PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
January 8, 2026

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/82284879001

CLOSED SESSION - 2:45 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.

PARK CITY WATER SERVICE DISTRICT MEETING - 3:30 p.m.

ROLL CALL

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

CONSENT AGENDA

1. Request to Authorize Mayor Dickey, a Member of the Board of Trustees, to Execute a Memorandum of Agreement in a Form Approved by the City Attorney's Office, to Continue Leasing Surplus Water to Weber Basin Concurrent with the Overarching Western Summit County Project Master Agreement

ADJOURNMENT

PARK CITY COUNCIL WORK SESSION

3:40 p.m. - Review Re-Create 248 Transit Study: Level 2 Screening Results

4:10 p.m. - Bonanza Flat Adaptive Management Plan Review and End of 2025 Season Report

COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

5:00 p.m. - Council Questions and Comments

Staff Communications Report

1. October 2025 Sales Tax Report

5:15 p.m. - Break

REGULAR MEETING - 5:30 p.m.

I. ROLL CALL

II. APPOINTMENTS

1. Appointment of a Mayor Pro Tem and Alternate for Calendar Year 2026
   (A) Action

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

IV. CONSIDERATION OF MINUTES

1. Consideration to Approve the City Council Meeting Minutes from December 11 and 18, 2025

V. CONSENT AGENDA

1. Request to Approve Single Event Temporary Alcoholic Beverage Licenses during the 2026 Sundance Film Festival

2. Request to Approve Type 2 Convention Sales Licenses for Operation during the 2026 Sundance Film Festival

3. Request to Approve the Public Art Advisory Board 2026 Strategic Plan and to Authorize Staff to Release Requests for Proposals for Transit Shelter Art Phase II; Connections for Trails, Sidewalks, and Pathways; and the Artful Bike Rack Program

VI. NEW BUSINESS

1. Consideration to Approve Ordinance 2026-01, an Ordinance Approving the 2026 Regular Meeting Schedule for City Council
   (A) Public Input (B) Action

2. Consideration to Approve Resolution 01-2026, a Resolution Approving the Park City and Summit County Arts and Culture Master Plan
   (A) Public Input (B) Action

VII. ADJOURNMENT

PARK CITY HOUSING AUTHORITY MEETING

ROLL CALL

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

NEW BUSINESS

1. Consideration to Approve Resolution HA 01-2026, a Resolution Establishing a Regular Meeting Date, Time, and Location for 2026 Meetings and Appointing Officers of the Board of Directors of the Housing Authority of Park City, Utah
   (A) Action

ADJOURNMENT

PARK CITY REDEVELOPMENT AGENCY MEETING

ROLL CALL

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

NEW BUSINESS

1. Consideration to Approve Resolution RDA 01-2026, a Resolution Establishing a Regular Meeting Date, Time, and Location for 2026 Meetings and Appointing Officers of the Board of Directors of the Redevelopment Agency of Park City, Utah
   (A) Action

ADJOURNMENT

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.**

Park City Water Service District Staff Report

Subject: Western Summit County Project
Author: Clint McAffee
Department: Public Utilities
Date: January 8, 2026
Type of Item: Administrative

Recommendation

Review and consider authorizing Mayor Dickey, a Member of the Board of Trustees, to execute a Memorandum of Agreement (Exhibit A), in a form approved by the City Attorney's Office, to continue leasing surplus water to Weber Basin concurrent with the overarching Western Summit County Project Master Agreement.

This lease perpetuates a large and predictable revenue source to PCMC that offsets about 25% of the cost of water service delivery, delays the potential construction of a large regional water importation project, and continues our partnership as a member of the Western Summit County Project, which provides a meaningful redundant water source in the event of a long-term water shortage or emergency.

Executive Summary

Park City and the Park City Water Service District (collectively Park City) are parties to the Western Summit County Project Master Agreement (MA), which was developed and executed in 2013 to, in part, ensure a reliable and redundant water supply to the Snyderville Basin and Park City by regionalizing water supply and infrastructure between parties and engaging Weber Basin to provide wholesale water. The MA provides for the wholesaling of water by Weber Basin through water sales contracts to parties to the MA that report a need for additional water. The MA also provides for the temporary lease of surplus water to Weber Basin from parties to the MA that report a surplus water supply. Weber Basin has met its wholesale obligations to other MA parties using surplus water leased from Park City, and Park City has generated revenue to offset rate increases.

Continuing our partnership and collaboration as a member of the Western Summit County Project, which provides long-term or emergency water supply redundancy, is an important measure of revenue and community protection. Links to the MA are provided below in Exhibit B.

The Board initially approved a Memorandum of Agreement (MOA) in 2019 to lease surplus water to Weber Basin through provisions in the MA. Each subsequent year, the MOA has been approved by the Board and amended to update the price of surplus water and extend the term by one year.

The annual surplus lease contract runs for a five-year term, and each year, Park City can extend the surplus lease contract for an additional year. Park City will continue to lease surplus water until either Park City determines it does not have surplus water or if Weber Basin determines that it must fulfill obligations to its wholesale customers in the Snyderville Basin by building a new water importation project.

At the November 30, 2023 (New Business, Item 2, Pg 354), City Council meeting, the Council approved an agreement for the Highway 224 Interconnect. This will be the fourth interconnection under the MA and is designed to increase the capacity to wheel water between local water providers and provide additional redundancy between disparate water systems. The Highway 224 interconnect was installed in 2025 and will be operational before the 2026 irrigation season begins.

Analysis

Water Supply and Treatment

Park City has a diverse and robust water source portfolio that includes local sources and two imported sources, each from separate watersheds. The table below summarizes Park City's dry-year water source capacity, which is the amount of water that can be expected from each source in the summer during a drought year.

Dry Year Water Supply
(Gallons per Minute)

Source	Dry Year Source Capacity	Percent of total water capacity
Divide Well	950	8%
Park Meadows Well	1,000	8%
Middle School Well	1,000	8%
Ontario Drain Tunnel	1,000	8%
Judge Tunnel	662	6%
Spiro Tunnel	3,670	31%
Rockport	3,596	30%
Thiriot Spring	0	0%
Total	**11,878**	100%

Since the opening of the 3Kings Water Treatment Plant in 2024, the City has enough treatment capacity to treat all the water available to Park City to drinking water standards. Additionally, the 3Kings WTP significantly increases the capacity, efficiency, reliability, resiliency, and redundancy of the City's water treatment infrastructure portfolio.

Water Demand

Park City's water conservation program continues to yield a decreasing trend in summer peak-day water demand. The table below summarizes historical and projected peak-day water demand and available surplus water capacity. Park City is strongly positioned to lease surplus water to Weber Basin for the next five years and many years beyond.

Historical Peak Day Water Demand
(Gallons per Minute)

Year	Treated Drinking Water	Untreated Water (golf course, streamflow, irrigation	Surplus Water Lease Maximum Delivery Rate	Total Demand	Surplus
2021	*4,816*	*3,100*	*62*	*7,978*	*3,900*
2022	*4,816*	*3,100*	*558*	*8,474*	*3,404*
2023	*5,352*	*3,100*	*558*	*9,010*	*2,869*
2024	*5,324*	*3,100*	*682*	*9,106*	*2,772*
2025	*4,966*	*3,100*	*1,054*	*9,120*	*2,758*
2026	5,052	3,100	1,922	10,074	1,804
2027	5,136	3,100	1,922	10,158	1,720
2028	5,217	3,100	1,922	10,239	1,639
2029	5,292	3,100	1,550	9,942	1,936
2030	5,361	3,100	1,600	10,061	1,817

Surplus Water Lease Revenue
Leasing Park City's surplus water to Weber Basin provides a meaningful source of revenue to offset around 25% of the cost of water services to our own customers. To maintain the current funding level, if Park City stops leasing surplus water, an approximate 25% water rate increase would be required in addition to the normal rate increases due to inflation and other infrastructure needs or other types of considerable cost-cutting measures (operations, capital projects, and more).

The value of the proposed 5-year lease (2026 – 2030) is over $29M, and if extended another 5 years, the approximate value would be an additional $45M, depending on how much water is leased. The price for surplus water reflects our delivery cost. For 2026, the surplus water charge is $10.56 per 1,000 gallons, similar to Park City's commercial consumption rate. The surplus water charge increases are 3%, 12%, 5%, 10%, and 10% for 2026 through 2030, respectively.

Beginning in 2029, Mountain Regional Water Service District, another party to the MA, reported a 300 acre foot surplus with a price of $2,879 per acre foot. Park City's price for surplus water in 2029 is $4,452.90 per acre foot and Weber Basin has determined that it will purchase the least expensive water available for lease. According to the General Manager of Mountain Regional, their surplus is the result of a planned expansion of their water treatment plant that will temporarily provide surplus water until projected growth uses the surplus in the following three to five years. Thus, the volume of water delivered from Park City to Weber Basin in 2029 is 300 acre feet less than in 2028, but we anticipate the volume to increase back to 2028 levels in the following three to five years when Mountain Regional's surplus is used by growth.

Leasing surplus water is often legitimately questioned as a potentially growth-inducing tool or counterproductive to water conservation goals. We understand the arguments yet disagree. Weber Basin has an obligation to provide wholesale water to those parties

of the MA. Park City is not providing water in addition to water already committed to the Snyderville Basin. In other words, if Park City declines to lease its surplus water, Weber Basin must build a large water importation project to meet its obligations. A project of this magnitude would add considerably more water capacity to the Basin, and likely divert the same water that Park City would no longer use to provide the surplus water.

In addition, while Park City is using water that is surplus because of our own customers' conservation efforts, the lease is temporary and used for municipal purposes by entities who also practice and utilize conservation programs. Unlike agricultural uses, municipal water use in Park City and the Snyderville Basin is mostly non-consumptive, meaning about 80% of the water we provide is used indoors and treated at SBWRD's treatment plant. In turn, it is returned to local Creeks and downstream users, and eventually the Great Salt Lake. Declining to lease surplus water in the near term does not slow future growth, nor does it relieve the water from municipal use or ensure its arrival at the Great Salt Lake.

Funding

Revenue generated by the sale of surplus water will be used to fund water system improvements and offset future water rate increases.

Exhibits

A 2026 Memorandum of Agreement

B Links to Western Summit County Project Master Agreement

1 master agreement executed

2 master agreement exhibits a-d

3 master agreement exhibits e-j & exhibits (3)

exhibit list

2026 MEMORANDUM OF AGREEMENT

This Memorandum of Agreement ("**MOA**") is made and entered into this _____ day of _____, 2026, by and between Park City Water Service District, a special service district organized and existing pursuant to the provisions of Utah Code Annotated §17A-2-1301 et seq., 1953, as amended (the "**District**"), and Weber Basin Water Conservancy District, a water conservancy district organized and existing pursuant to the provisions of §17B-2a-1001 *et* seq., Utah Code Annotated, 1953, as amended ("**Weber Basin**"). The District and Weber Basin each is a "**Party**" and collectively they are referred to as the "**Parties**."

RECITALS

WHEREAS, The District and Weber Basin, along with other parties, entered into the Western Summit County Project Master Agreement dated June 26, 2013 ("**Master Agreement**"). The Master Agreement provides Weber Basin with the right to use, wheel and comingle all Surplus Water of the District, Mountain Regional, and Summit Water. [*See* Master Agreement ¶2.4].

WHEREAS, the Master Agreement provides Weber Basin with the right to determine, in its sole discretion, which Parties to which it will deliver and sell that Surplus Water. The Master Agreement allows each entity, at its sole discretion, to set the price per acre-foot for which its Surplus Water may be sold. Weber Basin then is authorized to sell that Surplus Water to any Party of the Master Agreement, as determined by Weber Basin in its discretion, for the price established by the Party supplying the Surplus Water. [*See* Master Agreement ¶2.4].

WHEREAS, Weber Basin is then directed to credit the Party whose Surplus Water is delivered at the rate applicable to that water so delivered.

WHEREAS, as outlined in Paragraph 2.4 of the Master Agreement, this process was established in order to allow Weber Basin "to operate the Western Summit County Project in such manner as Weber Basin deems necessary and proper." [*See* Master Agreement ¶2.4].

WHEREAS, under the Master Agreement and with the mutual agreement of the Parties, Weber Basin was required to construct interconnect vaults and associated facilities in the Quinns Junction area and along Highway 224, which was funded one-third each by Mountain Regional, Summit Water Distribution Company, and Park City Municipal Corporation ("**Interconnect Facilities**").

WHEREAS, pursuant to the Master Agreement, the District agrees to provide surplus water to Weber Basin through the Interconnect Facilities ("**Surplus Water**").

WHEREAS, on or about February 2025, the Parties entered into a Memorandum of Agreement pertaining to the Surplus Water (the "**2025 Agreement**").

WHEREAS, by executing this 2026 Agreement, the Parties desire to amend the terms of their agreement relating to the Surplus Water, and to supersede the 2025 Agreement, and to replace that 2025 Agreement with this 2026 Agreement.

AGREEMENT

NOW, THEREFORE, in consideration of the mutual covenants and conditions set forth herein, and other good and valuable consideration the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. Water Lease.

   A. **Surplus Water. The District** agrees to deliver to Weber Basin the Surplus Water identified in Figure 1 through the Interconnect Facilities in accordance with the Master Agreement. Pursuant to the terms of the Master Agreement, Weber Basin agrees to make the Surplus Water available for sale and delivery to another party to the Master Agreement (either Mountain Regional or Summit Water) (a "**Purchasing Party**"), as selected in Weber Basin's sole discretion; such water to be marketed and sold at a price equal to the total annual take or pay amount in Figure 1 below. The cost per acre foot shall be adjusted annually based, in part, upon Operation and Maintenance costs, per the Master Agreement [See Master Agreement ¶2.4].

Figure 1
Annual Surplus Water Take or Pay Volumes and Pricing Schedule

	2026	2027	2028	2029	2030
Annual Volume (acre feet)	1550	1550	1550	1250	1290
Peaking Factor (see note below)	2	2	2	2	2
Max Flow Rate (gallons/minute) (see note below)	1922	1922	1922	1550	1600
Delivery Location	Quinns Interconnect (& Hwy 224 Interconnect when complete)				
Surplus Water Cost per Acre Foot	$3,442.26	$3,855.33	$4,048.09	$4,452.90	$4,898.19
Total Annual Take or Pay Amount	**$5,335,503.00**	**$5,975,761.50**	**$6,274,539.50**	**$5,566,125.00**	**$6,318,665.10**

Note: Peaking Factor and Maximum Flow Rate are subject to, and limited by, the capacity of existing and/or future interconnects and/or the capacity of the Purchasing Party's water system. Park City is not required to increase capacity of the existing or future interconnections or the Purchasing Party's water system to achieve the Peaking Factor or Maximum Flow Rate shown above. As a result, the actual Peaking Factor and Maximum Flow Rate of water delivered by Park City may be less than shown above.

   B. **Terms of Delivery.** The total annualized cost for which the Surplus water shall be marketed, sold, and delivered by Weber Basin to a Purchasing Party, and the total annualized cost to be paid by the Purchasing Party (and credited by Weber Basin to the District) shall be take-or-pay for the full annual water volume in Figure 1.

C. **District Water Supply Shortage.** In the event of shortage of water supply, of either short or long term duration, caused by problems such as drought or other natural or man-caused disasters, including unplanned failure of physical infrastructure, Surplus Water deliveries may be temporarily reduced by the District in proportion to reductions in overall District water demands anticipated from either a declared Water Emergency under Park City Municipal Code 13-1-22 or implementation of Drought Restrictions under Park City Municipal Code 13-1-26.

2. Term. The term of this MOA shall commence on January 1, 2026 and continue for a term of five (5) years, ending December 31, 2030 ("**Term**"). This MOA supersedes the previously signed MOA that was dated February 2025.

3. Binding Effect. The provisions of this MOA shall be binding upon and inure to the benefit of the Parties hereto and their respective successors and assigns.

4. Assignment Limited. No assignment or other transfer of this MOA or any part thereof or interest therein shall be valid unless and until approved by all Parties hereto.

5. Attorney's Fees. In the event that this MOA or any provision hereof shall be enforced by an attorney retained by a Party hereto, whether by suit or otherwise, the fees and costs of such attorney shall be paid by the Party who breaches or defaults hereunder, including fees and costs incurred upon appeal or in bankruptcy court.

6. Severability. If any term or provision of this MOA shall, to any extent, be determined by a court of competent jurisdiction to be void, voidable, or unenforceable, such void, voidable or unenforceable term or provision shall not affect the enforceability of any other term or provision of this MOA.

7. Captions. The section and paragraph headings contained in this MOA are for the purposes of reference only and shall not limit, expand or otherwise affect the construction of any provisions hereof.

8. Construction. As used herein, all words in any gender shall be deemed to include the masculine, feminine, or neuter gender, all singular words shall include the plural, and all plural words shall include the singular, as the context may require.

9. Further Action. The Parties hereby agree to execute and deliver such additional documents and to take further action as may become necessary or desirable to fully carry out the provisions and intent of this MOA.

10. Inducement. The making and execution of this MOA has not been induced by any representation, statement, warranty or agreement other than those herein expressed.

11. Force Majeure. Performance by any Party hereunder shall not be deemed to be in default where delays or defaults are due to war, insurrections, strikes, lock-outs, floods, earthquakes, fires, casualties, acts of God, epidemics, quarantine, restrictions, inability (when the responsible Party is faultless) to secure necessary labor, materials, tools, acts or failure to act of any public or governmental agency or entity, or by any other reason not the fault of the Party delayed in performing work or doing acts required under the terms of this MOA, and in such event, the performance of such work or the doing of such act shall be excused for the period of the delay and the period of performance for any such work or the doing of any such act shall be extended for a period equivalent to the period of such delay.

12. No Third Party Beneficiaries. This MOA shall not be deemed to create any right in any person who is not a Party (other than the permitted successors and assigns of a Party) and shall not be construed in any respect to be a contract, in whole or in part, for the benefit of any third party (other than permitted successors and assigns of a Party hereto).

13. Warranty of Authority. The individuals executing this MOA on behalf of the Parties hereby warrant that they have the requisite authority to execute this MOA on behalf of the respective Parties and that the respective Parties have agreed to be and are bound hereby.

IN WITNESS WHEREOF, the Parties have executed this MOA as of the day and year first above written.

PARK CITY WATER SERVICE DISTRICT

By: _____
Ryan Dickey, Member, Board of Trustees

APPROVED AS TO FORM:

_____
Attorney for Park City Water Service District

WEBER BASIN WATER CONSERVANCY DISTRICT

By: _____
Dee Alan Waldron, Chairman, Board of Trustees

ATTEST:

_____
Scott Paxman, General Manager

APPROVED AS TO FORM:

_____
Weber Basin Attorney

City Council

Staff Report

Subject:	**Re-Create 248: Level 2 Screening Results & Path to Locally Preferred Alternative**
Author:	**Conor Campobasso, Senior Transportation Planner; Julia Collins, Transportation Planning Manager**
Department:	**Transportation Planning**
Date:	**January 8, 2026**

Summary

The SR-248 corridor remains a critical east/west gateway for residents, employees, and visitors and is the focus of the Re-Create 248 transit Alternatives Analysis (AA) being conducted in partnership with UDOT. On December 11, 2025, City Council received a staff communication on the Level 2 evaluation framework and upcoming Council milestones.

Over the fall, Council asked staff to return with the technical information, public-input summary, and comparative performance results necessary to support a mode decision for the SR-248 corridor. The Level 2 evaluation directly responds to that request and provides the analytical foundation Council needs to determine a Locally Preferred Alternative (LPA). With this information now complete, staff recommends that Council begin shaping its preference so the project can remain competitive for funding and aligned with the 2034 Olympics schedule.

Staff requests Council discussion of the Level 2 findings and initial direction on which alternative best aligns with community goals, funding opportunities, and the 2034 Winter Olympics timeline. If Council is comfortable, staff welcomes conceptual direction on a preferred mode and runway to carry forward as the basis for an LPA. If Council prefers additional time for deliberation, staff has reserved January 20, 2026, as a placeholder for further discussion and/or formal action.

What is a Locally Preferred Alternative (LPA)?

An LPA is the formal selection of the transit mode and general alignment a community intends to advance into environmental review, design, and funding applications. Identifying an LPA signals to state and federal partners that Park City has a unified vision for the corridor and is ready to compete for funding. It does not finalize every design detail but establishes the project's foundation for the NEPA Phase (National Environmental Policy Act) and future grant cycles.

Background

On June 28, 2024, Council authorized the Re-Create 248 Transit Study and AA as the first step in a federally compliant process intended to position Park City for future infrastructure funding on SR-248.

The Study is guided by goals to:

- Improve east/west mobility along SR-248;

- Preserve UDOT's operational needs;
- Support viable regional transit connections;
- Increase transit reliability and travel-time competitiveness; and
- Meet eligibility requirements for federal funding.

Through 2024 and 2025, Council received briefings on Existing and Future Conditions, Purpose & Need, Purpose & Need Screening, and Level 1 Screening. On August 14, 2025, Council identified which transit mode(s) and alignment(s) should advance into Level 2 Screening for feasibility analysis and conceptual design.

On December 11, 2025, Council reviewed the Level 2 evaluation framework, which groups criteria into Transit Performance & User Benefits; Access, Equity & Land Use Integration; Cost, Constructability & Implementation Feasibility; Environmental & Transportation System Effects; and Community & Resiliency Considerations.

That framework has now been applied to the three remaining alternatives:

1. **Bus – Side-Running Exclusive Lanes**
2. **Bus – Center-Running Exclusive Lanes**
3. **Light Rail (LRT) – Center-Running Exclusive Lanes**

Conceptual Renderings for each mode can be found in the Level 2 Screening Report (Exhibit A). Please note, the conceptual renderings included illustrate potential typical sections and are intended for discussion purposes only. These early concepts do not represent final designs. Elements such as flex-lanes and other transit-supportive features are still being explored to determine how best to enhance service in constrained areas.

Level 2 Evaluation: Summary of Findings

The Level 2 evaluation applied a consistent scoring system (High = 3, Medium = 2, Low = 1) across the agreed-upon criteria. Scores are comparative within this study and indicate how each alternative performs relative to the others.

Overall Comparative Performance

The summary table (Table 2 in the Level 2 Screening Report) shows the following total scores:

- **Bus – Side-Running:** 49
- **Bus – Center-Running:** 43
- **Light Rail (LRT)– Center-Running:** 29

Both Bus alternatives perform strongly across most criteria, particularly in capital and operating costs, construction complexity, community compatibility, resiliency, visual and noise impacts, and feasibility to implement by 2034. LRT demonstrates higher ridership and greater reductions in vehicle miles traveled (VMT), but these benefits are outweighed by significantly higher costs, greater construction and property impacts, and more complex implementation.

Transit Performance & User Benefits

- **Transit Reliability & Travel Time:**

    - Center-Running Bus and LRT score “High” on reliability (near-continuous exclusive guideway). Side-Running Bus scores “Medium” due to shared right-turn movements at key locations, but still maintains approximately 90% lane exclusivity.
    - Both BUS alternatives achieve “High” performance on travel time; LRT is scored “Low” because steep grades and curvature on Bonanza Drive and Deer Valley Drive would force LRT to operate at substantially lower speeds, reducing its travel time advantage.
- **Ridership & System Transit Trips:**
    - LRT achieves the highest corridor ridership and percentage increase in system-wide transit trips.
    - Both Bus alternatives provide moderate ridership growth and system transit trip increases, consistent with the corridor’s demand profile and the ability to operate at high frequencies.

Access, Equity & Land Use Integration

- **Station Area Accessibility:**
    - Side-Running Bus scores “High,” providing the most direct first/last-mile connections and reducing the need for midblock crossings.
    - Center-Running Bus scores “Medium,” primarily due to the need for additional signalized midblock crossings.
    - LRT scores “Low,” in part because the LRT station serving Old Town could not directly access the Old Town Transit Center (OTTC); riders would walk a steeper, longer distance along Deer Valley Drive to reach key destinations.
- **Transportation System Access:**
    - Side-Running Bus maintains more existing turning movements and driveway access, resulting in “High” performance.
    - Both Center-Running Bus and LRT receive “Low” scores due to significant restrictions on left turns, which would only be allowed at signalized intersections and may require U-turns at spaced signals, especially along Bonanza Drive and SR-248.

Cost, Constructability & Implementation Feasibility

- **Capital and Operating Costs:**
    - Side-Running Bus has the lowest capital cost ($176–$328 million ROM) and lowest operating cost, scoring “High” on both metrics.
    - Center-Running Bus is mid-range in capital cost ($240–$447 million) and also scores “High” on operating costs.
    - LRT has the highest capital cost ($292–$545 million guideway only, with additional costs for vehicles and maintenance facility) and significantly higher operating costs, scoring “Low” on capital cost and “Medium” on operating cost.
- **Construction Complexity:**
    - Side-Running Bus is the least complex to construct, fitting largely within the existing roadway footprint and curvature.
    - Center-Running Bus entails more extensive intersection modifications and access-management infrastructure.

    - LRT is the most complex, requiring specialized rail infrastructure, new overhead catenary systems (OCS), potential replacement of the US-40 bridge at Richardson Flat, a new operations and maintenance facility, and significant regrading and property impacts near Deer Valley Drive and station areas.
- **Feasible and Service-Proven / Olympics Readiness:**
    - Both Bus alternatives score “High” on feasibility to implement by 2034 based on vehicle availability, manufacturing lead times, and ability to leverage existing maintenance facilities.
    - LRT scores “Medium,” reflecting longer lead times, the need for a new maintenance facility, and a more complex NEPA and funding pathway.

Environmental & Transportation System Effects

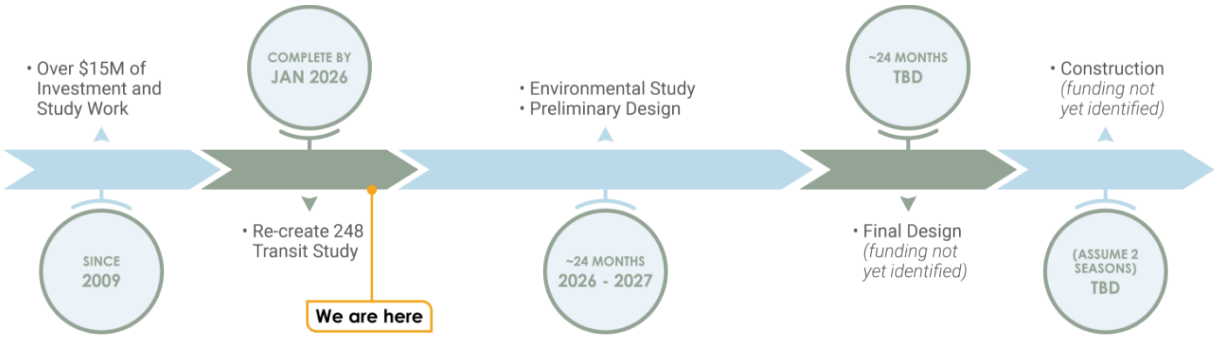
- All three alternatives receive “Medium” scores for environmental considerations, with comparable footprints affecting farmlands of statewide importance, wetlands, streams, and known hazardous sites.
- Estimated property impacts are lowest for the Bus alternatives and greatest for LRT, which may require more relocations.
- LRT achieves the most significant reduction in VMT but has the most substantial noise, vibration, and visual impacts due to rail operations, additional structures, and OCS infrastructure. Bus alternatives have fewer sensitive receptors and minimal new visual impacts.

Community, Resiliency & Public Support

- Both Bus alternatives are rated “High” for community compatibility and resiliency, reflecting their ability to integrate with existing Bus operations, possible use of school Buses and emergency services vehicles, as well as the relative ease of scaling service for special events such as the Winter Olympics.
- LRT scores “Medium” in these categories because it would introduce a new mode requiring new facilities and operating practices and is not currently identified in adopted local and regional transit plans (though high-capacity transit is identified at a planning level).
- Public and stakeholder input to date indicates strongest support for Bus, with particular interest in its compatibility with the existing system, relative cost effectiveness, and ability to be implemented sooner.

Project Delivery Timeline

The full delivery path, from conceptual design to construction, encompasses environmental review, detailed design, right-of-way acquisition, permitting, utility coordination, vehicle procurement, and multi-agency funding approvals. Even under an aggressive schedule, projects of this scale routinely require 7–8 years to reach construction.



Funding Strategy

Delivering the Re-Create 248 project on the 2034 Olympics timeline will require securing significant state and federal funding beyond the current study phase. At present, the project is funded only through NEPA preparation and conceptual design. Advancing to design and construction will depend on the timely pursuit of state Transit TIF funding, complementary federal opportunities, and targeted appropriations. Because these funding programs have long application and approval cycles, early Council direction on an LPA is essential to maintain eligibility and a competitive schedule.

Detailed funding pathways and anticipated requirements are provided in Exhibit B

Council Considerations for January 8 and January 20

Staff recognizes that this is a newly seated Council and intends to provide flexibility in how and when a Locally Preferred Alternative is identified.

For January 8, 2026 (This Council Meeting):

Staff seeks Council discussion and feedback on:

1. The relative strengths and tradeoffs of the three alternatives;
2. Whether Council agrees that a Bus-based solution best aligns with community goals, funding strategy, and the 2034 Olympics timeline; and
3. Within Bus, whether Side-Running, Center-Running, or a hybrid approach should be the focus of continued refinement.

If Council is comfortable, staff welcomes conceptual direction on a preferred mode and runway to carry forward as the basis for an LPA and for upcoming environmental work. Formal adoption of an LPA is **not required** at this Council Meeting.

For January 20, 2026 (Placeholder):

Staff has reserved the January 20 meeting as a flexible follow-up date that can serve as:

- Additional time for discussion and requests for targeted analysis, if Council is not ready to identify a preferred alternative on January 8; and/or
- The meeting at which Council takes formal action to adopt an LPA, should Council wish to first give conceptual direction on January 8 and return for a decision with refined materials and potential implementation phasing options.

This approach is intended to keep Re-Create 248 on schedule for state and federal funding opportunities while respecting the new Council's comfort level and desire for deliberation.

Next Steps

Depending on Council direction, staff and the consultant team will:

- Refine the concept design and cost estimates for the alternative(s) identified by Council as preferred or most promising;
- Document Council feedback and any requested refinements to the evaluation;
- Prepare materials and, if needed, additional technical analysis for the January 20 Council meeting; and
- Begin outlining the scope, schedule, and funding needs for the environmental review and design phase based on the selected alternative.

