved the Phase I Storm Drain Project in advance of the 2025 roadway reconstruction project. This was done partly to clear the existing utilities and expedite the second phase, a complete roadway reconstruction. Phase II (Road Reconstruction) includes a complete reconstruction: a new 12' multi-use path on the south side of the road, a new 6' pedestrian sidewalk on the north side, better-defined on-street parking, and several new landscape islands.

For more information, see exhibits A, B, and C. If the project proceeds on time and without complications, construction is scheduled for completion on October 31, 2025.

The project is consistent with Park City Forward, the Bonanza Park Small Area Plan, and residents' requests to improve connectivity and infrastructure within the Bonanza Park Area. Most importantly, this project will take pedestrians off the road and give them a safe path to travel along Homestake Road. Additionally, the landscape on the sides of the road will be enhanced, in particular the southwest corner of Homestake Road and Park Avenue and include new lighting poles similar to those found on Main Street.

Analysis

The Invitation to Bid was published on March 12, 2025, and advertised on the Utah Public Procurement Place (U3P) and the Park City website. A pre-bid meeting was held on March 20, 2025, and one contractor attended. Electronic bids were required by 3:00 p.m. on March 27, 2025. Two bidders bid, MC Contracting, Inc., was the lowest responsive bidder and, therefore, recommended. We believe the bid is consistent and reasonable with local pricing on time, materials, and products.

	Firm	Total Bid
1.	MC Contractors, Inc.	\$4,876,208.11

In an effort to realize cost savings, this project was bid in conjunction with another roadway project scheduled for construction this summer. The Engineer's Estimate for

this single project was \$5,661,571.13. The low bid, for which we are recommending a contract award, is \$4,876,208.11. This bidding approach resulted in savings (~\$785K) from the Engineer's Estimate since the successful bidder was able to win both projects by taking advantage of scaling efficiencies.