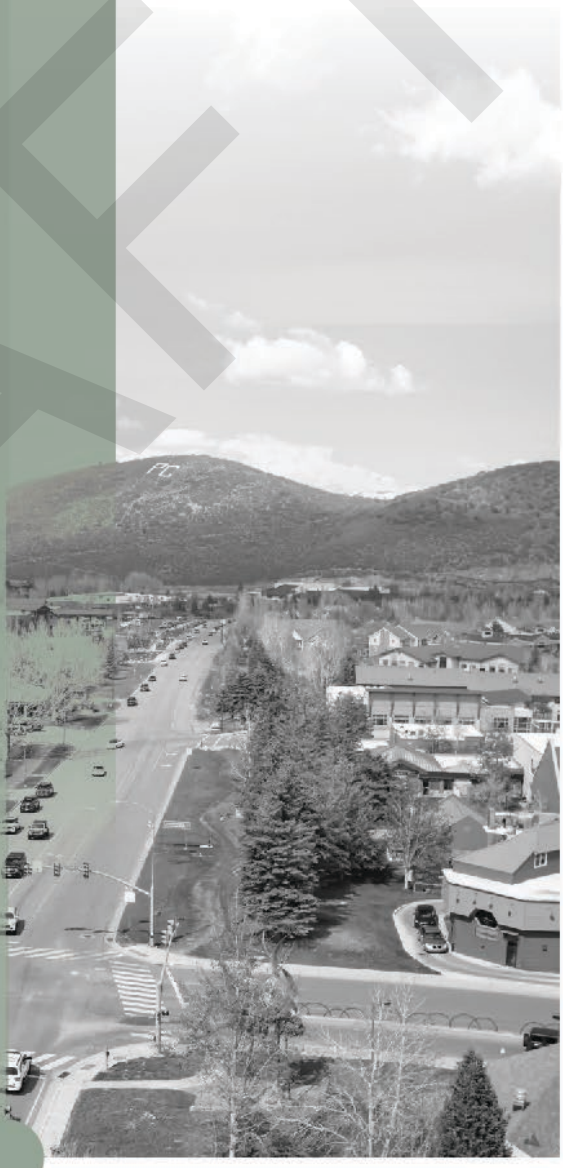
Exhibits

Exhibit A: Level 2 Screening Report
Exhibit B: Funding Strategy Details

Re·create 248

LEVEL 2 SCREENING REPORT

November 2025



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Acronyms and Abbreviations

ADA	Americans with Disabilities Act
BRT	Bus Rapid Transit
CTTP	Census Transportation Planning Products
CIG	Capital Improvement Grant
EOL	End-of-Line
ESA	Endangered Species Act
ELB	Exclusive-Lane Buses
FTA	Federal Transit Administration
FTA STOPS	Federal Transit Administration Simplified Trips-on-Project Software
GIS	Geographic Information System
GTFS	General Transit Feed Specification
HVT	High Valley Transit
LPA	Locally Preferred Alternative
LRT	Light Rail Transit
LUST	Leaking Underground Storage Tank
NEPA	National Environmental Policy Act
OTTC	Old Town Transit Center
OCS	Overhead Catenary System
PCSD	Park City School District
PCMC	Park City Municipal Corporation
PCT	Park City Transit
Rail Trail	Historic Union Pacific Rail Trail
Re-create 248	Re-create 248 Transit Study
ROM	Rough Order of Magnitude
ROW	Right-of-Way
SWG	Stakeholder Working Group
TAC	Technical Advisory Committee
TSP	Transit Signal Priority
UDOT	Utah Department of Transportation
UST	Underground Storage Tank
UTA	Utah Transit Authority
VMT	Vehicle Miles Traveled

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1 STUDY OVERVIEW

1.1 INTRODUCTION

Park City Municipal Corporation (PCMC), located in Summit County, Utah, in collaboration with the Utah Department of Transportation (UDOT), initiated the Re-create 248 Transit Study (Re-create 248). This multi-step alternative evaluation study is aimed at enhancing reliable high-capacity transit service along the SR-248 corridor, Bonanza Drive, and Deer Valley Drive that can be advanced to the next phase of project development: a Federal Transit Authority (FTA) National Environmental Policy Act (NEPA)-level environmental study and preliminary engineering.

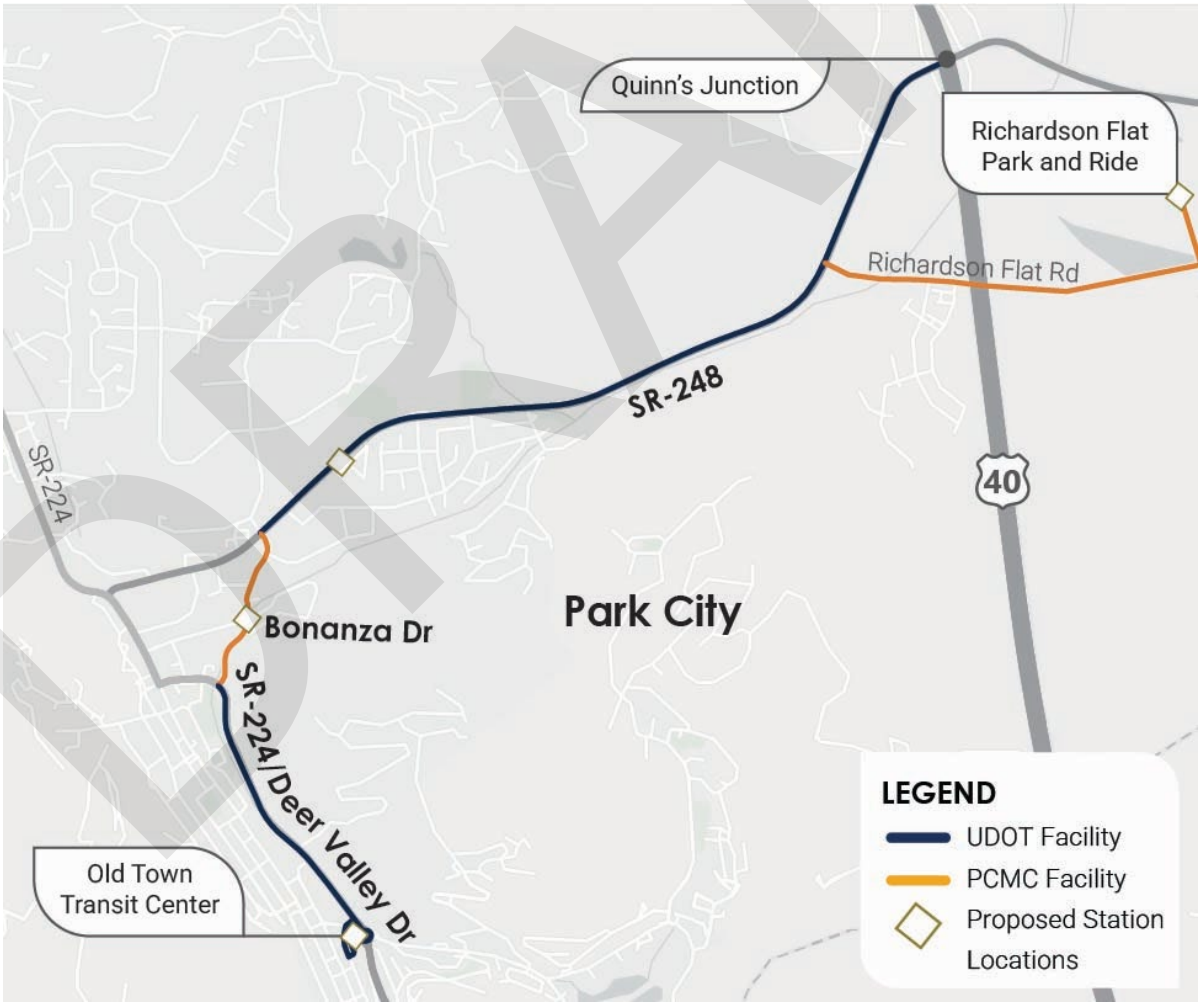

Figure 1. Re-create 248 Level 2 Screening Study Area

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This study, using a Level 1 (initial) and Level 2 (detailed) screening process, identifies the recommended a locally preferred alternative (LPA) that includes a definition of areas to be served, transit mode/type of transit technology, and logical termini (project limits). Level 1 screening was completed in fall 2025.

1.2 STUDY AREA

The study area for Re-create 248 is between the Quinn's Junction area (near the SR-248 and US-40 interchange) and the Richardson Flat Park and Ride on the east, along SR-248, then south along Bonanza Drive and Deer Valley Drive to the Old Town Transit Center (OTTC) on the west (Figure 1). End-of-line (EOL) to the east was further defined since the prior Level 1 Screening through discussions with PCMC staff and leadership and Park City Transit (PCT). Richardson Flat Park and Ride will serve as the EOL on the east side of the study area for the purposes of this evaluation; the EOL on the west side will continue forward as the OTTC. Discussions are ongoing at the city leadership level for identifying additional satellite parking locations that will benefit this future transit service.

Additionally, station locations were evaluated using an assessment of current and future land uses, population and job densities, proximity to populations needing transit services, and local input from staff, PCT operations, and the Technical Advisory Committee (TAC), a committee convened to provide technical support and affirm decisions throughout this process. Appendix A includes the memorandum of the station location and EOL indicators analysis based on FTA guidance. An update to the environmental scan was also conducted based on refined preliminary design footprints and can be found in Appendix B.

2 REPORT PURPOSE

The purpose of this report is to summarize the detailed evaluation (Level 2 Screening) conducted for several alternatives for this transit study and make a recommendation on the LPA) The following sections include findings on:

- Description of the Level 2 Screening process
- Definition of the Level 2 Screening alternatives
- Evaluation of metrics and screening results
- Summary of stakeholder outreach
- Approach to the subsequent LPA refinement task

For findings on the previous evaluations (Purpose and Need Screening and Level 1 Screening) and a summary of outreach, please visit the study website.

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3 LPA RECOMMENDATION

City Council reviewed the Level 2 evaluation criteria on December 11, 2025. Based on the detailed evaluation results of Level 2 Screening, the LPA was developed by the study team, and the draft results were presented to the Re-Create 248 Technical Advisory Committee (TAC) later that month. The final results were presented to Park City Council January 2026.

LPA RECOMMENDATION: The alternative that performed the highest in the Level 2 Screening is Exclusive Lane Bus (ELB) service from the Richardson Flat P&R to the OTTC via SR-248, Bonanza Drive, and Deer Valley Drive/SR-224.

- The subsequent LPA refinement phase will refine the design footprint to optimize right-of-way (ROW), reduce potential impacts, and assess operational scenarios to maintain high levels of ridership and accommodate peak winter season travel demand.

4 LEVEL 2 SCREENING OVERVIEW

The Level 2 Screening evaluation was performed for two alternatives: ELB with both side running and center running alignment and Light Rail (LRT) with a center running alignment on the corridors shown in the study area map in Figure 1. The EOL assumptions used were Richardson Flat Park and Ride on the east side of the study area and the OTTC on the southwest side of the study area. The study area was evaluated in three corridor segments, to understand the differences and opportunities of each, allowing for the development of a preferred alternative that develops a comprehensive recommendation. The study area segments include Segment 1) SR-248 from Richardson Flat Park and Ride via Richardson Flat Road to Bonanza Drive, Segment 2) Bonanza Drive from SR-248 to Deer Valley Drive (SR-244), and Segment 3) Deer Valley Drive from Bonanza Drive to the OTTC. SR-248 and Deer Valley Drive are state-owned facilities, and Bonanza Drive is a local, PCMC-owned road.

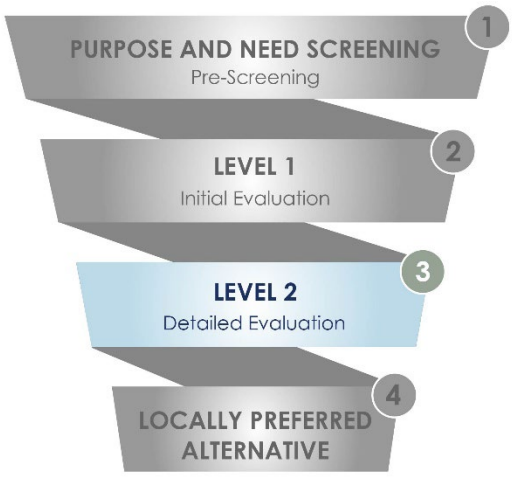

Figure 2. Level 2 Screening Step in the Overall Study Process

4.1 LEVEL 2 SCREENING EVALUATION

The purpose of Level 2 Screening was to conduct a quantitative analysis to compare alternatives, as compared to the qualitative analysis of Level 1 Screening, to garner a better comparison between viable alternatives and assist in making an informed decision on the best

performing option to recommend as the LPA. The Level 2 Screening analysis utilized a different approach than the Level 1 Screening; Level 2 focused on developing and defining detailed metrics that best align with FTA's Capital Investment Grant (CIG) criteria for the Small Starts program to determine potential eligibility and competitiveness for future federal funds and to develop a clearer picture of performance among alternatives.

4.1.1 Level 2 Alternatives Defined

Definitions and parameters were applied to the alternatives that advanced into Level 2 Screening to better analyze the factors of each alternative that were less nuanced in previous screening exercises. Table 1 includes a description of each alternative, taking industry and manufacturing standards and then pairing them with criteria defined through this study process that is unique to the corridor and community context to conduct the Level 2 Screening.

Table 1. Level 2 Generalized Mode Descriptions for Evaluation Process

GENERALIZED MODE DESCRIPTION	ELB SIDE RUNNING	ELB CENTER RUNNING	LRT CENTER RUNNING
Percentage of Fixed Guideway	100%, with some shared vehicle/bus turning bays	100% exclusive	100% exclusive, assume center running
Project Length	5 miles	5 miles	5 miles
Dedicated Guideway Transit Width	12 ft each side, plus 2 ft buffer, for total 28 ft	12 ft for each bus lane, plus a 2 ft buffer, for a total of 28 ft	28 ft
Vehicle Type and Power	Bus, electric	Bus, electric	Rail vehicle, electric overhead catenary system (OCS)
General Stop Spacing	½ - 1 mile	½ - 1 mile	½ - 1 mile
Capacity per Vehicle	60-80 riders per bus	60-80 riders per bus	120-180 riders per vehicle
Speed	25-65 mph	25-65 mph	35-75 mph
Capital Cost	$10-80M per mile	$10-80M per mile	$50-300M per mile
Operating Environment	Exclusive, at grade, can mix with traffic	Exclusive, at grade, can mix with traffic	Exclusive, at grade, separated from traffic
Implementation Timeframe *(Including Environmental Study, Design, and Construction)*	6-8 years	6-8 years	8-12 years, including maintenance facility needs

Planning-level cross sections for each alternative and each corridor segment are as follows (Figures 3, 4 and 5). Existing general-purpose lanes for traffic will be maintained on all corridors, and the transit mode footprint has been designed to be an additional treatment to the existing cross section. Side running ELB is shown for SR-248, Bonanza Drive, and Deer Valley Drive, and center running LRT is shown for the same corridors. Center running ELB is not shown below, however it would utilize the same cross section and alignment as center running LRT.

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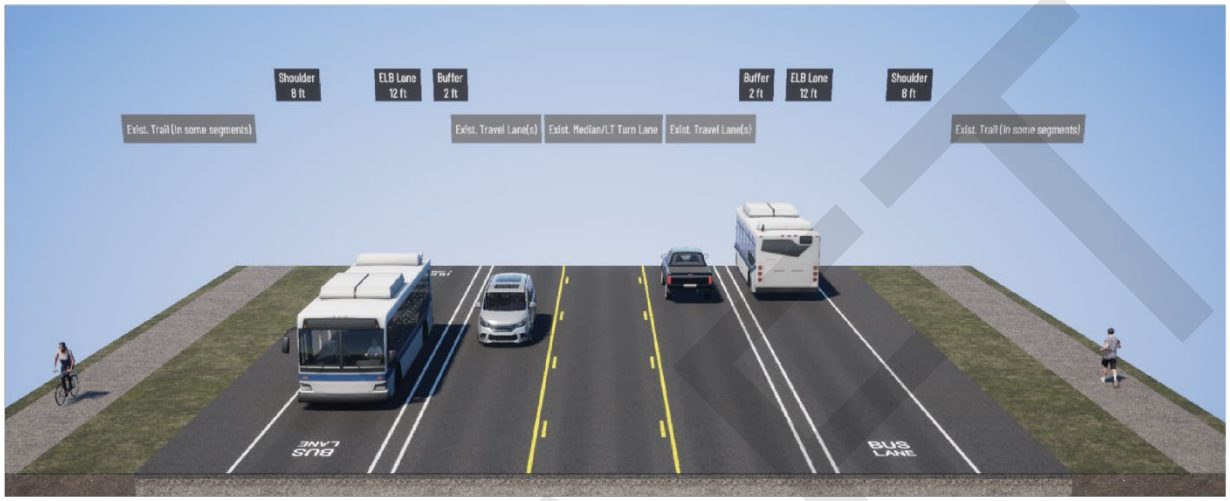
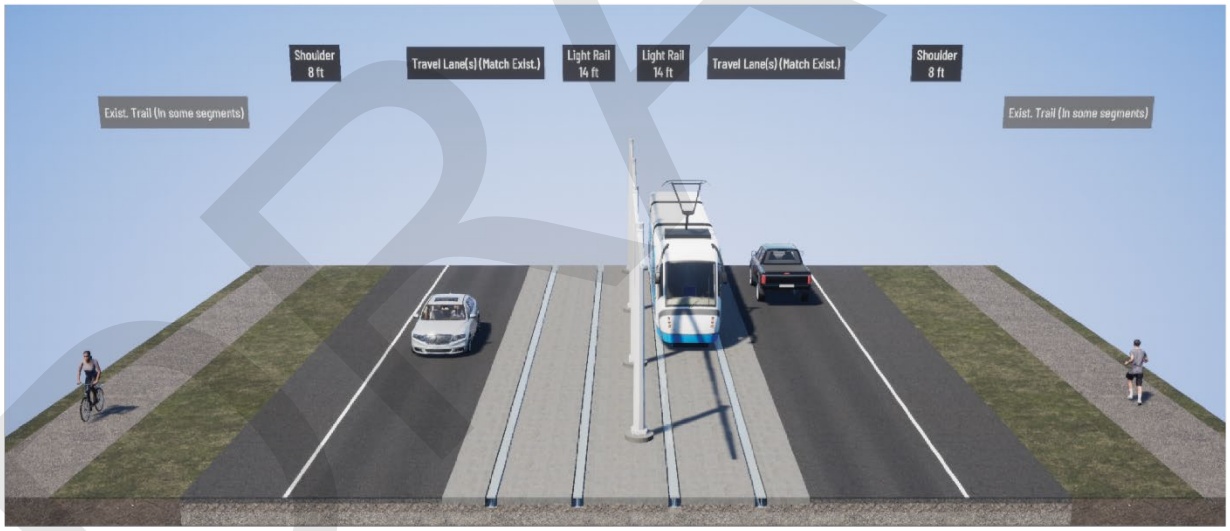
SR-248 Side Running ELB Alternative

Wyatt Earp Way to Bonanza Drive



SR-248 LRT Alternative

Wyatt Earp Way to Bonanza Drive



Typical section does not depict additional lanes at intersections or the short segments of 2 existing travel lanes in each direction near Bonanza Drive and Richardson Flat Road intersections.

Figure 3. SR-248 Alternatives Cross Sections (between Wyatt Earp Way and Bonanza Drive)

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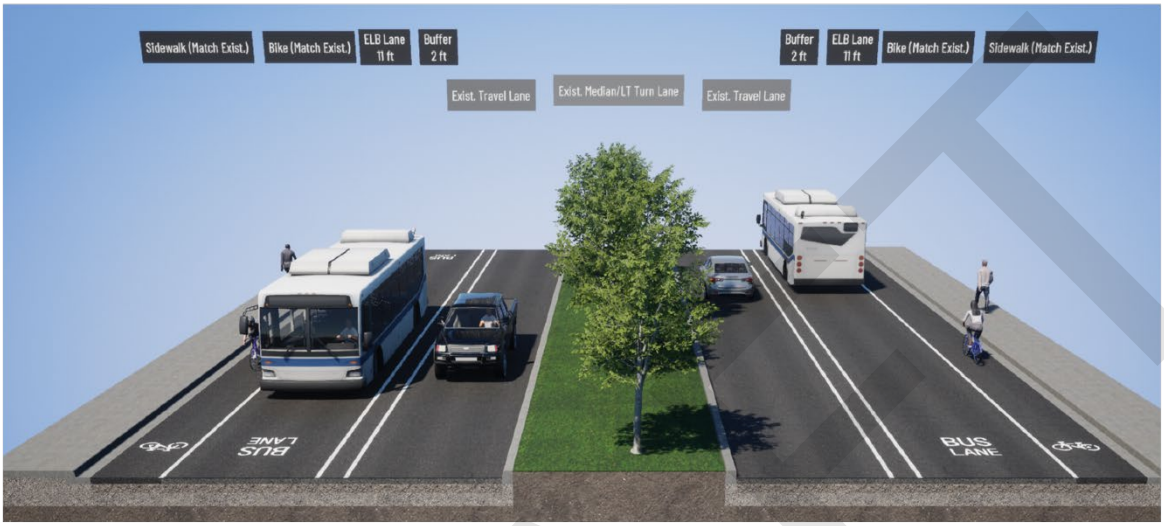
Bonanza Drive Side Running ELB Alternative



Bonanza Drive LRT Alternative

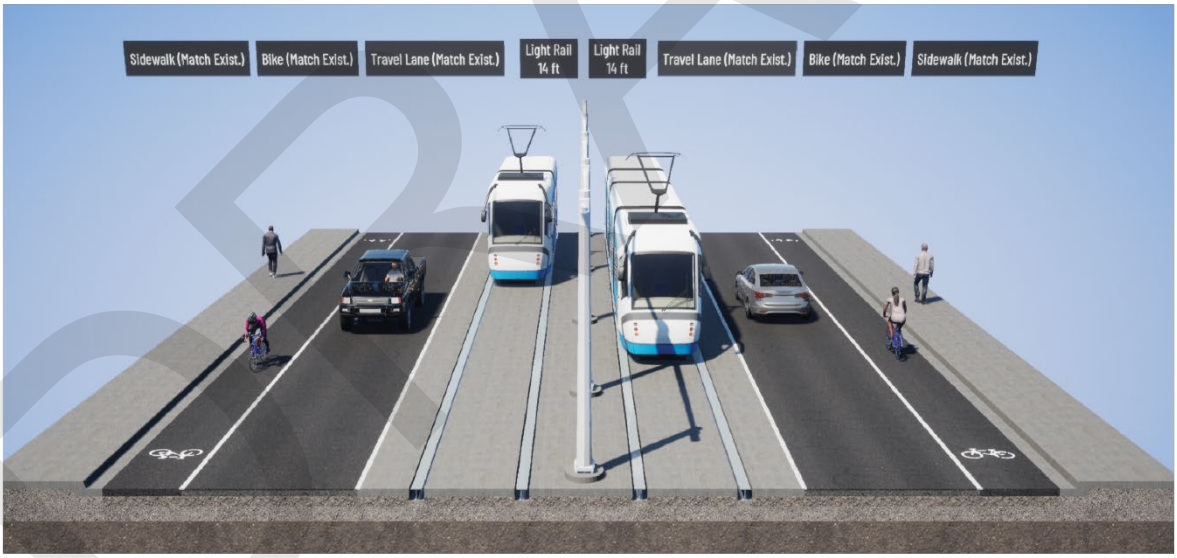


Figure 4. Bonanza Drive Alternatives Cross Sections

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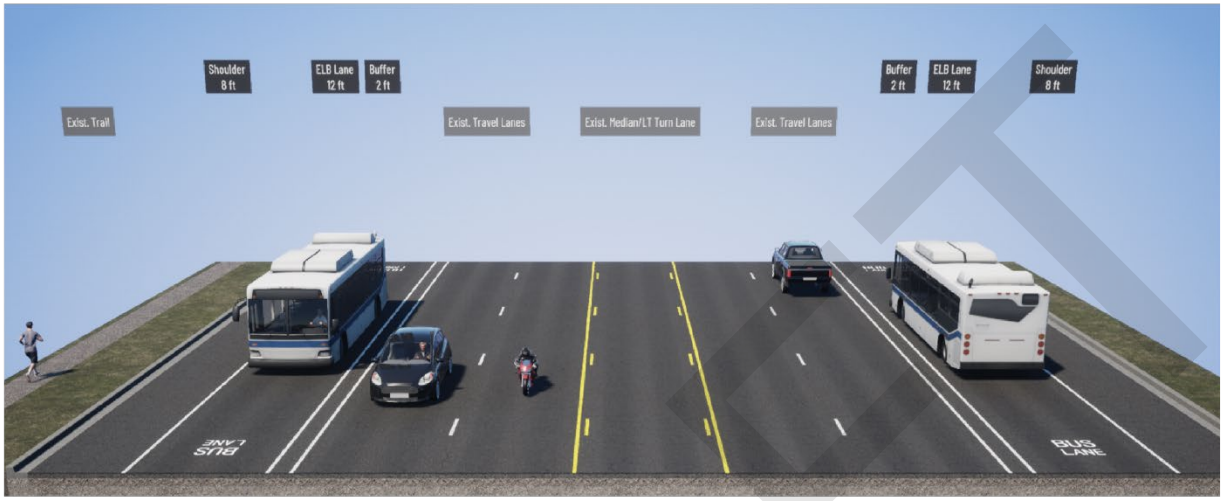
Deer Valley Drive Side Running ELB Alternative



Deer Valley Drive LRT Alternative

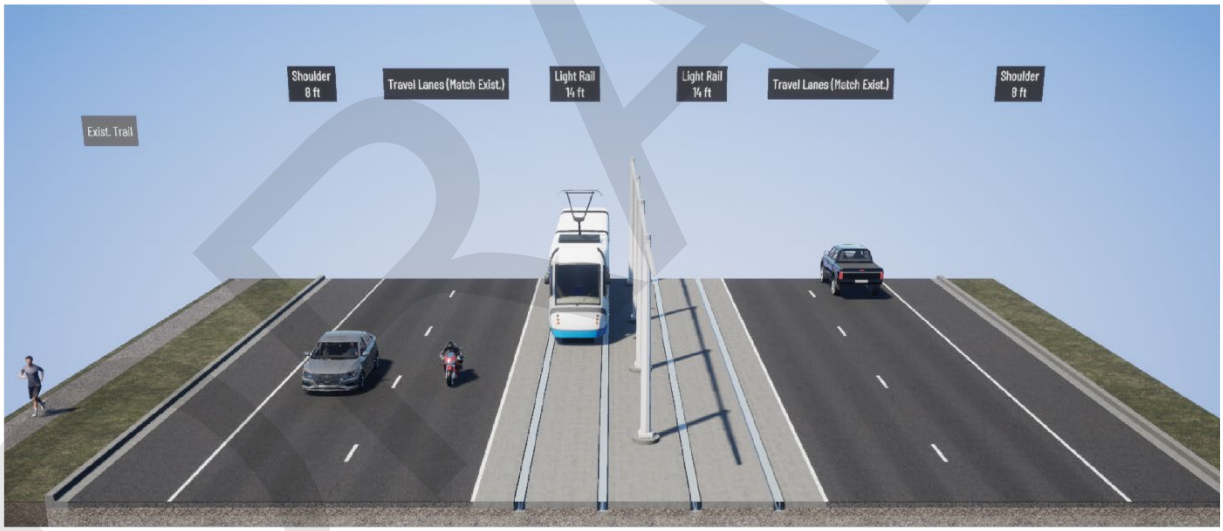


Figure 5. Deer Valley Drive Alternatives Cross Sections

4.1.2 Level 2 Screening Criteria

Table 2 includes a description of the criteria and evaluation metrics that were used to compare each alternative. This builds upon the Level 1 criteria with additional quantitative or detailed data findings to better differentiate performance of each alternative and/or implementation feasibility. Additionally, as mentioned above in Section 4.1, these criteria respond to FTA's CIG ratings to determine potential future funding eligibility.

Table 2. Level 2 Evaluation Criteria

CRITERIA	DETAILED METRIC DESCRIPTION	SCORING METHODOLOGY
Transit Reliability	Percent alignment in exclusive guideway, ability to utilize queue jumps and Transit Signal Priority (TSP) signalization. **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives.* **High performance (3)** = Low number of intersections/locations needing signalization changes AND exclusive transit operations along entire segment **Medium performance (2)** = Moderate number of intersections/locations needing signalization changes OR exclusive transit operations along entire segment **Low performance (1)** = Large number of intersections/signalization changes needed AND limited exclusive transit operations
Transit Travel Time	Travel times for each alternative were calculated based on General Transit Feed Specification (GTFS) data from PCT, additional alignment characteristics including turning radii and roadway curvatures limiting speeds were the determining factors between mode alternatives. **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives, with the fastest travel time receiving the highest rating.* **High performance (3)** = Fastest travel time based on modal characteristics and intersection/shared turning bay characteristics **Medium Performance (2)** = Up to 25% increase in travel time based on modal characteristics and intersection/shared turning bay characteristics **Low performance (1)** = More than 25% travel time over fastest segment travel time based on modal characteristics and intersection/shared turning bay characteristics
Daily and Annual Projected Ridership See Appendix C for details.	Estimated from FTA Simplified Trips-on-Project Software (FTA STOPS) model for the years 2024 and 2045 using Census Transportation Planning Products (CTPP)[1]. *The model will be further calibrated with updated Origin and Destination survey data for the NEPA phase.* **Reported at the station and corridor level.**	**Mode Scoring:** *Ratings assigned based on comparative performance between mode alternatives.* **Station Scoring:** *Ratings assigned based on comparative performance between ALL station areas in the study area.* **High performance (3)** = ≥ 600 daily boardings **Medium performance (2)** = ≥ 150 and < 600 daily boardings **Low performance (1)** = 0-150 daily boardings
Transportation System Access	Assessment of impact to corridor access including property and business access (like the Park City School District [PCSD)], travel lanes, shoulders, turning movements, and/or parking. The number of signalized intersections along the route as well as intersections that will likely require signalization or TSP due to the configuration of the mode will also be assessed. **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives*. **High performance (3) =** Limited impacts to access and traffic operations, limited turning restrictions **Medium Performance (2) =** Some impacts on traffic operations through restrictions on turning movements or removal of parking and/or other considerations **Low performance (1) =** Greater impacts on traffic operations through restrictions on turning movements or removal of parking and/or other considerations

[1] Using synthetic CTPP data allows for analyzing magnitude of ridership between alternatives and is still a valuable exercise at this phase of study. The differences between alternatives may be similar once the STOPS model is calibrated with sufficient Origin and Destination survey data, however, the actual ridership numbers are likely to be different once the STOPS model is calibrated in the NEPA phase.

CRITERIA	DETAILED METRIC DESCRIPTION	SCORING METHODOLOGY
Study Area Transit Trips See Appendix C for details.	Transit trip production *across the system* with the addition of this transit line as compared to No Build, calculated as a percent increase in ridership. **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives.* **High performance (3)** = >20% transit percentage increase **Medium Performance (2)** = 5% - 20% increase **Low performance (1)** = <5% increase
Station Area Accessibility	Due to consistent station locations across alternatives, a qualitative analysis assessing the ease and safety for pedestrians and bicyclists to access each station (considering factors such as completeness of sidewalk network, integration into other transit services/hubs) available bicycle facilities, Americans with Disabilities Act (ADA) access, and barriers to access was conducted. **Reported at the station level.**	**Station Scoring**: *Ratings assigned based on comparative performance between all station areas in the study area.* **High performance (3)** = > 80% station area with connected sidewalks, bikeways, and/or trails, along with minimal connectivity barriers **Medium performance (2)** = 60% - 80% station area connectivity, with some gaps and barriers (e.g., wide streets, freeway, railroad corridor, etc.) **Low performance (1)** = <60% station area connectivity/large areas of incomplete sidewalks/bikeways/trails
Conceptual Capital Costs[2] See Appendix D for details.	A quantitative analysis of the potential construction costs associated with each alternative using developed unit pricing. A rough order of magnitude (ROM) cost estimate was developed for each alternative, based on the representative alignment configuration and reported out as a cost per mile range. Costs include mode-specific infrastructure and roadway needs, signals, utility relocations, retaining wall replacement on Deer Valley Drive and contractor and construction contingencies. *Note this does not include ROW acquisition costs.* **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives. If quantitative difference between alternatives was less than 10%, ratings were assumed to be similar enough to warrant the same rating.* **High performance (3)** = Lowest cost alternative **Medium performance (2)** = Mid-range cost alternative **Low performance (1)** = Highest cost alternative

[2] Based on the high level of design at this phase of study, all costs are preliminary and expected to change as design progresses.

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CRITERIA	DETAILED METRIC DESCRIPTION	SCORING METHODOLOGY
Operational Costs See Appendix D for details.	Estimated using national trends in operations for ELB and LRT. **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives. If quantitative difference between alternatives was less than 10%, ratings were assumed to be similar enough to warrant the same rating.* ***Note:*** *The cost of new vehicles and maintenance facility was not included as part of the estimates for ELB or LRT, as PCT would utilize existing vehicles and maintenance facility to operate ELB service initially, or, costs are already captured in other capital budgets. LRT maintenance costs were calculated and noted but excluded from the cost evaluation to ensure a fair comparison.* **High performance (3)** = Lowest cost alternative **Medium performance (2)** = Mid-range cost alternative **Low performance (1)** = Highest cost alternative
Construction Complexity	A qualitative analysis of the construction challenges and potential risks associated with an alternative. Each alternative was evaluated based on the type of construction required while also considering the existing conditions within a corridor. **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives.* **High performance (3)** = Limited intersection rebuilds, utility conflicts, and no unique construction challenges noted **Medium performance (2)** = Numerous intersection rebuilds and utility relocations are likely **Low performance (1)** = Numerous intersection rebuilds and utility relocations are likely, and reconstruction of major intersections and/or structures would be needed
Environmental Considerations See Appendix C for details.	Assessment of overall risk to project development based on proximity to key environmental resources such as water, wetlands, Endangered Species Act (ESA) species, Section 4(f), historic, and hazardous resources. Risk was assessed based on location of resource in proximity to project footprint and considers type of resource impacted and potential type of impact anticipated (long-term versus short-term impact). **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives.* **High performance (3)** = No environmental resources in proximity to project footprint, environmental risk is low **Medium performance (2)** = Some environmental resources are present in proximity to project footprint; environmental risk is moderate **Low performance (1)** = Many environmental resources are present in proximity to project footprint; environmental risk is high
Estimated Property Impacts See Appendix C for details.	Qualitative assessment of property impacts based on assumed project footprint using a Geographic Information System (GIS)-level exercise. **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives.* **High performance (3)** = No or very limited property impacts **Medium performance (2)** = Moderate property impacts **Low performance (1)** = Higher property impacts

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CRITERIA	DETAILED METRIC DESCRIPTION	SCORING METHODOLOGY
Station Area and EOL Indicators Assessment	A land use analysis around the identified station locations was conducted, factoring in FTA CIG land use rating criteria. **Reported at the station level.**	*Considerations noted for informational purposes.*
Reduction in VMT See Appendix D for details.	This measure used the FTA STOPS model output to report potential vehicle miles traveled (VMT) savings assuming a 1.1-person vehicle capacity. **Reported at the full corridor level.**	*Considerations noted for informational purposes.*
Noise and Vibration Impacts See Appendix E for details.	A quantitative assessment measuring the sensitive noise receptors affected and areas of potential vibration concerns for each alternative. **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives.* **High performance (3)** = No or very limited impacts **Medium performance (2)** = Moderate noise impacts **Low performance (1)** = Higher noise impacts
Visual Impacts	Qualitative assessment of the alternative's potential impact on view sheds and whether or not the mode requires infrastructure that would impede the mountain views. **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives.* **High performance (3) =** No visual impacts, current view sheds remain uncompromised **Medium performance (2) =** Some visual impacts, current view sheds will be moderately compromised **Low performance (1) =** High visual impacts, current view sheds will be compromised
Feasible and Service-Proven	A qualitative assessment that determined if the alternative is feasible to implement prior to the 2034 Utah Winter Olympic Games, based on an evaluation of industry standards for manufacturing lead times, Buy America standards and compatibility, the ability for the alternative to be eligible and competitive for federal FTA funds, and the potential complexity of future study phases that could impact overall timeline. **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives.* **High performance (3)** = The alternative is feasible to implement by 2034 based on current known conditions and funding eligibility **Medium performance (2)** = The alternative may be feasible to implement by 2034, but some unknowns exist around funding availability and/or manufacturing lead times **Low performance (1)** = The alternative is unlikely to be implemented by 2034 due to funding eligibility and/or manufacturing lead times
Community Compatibility	This assessment evaluated the alternative's ability to interline or share the same guideway with existing transit service and whether or not it is compatible with adopted local and regional plans for the transportation network. It determines if steps are in place or could be in place near-term to accommodate the proposed mode in a way that meets the feasibility metric. **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives.* **High performance (3)** = Very compatible with current transit system AND future transit/transportation plans **Medium performance (2)** = Somewhat compatible with current transit system OR future transit/transportation plans **Low performance (1)** = Not very compatible with current transit system and future transit/transportation plans

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CRITERIA	DETAILED METRIC DESCRIPTION	SCORING METHODOLOGY
Resiliency	This measure assessed, qualitatively, if the mode can be scaled over time. The alternatives are evaluated to determine level of ease for acquiring and adding new vehicles to the system to add capacity as demand increases. This measure considers cost and size of vehicles, station platform lengths, ROW preservation needs for station lengths, and vehicle storage facilities/tail track availability. **Reported at the full corridor level.**	**Scoring:** *Ratings assigned based on comparative performance between mode alternatives.* **High performance (3)** = The mode is highly scalable, and vehicles can be added over time to respond to future demand **Medium performance (2)** = The mode is somewhat scalable, and vehicles can be added over time but may reach a ceiling in ability to provide frequency of service or have adequate ROW for station sizing and vehicle queuing; it may require additional property for storage and maintenance **Low performance (1)** = The mode is not scalable and cannot accommodate future ridership demands
Public and Stakeholder Support	This measure quantified the level of support for the mode alternative based on the study's open house, public meeting, stakeholder, and public engagement efforts.	*Considerations noted for informational purposes.*

4.1.3 Screening Results

4.1.3.1 Summary

Table 3 provides a snapshot summary of the evaluation findings. Please see Table 4 for the detailed summary of data analysis and findings. **Because the analysis is comparative, the scores of high (3), medium (2), and low (1) performance are not indicators of peak performance or impacts for the alternative, but rather how well an alternative performs relative to the other options under consideration.**

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Table 3. Summary of Level 2 Screening Evaluation Findings

EVALUATION CRITERIA	SUMMARY OF METRIC(S)	ELB SIDE RUNNING	SCORE	ELB CENTER RUNNING	SCORE	LRT CENTER RUNNING	SCORE
Transit Reliability	Percent alignment in exclusive guideway; ability to utilize TSP.	Medium	2	High	3	High	3
Transit Travel Time	Travel times from PCT and modal/ alignment characteristics.	High	3	High	3	Low	1
Daily and Annual Projected Ridership	FTA STOPS model projections.	Medium	2	Medium	2	High	3
Study Area Transit Trips	New transit trips across the system with the added service.	Medium	2	Medium	2	High	3
Station Area Accessibility	Qualitative analysis assessing ease and safety of access for transit users.	High	3	Medium	2	Low	1
Transportation System Access	Corridor access at driveways, PCSD, and other businesses/ destinations.	High	3	Low	1	Low	1
Conceptual Capital Costs	Quantitative assessment of costs, with ROM for each alternative, excludes ROW acquisition.	High	3	Medium	2	Low	1
Operational Costs	Operations and maintenance costs for the first year of operations.	High	3	High	3	Medium	2
Construction Complexity	Qualitative analysis of potential construction challenges and potential risks.	High	3	Medium	2	Low	1
Environmental Considerations	Assessment of project development risks based on proximity to key environmental considerations.	Medium	2	Medium	2	Medium	2
Estimated Property Impacts	Qualitative assessment of property impacts based on assumed footprint (GIS-level exercise).	Medium	2	Medium	2	Low	1
Station Area and EOL Indicators Assessment	Land use and population assessment based on FTA CIG criteria. *Informational only.*	Medium	-	Medium	-	Medium	-
Reduction in VMT	FTA STOPS model output on potential VMT savings. *Informational only.*	Medium	-	Medium	-	High	-
Noise and Vibration Impacts	Measurement of sensitive noise receptors within the study area for each mode.	High	3	High	3	Low	1
Visual Impacts	Qualitative assessment of the alternative's potential impact on view sheds.	High	3	High	3	Low	1
Feasible and Service-Proven	Feasible to implement prior to 2034, eligibility and competitiveness for FTA funding.	High	3	High	3	Medium	2
Community Compatibility	Ability to interline or share guideway with existing transit services and compatibility with local plans.	High	3	High	3	Medium	2
Resiliency	Assessment of if and how the mode can be scalable over time to add capacity.	High	3	High	3	Medium	2
Public and Stakeholder Support	Support for the mode based on engagement findings. *Informational only.*	High	-	High	-	Medium	-
SCORING			**43**		**39**		**27**

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4.1.3.2 Detailed Results

Table 4 provides detailed results of the Level 2 alternatives evaluation. **Because the analysis is comparative, the scores of high (3), medium (2), or low (1) performance are not indicators of peak performance or impacts, but rather how well an option performs relative to the other alternatives under consideration.**

Table 4. Detailed Level 2 Screening Evaluation Findings

EVALUATION CRITERIA	SUMMARY OF METRIC(S)	ELB SIDE RUNNING	SCORE	ELB CENTER RUNNING	SCORE	LRT CENTER RUNNING	SCORE
Transit Reliability	Percent alignment in exclusive guideway; ability to utilize TSP.	**Medium** – 90% lane exclusivity. Buses share outside lane with right turning vehicles at all driveway/business accesses, and at major intersections. Four existing signals; up to one additional signal may be needed for TSP into Richardson Flat Park and Ride. 100 ft before every driveway would be required as a shared turning lane with buses and vehicles, which slightly reduces lane exclusivity. Considerations for access management on Bonanza Drive can improve exclusivity.	2	**High** – 95% lane exclusivity. Four existing signals; up to three additional signals may be needed, two to aid in midblock station access for riders and one with TSP into Richardson Flat Park and Ride. Buses would be required to get out of the center running guideway to turn into the OTTC, reducing lane exclusivity slightly at this location.	3	**High** – 100% lane exclusivity. Four existing signals; three additional may be required, two to aid in midblock station access for riders and one for TSP into Richardson Flat Park and Ride.	3
Transit Travel Time	Travel times from PCT and modal/ alignment characteristics.	**High** – ELB mode is not impacted by existing grades or curvature. Travel times for side running ELB may see slight reductions as buses would share right turn lanes at key intersections and access points. Access management strategies, particularly for Bonanza Drive should be considered.	3	**High** – ELB mode is not impacted by existing grades or curvatures, and this alternative does not share turning lanes with general purpose traffic.	3	**Low** –Existing curvature of the roadway particularly on Bonanza Drive do not meet LRT minimum requirements; LRT would be required to travel +/- 10 miles per hour along Bonanza Drive due to roadway curvatures, creating operational inefficiencies compared to the other mode alternatives.	1

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EVALUATION CRITERIA	SUMMARY OF METRIC(S)	ELB SIDE RUNNING	SCORE	ELB CENTER RUNNING	SCORE	LRT CENTER RUNNING	SCORE
Daily and Annual Projected Ridership	FTA STOPS model projections. Reported at the corridor and station levels.	**Medium** – Reported for 10-minute headways. **2024 Trips on Project:** +1,650 **2045 Trips on Project:** +1,633 2024 Richardson Flat P&R: +469 2045 Richardson Flat P&R: +565 2024 Park City High School: +198 2045 Park City High School: +150 2024 Bonanza Drive: +319 2045 Bonanza Drive: +245 2024 OTTC: +665 2045 OTTC: +675	2	**Medium** – Reported for 10-minute headways. **2024 Trips on Project:** +1,650 **2045 Trips on Project:** +1,633 2024 Richardson Flat P&R: +469 2045 Richardson Flat P&R: +565 2024 Park City High School: +198 2045 Park City High School: +150 2024 Bonanza Drive: +319 2045 Bonanza Drive: +245 2024 OTTC: +665 2045 OTTC: +675	2	**High** – Reported for 10-minute headways. **2024 Trips on Project:** +3,350 **2045 Trips on Project:** +3,150 2024 Richardson Flat P&R: +918 2045 Richardson Flat P&R: +1,052 2024 Park City High School: +437 2045 Park City High School: +334 2024 Bonanza Drive: +701 2045 Bonanza Drive: +539 2024 OTTC: +1,304 2045 OTTC: +1,252	3
Study Area Transit Trips	New transit trips *across the system* with the added service.	**Medium** – reported for 10-minute headways. **2024:** +1.4% increase in ridership **2045:** 1.4% increase in ridership	2	**Medium** – reported for 10-minute headways. **2024:** +1.4% increase in ridership **2045:** 1.4% increase in ridership	2	**High** – reported for 10-minute headways. **2024:** +7.8% increase in ridership **2045:** +6.6% increase in ridership	3
Station Area Accessibility	Qualitative assessment of connectivity around station areas and first/last mile needs.	**High -** Offers the most direct access for first/last mile connections into the existing sidewalk, trail, and bicycle network for Park City School District Station and the Bonanza Drive Station. Seamless integration at Richardson Flat Park and Ride and the OTTC. Stations located on each side of the corridor reduce midblock crossing needs, added wait times for signals, and out of direction travel. Additionally, regular bus service can utilize the stations, providing a seamless experience for the user.	3	**Medium** - Offers fairly direct access for first/last mile connections into the existing sidewalk, trail, and bicycle network for Park City School District Station and the Bonanza Drive Station. Seamless integration at Richardson Flat Park and Ride and the OTTC. Stations located in the middle of the corridor require addition of signalized midblock crossings at Park City High School and on Bonanza Drive. It may be less feasible for regular bus service to utilize center-running stations due to the need to merge in and out of general purpose lanes.	2	**Low** -Offers fairly direct access for first/last mile connections into the existing sidewalk, trail, and bicycle network for Park City School District Station and the Bonanza Drive Station. A separate LRT station would need to be located on Deer Valley Drive, as LRT cannot serve the OTTC in its existing form. The station would be located on Deer Valley Drive north of Main Street, due to steep grades. Users would have to walk up hill +/- .25 to .5 mi to access OTTC or other Old Town destinations. LRT stations located in the middle of the corridor require addition of signalized midblock crossings at Park City High School and on Bonanza Drive. Regular bus service cannot utilize the LRT stations.	1

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EVALUATION CRITERIA	SUMMARY OF METRIC(S)	ELB SIDE RUNNING	SCORE	ELB CENTER RUNNING	SCORE	LRT CENTER RUNNING	SCORE
Transportation System Access	Corridor access at driveways, PCSD, and other businesses/ destinations.	**High** – Has the lowest impact to vehicular access on and off the corridor as left turns in and out of accesses and at unsignalized intersections would still be allowed. However, right turns off the corridor would be made from the bus lane, which may have marginal impacts on transit performance.	3	**Low** – Has the highest impact to vehicular access on and off the corridor. Alternative assumes no left turns in or out of cross streets or drive accesses. Left turns could be made only at signalized intersections, requiring vehicles to turn right and make a U-turn at the nearest signalized intersection. Bonanza Drive has no signalized intersection for U-turns except at its extents; SR-248 has 1.32 miles between signals at Comstock Road and Richardson Flat Road.	1	**Low** – Has the highest impact to vehicular access on and off the corridor. Alternative assumes no left turns in or out of cross streets or drive accesses. Left turns could be made only at signalized intersections, requiring vehicles to turn right and make a U-turn at the nearest signalized intersection. Bonanza Drive has no signalized intersection for U-turns except at its extents; SR-248 has 1.32 miles between signals at Comstock Road and Richardson Flat Road.	1
Conceptual Capital Costs[3]	Quantitative assessment of costs, with ROM for each alternative, excludes ROW acquisition with an assumed construction year of 2030.	**High** – Has the lowest cost of each alternative. $176M - $328M total construction cost.	3	**Medium** – Has the mid-range cost of each alternative. $240M - $447M total construction cost.	2	**Low** – Has the highest cost per mile of each alternative. $292 - $545M total construction cost. (*Guideway costs only, LRT vehicles and a new Operations and Maintenance facility would require additional funds*).	1
Operational Costs[4]	Operations and maintenance costs. Excludes new facility and vehicle needs.	**High** – ELB has the lowest operating cost compared to LRT.	3	**High** – ELB has the lowest cost compared to LRT.	3	**Medium** – LRT is 1.5-2 times more expensive to operate than ELB.	2

[3] Conceptual capital costs were determined using a ROM unit cost and include a contingency range of -20% from the base cost assumption up to +40% form the base cost assumption.
[4] Operational costs were determined utilizing FTA's National Transit Database Annual Data Products National Transit Summaries and Trends 2018 and 2023 Editions, and American Public Transit Association (APTA's) Public Transportation Factbook. Costs for each alternative were general operations estimates and not tied to a specific operating year. Excludes new maintenance facility and vehicle needs.

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EVALUATION CRITERIA	SUMMARY OF METRIC(S)	ELB SIDE RUNNING	SCORE	ELB CENTER RUNNING	SCORE	LRT CENTER RUNNING	SCORE
Construction Complexity	Qualitative analysis of potential construction challenges and potential risks.	**High** – Least complex alternative to construct compared to LRT and center running ELB. Station platforms fit within existing footprint and curvatures of the roadway.	3	**Medium** – Less complex than LRT, but slightly more complex than side-running ELB. Center running ELB requires additional width needs at intersections to accommodate turning bays and vehicle operations; center running ELB requires more infrastructure for access management along the corridor, e.g., infrastructure to facilitate right-in-right-out movements for turning vehicles and controlled U-turn locations. Station platforms fit within existing footprint and curvatures of the roadway.	2	**Low** – Most complex alternative due to need for specialized, permanent rail infrastructure which is more involved than dedicated bus lanes for ELB. Additional equipment including OCS poles presents vertical clearance issues under US-40 at Richardson Flat Road, requiring a new US-40 bridge structure and traction power sub-stations requiring high-voltage power. A new Operations and Maintenance facility would need to be constructed with a direct connection to the LRT alignment. **Station Complexities:** Deer Valley Drive would require regrading for a new station (a requirement of LRT near OTTC) due to the grade limitations of 2% standard grade for stations, resulting in potentially significant property impacts on both sides. Tail tracks are needed at each EOL (355 ft long); on Deer Valley Drive this would require the station to be located farther north and a great distance away from the OTTC. Station on Bonanza Drive would require 445 ft of tangent station platform length, and a realignment of the road would be required to accommodate it.	1

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EVALUATION CRITERIA	SUMMARY OF METRIC(S)	ELB SIDE RUNNING	SCORE	ELB CENTER RUNNING	SCORE	LRT CENTER RUNNING	SCORE
Environmental Considerations	Assessment of project development risks based on proximity to key environmental considerations. *Footprints and alignments will be further refined in the next phase with the goal of reducing impacts.*	**Medium** – This alternative may potentially impact 4.91 acres of farmlands of statewide importance, 2.54 acres of wetlands, and 6,731 linear ft of streams. The alternative would directly impact four hazardous sites (three leaking underground storage tank [LUST] and one underground storage tank [UST]) and is within a 1-mile buffer of one National Priorities List Superfund site. Although long-term impacts to these resources are anticipated, the proposed improvements represent minor additions to an existing roadway and would therefore result in minimal overall effects.	2	**Medium** – This alternative may potentially impact 6.03 acres of farmlands of statewide importance, 2.45 acres of wetlands, and 6,182 linear ft of streams. The alternative would directly impact four hazardous sites (three LUST and one UST) and is within a 1-mile buffer of one NPL Superfund site. Although long-term impacts to these resources are anticipated, the proposed improvements represent minor additions to an existing roadway and would therefore result in minimal overall effects.	2	**Medium** – This alternative may potentially impact 6.09 acres of farmlands of statewide importance, 2.61 acres of wetlands, and 6,302 linear ft of streams. The alternative would directly impact four hazardous sites (three LUST and one UST) and is within a 1-mile buffer of one National Priorities List Superfund site. Although long-term impacts to these resources are anticipated, the proposed improvements represent minor additions to an existing roadway and would therefore result in minimal overall effects.	2
Estimated Property Impacts	Qualitative assessment of property impacts based on assumed footprint (GIS-level exercise). *Footprints and alignments will be further refined in the next phase with the goal of reducing impacts.*	**Medium** – Seven properties fall within 20 ft of the proposed design footprint and may require commercial relocation; four of these directly overlap building footprints and would likely require relocation.	2	**Medium** – Seven properties fall within 20 ft of the proposed design footprint and may require commercial relocation; two of these directly overlap building footprints and would likely require relocation.	2	**Low** – This alignment may require the most commercial relocations of all alternatives. Eight properties fall within 20 ft of the proposed design footprint and may require commercial relocation; three of these directly overlap building footprints and would likely require relocation.	1
Station Area and EOL Indicators Assessment	Land use and population assessment based on FTA CIG criteria. *Informational only.*	**Medium** – **Richardson Flat Park and Ride Stations**: Currently undeveloped but with substantial development potential. **Bonanza Drive and Park City High Stations**: Offer the highest concentrations of population and employment. **OTTC**: Unmatched commercial and taxable value per acre.	-	**Medium** – **Richardson Flat Park and Ride Stations**: Currently undeveloped but with substantial development potential. **Bonanza Drive and Park City High Stations**: Offer the highest concentrations of population and employment. **OTTC**: Unmatched commercial and taxable value per acre.	-	**Medium** – **Richardson Flat Park and Ride Stations**: Currently undeveloped but with substantial development potential. **Bonanza Drive and Park City High Stations**: Offer the highest concentrations of population and employment. **OTTC**: Unmatched commercial and taxable value per acre.	-
Reduction in VMT	FTA STOPS model output on potential VMT savings per day. *Informational only.*	**Medium** – reported for 10-minute headways. **VMT reduction 2024**: -190 mi **VMT reduction 2045**: -800 mi	-	**Medium** – reported for 10-minute headways. **VMT reduction 2024**: -190 mi **VMT reduction 2045**: -800 mi	-	**High** – reported for 10-minute headways. **VMT reduction 2024**: -1,430 mi **VMT reduction 2045**: -2,790 mi	-

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EVALUATION CRITERIA	SUMMARY OF METRIC(S)	ELB SIDE RUNNING	SCORE	ELB CENTER RUNNING	SCORE	LRT CENTER RUNNING	SCORE
Noise and Vibration Impacts	Measurement of sensitive noise receptors within the study area for each mode.	**High –** **Noise sensitive receptors within screening distance:** 66 **Vibration sensitive receptors within screening distance:** 0	3	**High –** **Noise sensitive receptors within screening distance:** 66 **Vibration sensitive receptors within screening distance:** 0	3	**Low –** **Noise sensitive receptors within screening distance:** 138 **Vibration sensitive receptors within screening distance:** 40	1
Visual Impacts	Qualitative assessment of the alternative's potential impact on view sheds.	**High** – No new or increased visual impacts. Station platforms would likely be expanded at the Park City School District station and the Bonanza Drive station.	3	**High** – No new or increased visual impacts. Station platforms would likely be expanded at the Park City School District station and the Bonanza Drive station.	3	**Low** – OCS poles would be located approx. every 100-200' along the entire length of the alignment plus visible wiring between the poles approximately 22' above track. Additionally signal houses and traction power substations would be required. Currently, the structure at US-40 and Richardson Flat road is too short to accommodate OCS and would need to be replaced/reconstructed.	1
Feasible and Service-Proven	Feasible to implement prior to 2034, eligibility and competitiveness for FTA funding.	**High** – The availability of vehicles is higher than rail cars, manufacturing times are faster, and a new maintenance facility is not needed immediately.	3	**High** – The availability of vehicles is higher than rail cars, manufacturing times are faster, and a new maintenance facility is not needed immediately.	3	**Medium** – There are generally longer lead times for vehicle manufacturing; a dedicated operations and maintenance facility would be required and would need to undergo a similar federal NEPA process prior to construction.	2
Community Compatibility	Ability to interline or share guideway with existing transit services and compatibility with local plans.	**High** – This alternative is most compatible with current bus system, the SR-224 Bus Rapid Transit (BRT) project, and the OTTC and is identified in several local and regional transportation and transit plans. High-capacity transit on this segment of SR-248 is identified on the Statewide Long Range Transportation Plan.	3	**High** – This alternative is most compatible with current bus system, the SR-224 BRT project, and the OTTC and is identified in several local and regional transportation and transit plans. High-capacity transit on this segment of SR-248 is identified on the Statewide Long Range Transportation Plan	3	**Medium** – There are currently no LRT services in operation with PCT, developing this service would require additional rail yard and maintenance facilities, and operators/maintainers. Connection considerations for directing people to/from the OTTC would be required, as LRT cannot use the current transit center. Considerations for separate alignment and access would be required for Richardson Flat Park and Ride connection. LRT is not identified in local or regional transit plans, but high-capacity transit is identified in the Statewide Long Range Transportation Plan on this segment of SR-248.	2

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EVALUATION CRITERIA	SUMMARY OF METRIC(S)	ELB SIDE RUNNING	SCORE	ELB CENTER RUNNING	SCORE	LRT CENTER RUNNING	SCORE
Resiliency	Assessment of if and how the mode can be scalable over time to add capacity.	**High** – ELB service can expand service frequency and capacity with minimal infrastructure requirements by adding additional vehicles and reducing headways. Generally considered more scalable for special events due to existing availability of vehicles.	3	**High** – ELB service can expand service frequency and capacity with minimal infrastructure requirements by adding additional vehicles and reducing headways. Generally considered more scalable for special events due to existing availability of buses.	3	**Medium** – LRT offers less flexibility than ELB for adding vehicles, as stations must be designed larger in advance or ROW preserved to accommodate increasing station lengths for long trains. Adding vehicles does not necessarily increase frequency of service but can move more passengers with each trip. Alternatively reducing headways to meet demand instead of adding LRT vehicles to the train set could also be considered.	2
Public and Stakeholder Support	Support for the mode based on engagement findings. *Informational only.*	**High** – ELB service has the greatest public support; the public likes that this mode is most compatible with the current system; there is high interest in this alternative due to its ability for timely implementation and cost effectiveness; support for the flexibility of buses and ability to easily scale service.	-	**High** – ELB service has the greatest public support; the public likes that this mode is most compatible with the current system; there is high interest in this alternative due to its ability for timely implementation and cost effectiveness; support for the flexibility of buses and ability to easily scale service.	-	**Medium** – LRT has moderate public support; there are some concerns over system-to-system compatibility, cost, and impacts due to noise, vibration, property impacts at intersections, and noise and traffic delay during construction.	-
SCORING			**43**		**39**		**27**

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5 SUMMARY OF LEVEL 2 ENGAGEMENT

5.1 TECHNICAL ADVISORY COMMITTEE MEETING

A TAC meeting was held on December 16, 2025, to review the Level 2 Screening findings, discuss methodology, and address questions.

A summary of the meeting discussion is as follows:

- An overview of the study and corridor goals were presented.
- A reminder on previous screening results, including the Purpose and Need Screening and the Level 1 Screening, were shared.
- The Level 2 Screening criteria and metrics were shared with the TAC, and the scoring findings for each alternative were presented.
- Some discussion occurred inquiring about FTA CIG considerations, and travel time for LRT on Bonanza Drives (reduced due to curvature of the roadway).
- A discussion about ensuring this future project moves from Phase 2 of the UDOT Long Range Transportation Plan to Phase 1, to allow for more near-term funding opportunities was discussed.
- A desire to understand a funding plan from PCMC was discussed.

Overall, no feedback or concerns were expressed about what was presented or about the scoring of the three alternatives – the TAC indicated support for side running ELB to advance as the LPA per the evaluation findings.

5.2 STAKEHOLDER WORKING GROUP MEETING

A Stakeholder Working Group (SWG) meeting was held on January X, 2025, to review the Level 2 Screening findings, discuss methodology, and address questions.

A summary of the meeting discussion is as follows:

5.3 PUBLIC AND STAKEHOLDER ENGAGEMENT

The Level 2 Screening report was uploaded to the study website and the public was notified in January 2026.

A summary of public feedback included:

6 NEXT STEPS FOR LPA REFINEMENT

The remaining task in the Re-create 248 Study will be to refine the LPA; this will allow for a greater detail of design to inform cost, impacts, and coordination needs with UDOT, FTA Region

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8, and other agencies and stakeholders. A preliminary assessment of FTA CIG ratings will be conducted to determine additional analysis and planning that may need to be further refined in the NEPA phase of study. Additionally, intersection-level operational assessments will be conducted using Vissim.

The Re-create 248 Study is slated to be completed in early 2026, the future project will then be entered into Project Development with FTA, and the NEPA study will commence.

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APPENDIX A: STATION AREA AND END-OF-LINE INDICATORS MEMORANDUM

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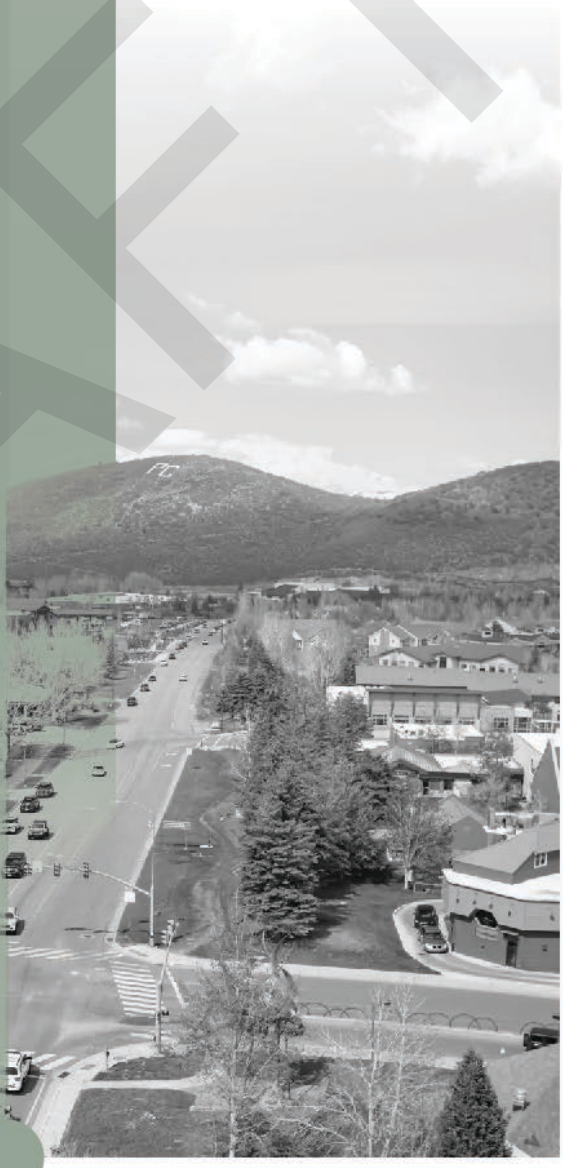
Re·create 248

STATION AREA AND END-OF-LINE INDICATORS MEMORANDUM

November 2025



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Acronyms and Abbreviations

ACS	American Community Survey
AMI	Area median income
Bonanza Drive	Station area at Bonanza Drive and Prospector Avenue
ELB	Exclusive-Lane Buses
FTA	Federal Transit Administration
Gordo	Station area at SR-248 and Richardson Flat Road
HTRZ	Housing and Transit Reinvestment Zone Act
HUD	U.S. Department of Housing and Urban Development
LBAR	Legally binding affordability restricted
OTTC	Station area at Old Town Transit Center
Park City High School	Station area at SR-248 and Park City High School
PCHS	Park City High School
PCMC	Park City Municipal Corporation
Richardson Flat	Station area at Richardson Flat Park and Ride
The Study	Re-create 248 Transit Study
TAZ	Traffic Analysis Zone
WFRC	Wasatch Front Regional Council
ZPFI	Zions Public Finance, Inc.

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1 KEY FTA LAND USE PROJECT MEASURES

In this report Zions Public Finance, Inc. (ZPFI) provides additional insights and analysis regarding Park City Municipal Corporation's (PCMC's) Re-create 248 Transit Study (the study) and examines potential station areas within the SR-248 corridor for Exclusive-Lane Bus (ELB) alternatives, and the Light Rail (LRT) alternative. Station locations are assumed to be consistent across alternatives based on industry best practices and corridor land uses. Where able, ZPFI has aligned the analysis to the Federal Transit Administration's (FTA) land use project measures, as described in its "Capital Investment Grants Proposed Policy Guidance"[1] report (FTA 18). In certain cases, where this data is not readily available, ZPFI has provided a qualitative narrative.