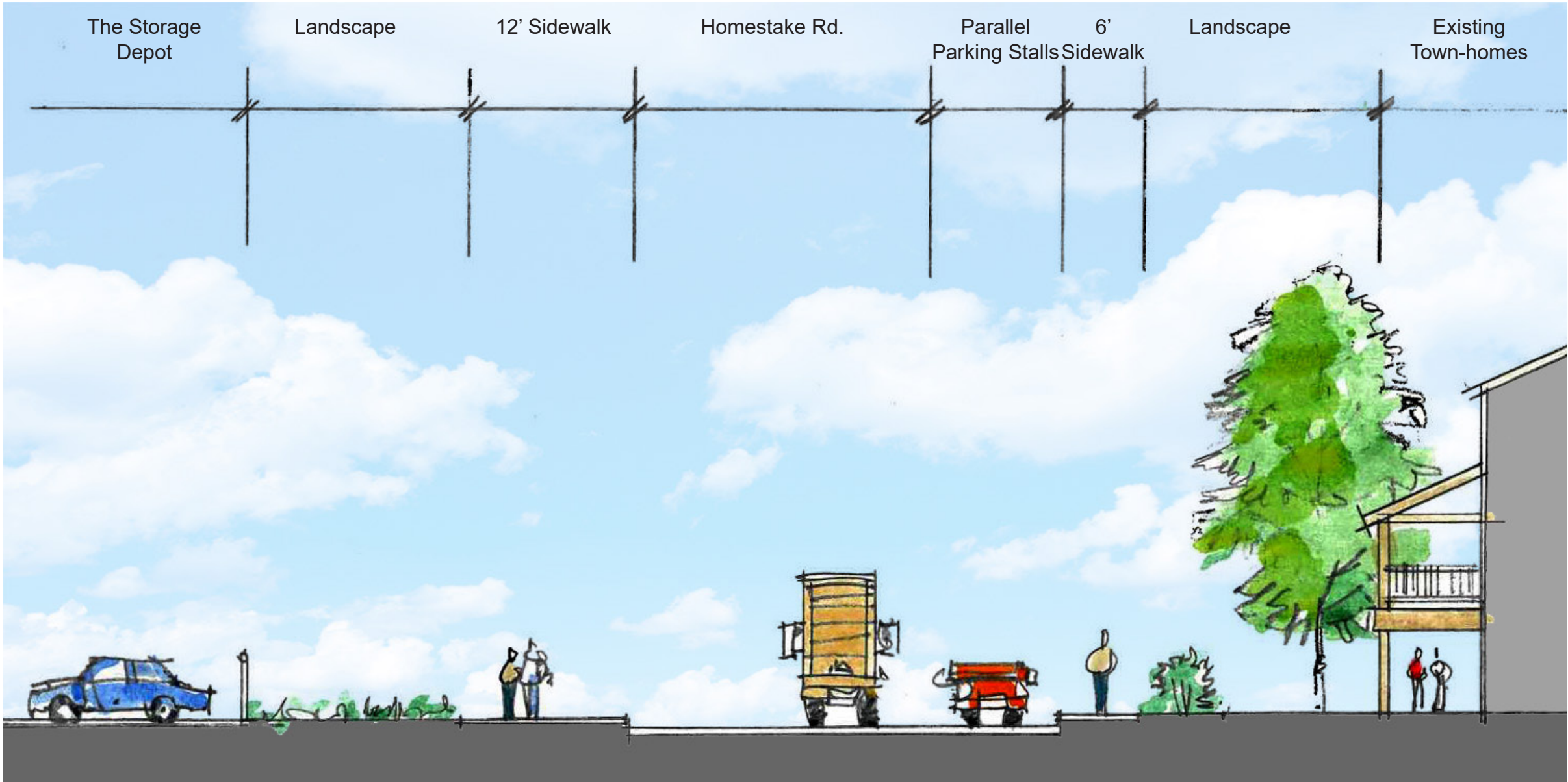
Funding

- The project is fully funded using:
 - Streets Impact Fees
 - Bond Proceeds
 - Additional Resort Sales Tax
 - 2015 and 2017 Sales Tax Bonds
 - Transient Room Tax.

Exhibits

- A. Typical street section
- B. Renderings
- C. Bonanza Park Small Area Plan proposed pedestrian improvements