1.1 POTENTIAL STATION AREAS

As part of the project, Horrocks identified four potential station areas, inclusive of end-of-line facilities. These four areas are identified in the exhibit below and constitute the following:

- A station or potential end-of-line facility at the Richardson Flat Park and Ride (Richardson Flat)
- A station or potential end-of-line facility at the intersection of SR-248 and Richardson Flat Road area adjacent to a city-owned parcel informally called the 'Gordo site' (Gordo)
- A station at SR-248 and Park City High School (Park City High School)
- A station at Bonanza Drive and approximately Prospector Avenue (Bonanza Drive)
- An end-of-line facility at the City's Old Town Transit Center on Swede Alley (OTTC)

The station areas for this study are examined in ½ mile radii, consistent with FTA requirements. Additionally, for the purposes of this analysis, ZPFI combined the radii associated with the Park City High School station and Bonanza station given that they overlap. By combining these areas, ZPFI prevents double counting of characteristics in overlapping zones such as population

[1] U.S. Department of Transportation, Federal Transit Administration. Capital Investment Grants Proposed Policy Guidance, Federal Transit Administration, 2025, https://www.transit.dot.gov/sites/fta.dot.gov/files/2025-08/Proposed-CIG-Policy-Guidance-August-2025.pdf.

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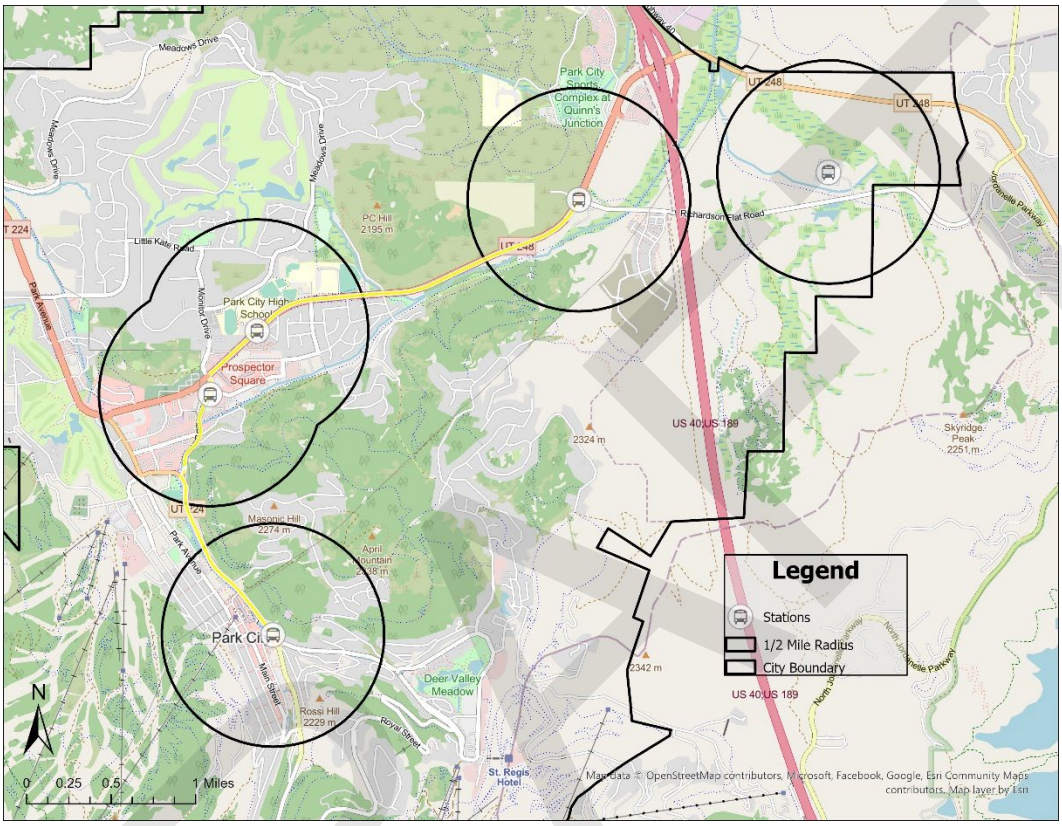
or total acreage. ZPFI also notes that portions of the potential Richardson Flat station area lie outside of the Park City Municipal boundary.

Figure 1. Re-create 248 Transit Study Area Potential Station Locations



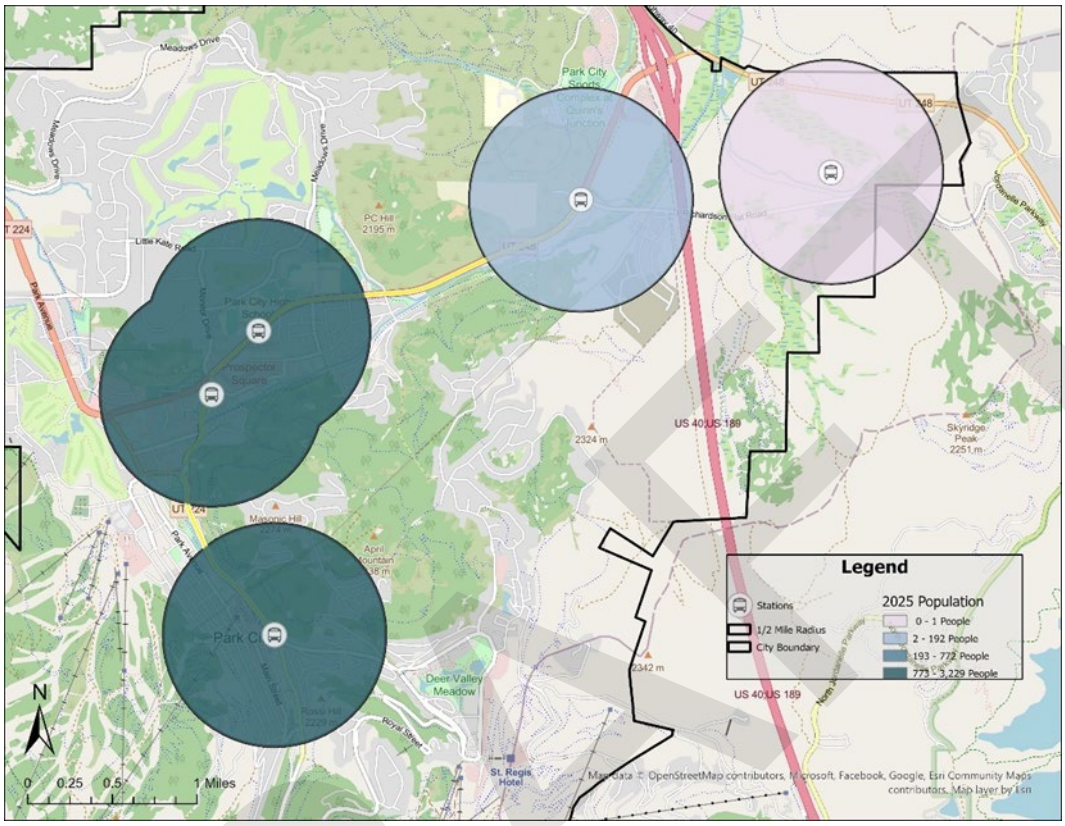
Source: Horrocks, ZPFI.

1.2 AVERAGE EXISTING POPULATION DENSITY ACROSS ALL STATION AREAS

Most of Park City's large employment centers are located proximate to SR-224 or SR-248. Transit improvements along SR-248 will substantially increase access to employment, due to the connection to SR-248 as well as to major employment centers near Bonanza Drive.

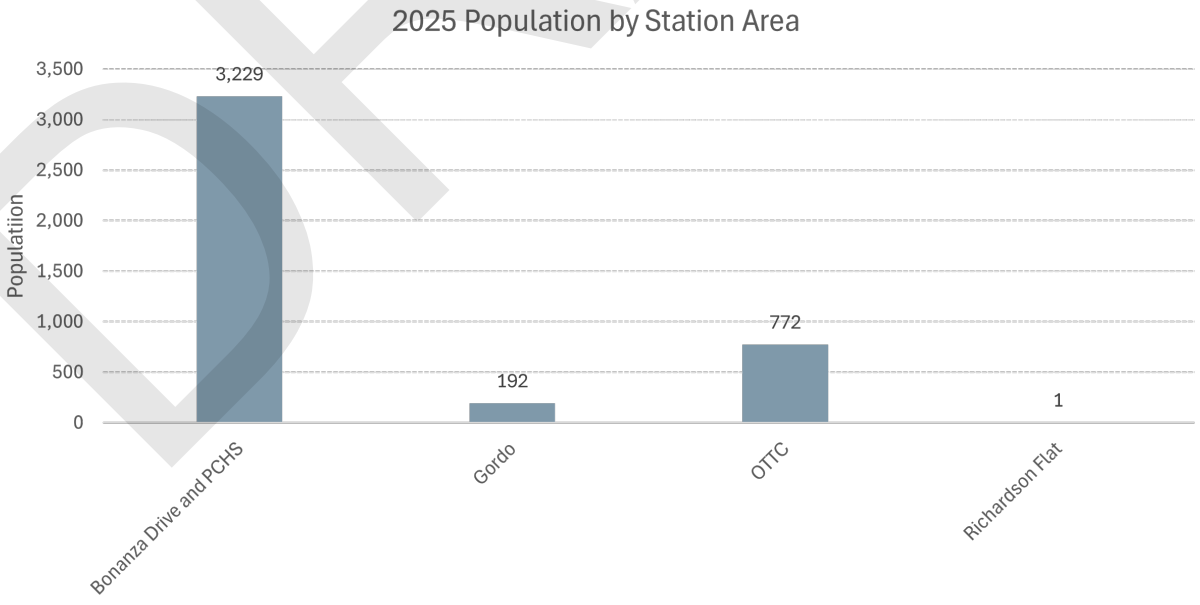
Consistent with the exhibit below, existing population is relatively sparse in the Gordo area at 192 people given the minimal residential development in the area. Population is essentially not present in the Richardson Flat area. Total population in the Bonanza Drive, Park City High School, and Gordo areas is greater at 3,229 people, due to existing homes and its larger land area. Total population in the OTTC area is 772 people.

Figure 2. Re-create 248 Transit Study Area Total Population by Station Area



Source: WFRC Traffic Analysis Zones, ZPFI.

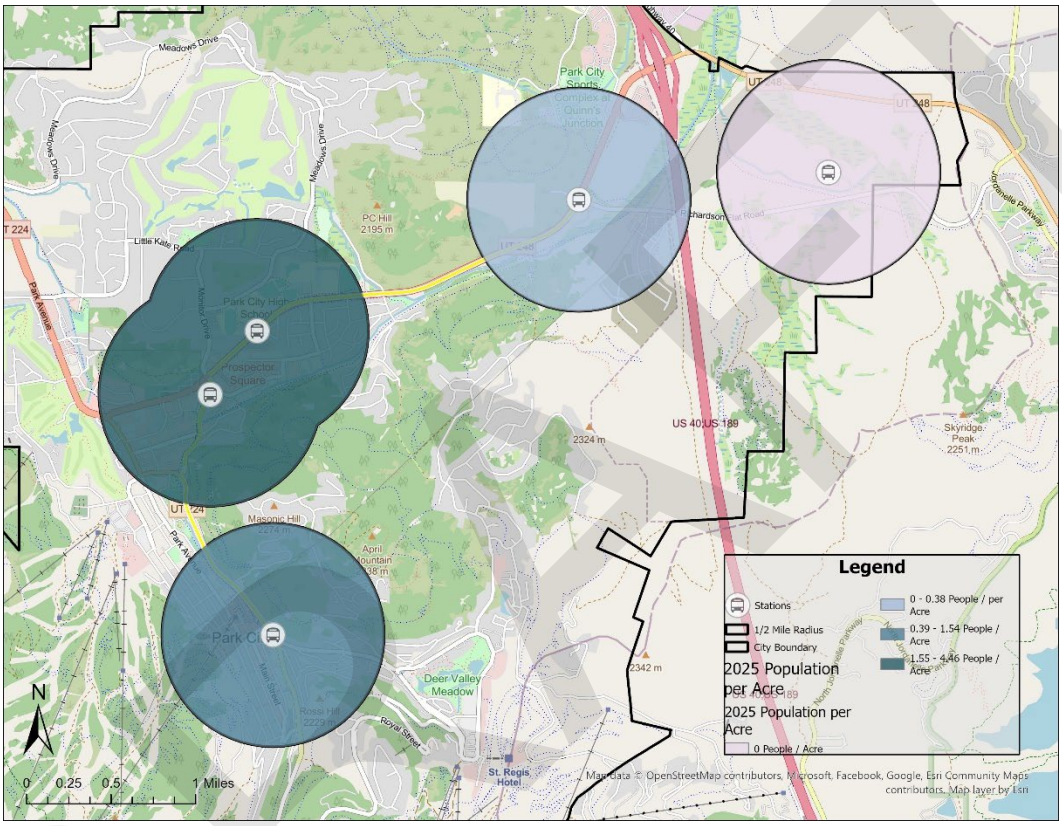
Figure 3. Total Population by Station Area



Source: WFRC Traffic Analysis Zones, ZPFI.

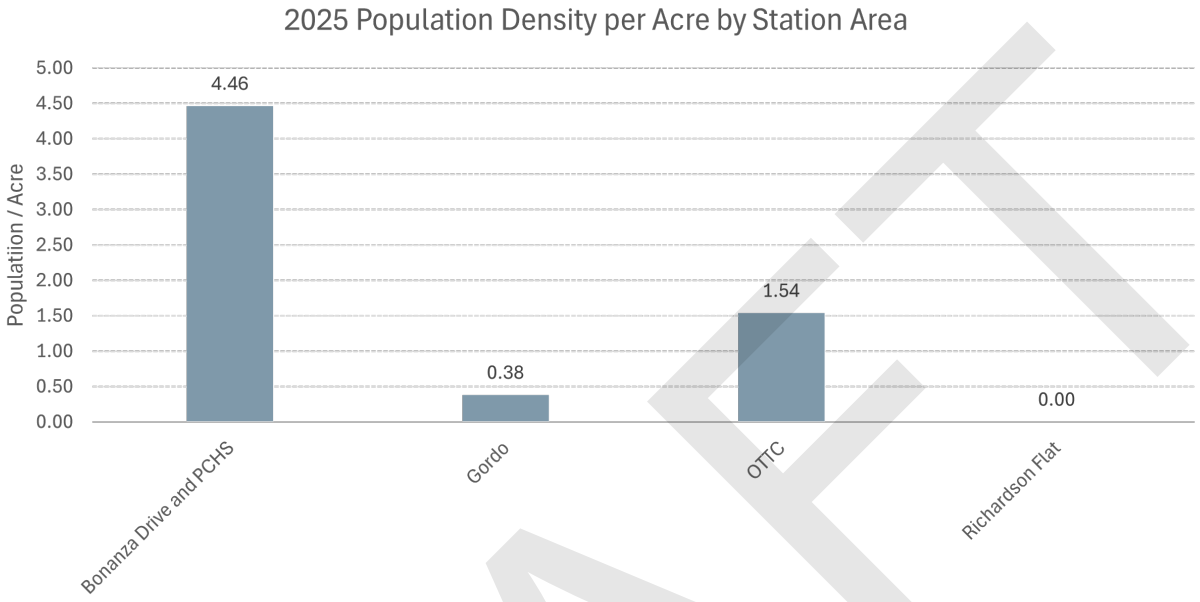
However, population density is better understood by normalizing these population figures by land area to examine a measure of people per acre. When viewed through this lens, the Bonanza Drive and Park City High School area still has the greatest population density, followed by the OTTC and then the Gordo area. Population density at the Richardson Flat area is again zero.

Figure 4. 2025 Population Density per Acre by Station Area



Source: WFRC Traffic Analysis Zones, ZPFI.

Figure 5. SR-248 ELB 2025 Population Density per Acre by Station Area



Source: WFRC Traffic Analysis Zones, ZPFI.

Jobs served by the project are a critical component to project success and adoption. Furthermore, it is likely that the benefit to jobs will extend beyond the immediate number of jobs within each station area as winter visitation creates much more dynamic demand for jobs throughout the corridor.

However, in studying data and projections from the statewide Wasatch Front Regional Council Traffic Analysis Zones (WFRC TAZ) dataset by census tract we can gain insights into the long-term job market and employment characteristics within each station area.

Table 1. Re-create 248 Jobs by Station Area, 2025-2045

STATION AREA	2025 JOBS	2045 PROJECTED JOBS	PROJECTED 20-YEAR JOB GROWTH	ANNUALIZED JOB GROWTH OVER 20-YEAR PERIOD
Bonanza Drive and Park City High School	11,879	14,010	2,131	0.9%
Gordo	1,008	1,301	293	1.5%
OTTC	6,950	7,614	664	0.5%
Richardson Flat	0	2	2	27.9%
Total	19,836	22,924	3,088	0.8%

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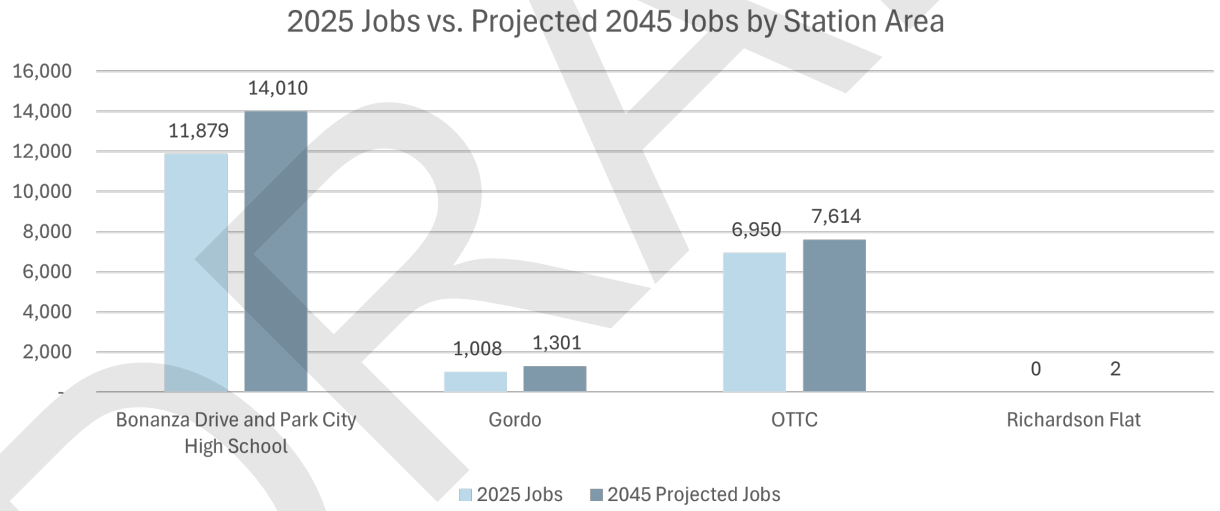
Table 2. Re-create 248 Job Density by Station Area, 2025-2045

STATION AREA	2025 JOBS	2045 PROJECTED JOBS	PROJECTED 20-YEAR JOB GROWTH	ANNUALIZED JOB GROWTH OVER 20-YEAR PERIOD
Bonanza Drive and Park City High School	16.4	19.4	1.2	0.9%
Gordo	2.0	2.6	1.3	1.5%
OTTC	13.8	15.2	1.1	0.5%
Richardson Flat	0.0	0.0	0.0	27.9%

Source: WFRC Traffic Analysis Zones, ZPFI.

Additional visualizations of the information above illustrate the significance and relative efficiency of the Bonanza Drive and Park City High School station area along with the OTTC area. The Gordo and Richardson Flat areas stand out for their scarcity of jobs when compared to the other station areas.

Figure 6. Jobs by Station Area, 2025-2045



Source: WFRC Traffic Analysis Zones, ZPFI.

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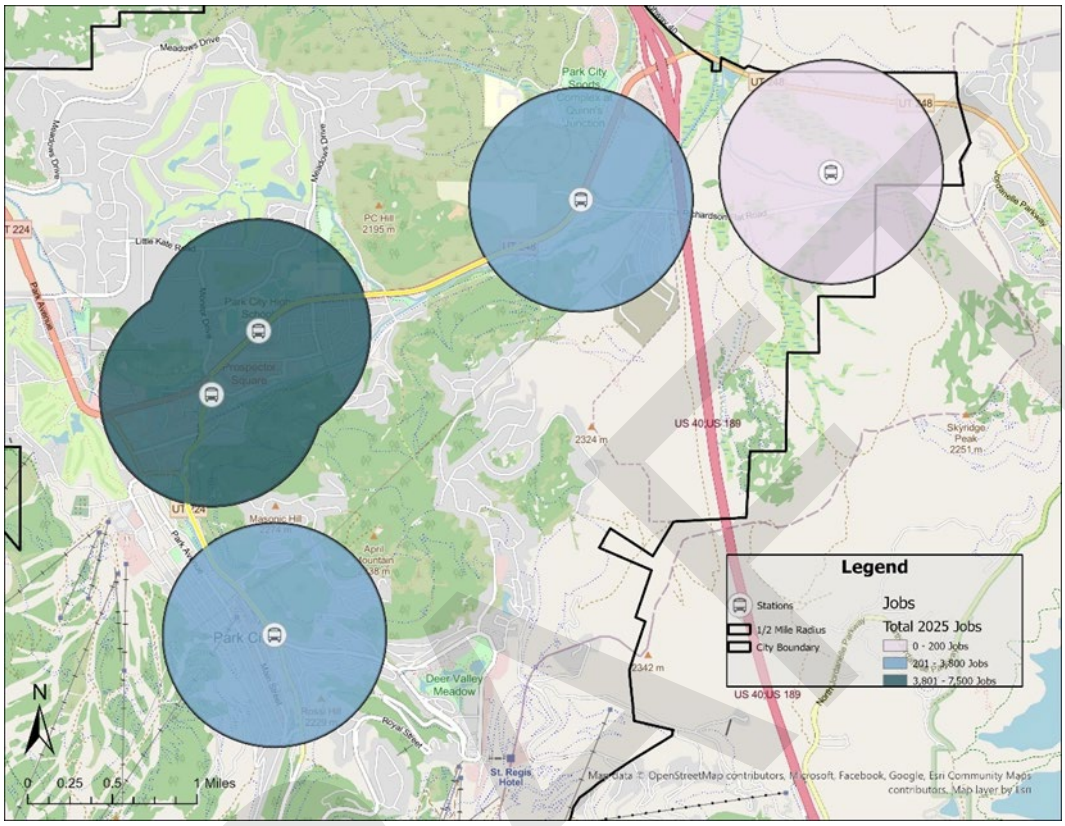
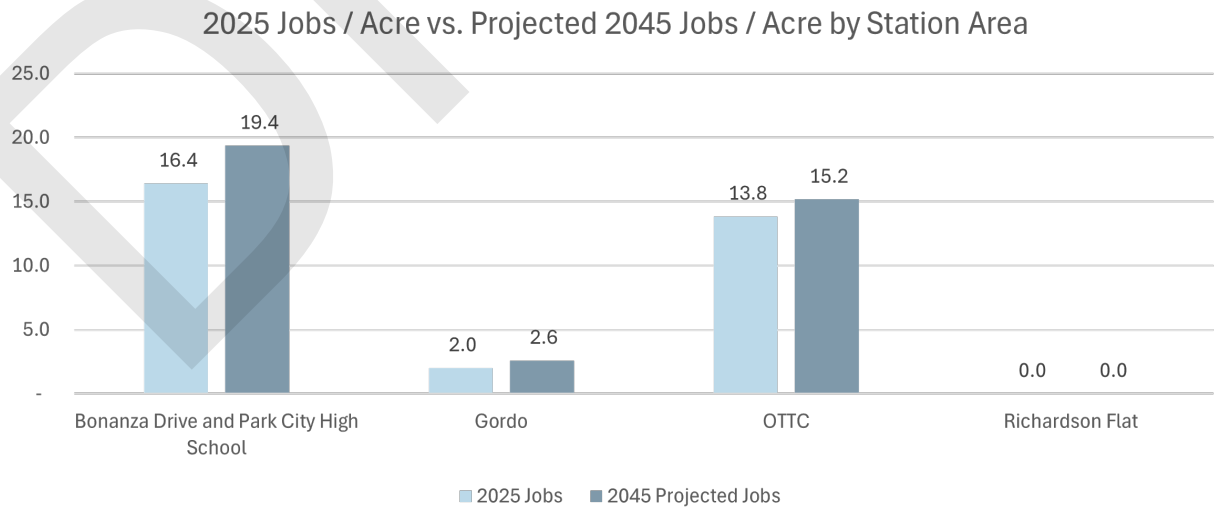
Figure 7. Jobs by Station Area, 2025



Source: WFRC Traffic Analysis Zones, ZPFI.

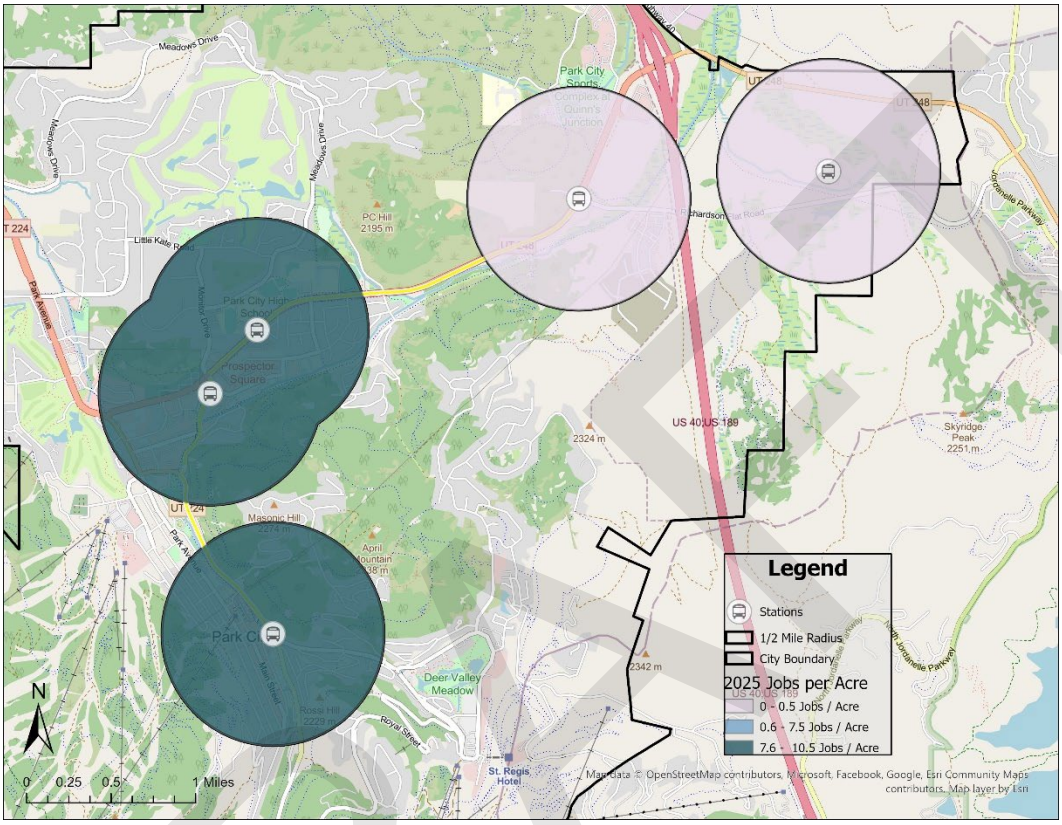
Normalizing job density per acre provides a more accurate measure of the relative efficiency of each site in serving workers.

Figure 8. Jobs per Acre by Station Area, 2025-2045



Source: WFRC Traffic Analysis Zones, ZPFI.

Figure 9. Jobs per Acre by Station Area



Source: WFRC Traffic Analysis Zones, ZPFI.

From the analysis above, we see that job density far outstrips long-term population density in the different station areas. It is reasonable to conclude that the Re-create 248 project could serve as a critical resource for workers in these regions and this would correspondingly lessen the amount of single-occupancy vehicle traffic on this corridor due to jobs in the region.

1.3 HOUSING CHARACTERISTICS

FTA defines legally binding affordability restricted (LBAR) housing as, “For purposes of the affordable housing measure, a legally binding affordability restriction is a lien, deed of trust or other legal instrument attached to a property and/or housing structure that restricts the cost of housing units to be affordable to households at specified income levels for a defined period of time and requires that households at these income levels occupy these units”[2] (FTA 19). Deed restricted housing units that are occupied by renters that have household incomes at or below

[2] U.S. Department of Transportation, Federal Transit Administration. Capital Investment Grants Proposed Policy Guidance, Federal Transit Administration, 2025, https://www.transit.dot.gov/sites/fta.dot.gov/files/2025-08/Proposed-CIG-Policy-Guidance-August-2025.pdf.

60 percent of the area median income (AMI) as defined by the U.S. Department of Housing and Urban Development (HUD). This study criteria considers the ratio of the number of these LBAR units within ½ mile of a station area to the proportion of LBAR units within the counties.

A presentation by Summit County in 2024 indicates that the County has 1,095 deed restricted housing units[3] (Summit County, 2). However, ZPFI does not currently have access to geographically mapped data regarding deed-restricted housing in Park City. Therefore, this ratio cannot be directly computed at this time. However, ZPFI has presented additional housing characteristics regarding the station areas below.

FTA cites that it, "is seeking LBAR housing units to renters with household incomes at or below 60 percent of the area median income (AMI) and/or owners with household incomes at or below AMI that are within a ½-mile radius of stations and in the counties through which the project travels" (FTA 19).

First, ZPFI notes that, according to the U.S. Census American Community Survey (ACS) the Bonanza Drive and Park City High School station area has the greatest number of housing units given it is composed of a larger land area than the end-of-line stations. However, when normalizing by units per acre, each area is roughly similar. Further, we note that this data is based on U.S. Census tracts, which are larger than each station area. Therefore, the Richardson Flat site will show as having units present, even though no actual housing units exist on the site.

Next, we note that a significant number of housing units are held as vacant housing units for seasonal, recreational, or occasional use.

Table 3. Housing Characteristics by Station Area

STATION AREA	TOTAL HOUSING UNITS	OWNER OCCUPIED HOUSING UNITS	RENTER OCCUPIED HOUSING UNITS	VACANT HOUSING UNITS FOR SEASONAL, RECREATIONAL, OR OCCASIONAL USE	OTHER VACANT HOUSING UNITS	% OF HOUSING UNITS FOR SEASONAL, RECREATIONAL, OR OCCASIONAL USE	TOTAL HOUSING UNITS PER ACRE	HOUSING UNITS FOR SEASONAL, RECREATIONAL, OR OCCASIONAL USE PER ACRE
Bonanza Drive	392	118	43	182	49	46%	0.54	0.25
Gordo	280	83	30	132	35	47%	0.56	0.26
OTTC	298	68	25	159	46	53%	0.59	0.32

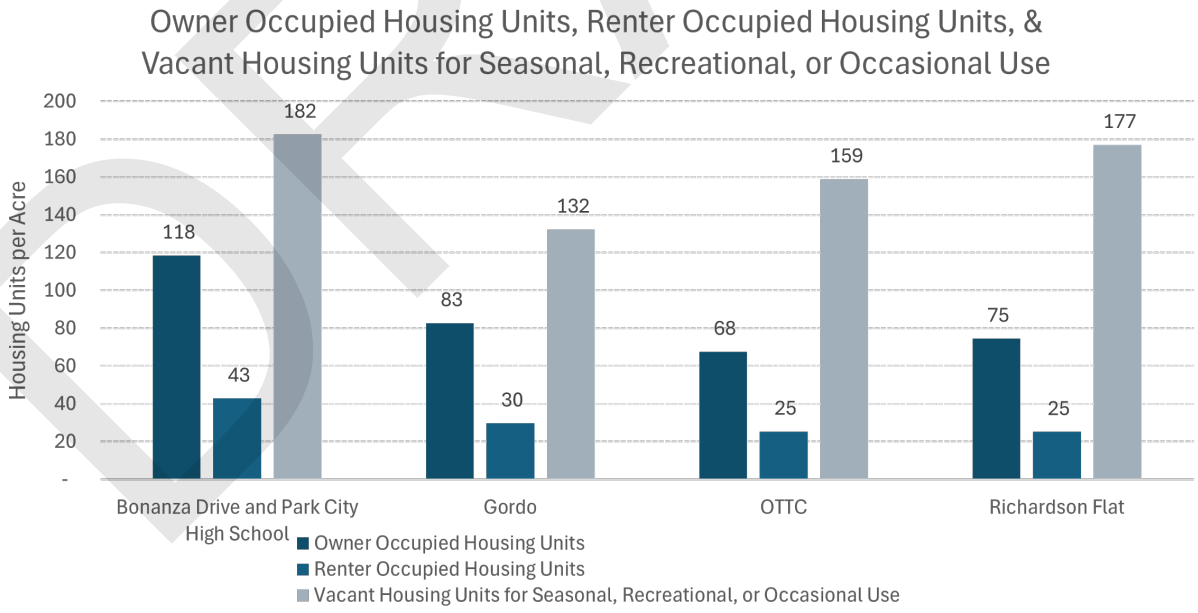
[3] Summit County. Housing Profiles, Jeffrey B. Jones, 2024, https://summitcounty.granicus.com/MetaViewer.php?view_id=&clip_id=674&meta_id=44685#:~:text=Summit%20County:%20=%201%2C095%20Deed%20Restricted,Entitled%20and/or%20Under%20Construction.

STATION AREA	TOTAL HOUSING UNITS	OWNER OCCUPIED HOUSING UNITS	RENTER OCCUPIED HOUSING UNITS	VACANT HOUSING UNITS FOR SEASONAL, RECREATIONAL, OR OCCASIONAL USE	OTHER VACANT HOUSING UNITS	% OF HOUSING UNITS FOR SEASONAL, RECREATIONAL, OR OCCASIONAL USE	TOTAL HOUSING UNITS PER ACRE	HOUSING UNITS FOR SEASONAL, RECREATIONAL, OR OCCASIONAL USE PER ACRE
Richard-son Flat	324	75	25	177	47	55%	0.65	0.35
Total	1,294	343	123	651	177	50%	0.15	0.29

Source: U.S. Census ACS 2023, ZPFI.

Housing units held as vacant housing units for seasonal, recreational, or occasional use are commonly referred to as nightly rentals or non-primary homes. The exhibit below highlights the striking difference and fact that these non-primary homes constitute the majority of the market in every station area. ZPFI notes that while the Richardson Flat area has minimal to no housing, some housing is provided in the Hideout area. As this analysis occurs at the Census tract area, higher precision about this area in the Park City Municipal boundary only is limited in the data and its lack of actual physical housing, within Park City boundaries, is reiterated here.

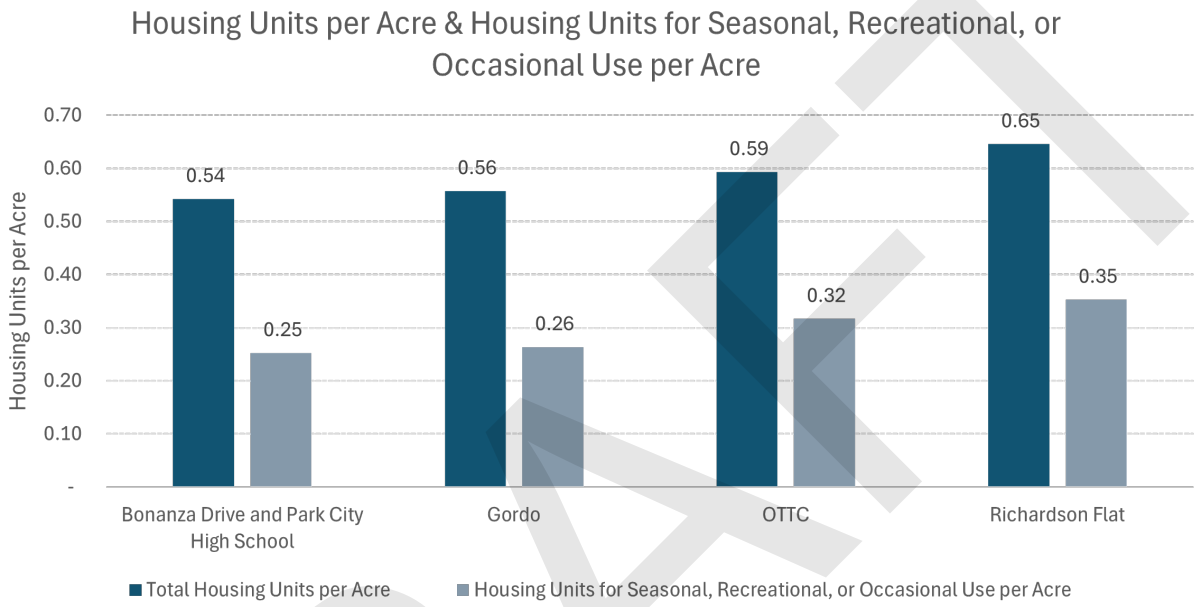
Figure 10. Owner Occupied Housing Units, Renter Occupied Housing Units, & Vacant Housing Units for Seasonal, Recreational, or Occasional Use



Source: U.S. Census ACS 2023, ZPFI.

Across the station areas, the Bonanza Drive and Park City High School station areas provide the greatest number of owner-occupied units per acre, while the OTTC end-of-line area contains the greatest number of units for seasonal, recreational, or occasional use.

Figure 11. Housing Units per Acre & Housing Units for Seasonal, Recreational, or Occasional Use per Acre



Source: U.S. Census ACS 2023, ZPFI.

Lastly, an additional visualization of total housing units per acre highlights that the residential land use form provides a very similar level of density across station areas.

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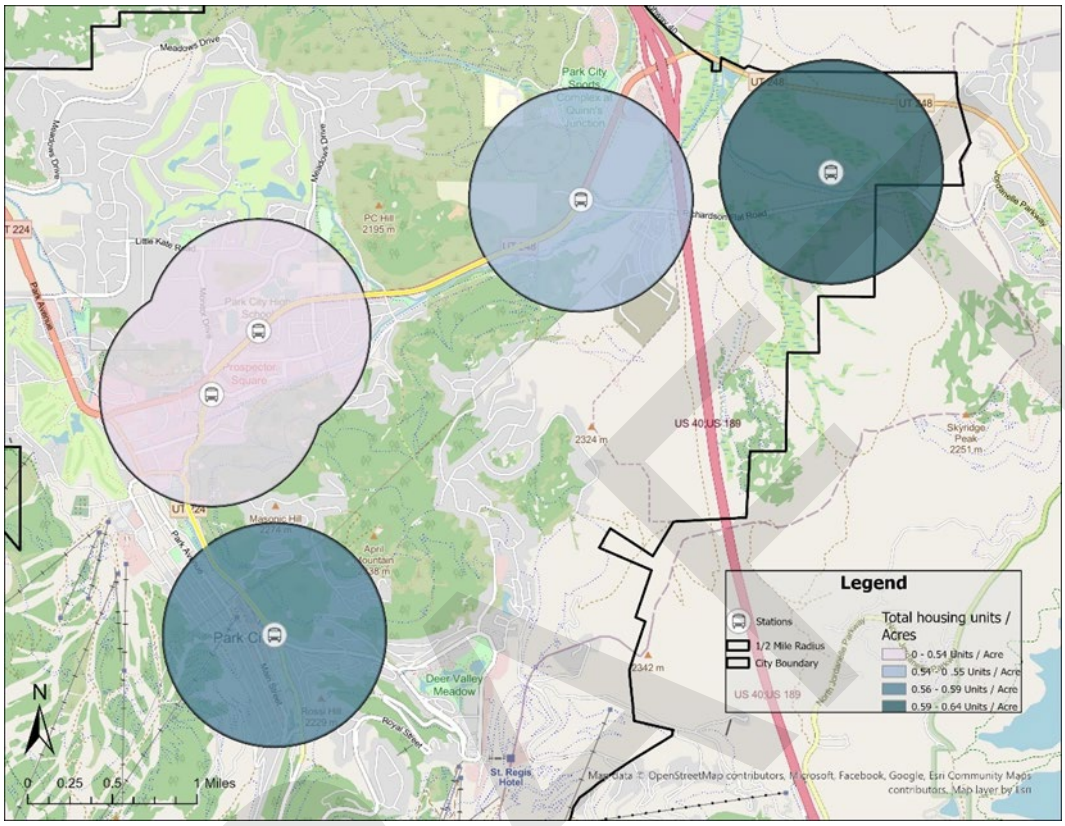
Figure 12. Total Housing Units per Acre by Station Area



Source: U.S. Census ACS 2023, ZPFI.

1.4 COMMUNITY RISK

While the above metrics provide illuminating characteristics about potential station areas, FTA also requires analysis of potential community risks as outlined below. These risk metrics for every station area are currently not within the scope of this study but are important to note. However, ZPFI notes that station areas fall within Census Tract 9644.02 and 9643.08. In Census Tract 9644.02 only 12 percent of the population has 3+ components of social vulnerability, about 522 individuals, according to the U.S. Census Community Resilience Estimates Viewer[4]. In Census Tract 9643.08 24 percent of the population has 3+ components of social vulnerability, about 799 individuals.

[4] U.S. Census Bureau, Community Resilience Estimates Viewer, https://mtgis-portal.geo.census.gov/arcgis/apps/experiencebuilder/experience/?id=54292fa3918e425a8717259f930274fb#data_s=id%3AdataSource_6-1946fd5161f-layer-6-30%3A27329.

Table 4. FTA Potential Community Risk Factors

RISK FACTOR #	RISK FACTOR	HOUSEHOLD OR INDIVIDUAL
1	Income-to-Poverty Ratio (IPR) < 130 percent Household	Household
2	Single or zero caregiver household – only one or no individuals living in the household who are 18-64 Household	Household
3	Unit-level crowding defined as > 0.75 persons per room Household	Household
4	Communication barrier defined as either: (a) Limited English-speaking households; or (b) No one in the household over the age of 16 with a high school diploma	Household
5	No one in the household is employed full-time, year-round (flag is not applied if all residents of the household are aged 65 years or older)	Household
6	Disability posing constraint to significant life activity (persons who report having any one of the six disability types: hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, or independent living difficulty)	Individual
7	No health insurance coverage Individual	Individual
8	Being aged 65 years or older Individual	Individual
9	Households without a vehicle Household	Individual
10	Households without broadband internet access Household	Individual

Source: U.S. Department of Transportation, Federal Transit Administration.

1.5 ESSENTIAL SERVICES WITHIN ONE MILE OF STATIONS

FTA encourages transit services in locations with access to key essential services such as healthcare and education institutions. These may include hospitals, Veterans Administration centers, colleges/universities, supplemental colleges, and public schools within a one-mile radius of stations. By these criteria both the Gordo facility and the Bonanza Drive and Park City High School station area are excellent candidate sites. There is a hospital in the region of the Gordo facility, and Park City High School and McPolin Elementary school are both in the region of the Bonanza Drive and Park City High School station areas.

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1.6 ADDITIONAL INDICATORS

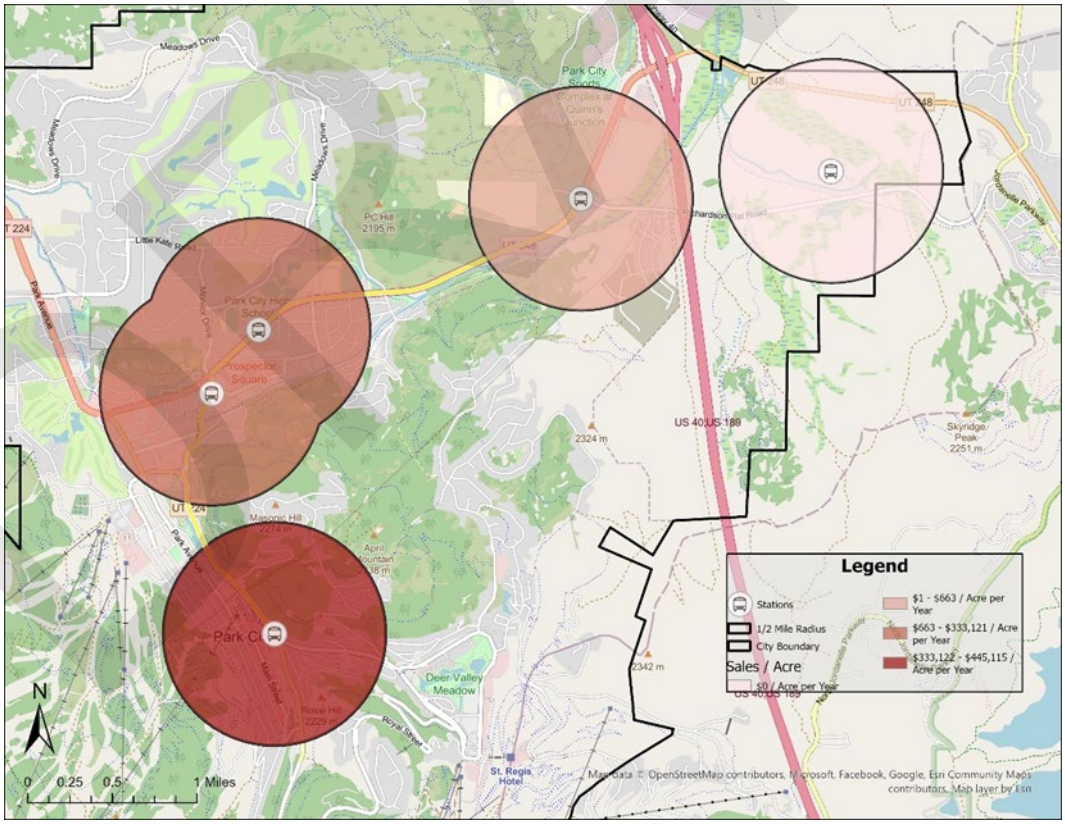
In addition to the FTA-preferred indicators highlighted above, ZPFI provides additional metric insights into the potential station areas that highlight their suitability for the Re-create 248 project.

1.7 TAXABLE SALE PER ACRE

As noted in ZPFI's previous report, high-performing retail centers drive real estate demand and produce municipal revenue. Ideal redevelopment strategies will support existing businesses and expand retail agglomerations.

ZPFI studied calendar year 2023's annual taxable sales per acre which verifies the sales strength of the Old Town and Historic Main Street commercial core relative to the Bonanza Drive and Park City High School station area and the Gordo and Richardson Flat area. This is not surprising given Main Street's much higher density land uses, its prominence as a must-visit location for visitors, and its concentration of restaurants, bars, and retail locations. The Gordo and Richardson Flat area has minimal taxable sales due to its sparse and partially residential land uses.

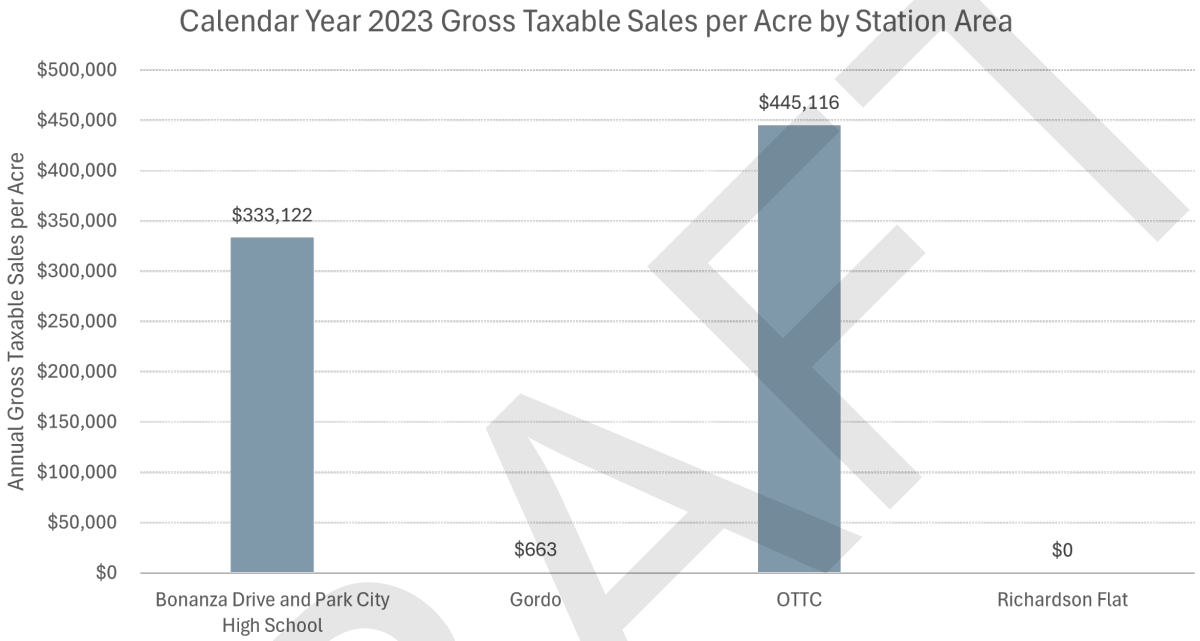
Figure 13. CY 2023 Taxable Sales per Acre by Station Area



Source: PCMC, ZPFI.

Calendar year 2023 taxable sales per acres stood at $445,116 per acre in the OTTC area while the Bonanza Drive and Park City High School station area performed at approximately $333,122 in sales per acre. Since 2023, the City has been traveling at similar trend levels with sales growth slowing.

Figure 14. CY 2023 Taxable Sales per Acre by Station Area



Source: PCMC, ZPFI.

1.8 TAXABLE VALUE PER ACRE

High market values reflect past investment and current high demand for real estate. Like low relative improvement values, low market values suggest areas with opportunity for redevelopment. When high and low market values are intermingled, the area shows both demand and opportunity for redevelopment.

Taxable value per acre is highly correlated with economic and sales activity in a region, so it is no surprise that the OTTC area also has significantly higher taxable value per acre than the other station areas. Further, taxable values frequently lag traded market values. Thus, this analysis is not reflective of potential sales prices of assets.

Nevertheless, with its relatively low taxable value per acre, the Gordo and Richardson Flat area presents a clear investment opportunity with the greatest potential upside in terms of new investment. The project will likely need to consider how an end-of-line facility in the Gordo and Richardson Flat region is supported and integrated into this land area.

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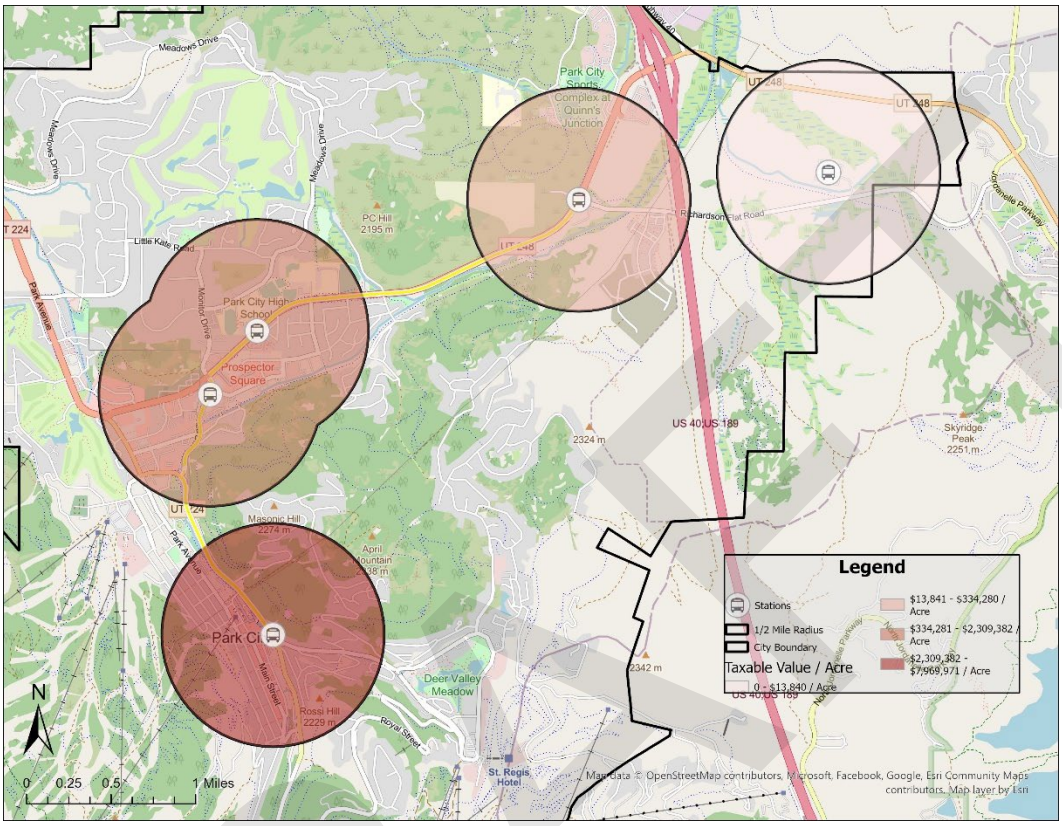
Figure 15. Taxable Value per Acre by Station Area



Source: Summit County Assessor, ZPFI.

The drastic differences in taxable value by station area is visually exhibited below as well.

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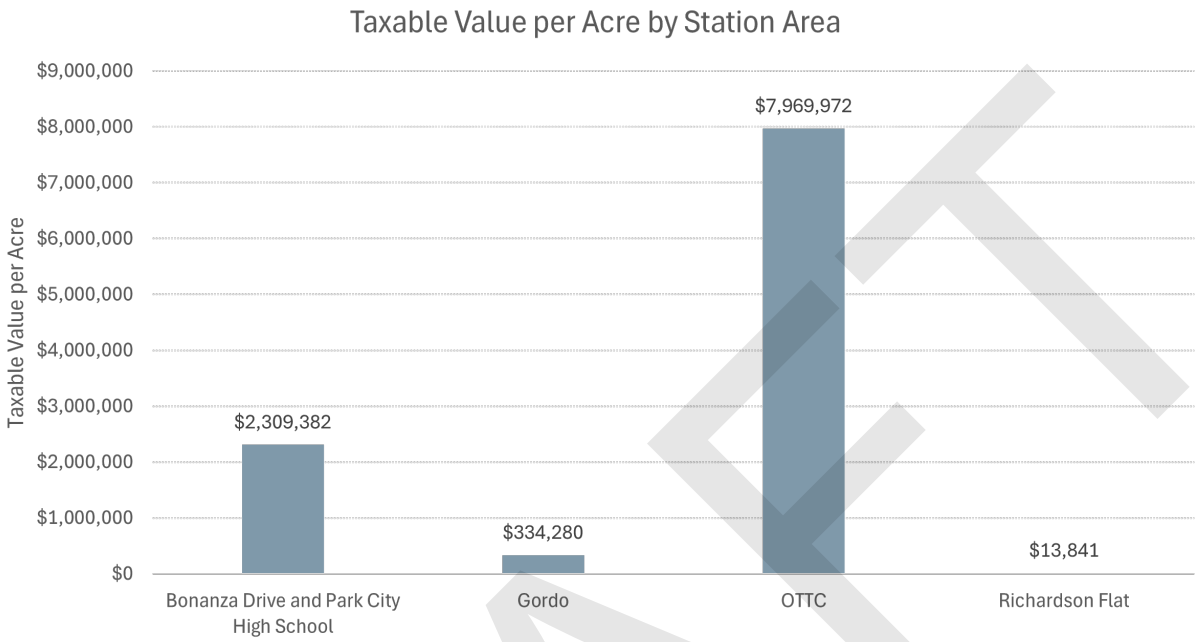
Figure 16. Taxable Value per Acre by Station Area



Source: Summit County Assessor, ZPFI.

1.9 WORKER MOBILITY TRENDS

In addition to economic productivity trends, the ACS offers insights into worker mobility trends. We see from the analysis below that driving alone is the overwhelming method of commuting for workers within each station area. As a percentage of total workers, commuting by bus stands as the least used method. Other methods of commuting, such as walking or riding a bike, rank as the second most used method in each station area. ZPFI notes that as this information is derived from the ACS, it is not likely to reflect the patterns of seasonal visitors, who place high demands on Park City transportation options and roadways in the winter months.

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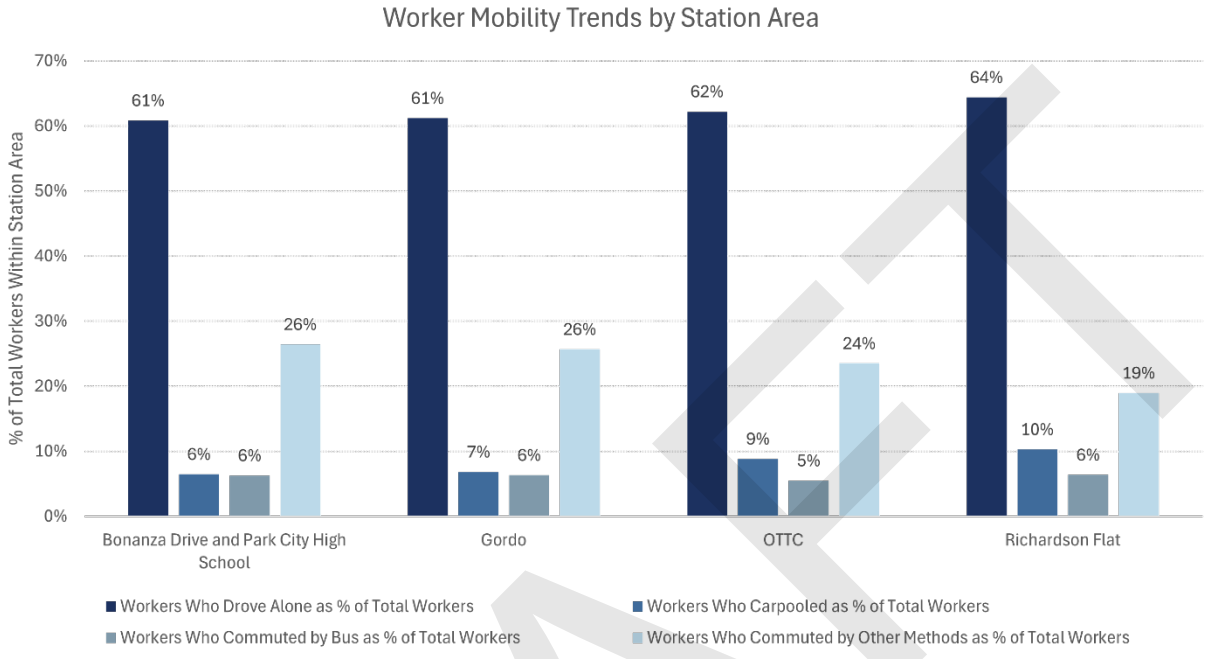
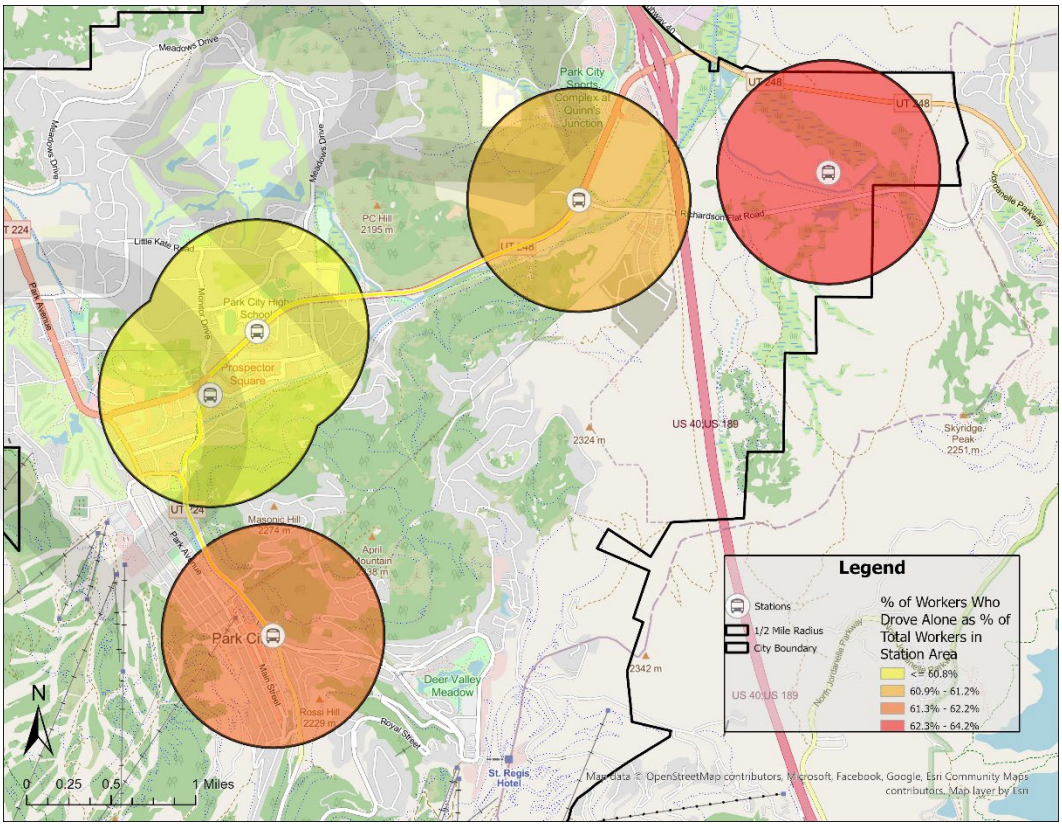
Figure 17. Method of Commuting by Percentage of Total Workers by Station Area



Source: U.S. Census ACS 2023, ZPFI.

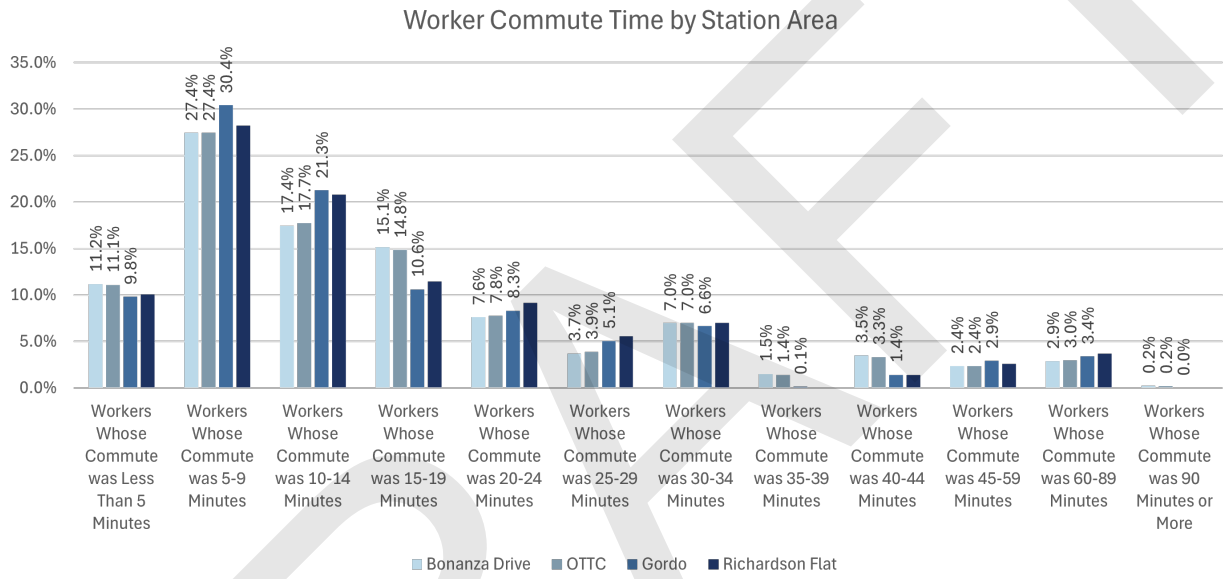
Figure 18. Resident Workers Who Drove Alone as a Percentage of Total Workers by Station Area



Source: U.S. Census ACS 2023, ZPFI.

Finally, we see that the majority of workers within the station areas themselves tend to have commute times less than 20 minutes. This means that residents who work in these areas are not likely to commute very far, or are able to work near where they live, a positive for their time efficiency. When comparing these trends to the data above, a general trend develops that workers who live in these station areas are likely to work near where they live and prefer to get to work by car.