Exhibit A - Typical Section



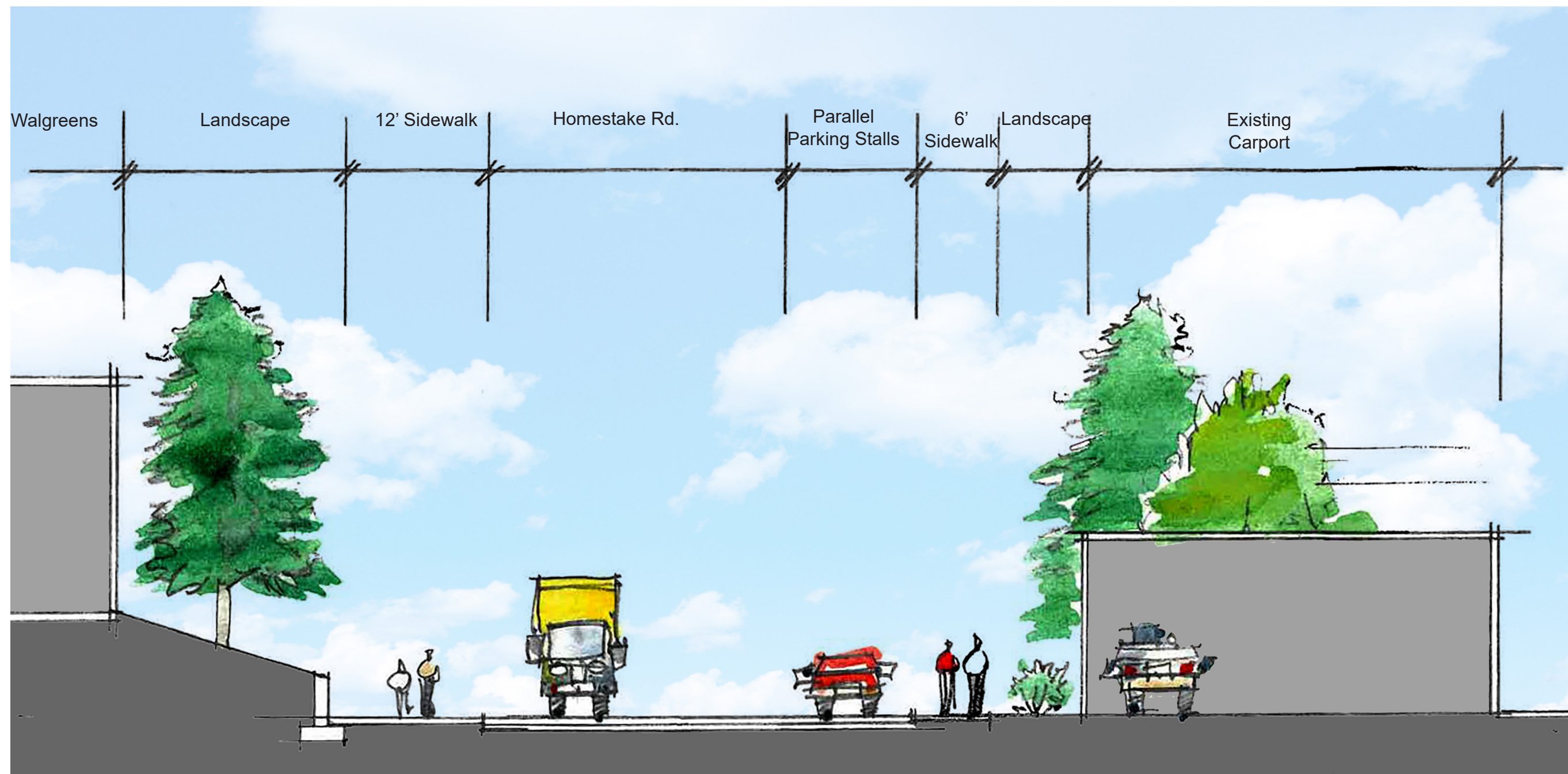


Exhibit B - Perspectives



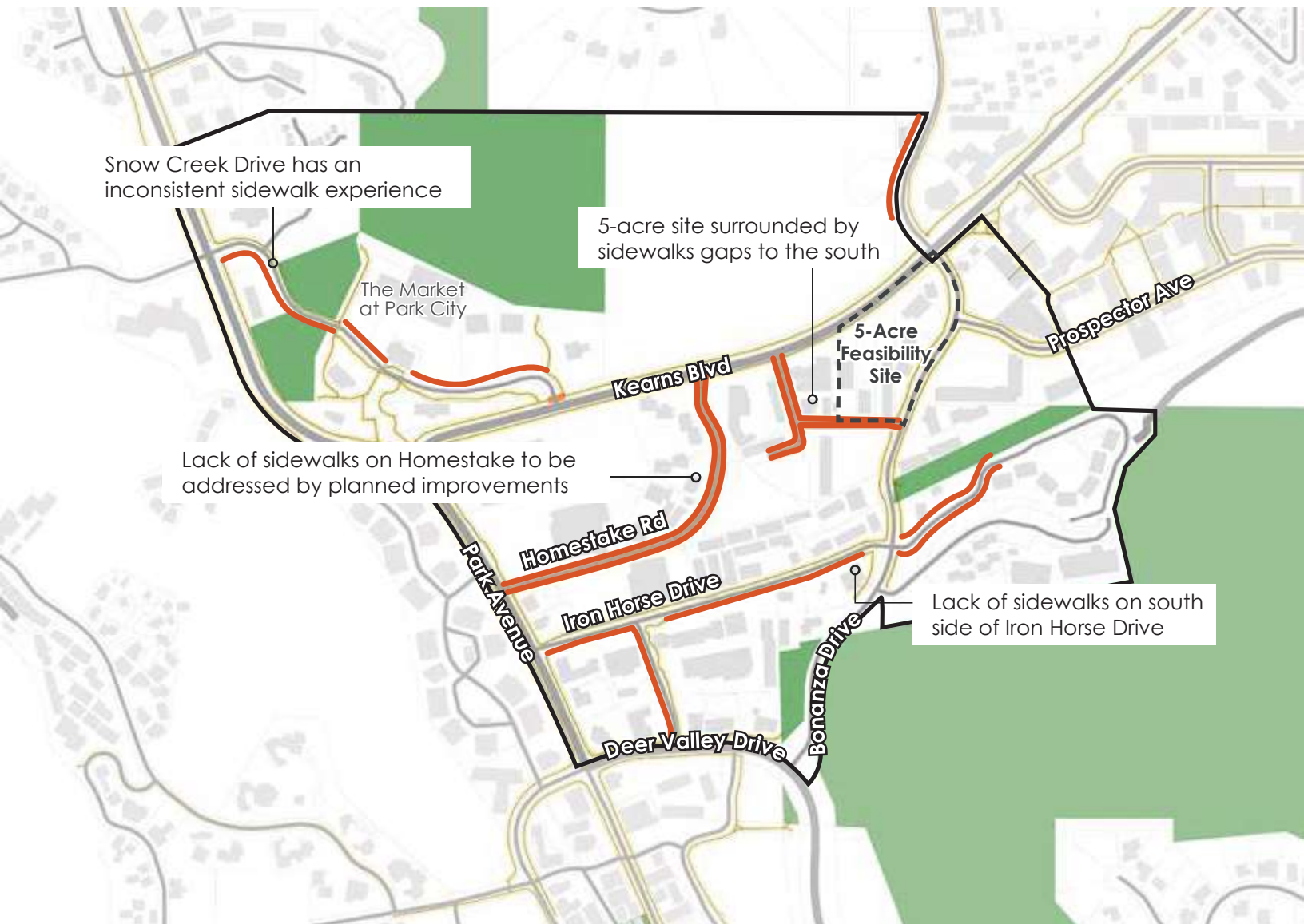
Homestake at Claimjumper Condos looking East