Figure 19. Resident Worker Commute Time by Station Area



Source: U.S. Census ACS 2023, ZPFI.

1.10 POTENTIAL FOR HTRZS TO BENEFIT PROJECT

The Re-create 248 future project presents significant opportunities to create fast and efficient transit within Park City. The funds to support this project will come from a diverse array of tools including federal and local funding. Inasmuch as station areas will need to undertake infrastructure investments to support each stop, the State of Utah's Housing and Transit Reinvestment Zone Act (HTRZ) S.B. 217[5] could prove beneficial to the City in generating funds for grant matches or other infrastructure investments in the station areas. The requirements for a ELB-related project are highlighted below.

[5]Utah State Legislature, Utah Senate. S.B. 217 Housing and Transit Reinvestment Zone Act. https://le.utah.gov/~2021/bills/static/SB0217.html

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Table 5. HTRZ Legislative Overview

	COMMUTER RAIL	LIGHT RAIL, ELB	ELB
% affordable housing required on developable acres	12%*	12%*	12%*
% affordable housing at 80% of AMI	9%	9%	9%
% affordable housing at 60% of AMI	3%	3%	3%
Residential % of developable land	51%	51%	51%
# DUs per acre	>=50	>=50	>=39
Mixed-use development required	Yes	Yes	Yes
Reasonable % of DUs >1 bdrm required	Yes	Yes	Yes
Radius from station	<=1/3 mile**	<=1/4 mile**and***	<=1/4 mile
Minimum acres	10	10	10
Maximum acres (noncontiguous)****	125	100	100
Property tax Increment capture	80%, 25 yrs max per parcel, 45-yr period	80%, 15 yrs max per parcel, 30-yr period	60%, 15 yrs max per parcel, 30-yr period
Sales tax increment capture	15% to TTIF	15% to TTIF	15% to TTIF
Maximum number of trigger dates for tax increment collection periods	3	3	3

Source: Utah State Legislature, Utah Senate. S.B. 217 Housing and Transit Reinvestment Zone Act.

*Note: *No affordable housing requirement if municipality or public transit county meets HUD requirements of < 60% AMI.*

***For a city of the 1st class with a population >150,000, in a county of the 1st class, with commuter or light rail station located in an opportunity zone, radius can extend to ½ mile.*

****Radius extends to ½-mile in a master-planned development of >500 acres.*

*****Exceptions apply for two light rail stations located within a city of the third class if the two light rail stations are within a 0.95-mile distance on the same light rail line, then a single HTRZ can encompass both stations, not more than ¼ mile from the stations or rail line, and still not to exceed 100 acres.*

Lastly, given the State's requirement for HTRZ zones to be less than or equal to ¼ mile from a station, each station area would likely qualify for its own HTRZ, as depicted below.

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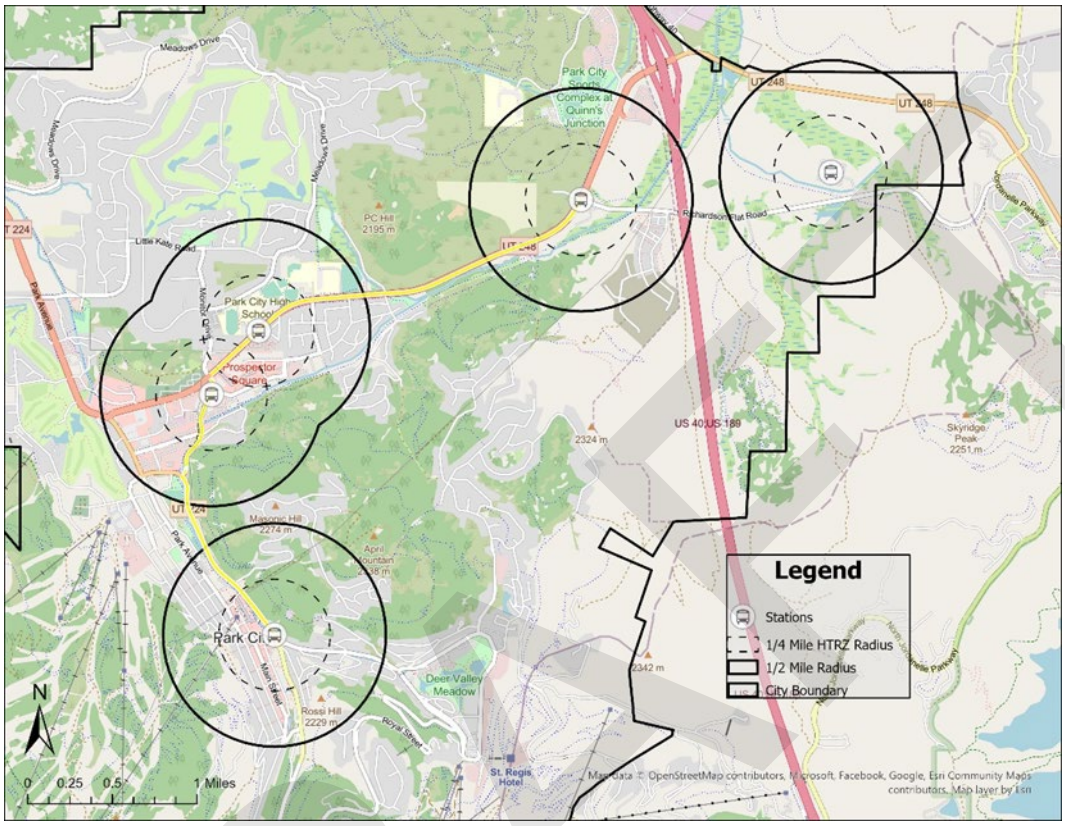
Figure 20. HTRZ Legislative Overview



Source: Horrocks, ZPFI.

2 CONCLUSION

The Re-create 248 future transit project represents a transformative opportunity to enhance mobility, economic vitality, and sustainability within Park City and the SR-248 corridor. Analysis of station areas demonstrates that Bonanza Drive and Park City High School offer the highest concentration of population and employment, while OTTC provides unmatched commercial strength and taxable value per acre. Conversely, the Gordo and Richardson Flat area, though currently underdeveloped, presents significant potential for future investment and connectivity. Collectively, these stations will improve access to essential services, reduce reliance on single-occupancy vehicles, and support long-term growth aligned with FTA guidelines. Leveraging tools such as HTRZ remains an option for funding infrastructure and meeting affordability requirements. By integrating transit improvements with strategic land use planning, Re-create 248 can deliver a resilient, equitable, and economically vibrant transportation network for Park City's residents, workers, and visitors.

APPENDIX B: LEVEL 2 ENVIRONMENTAL SCREENING MEMORANDUM AND MAPBOOK

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Re·create 248

LEVEL 2 ENVIRONMENTAL SCREENING REPORT

December 2025

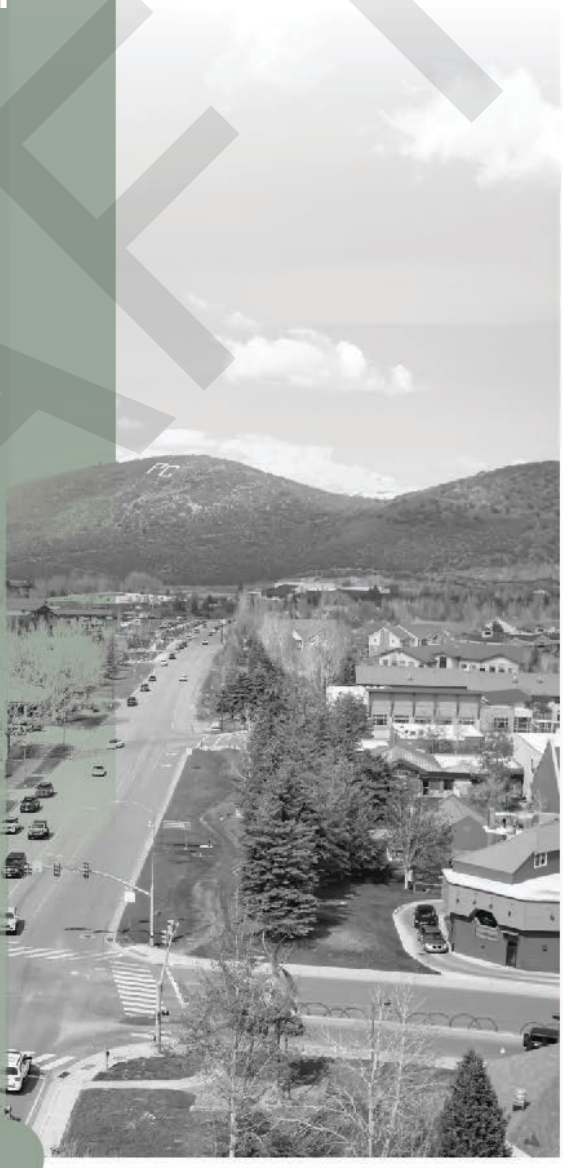

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Figure 1. Study Area Map 2

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Acronyms and Abbreviations

APA	Agriculture Protection Area
CA	Conservation Agreement
CFR	Code of Federal Regulations
DEQ	Department of Environmental Quality
ELB	Exclusive-Lane Bus
EPA	Environmental Protection Agency
ESA	Endangered Species Act
FEMA	Federal Emergency Management Agency
FPPA	Farmland Protection Policy Act
GIS	Geographic Information Systems
IPaC	Information for Planning and Consultation
LPA	Locally Preferred Alternative
LRT	Light Rail Transit
LUST	Leaking Underground Storage Tank
NEPA	National Environmental Policy Act
NPL	National Priorities List
OTTC	Old Town Transit Center
PCMC	Park City Municipal Corporation
Rail Trail	Historic Union Pacific Rail Trail
Re-create 248	Re-create 248 Transit Study
ROW	Right-of-Way
UDOT	Utah Department of Transportation
UDWR	Utah Division of Wildlife Resources
UNHP	Utah Natural Heritage Program
USFWS	U.S. Fish and Wildlife Service
UST	Underground Storage Tank

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1 PROJECT SUMMARY

Park City Municipal Corporation (PCMC), located in Summit County, Utah, in collaboration with the Utah Department of Transportation (UDOT), has initiated the Re-create 248 Transit Study (Re-create 248). This multi-step alternative evaluation study is aimed at enhancing reliable high-capacity transit service between US-40 and the Old Town Transit Center (OTTC) that can be advanced to the next phase of project development, which is a Federal Transit Authority (FTA) National Environmental Policy Act (NEPA)-level environmental study and preliminary engineering. This study, using a Level 1 (initial) and Level 2 (detailed) screening process, identifies the recommended locally preferred alternative (LPA) that includes a definition of areas to be served, transit mode/type of transit technology, and logical termini (project limits). Level 1 screening was completed in fall 2025.

2 STUDY AREA

The study area for Re-create 248 Level 2 comprises one on-corridor alignment with three alternatives (see the study area map in Figure 1):The on-corridor alignment follows SR-248 from Quinn's Junction to Bonanza Drive with a connection to Richardson Flat Park and Ride (Segment 1), continues along Bonanza Drive from SR-248 to Deer Valley Drive (Segment 2), and follows Deer Valley Drive from Bonanza Drive to the OTTC (Segment 3).

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Figure 1. Study Area Map

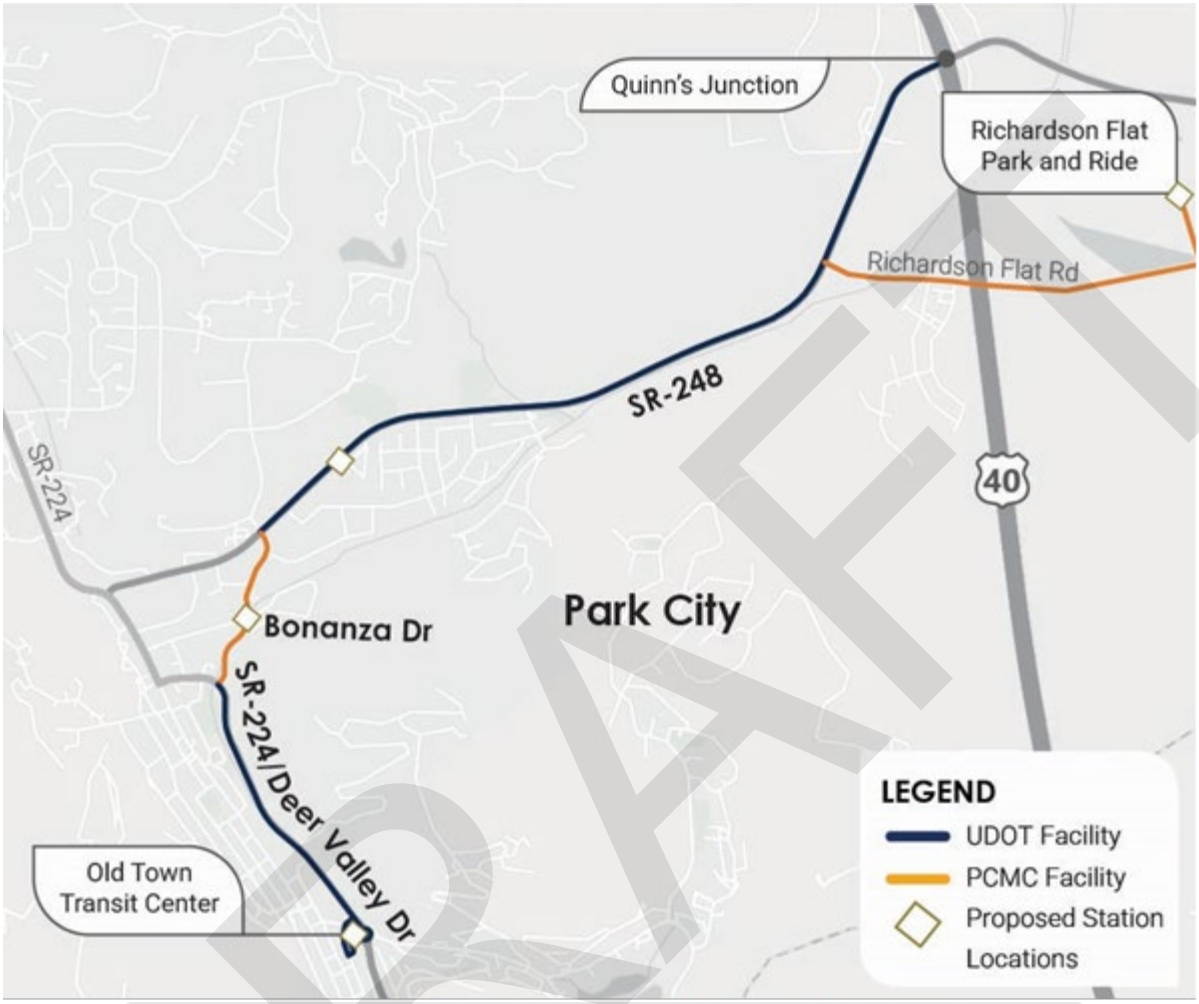

Figure 1. Re-create 248 Level 2 Screening Study Area

3 EVALUATED ALTERNATIVES

Three alternatives were evaluated for the on-corridor alignment. These alternatives included light rail transit (LRT), side running exclusive-lane bus (SELB), and center running exclusive-lane bus (CELB). High-level footprints for these alternatives were initially recommended to advance to Level 1 Screening from the Purpose and Need Screening Report, which was published in January 2025 and can be found on the study website.

This Level 2 Screening is a secondary screening process that includes developing specific footprints and identifying impacts based on specific design plans for the three alternatives.

4 ENVIRONMENTAL SCREENING APPROACH

This memorandum is a high-level summary of environmental resources that may potentially be impacted by the alternatives. Each alternative was analyzed individually to determine potential impacts. This memo documents these potential impacts to inform future phases of work, particularly the NEPA environmental study.

No fieldwork was conducted as part of this analysis. Environmental resources were reviewed and evaluated using available Geographic Information Systems (GIS) data, aerial imagery, and environmental information from the SR-248 Environmental Assessment (2020). The following is a list of environmental resources that were identified as potentially influencing the alternatives analysis. During the future NEPA phase, additional environmental resources will be reviewed in greater detail.

Environmental resources that were evaluated as part of this Level 2 Screening included:

- Land Use and Zoning
- Right-of-Way (ROW) (acquisitions and relocations)
- Farmland
- Floodplains
- Wetlands and Waters of the U.S.
- Streams
- Hazardous Materials:
  - National Priorities List (NPL)
  - Underground Storage Tanks (USTs) and Leaking Underground Storage Tanks (LUSTs)
- Cultural
- Section 4(f)
- Section 6(f)
- Visual
- Social Environment
- Pedestrians and Bicyclists
- Air Quality
- Noise and Vibration
- Wildlife and Endangered Species

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5 ENVIRONMENTAL CONSIDERATIONS

5.1 LAND USE AND ZONING

Land uses around the alternative include commercial, institutional, residential, and open space. Land use between US-40 and Wyatt Earp Way (on both sides of SR-248) is predominately designated as open space. At Round Valley Drive, the land on the north side of SR-248 is designated for open space and includes the Quinn's Junction Sports Complex and Park City Dog Park. Quinn's Junction Water Treatment Plant is located on the south side of SR-248 between Round Valley Drive and Richardson Flat Road. The Utah Film Studios is a large commercial parcel located on the south side of SR-248 between Round Valley Drive and US-40.

Land use on the south side of SR-248 changes to residential development between Wyatt Earp Way and Bonanza Drive. Between Wyatt Earp Way and Bonanza Drive, land use consists of residential development and public/quasi-public lands that include Park City High School, Park City Learning Center, Treasure Mountain Junior High School, McPolin School, and the Park City School District building.

Land use between SR-248 and Deer Valley Drive (on both sides of Bonanza Drive) includes commercial and residential development. The west side of Deer Valley Drive from Bonanza Drive to Marsac Avenue includes commercial and residential development as well as public lands (including City Park, Park City Skatepark, and Acoustic Park) and open space.

Current zoning data and general plans for Park City were reviewed to determine future land uses around the alternatives. Zoning within the study area includes commercial, recreational, and residential development.

Each of the on-corridor alternatives would convert land currently zoned for other uses into transportation facilities. This would not affect the land use characteristics within the study area because adjacent areas would continue to be used according to established zoning and general plan designations. Coordination with Park City would need to take place during the NEPA phase to ascertain planning and land use goals.

5.2 RIGHT-OF-WAY (ACQUISITIONS AND RELOCATIONS)

Commercial relocations may potentially be required. Horrocks analyzed GIS design plans and identified any building within 20 feet of the proposed alternatives as requiring commercial relocation. The LRT alternative is potentially the most impactful, affecting eight commercial properties that could require relocation.

Potential right-of-way impacts are based on GIS data and limited design and are subject to change as additional information is gathered and design is advanced. Table 1 lists the potential number of affected parcels by alternative (see attached mapbook).

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Table 1. Potential Property Impacts by Alternative

	ON-CORRIDOR		
	LRT	SELB	CELB
Number of Potentially Affected Parcels	8 commercial relocations	7 commercial relocations	7 commercial relocations

5.3 FARMLAND

The Farmland Protection Policy Act (FPPA) (7 Code of Federal Regulations [CFR] 358.2a) requires federal agencies to account for adverse effects on prime, unique, or statewide important farmland. Under the FPPA, the definition of prime, unique, or statewide important farmland excludes land already in, or committed to, urban development or water storage. Additionally, Utah Code Annotated Title 17, Chapter 81 allows for the formation of Agriculture Protection Areas (APAs), which grant additional protections to any agricultural land granted APA status.

A desktop analysis of the study area confirmed that the proposed project is not currently located in any officially designated Urbanized Areas and is therefore subject to the FPPA. There are no APAs along the evaluated alternatives. Table 2 lists the potential amount of farmland each alternative may affect. All the alternatives may affect farmland of statewide importance. The LRT and CELB alternatives impact the greatest amount of protected farmland (see attached mapbook).

Table 2. Potential Farmland Impacts by Alternative

RESOURCE	ON-CORRIDOR IMPACTS (ACRES)		
	LRT	SELB	CELB
Farmland (of Statewide Importance)	6.09	4.91	6.03

5.4 AQUATIC RESOURCES AND WATER QUALITY

Water resources in the study area include one creek, one ditch, and the Quinn's Junction Water Treatment Plant (see attached mapbook). There are no seeps or springs in the study area. Silver Creek traverses the south side of SR-248 next to the Rail Trail as well as along both the east and west sides of Bonanza Drive and Deer Valley Drive. Silver Creek is a tributary to the Weber River. The Pace Homer Ditch enters the study area near Wyatt Earp Way and then flows along the southern side of SR-248. Pace Homer Ditch is primarily used to convey PCMP irrigation water and eventually joins with Silver Creek.

Silver Creek is considered an impaired water for all designated beneficial uses (agricultural, cold water aquatic life, domestic water supply, secondary recreation), and a Total Maximum Daily

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Loads (TMDL) is needed. The pollutants causing impairment in Silver Creek include dissolved arsenic, cadmium, dissolved oxygen, nitrate/nitrite, total dissolved solids (TDS), Zinc, and pH. Water quality concerns in the Silver Creek Watershed are focused on two metals: zinc and cadmium. Available data indicates that the metals of concern in this watershed are from historical mining activities in the Park City area. Elevated concentrations of zinc and cadmium were the cause for Silver Creek being assessed as not fully supporting its Class 3A beneficial use.

The Pace-Homer Ditch has not been assessed by the Division of Water Quality, and no water quality data for the ditch is available.

5.4.1 Floodplains

All alternatives may potentially impact identified Federal Emergency Management Agency (FEMA) regulatory floodways and FEMA Special Flood Hazard Areas. All alternatives would potentially impact floodplains near Bonanza Drive and the roundabout on Deer Valley Drive. All three alternatives would have similar impacts to mapped floodplains (see attached mapbook).

Table 3. Potential 100-Year Floodplain Impacts by Alternative

RESOURCE	ON-CORRIDOR IMPACTS (ACRES)		
	LRT	SELB	CELB
100-year Floodplain	2.13	2.19	2.09

5.4.2 Wetlands and Waters of the U.S.

Aquatic resources maps from the SR-248 Environmental Assessment (2020) were used to perform an analysis of potentially affected wetlands and Waters of the U.S. All alternatives may potentially affect wetlands. Table 4 shows the potential impacts in acres by alternative. All three alternatives would have similar impacts to wetlands and Waters of the U.S. (see attached mapbook).

Table 44. Potential Wetlands and Waters of the U.S. Impacts by Alternative

RESOURCE	ON-CORRIDOR IMPACTS (ACRES)		
	LRT	SELB	CELB
Wetlands	2.61	2.54	2.45

5.4.3 Streams

All alternatives may potentially affect streams, with the SELB alternative affecting the most linear feet of streams. Table 5 shows the potential impacts in linear feet for each alternative.

Table 55. Potential Stream Impacts by Alternative

RESOURCE	ON-CORRIDOR IMPACTS (LINEAR FEET)		
	LRT	SELB	CELB
Streams	6,302	6,731	6,182

5.5 HAZARDOUS MATERIALS

Hazardous materials sites in proximity to the alternatives were evaluated by reviewing records from the Utah Department of Environmental Quality (DEQ) and the Environmental Protection Agency (EPA). Sites that may pose a hazardous materials risk to the alternatives were reviewed based on the standard distances identified in Table 6.

Table 66. Potential Hazardous Materials Sites and Search Radius Distances

SITE TYPE	SEARCH RADIUS BEYOND ALTERNATIVES	DISCUSSION ITEMS
National Priorities List (NPL)	1 mile	NPL sites contain chemicals listed under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and have been identified as priorities for cleanup.
Underground Storage Tank (UST)	Study Area or Adjacent Property	UST sites are locations that are currently being or have been used to store petroleum products such as gasoline or diesel fuel.
Leaking Underground Storage Tank (LUST)	0.5 miles*	LUSTs are UST sites where a leak has been detected.

**Properties outside the study area alternatives that have been closed by DEQ with no evidence of contamination extending beyond the property boundary were not included.*

5.5.1 National Priorities List

The NPL is a tool that provides information needed to designate Superfund sites. All alternatives are within one mile of the Richardson Flat Tailing Superfund site, which contains about 7 million tons of tailings in the tailing impoundments and an unknown amount along Silver Creek. No alternatives will directly impact the NPL site.

5.5.2 Underground Storage Tanks and Leaking Underground Storage Tanks

Two UST sites and three LUST sites are in proximity to all alternatives. Land uses that may pose a hazardous materials risk include former gas stations and existing and former vehicle maintenance facilities. Direct impacts are anticipated to all these sites by each of the alternatives (see Table 7).

Table 7. Potential UST and LUST Site Impacts by Alternative

TYPE	SITE NAME	ADDRESS	DERR ID	ON-CORRIDOR IMPACTS		
				LRT	SELB	CELB
LUST	Ski Rail LLC	1555 Lower Iron Horse Loop	7000123	Direct Impact	Direct Impact	Direct Impact
UST	Maverick #317	1635 Bonanza Drive	7000065	Direct Impact	Direct Impact	Direct Impact
LUST	School Bus Garage	2250 E Hwy 248	7000037	Direct Impact	Direct Impact	Direct Impact
UST	The 1725 Bonanza Partnership	1725 Bonanza	7000121	Direct Impact	Direct Impact	Direct Impact
LUST	Bottom Vehicle Main Shop	1375 Munchin Ln	7000033	Direct Impact	Direct Impact	Direct Impact

5.6 CULTURAL RESOURCES

The National Historic Preservation Act (NHPA) of 1966 outlines the national policy and procedures regarding historic properties (e.g., districts, sites, buildings, structures, and objects included in or eligible for the National Register of Historic Places [NRHP]). Section 106 of the NHPA requires federal agencies to consider the effects of their undertakings on such properties by following regulation 36 CFR 800, which is issued by the Advisory Council on Historic Preservation (ACHP). If impacts to these resources result from the undertaking, agencies are required to seek ways to avoid, minimize, or resolve those effects that are considered adverse.

A total of three archaeological sites were noted to overlap with all alternatives. Two recent surveys were completed in this area in 2017 and 2021. Site 42SM183, the Union Pacific Railroad, has been recommended as eligible for the NRHP and is the only site which will need to be revisited and updated. Site 42SM561 (Bonanza Drive) was last updated in 2017, and site 42SM10 could not be relocated upon last recording in 1997.

A search of relevant records and literature from the Utah State Historic Preservation Office (SHPO) Historic Utah Buildings database was obtained to determine whether any buildings in the initial high-level study area have been previously documented and evaluated for NRHP eligibility. One historic property, Spriggs barn (2780 Highway 28), overlaps with all three alternatives. Spriggs Barn is eligible for the NRHP, but impacts are not anticipated.

Agency consultation will need to occur with the SHPO to define the Area of Potential Effect (APE), identify historic properties, and determine effects that could result from the project. Other consulting parties, including the ACHP and Native American tribes, will need an opportunity to comment on the APE and the archaeological and architectural resources present in that area

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5.7 SECTION 4(F)

Section 4(f) of the USDOT Act of 1966, as modified by Section 6009 of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users and implemented in 23 CFR 774, protects public parks, recreation areas, historic properties, and wildlife or waterfowl refuges from use in a transportation facility. For a park, recreation area, or wildlife/waterfowl refuge to qualify for Section 4(f) protection, it must be both publicly owned and open to the public. Its major purpose and function must be that of a park, recreation area, or wildlife/ waterfowl refuge. Officials with jurisdiction of the property must also have determined it to be significant. Two public parks, Prospector Park and City Park, overlap with the SELB alternative. A 5- to 10-foot-wide strip of Prospector Park overlaps the design, totaling 3,560 sq ft. A 5-foot-wide strip of City Park also overlaps the design, totaling 2,985 sq ft.

Historic properties that are listed on or eligible for listing on the NRHP also qualify for Section 4(f) protection. Federal agencies make the determination of eligibility for historic properties in consultation with the Utah SHPO and other consulting parties through Section 106 of the NHPA review process. A desktop review of historic properties identified one historic property, Spriggs barn (2780 Highway 28), which overlaps with all three design alternatives. Spriggs Barn is eligible for the NRHP but impacts are not anticipated.

5.8 SECTION 6(F)

Section 6(f) properties are lands that were acquired or developed using Land and Water Conservation Funds (LWCF) and which are therefore required to remain indefinitely as public recreation areas. One Section 6(f) property (City Park) overlaps with the SELB alternative design footprint (see attached mapbook). Coordination with the Program Coordinator may be required, and a conversion of use document would be needed if impacts to the property are identified.

5.9 VISUAL

The study area encompasses a variety of viewsheds. The area east of Prospector Park represents typical views of the natural environment along SR-248. Wetlands covered with dense, low-lying green grasses separate the Rail Trail from SR-248. Silver Creek flows parallel to the trail, forming a narrow channel that empties into a large pond. A 10- to 15-foot gray, coarse retaining wall elevates SR-248 above the wetlands. The hillside above SR-248 is covered with natural grasses, dense sage brush, and pinyon-juniper woodlands towards the top. The base of the hill is cut back to accommodate SR-248. The top of the hill cut creates a clearly discernable line across the hill and is demarcated by an existing fence line. Below this line, the hillside is sparsely covered with native vegetation, and the soils have a rust-colored appearance.

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The overall character of the cultural landscape along SR-248 is suburban with a mix of land uses. Buildings vary in height, size, and architectural style. An asphalt path parallels both sides of the road. The rugged Wasatch Mountains rise above the valley floor and dominate the landscape in the background.

The overall character of the cultural landscape along Bonanza Drive and Deer Valley Drive is suburban with a mix of land uses. Buildings vary in height, size, and architectural style. An asphalt path parallels the west side of both roadways. The Wasatch Mountains are visible to the west. The alternatives would not constitute an overall reduction in visual quality because developed areas near the proposed corridor are adjacent to residential and commercial development.

5.10 SOCIAL ENVIRONMENT

Park City is a resort town that experiences year-round tourism, with cyclical peaks associated with the ski season. Both year-round and seasonal residences make up the community in proximity to the alternatives. Housing in the area is a mix of single-family and multi-family apartment buildings and condominiums. Businesses are concentrated on the west end of the area and serve both the local community and tourists with hotels, restaurants, grocery markets, and convenience stores.

Community facilities in proximity to the alternatives include several parks, schools, a church, and a performing arts center. Parks and recreational facilities within the study area include Quinn's Sports Complex, Prospector Park, City Park, the Park City Skatepark, Acoustic Park, the Kearns Pathway, and the Historic Union Pacific Rail Trail (Rail Trail). The Rail Trail is an important recreational resource in the study area. It provides a non-motorized parallel east-west route from Bonanza Drive, continuing east beyond the study area boundary, and eventually terminating at Echo Reservoir. The Kearns Pathway is a multi-use path located parallel to SR-248 throughout the study area. The path provides the opportunity for active transportation and is used year-round by bicyclists and pedestrians. The Park City School District indicated that a large portion of students walk or bike along the Kearns Pathway to access the schools, primarily travelling from the nearby apartment and condominium complexes located along SR-248. No official Safe Routes to School program or maps currently exist for this area. There are three planned recreation facilities identified in the Mountain Recreation Facilities Master Plan 2017 located in the study area between US-40 and Bonanza Drive.

Four educational facilities and one administrative building exist within 1 mile of each other on the north side of SR-248. These facilities include Park City High School, McPolin Elementary School, Park City Learning Center (alternate school for grades 10–12), Treasure Mountain Middle School, and the Park City School District administrative building. These facilities also serve as community gathering places offering youth and adult continuing education opportunities, aquatic center programs, and after school programs. School fields also provide additional space for community recreational opportunities.

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The George S. and Dolores Doré Eccles Center (Eccles Center) for the Performing Arts is a joint-use facility with the Park City School District and is co-located with Park City High School. The Eccles Center hosts plays, concerts, and speaker events year-round.