Homestake at Claimjumper Condos looking West

Exhibit C - Bonanza Park Study

Sidewalk Gaps



Bonanza Park's pedestrian network is hindered by a widespread prevalence of sidewalk gaps. When walking through the neighborhood, Parkites face challenging conditions as key streets, moving in both east-west and north-south directions, have significant segments lacking sidewalk facilities.

Some of these gaps will be addressed through planned improvements to the street network, detailed in the following page. These include the complete street redesign of Homestake Road, and the

Munchkin Road extension. Nonetheless, other key streets remain with sidewalks, such as Iron Horse Drive, which is missing key segments of sidewalk along its south-facing side at a critical juncture toward the rail trail. Likewise, Snow Creek Boulevard lacks sidewalks on segments along both sides of the street at a critical connection between retailers at The Market at Park City shopping center and the McLeod Creek Trail.

— Sidewalk Coverage
— Sidewalk Gaps



City Council Staff Report

Subject: Historic Park City Alliance Annual PSA Renewal

Author: Chris Eggleton

Department: Economic Development / Special Events

Date: April 10, 2025

Recommendation

Receive an annual report presentation from the Historic Park City Alliance (HPCA) and consider an extension of the Term as outlined in the Professional Services Agreement (PSA) between HPCA and Park City Municipal for centralized communications and waste management on Main Street.

As defined on pages 1-2 of the PSA, the City Council may extend the agreement for an additional year, through June 2026, or it will expire on June 30, 2025.

However, it is recommended that the Council consider modifying the PSA to extend the term until June 30, 2028, to enable the parties to eliminate the annual administrative approval process, amending the PSA to a multi-year agreement.

Background

Main Street is unique compared to other commercial locations in Park City because the City owns, regulates, and operates significant aspects of the area. These include most streets, sidewalks, plazas, stairs, walkways, parking areas, and consolidated waste infrastructure. Main Street's historic district regulations also require more careful and complex planning, zoning, and maintenance. This requires both long-term and daily collaboration to operate the area effectively. The City and the HPCA have collaborated for years, even creating a Business Improvement District (BID) in 2007 to address waste management services in this unique district. For further background on the creation and subsequent legislative discontinuation of the BID for Main Street, read [more](#).

Following City procurement policy, on August 29, 2023 ([report](#) p. 98 / [minutes](#) p. 7), the City Council approved a PSA with HPCA for centralized communications and waste management for an annual cost of \$80,000. This contract requires HPCA to provide an annual summary to the City Council regarding the services provided. The contract expires on June 30 each year until 2028, unless the City extends the agreement for an additional year.

Analysis

HPCA has completed all requirements within the [scope](#) (PSA p. 15) as outlined in their Annual Report (Exhibit A). Representatives Ginger Wicks, Executive Director, and Monty Coates, Chair, plan to provide a presentation and verbal update to the Council.

We recommend that the Council approve the PSA through June 30, 2026. However, rather than approving it on a one-year basis as outlined in the PSA, we recommend that the Council consider approving the PSA through June 30, 2028. The PSA allows either party to terminate the agreement by providing at least 120 days' written notice to the other party, so a multi-year extension doesn't impede the ability for either party to terminate if circumstances warrant. The same consideration was raised at the April 10, 2024, Council meeting, but no formal Council action was taken. Following ongoing strategic discussions with the HPCA since last April, the services provided in the PSA are valuable, if not crucial. A longer duration allows the staff and HPCA to consistently plan for the long term.