South of SR-248, directly across from Park City High School, is the Church of Jesus Christ of Latter-day Saints seminary building. A crosswalk is in place for students from Park City High School to cross SR-248, and a new underpass was constructed in 2019. Students in the ninth grade from Treasure Mountain Junior High School can access the seminary building using an underpass. No other churches or religious facilities are located in the study area.

Active transportation opportunities within the study area include sidewalks, trails, pathways, and bike routes. These opportunities also provide access to trails beyond the city limits.

Utilities in the study area include gas, electricity, water, and sewer. These utilities are located either in the SR-248 roadway footprint or next to the road. The Quinn's Junction Water Treatment Plant is located in the study area south of SR-248 at Richardson Flat Road. In general, SR-248 is considered a major emergency response route because it is a major arterial road that provides access to the Intermountain Health Care Park City Medical Center located at the east end of the study area on Round Valley Drive.

The proposed design alternatives would have limited impacts on the social environment. No housing units, schools, the Eccles Center, or the administrative building would be impacted by any alternative. Each alternative would require several commercial relocations affecting local businesses on the west end of the area (seven for the SELB, seven for the CELB, and eight for the LRT). Under the SELB alternative, minor impacts would occur to Prospector Park (3,560 square feet) and City Park (2,985 square feet); the other alternatives would not impact any parks. The Rail Trail would not be impacted by any of the proposed alternatives, but portions of the Kearns Pathway, which parallel Kearns Boulevard to the north and south, would be impacted by all alternatives. However, impacted locations would be reconstructed. Local area access would be maintained, and active transportation features, including crosswalks, sidewalks, and pathways would be replaced as part of each alternative. Specific utility impacts will be evaluated for each alternative during the NEPA phase.

5.11 PEDESTRIANS AND BICYCLISTS

Pedestrian and bicycle resources include sidewalks, pathways, bike lanes, and bike routes. The Park City Trails Master Plan Update (2008) identifies existing pedestrian and bicycle facilities in the study area as part of a "Spine System" that serves as the primary walking/biking route through the area. Together, the various sidewalks, trails, pathways, and routes which are made up of these systems provide an interconnected system for walking and biking through the community and for accessing trails beyond the city limits. In order for the Spine System to be fully functional, PCMC incorporates interconnected sidewalks and trails located along major thoroughfares including SR-248.

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Numerous pedestrian and bicycle facilities have been constructed to facilitate inter- and intra-community connectivity in the study area. North-south bicycle facilities, including those along Monitor Drive, Comstock Drive, Sidewinder Drive, and Prospector Avenue, provide connectivity from both Kearns Pathway and the Rail Trail to SR-248. A designated east-west bicycle lane exists between Wyatt Earp Way and just west of Richardson Flat Road along SR-248. Pedestrians and bicyclists can move safely from the Kearns Pathway on the north side of SR-248 to the Rail Trail on the south side by way of tunnels at Comstock Drive and Richardson Flat Road. Sidewalk facilities are available on both sides of Bonanza Drive between SR-248 and Iron Horse Drive. Dedicated bike lanes are available on both sides of Bonanza Drive from SR-248 to Deer Valley Drive. The Kearns Pathway and Rail Trail both run parallel to SR-248 within the study area. A multi-use trail runs adjacent to the east side of Bonanza Drive between the Rail Trail and Iron Horse Drive, where it crosses to the west side of Bonanza Drive via an underpass. The path continues south along the west side of Bonanza Drive and Deer Valley Drive to Heber Avenue. Existing pedestrian and bicycle facilities are identified in Table 8.

Table 8. Pedestrian and Bicyclist Facilities in the Study Area

FACILITY NAME	DESCRIPTION	USER TYPE
Kearns Pathway	An asphalt paved shared-use path for biking, walking, and jogging.	Serves both recreational and commuter use, although primary use of trail is transportation. Classified as a Class 1 bicycle trail.
Historic Union Pacific Rail Trail (Rail Trail)	An asphalt paved shared-use path that parallels SR-248.	Serves both recreational and commuter use.
Multi-use Path	An asphalt paved shared-use path that parallels Bonanza Drive and Deer Valley Drive. Popular neighborhood resource for biking, walking, and jogging.	Serves both recreational and commuter use, although primary use of trail is transportation. Classified as a Class 1 bicycle trail.
Bicycle Lane	4 foot on-road bicycle lanes on SR-248 between Wyatt Earp Way and Round Valley Drive. 4-foot on-road bicycle lanes on Monitor Drive, Bonanza Drive, Prospector Avenue, and Sidewinder Drive.	Skilled cyclist riding with automobile traffic.
Crosswalk	Round Valley Drive	Pedestrian
Crosswalk	Park City High School/The Church of Jesus Christ of Latter-day Saints Seminary Building (with beacon)	Pedestrian
Crosswalk	Bonanza Drive and SR-248 intersection	Pedestrian
Crosswalk	Bonanza Drive and Munchkin Road intersection	Pedestrian
Crosswalk	Bonanza Drive and Iron Horse Drive intersection	Pedestrian

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Underpass (Planned)	Comstock Drive	Pedestrian/cyclist link to Kearns Parkway
Underpass	Richardson Flat Road	Pedestrian/cyclist link to Kearns Parkway

The Historic Union Pacific Rail Trail will not be impacted by any of the alternatives, but portions of the multi-use path and Kearns Pathway will be impacted by all alternatives (see Table 9). All crosswalks, bicycle lanes, paths, and underpasses would be replaced as part of each alternative, and local area access would be maintained.

Table 9. Potential Pedestrian and Bicyclist Impacts by Alternative

RESOURCE	ON-CORRIDOR IMPACTS (LINEAR FEET)		
	LRT	SELB	CELB
Multi-use Path	0.37	0.2	0.23
Kearns Pathway (north of Kearns Blvd)	0.46	0.48	0.4
Kearns Pathway (south of Kearns Blvd)	0.28	0.2	0.26

5.12 AIR QUALITY

The National Ambient Air Quality Standards (NAAQS) define limits for ambient concentrations of regulated air pollutants. Areas that exceed the NAAQS for a certain pollutant are considered nonattainment areas. If a nonattainment area begins to comply with NAAQS limits, it is redesignated as a maintenance area.

The study area is in a part of Summit County that is in attainment for all criteria pollutants. As a result, there are no applicable regional conformity requirements, and no additional project-level analysis would be required for any of the alternatives during a future NEPA phase. An air quality summary memo would be provided.

5.13 NOISE AND VIBRATION

A noise and vibration screening was conducted to identify sensitive land uses in the study vicinity. The study area consists of residential neighborhoods and industrial, commercial, and community properties. In accordance with the Federal Transit Administration (FTA) Traffic Noise and Vibration Impact Assessment Manual (FTA Manual), most commercial and industrial uses are not considered noise sensitive. Businesses can be considered noise-sensitive if low noise levels are an important part of operations. The screening identified noise-sensitive land uses within the screening area, including one Category 1, numerous Category 2, and ten Category 3 noise-sensitive land uses. Noise-sensitive land use categories are defined as:

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- Category 1 – High sensitivity land use types where quiet is an essential element of its intended purpose (e.g., outdoor amphitheaters, concert pavilions, recording studios, and concert halls).
- Category 2 – Residential buildings, including hotels and hospitals.
- Category 3 – Institutional land use types such as schools, libraries, theaters, churches, cemeteries, monuments, museums, campgrounds, and recreational facilities.

The Category 1 receiver is the Eccles Center on the Park City High School campus and is located 420 feet from SR-248.

The screening also identified vibration-sensitive land uses within the screening area, including numerous Category 2 and five Category 3 vibration-sensitive land uses within the screening area. Vibration-sensitive land use categories are defined as:

- Category 1 – High sensitivity land use types, including research and manufacturing facilities with vibration-sensitive equipment.
- Category 2 – Residential buildings, including hotels and hospitals.
- Category 3 – Institutions and offices, such as schools, churches, and doctor's offices.

A more formal and comprehensive noise and vibration analysis will be conducted during the NEPA phase to identify any noise or vibration impacts to the identified sensitive land-use areas.

5.14 WILDLIFE AND ENDANGERED SPECIES

Proposed, candidate, threatened, and endangered species are protected under the Endangered Species Act (ESA) of 1973 as amended (16 U.S.C. 1531 et seq.) and administered by the U.S. Fish and Wildlife Service (USFWS). The Migratory Bird Treaty Act of 1918 as amended (16 U.S.C. 703–712) prohibits taking any migratory birds, their eggs, feathers, or nests. The Bald and Golden Eagle Protection Act of 1940 affords additional protection to all bald and golden eagles. The migratory bird species protected by the Migratory Bird Treaty Act are listed in 50 CFR 10.13 and include waterfowl; songbirds; and species such as eagles, hawks, and owls, among others.

The Utah Division of Wildlife Resources (UDWR) of the Utah Department of Natural Resources has developed the Utah Sensitive Species list, which contains species that are categorized as "Species of Special Concern" and species that are "Conservation Agreement Species." Species included on this list have been identified as being vulnerable to population and/or habitat loss and may also be federally listed. Non-federally listed species included on the Utah Sensitive Species list are not afforded the same level of protection as those listed under the ESA; rather, the intent is to develop conservation and management measures such that federal listing is not necessary.

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Of the habitat types present in the study area, raptors are most likely to nest and roost in the riparian scrub-shrub habitat. Power poles also serve as potential raptor nesting habitat throughout the study area. The other habitat types serve as foraging and migration habitat for raptor species. Because portions of the study area contain emergent marsh and open water, potential habitat use includes breeding, nesting, brood rearing, feeding, and shelter by migratory birds and waterfowl. However, the study area contains very little habitat, and the habitat that is present is adjacent to the existing road corridor.

The USFWS Information for Planning and Consultation (IPaC) resource list for the study area includes one threatened plant (Ute ladies'-tresses), two threatened mammal species (Canada lynx and Northern American wolverine), and one candidate for listing (monarch butterfly).

Ute ladies'-tresses is the only listed threatened or endangered species with the potential for suitable habitat occurring in the study area. Ute ladies'-tresses was recorded within 0.5 miles of the study area in 2023.There is suitable habitat within or near the study area for Canada lynx or Northern American wolverine. There may be suitable habitat within the study area for Monarch Butterfly. There are no designated or proposed critical habitat within the study area.

Information gathered from the Utah Natural Heritage Program (UNHP) has recorded occurrences of two species protected under a Conservation Agreement (CA), Bonneville cutthroat trout and Columbia spotted frog, within a 0.5-mile radius of the study area. Greater sage-grouse has also been recorded within 0.5 miles of the study area. There is the potential for suitable habitat for Bonneville cutthroat trout and Columbia spotted frog to occur in Silver Creek. The last recorded occurrence for Columbia spotted frog was 1931. No recorded date was given for Bonneville cutthroat trout. A greater sage-grouse lek is present approximately 2.6 miles east of the study area. However, the study area is not within a Greater Sage-grouse Management Area. The last recorded occurrence of greater sage-grouse within 0.5 miles of the study area was 2008.

During the NEPA process, a habitat assessment should be conducted to identify any suitable habitat for Ute ladies'-tresses in the study area that includes a 300-foot buffer to comply with USFWS survey protocol. If suitable habitat is identified within the study area or 300-foot buffer, presence/absence surveys will need to take place for three consecutive flowering seasons (August) and a Biological Assessment would need to be submitted to USFWS.

6 SUMMARY TABLES

Table 10 summarizes the potential ROW impacts by alternative. Table 11 summarizes the environmental resources that may be impacted, and Table 12 summarizes hazardous materials that may be impacted. More detailed analyses of impacts will be conducted during the NEPA process.

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Table 10. Potential Property Impacts by Alternative

	ON-CORRIDOR		
	LRT	SELB	CELB
Number of Potentially Affected Parcels	8 commercial relocations	7 commercial relocations	7 commercial relocations

Table 11. Potentially Impacted Environmental Resources Listed by Alternative

ENVIRONMENTAL RESOURCE	MEASUREMENT OF IMPACTS	ON-CORRIDOR IMPACTS		
		LRT	SELB	CELB
Farmland (of Statewide Importance)	Acres	6.09	4.91	6.03
Wetlands	Acres	2.61	2.54	2.45
Streams	Linear Feet	6,302	6,731	6,182

Table 12. Potential Impacts to Hazardous Materials

TYPE	SITE NAME	ADDRESS	EPA ID / DERR ID	ON-CORRIDOR IMPACTS		
				LRT	SELB	CELB
NPL	Richardson Flat Tailing Superfund Site	1 mile east of Park City near US-40 NW ¼ sec 1 T2S R 4E Park City, UT 84060	UTD980952840	0.0 acres	0.0 acres	0.0 acres
LUST	Ski Rail LLC	1555 Lower Iron Horse Loop	7000123	Direct Impact	Direct Impact	Direct Impact
UST	Maverick #317	1635 Bonanza Drive	7000065	Direct Impact	Direct Impact	No Direct Impact
LUST	School Bus Garage	2250 E Hwy 248	7000037	Direct Impact	Direct Impact	Direct Impact
UST	The 1725 Bonanza Partnership	1725 Bonanza	7000121	Direct Impact	Direct Impact	Direct Impact
LUST	Bottom Vehicle Main Shop	1375 Munchkin Ln	7000033	Direct Impact	Direct Impact	Direct Impact

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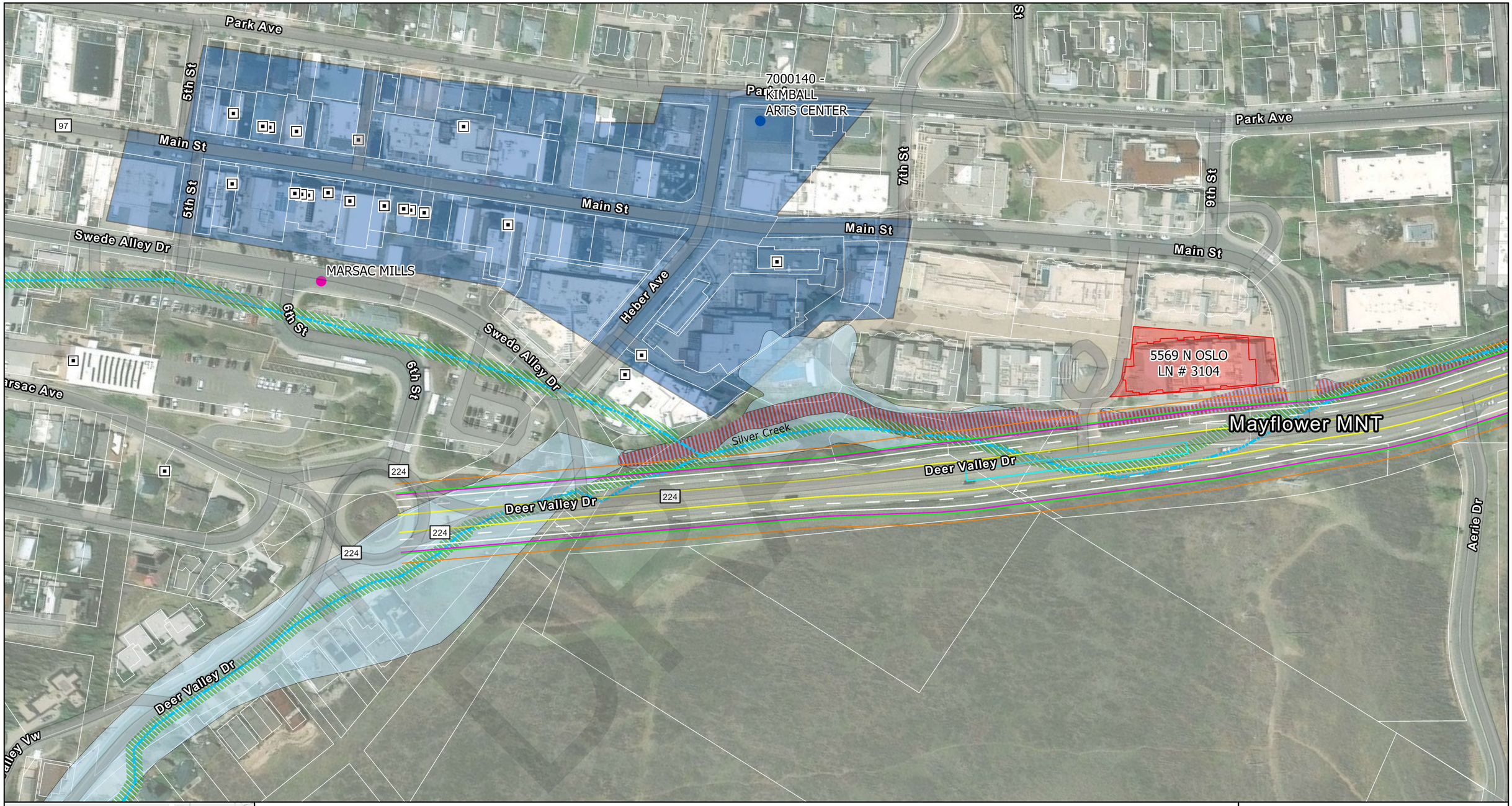

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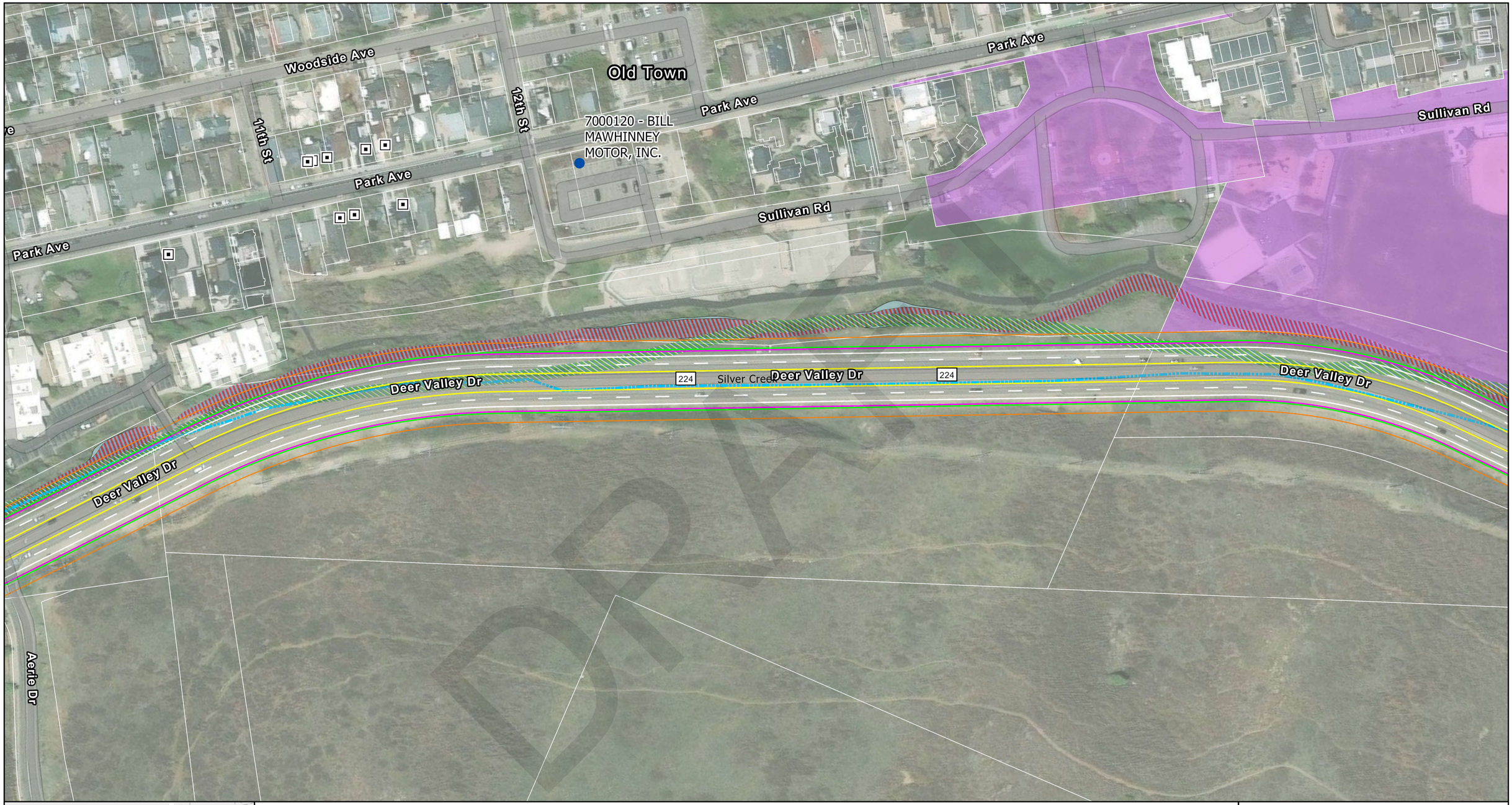
Light Rail Alternative Environmental Considerations



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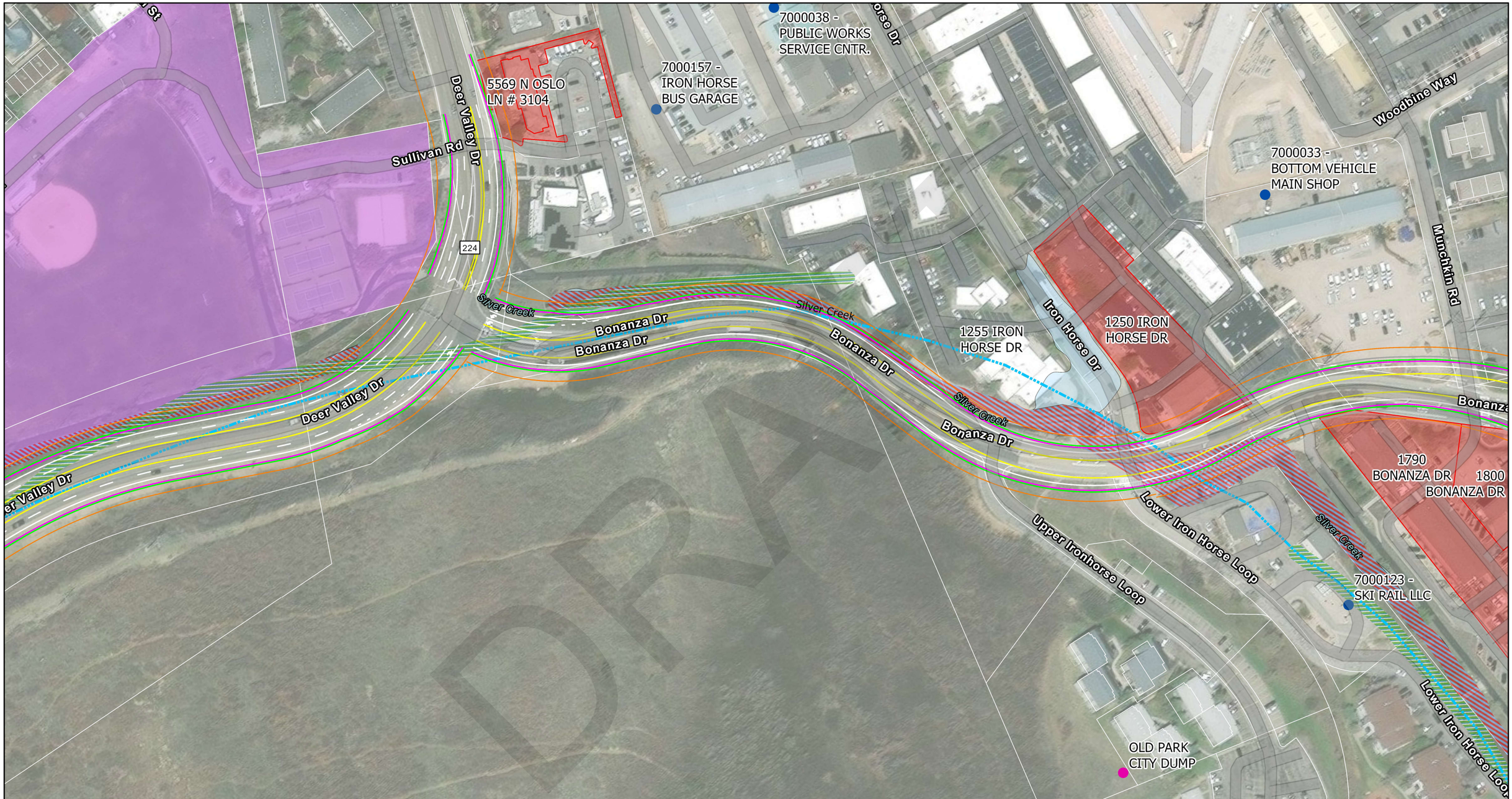
Light Rail Alternative Environmental Considerations



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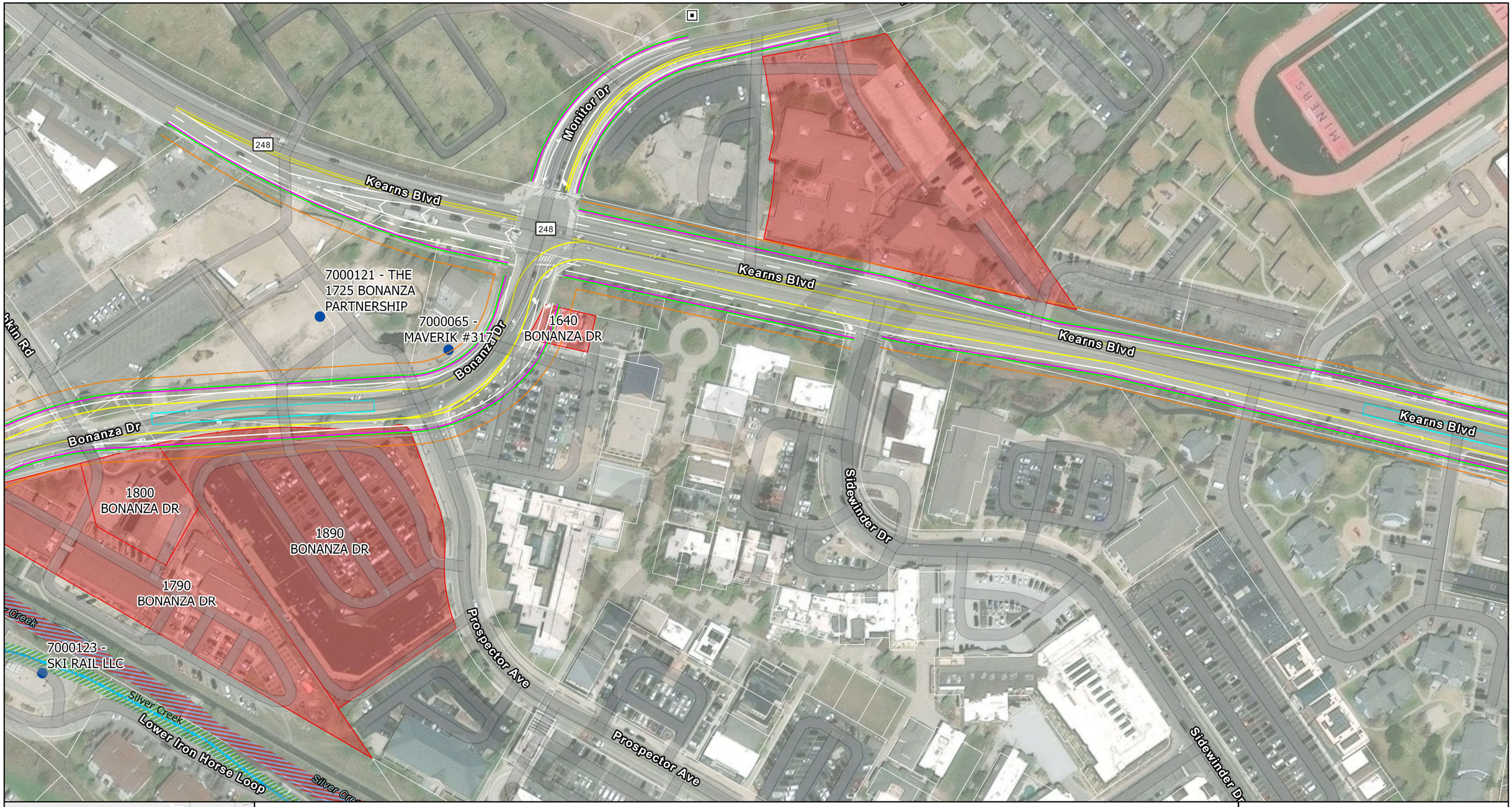
Light Rail Alternative
Environmental Considerations



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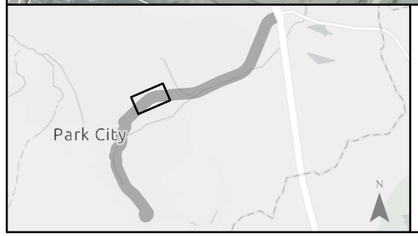
Light Rail Alternative
Environmental Considerations

Map 4 of 9



- Hazardous Waste and Used Oil Facility
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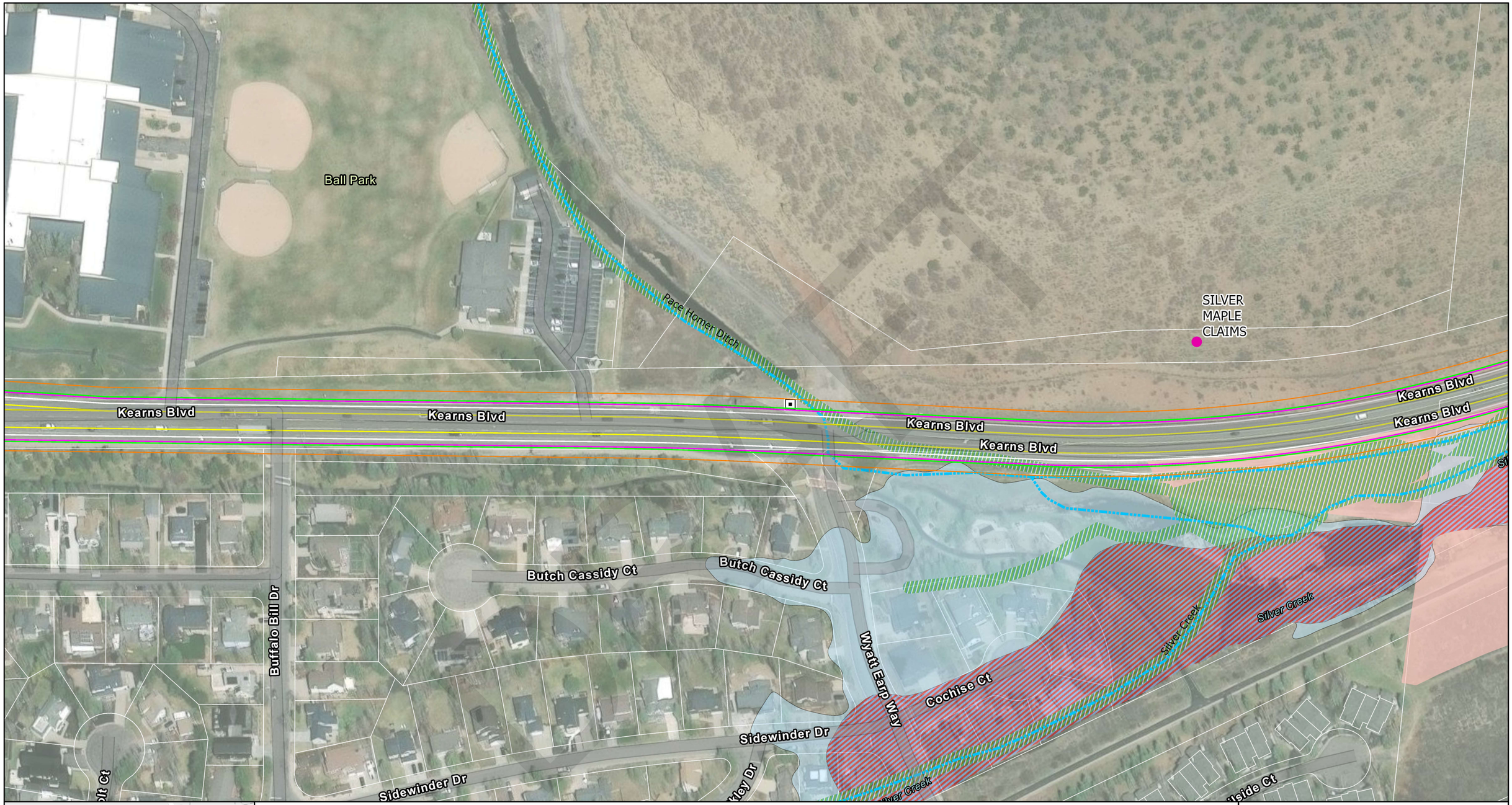
- Special Flood Hazard Area
- Richardson Flats Tailings Operable Units
- Section 6(f) Property
- Wetlands
- Commercial Relocation