Three highlights from the past year demonstrate the effectiveness of the PSA-supported dynamic communication capabilities between the HPCA and the City.

- 1) The consistent involvement during the lead-up to the Main Street Area Plan presentation was invaluable.
- 2) The regular and precise communication regarding the water line replacement project reiterates the importance of critical communications among the parties during periods of prolonged infrastructure improvements. This project continues with Phase III, which began on March 31, 2025. City departments and Main Street businesses will need consistent communication services as this project is finished.
- 3) The complete closure of Main Street for Sundance was a last-minute strategic planning change that unexpectedly leveraged the services in the PSA.

Having this PSA and alignment with businesses proved critical as the parties navigated this essential safety and welfare decision.

Admittedly, waste management services can be complicated. The coordination between HPCA, the City, and Republic Services, through regular reconciliation of business license holders (both new and renewals), as well as Republic Services' waste management contracts, has reached a limitation in its effectiveness. Yet, there are still Main Street businesses operating without contracting waste management services. Although not prolific, businesses operating without paying for trash services are familiar enough to consider making a change.

One efficiency improvement, different from the past, that staff is working on would be to authorize the Finance Department, as part of their authority outlined in [Chapter 4-3 of the Park City Code \("General Application Process"\)](#), to:

- require Main Street businesses to provide more information about their waste management at the time of business license application and renewal, including potentially providing proof that they have contracted for waste management services; and
- add enforcement mechanisms if businesses fail to manage their waste.

By incorporating waste management services into the licensing process, it reiterates the importance of these services. It should help reduce the implementation and collection

issues that are notoriously prevalent among HPCA, Public Works, and waste management service providers.

There have been discussions about enforcement and increasing fines as a means to encourage good behavior. The challenge on Main Street is identifying the source of the trash. Enforcement measures include opening trash bags and searching for receipts or other evidence to determine their origin. However, it is not always glamorous or helpful. Although City Departments are open to ongoing discussions on enforcement, it is recommended that we begin by requiring waste collection contracts through licensing as a prerequisite for a business license, which may reduce the need for enforcement.

Funding

Funding for the HPCA PSA comes from parking revenues in the Parking Fund.

Questions

1. Is the Council supportive of approving the PSA for another year as currently outlined in the PSA?
2. Alternatively, is the Council supportive of approving the PSA through June 30, 2028, while still requiring the HPCA to submit its annual report?

Exhibits

A *HPCA Annual Report*



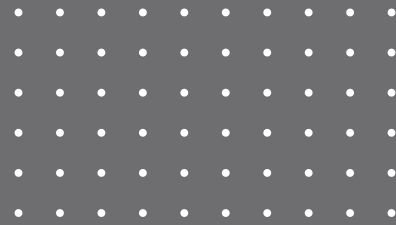
2025 ANNUAL REPORT



OVERVIEW

The Historic Park City Alliance is approaching the end of the second year of our partnership agreement with the City. This report outlines the continued progress made in waste management and communication efforts with all Main Street businesses. The HPCA Executive Director and Board continue to work closely with the City to ensure the Historic District remains a vibrant and valuable community asset.

ENGAGEMENT & COMMUNICATION HIGHLIGHTS



Over the past year, a total of 66 email notices were sent to businesses within the Historic District covering a wide range of important topics. These communications included updates on snow removal, event impacts, trash and recycling reminders, and other relevant information. The goal is to always ensure businesses are well-informed and prepared for any changes, impacts, or events that might affect their operations. By providing timely and consistent updates, we are able to support the City and the district's businesses maintaining a smooth and efficient environment for everyone.

In addition to the newsletter communications mentioned, HPCA provided direct support through door-to-door outreach for both the waterline impacts (Spring 2024 and March 2025) and the Main Street Area Plan. For example, a postcard was distributed in person to local businesses, ensuring they were directly engaged and informed about key events and developments in the area.

Annual Open House | JUNE 4, 4-6pm:

The open house provided a valuable opportunity for the HPCA to connect with local businesses, fostering stronger relationships within the community. City staff were invited and attended, allowing businesses to put faces to the names of the various departments at the City. This interaction helped create a more personal connection, strengthening the working relationship between businesses and city officials.

Waterline Improvement Project:

Throughout the first year of the Waterline Improvement Project, the HPCA provided strong support by attending weekly meetings with city staff to stay informed and ensure that business needs were addressed. Additionally, the HPCA conducted a survey to gather feedback from local businesses on the potential addition of a Fall construction timeline to the project schedule. As the second year approaches, the HPCA will continue to collaborate with the city and businesses to ensure a smooth and effective project timeline, incorporating any necessary adjustments based on business input.



TRASH & RECYCLING

In conjunction with City staff and Republic Services, the HPCA works tirelessly to keep the Historic District clean for everyone. On a monthly basis, we communicate issues to businesses, as shown below. Additionally, we receive monthly reports from the City, which allow us to identify new businesses and subsequently reach out to introduce them to the HPCA and the Historic District as a whole. At the same time, we confirm whether they have set up a trash service account with Republic Services. Through these efforts, we identify businesses without accounts and make every effort to ensure they are paying for the required service.

During our February 2025 review, we identified eight businesses that did not have proper trash accounts with Republic Services, along with five additional businesses requiring further research to determine whether they had accounts or were paying through landlords or other arrangements.

Trash & Recycling Location Map



PLEASE BREAKDOWN ALL BOXES!

This includes the box you may use to carry boxes to the bin, as shown in picture above.

Styrofoam CANNOT be put in the cardboard recycling bin!

Please take a moment to make sure you are putting the correct materials in the correct dumpster!



Please DO NOT leave items around the dumpster, such as the table shown in picture above.

Republic Services will not clean up trash or other items left around dumpsters. In doing so you are creating an issue for someone else to clean up.

THANK YOU IN ADVANCE FOR YOUR COOPERATION!



INFO@HISTORICPARKCITYUTAH.COM
P.O. Box 1348, Park City, UT 84060

Contact Us



HELPING SPREAD THE WORD



HPCA NEWSLETTER

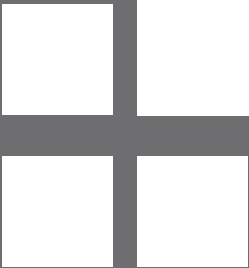


HPCA INSTAGRAM



HPCA FACEBOOK

ENGAGING AND COLLABORATING FOR STRONGER PARTNERSHIPS



Overview of Meeting Attendance and Participation:

The HPCA consistently participates in various meetings to ensure that the expectations and objectives outlined in our agreement are being fulfilled. Below is an overview of the meetings we've attended:

NEW BUSINESS OUTREACH:

HPCA created a welcome packet for new businesses coming onto the street. This packet was provided to the City's business license department, who then shares it with new businesses license applicants. In addition, on a monthly basis, the City provides the HPCA a report of businesses in the Historic District.

Through these efforts, the HPCA aims not only to attract new members but also to ensure that new businesses on the street have a clear understanding of street operations, including garbage collection and the shared service program.

TOPIC	# OF MEETINGS
City Council	7
City Staff	15
Community Mtgs & Outreach	16
Events	4
KPCW Interviews regarding Main Street	5
Main St. Area Plan	4
Business one-on-one	6
Parking	3
Sundance	4
Trash	8
Waterline	23
Total Attended	90

The HPCA requests from City staff and council:

- During the business license renewal process, businesses are required to provide proof of their service contract with Republic Services. As noted under the Waste Management subheading above, during the service audit, several businesses were identified as not having trash service setup, thus not paying for service. In addition, neither HPCA nor Republic Services has a course of action to ensure businesses are paying for trash service. This is especially critical for our Shared Service program, which subsidizes the Good Earth Mobile Recycling program on Main Street.
- Quarterly, provide financial data associated with the Historic District from:
 - Paid parking
 - Richardson Flat Ridership numbers
 - Sales tax
 - To continue to be a significant partner during the Main Street Area Plan process to ensure the businesses have a voice.

In closing, we are grateful to the City for our continued partnership and, most importantly, to the City Staff for their support and collaborative efforts. As we manage the ever-changing landscape and massive growth of our community, it is more vital than ever to continue to work together, and we hope that the City has found value in our efforts and will continue to support the HPCA in the years to come.