N

0 75 150 300 Feet

Re-create 248

Light Rail Alternative
Environmental Considerations



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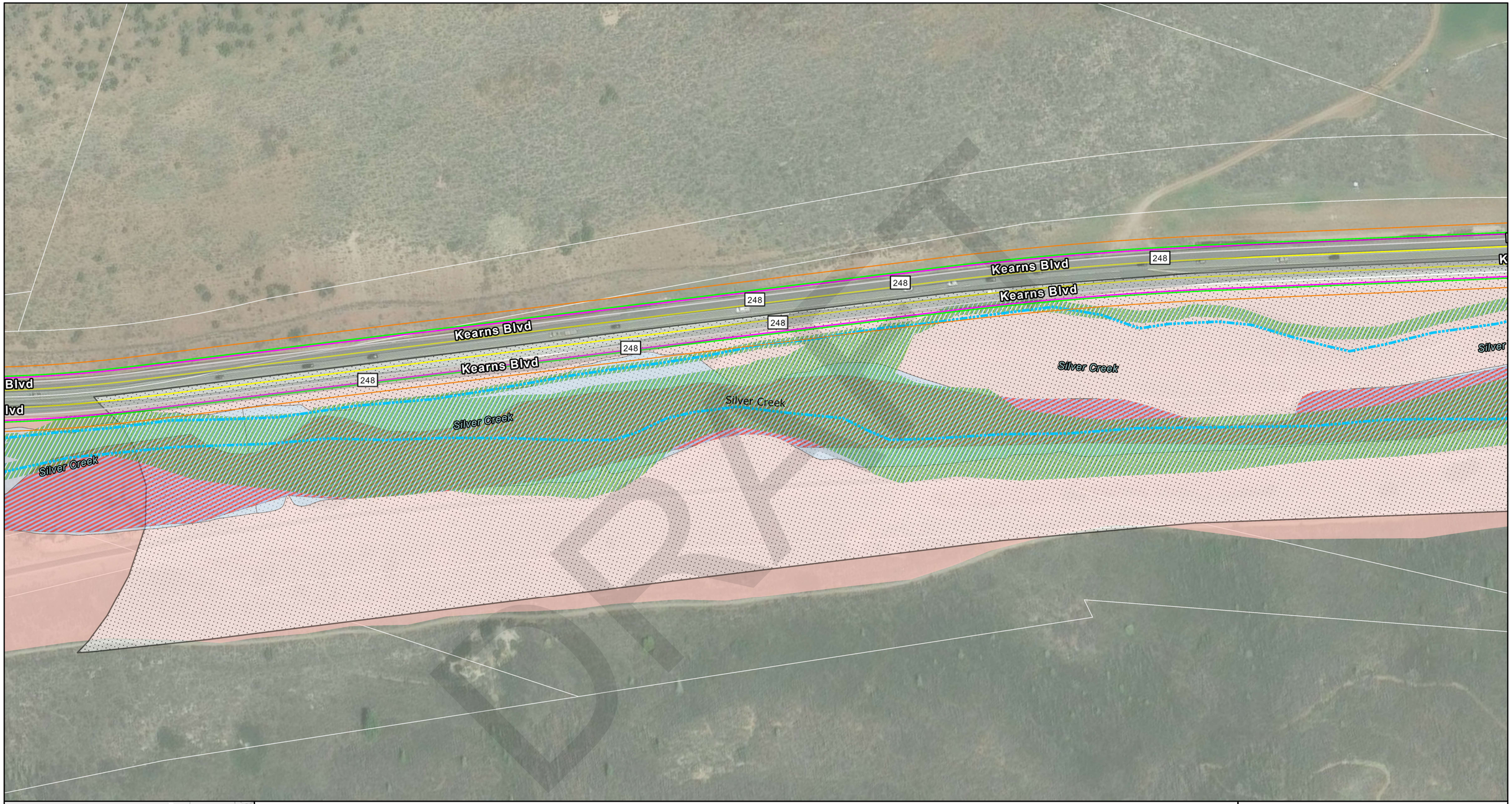
Light Rail Alternative
Environmental Considerations


Kearns Blvd
248
Silver Creek
Park City
N
Hazardous Waste and Used Oil Facility
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Wetlands
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Light Rail Alternative
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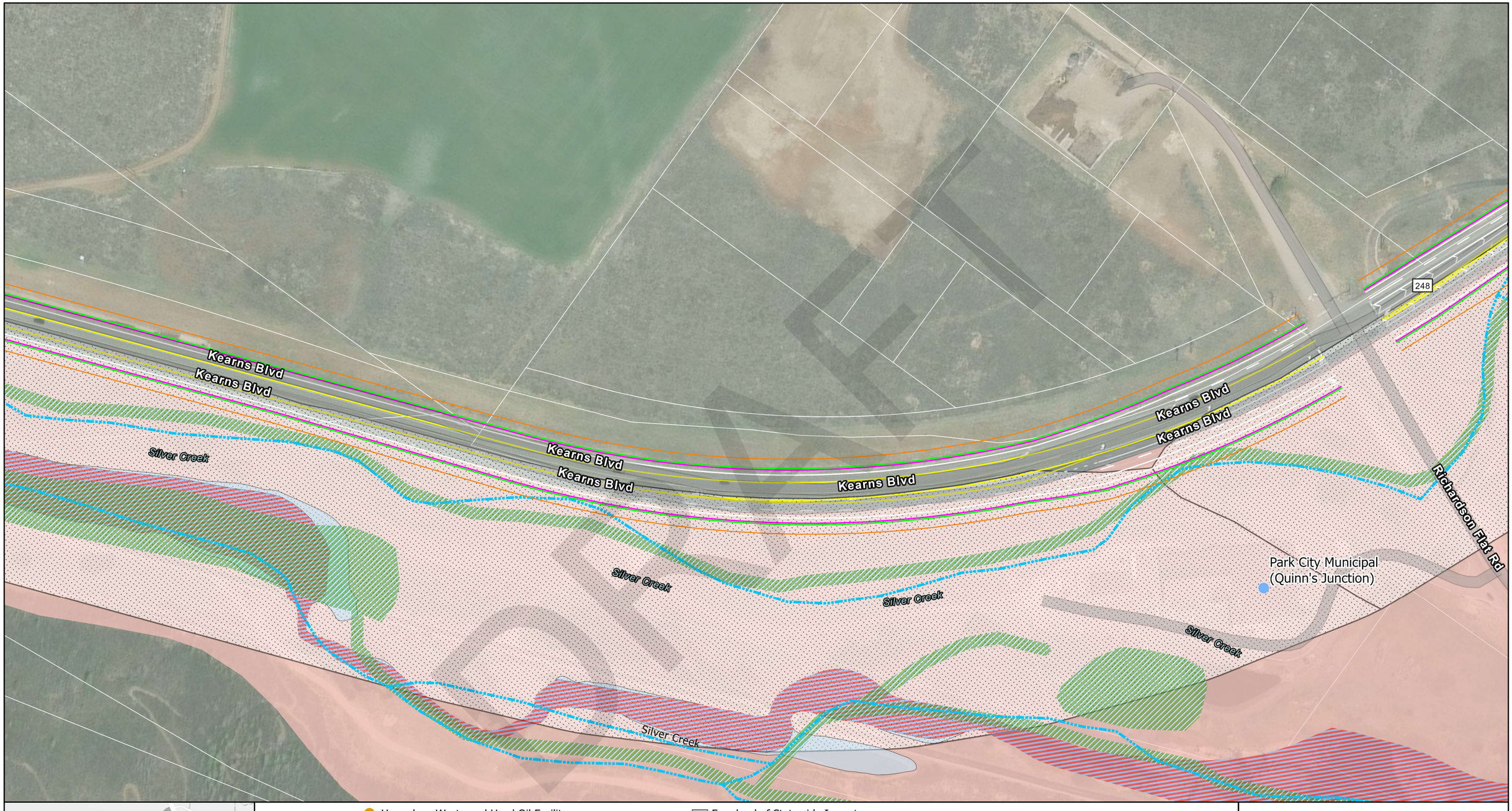
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248
Richardson Flat Rd
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(Quinn's Junction)
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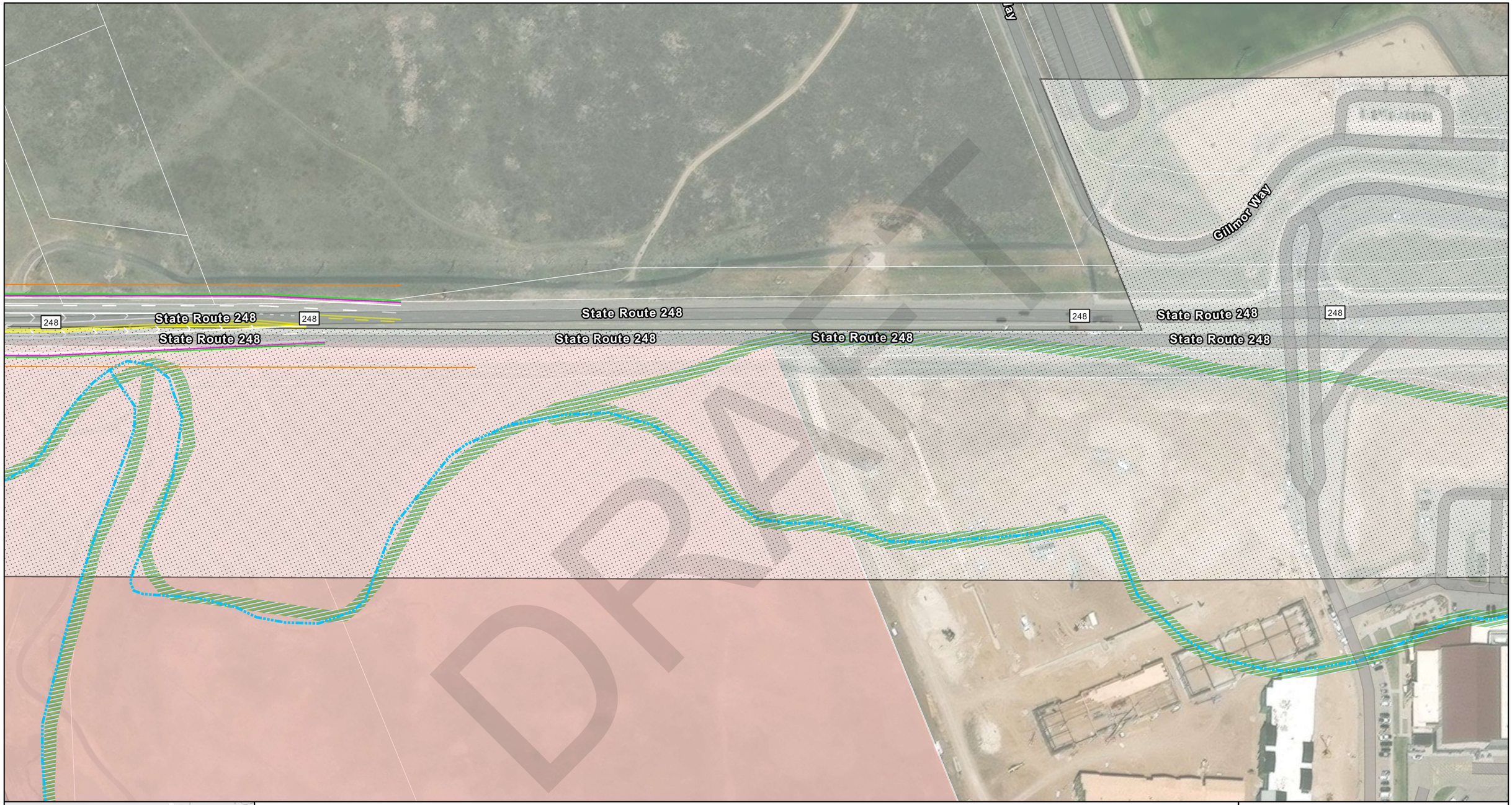

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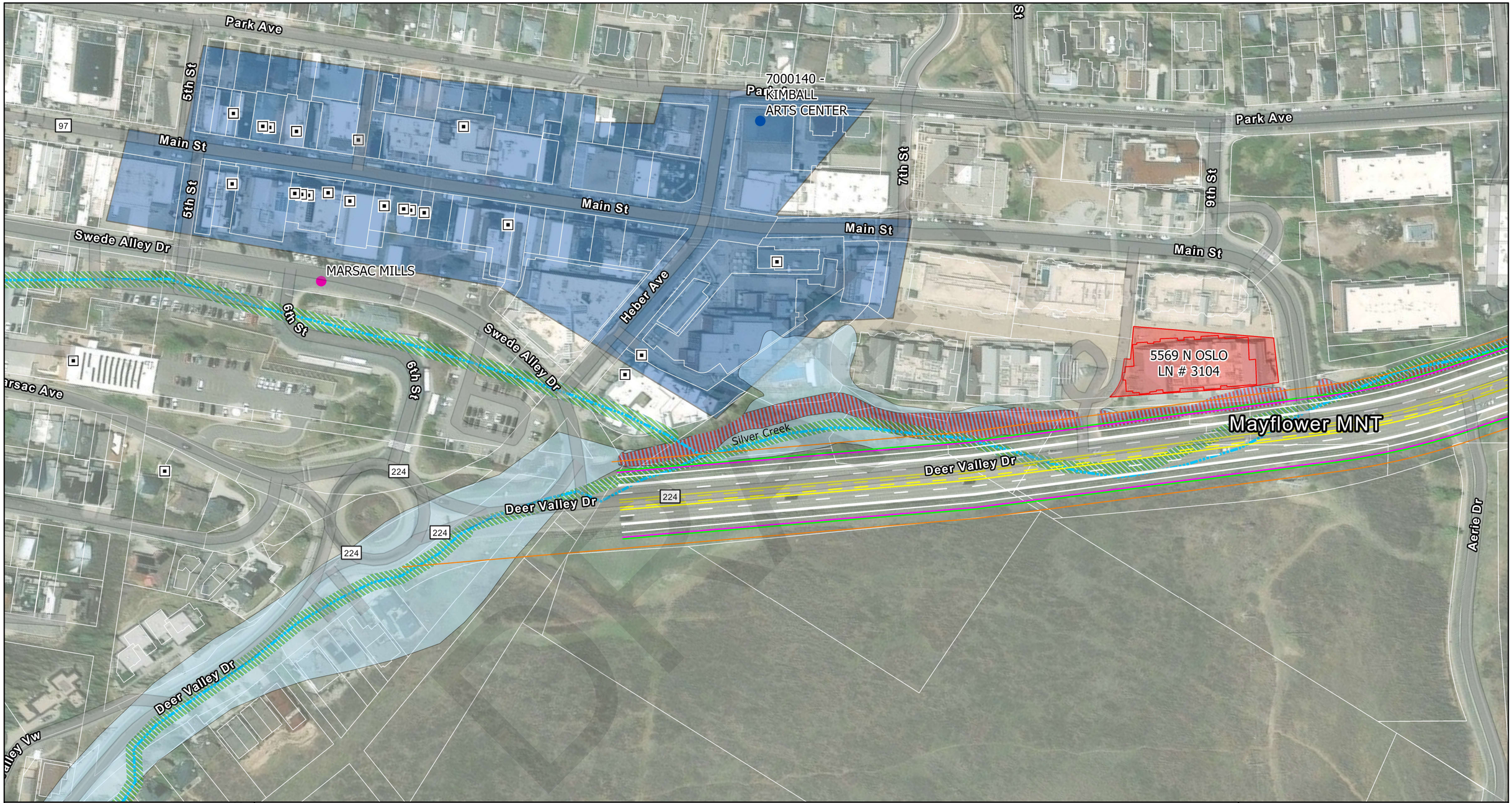
Light Rail Alternative
Environmental Considerations



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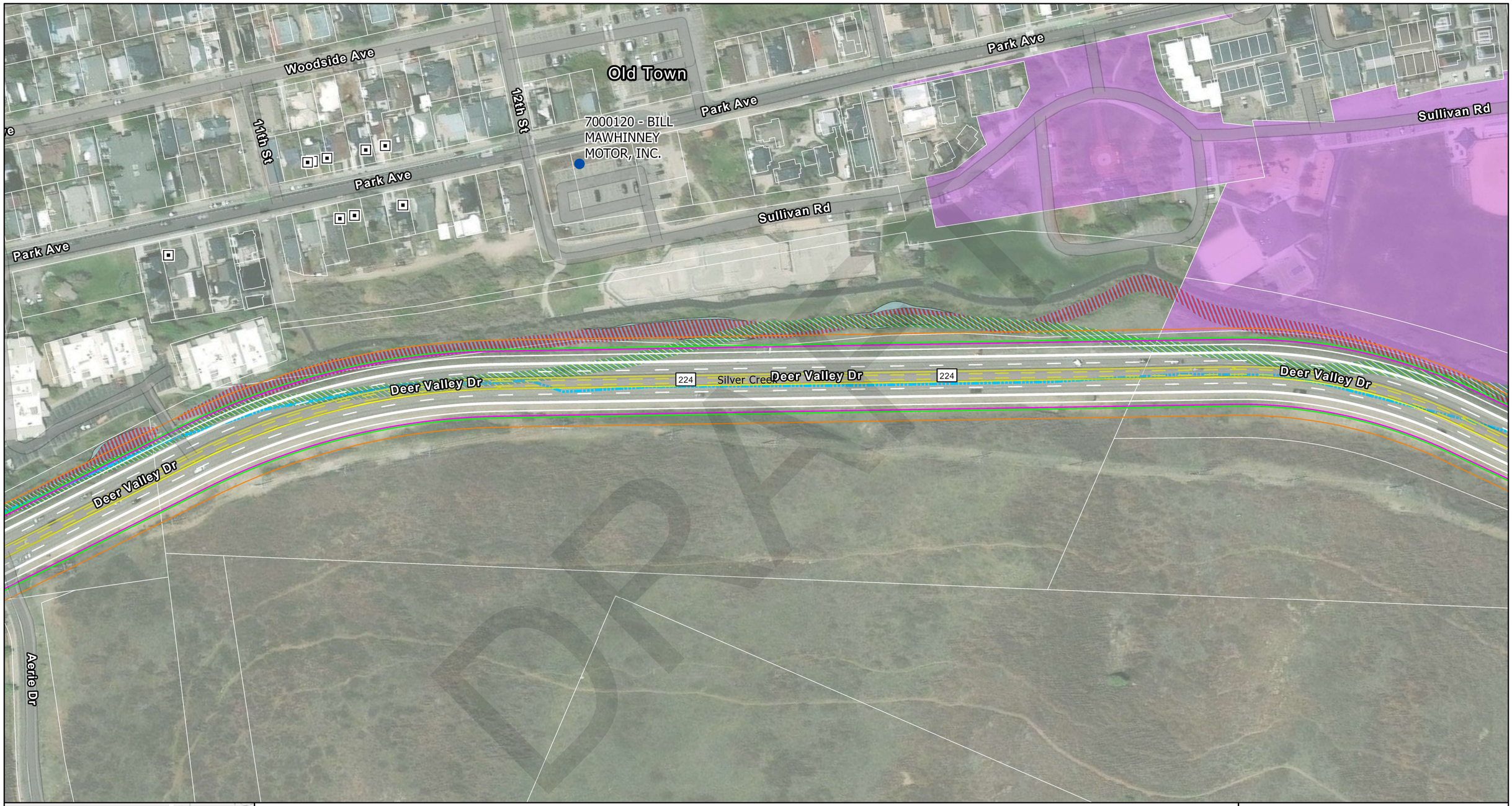
Side Running BRT Alternative
Environmental Considerations



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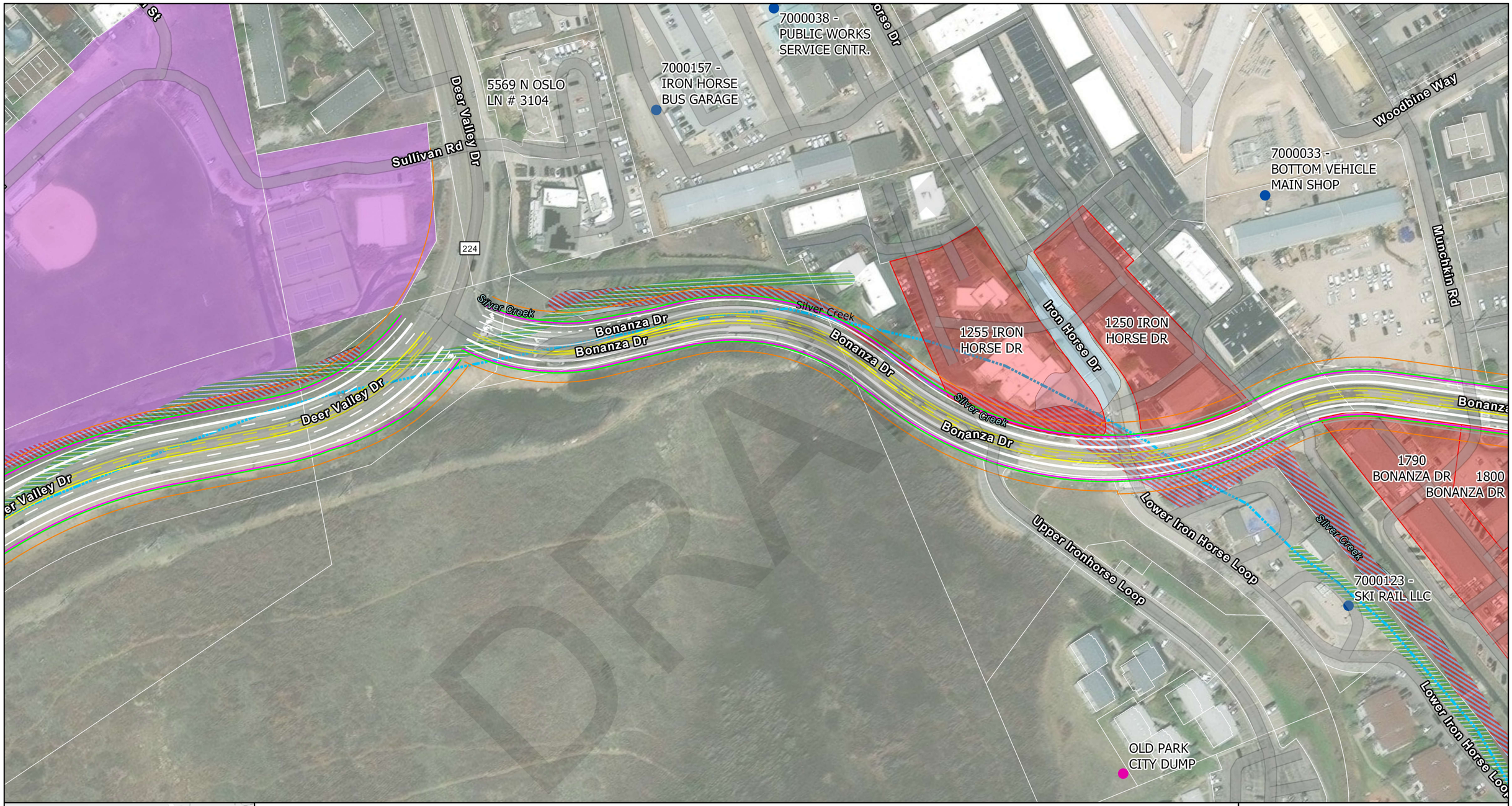

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Side Running BRT Alternative
Environmental Considerations

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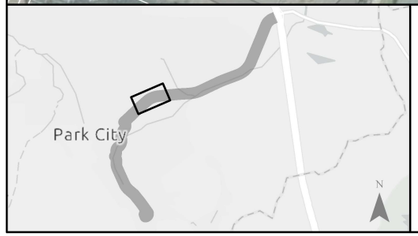

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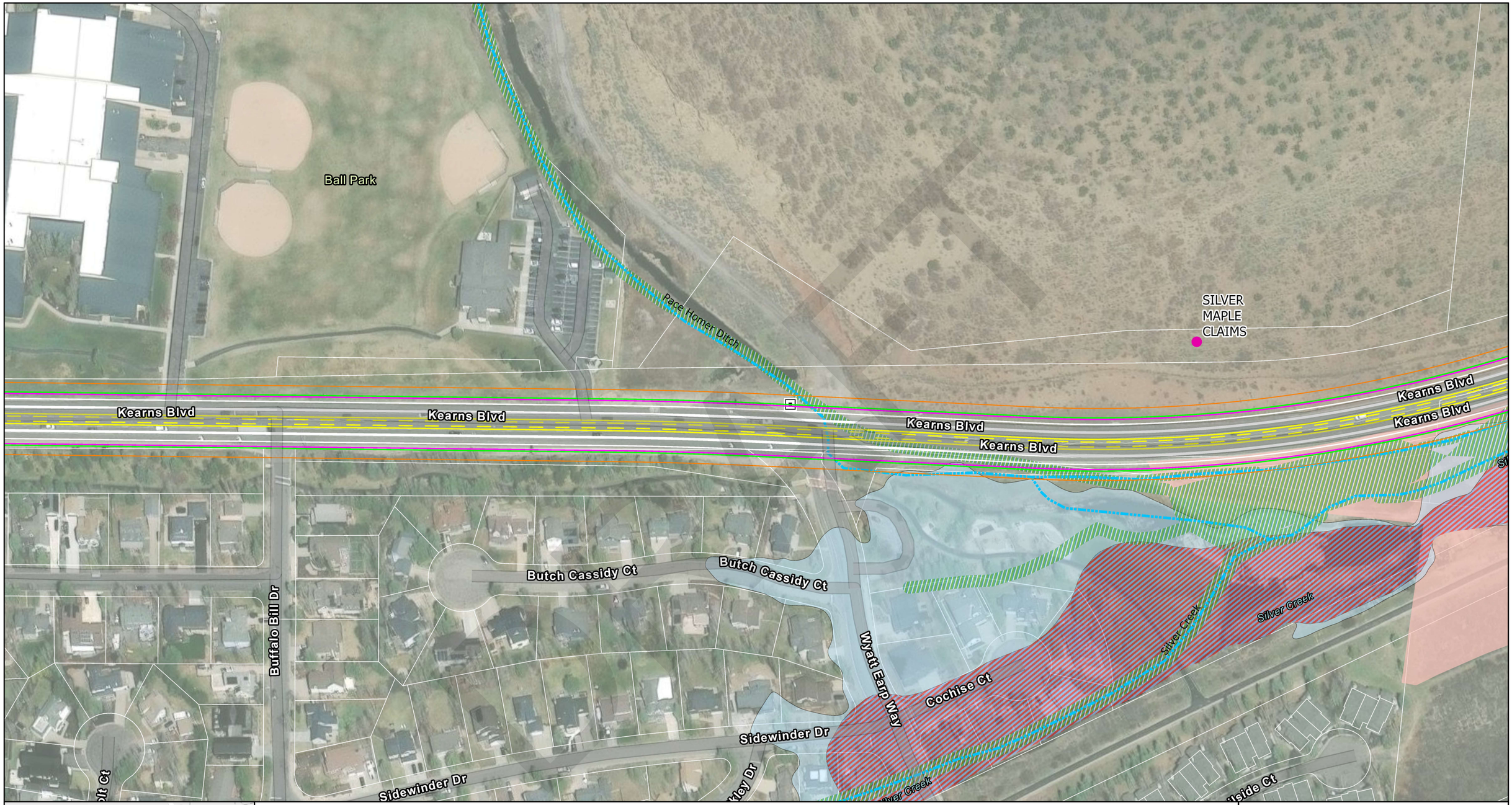

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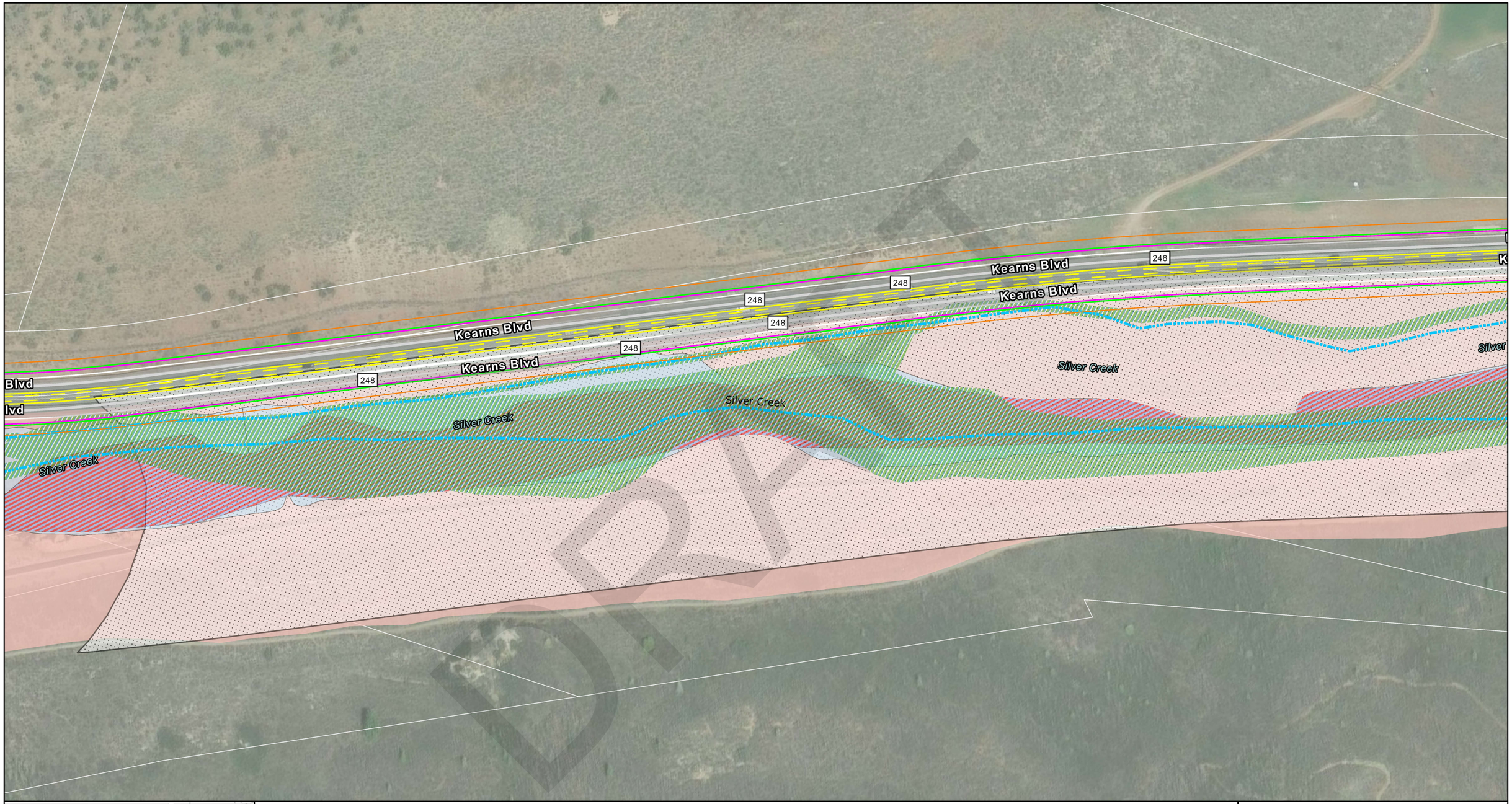
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Park City
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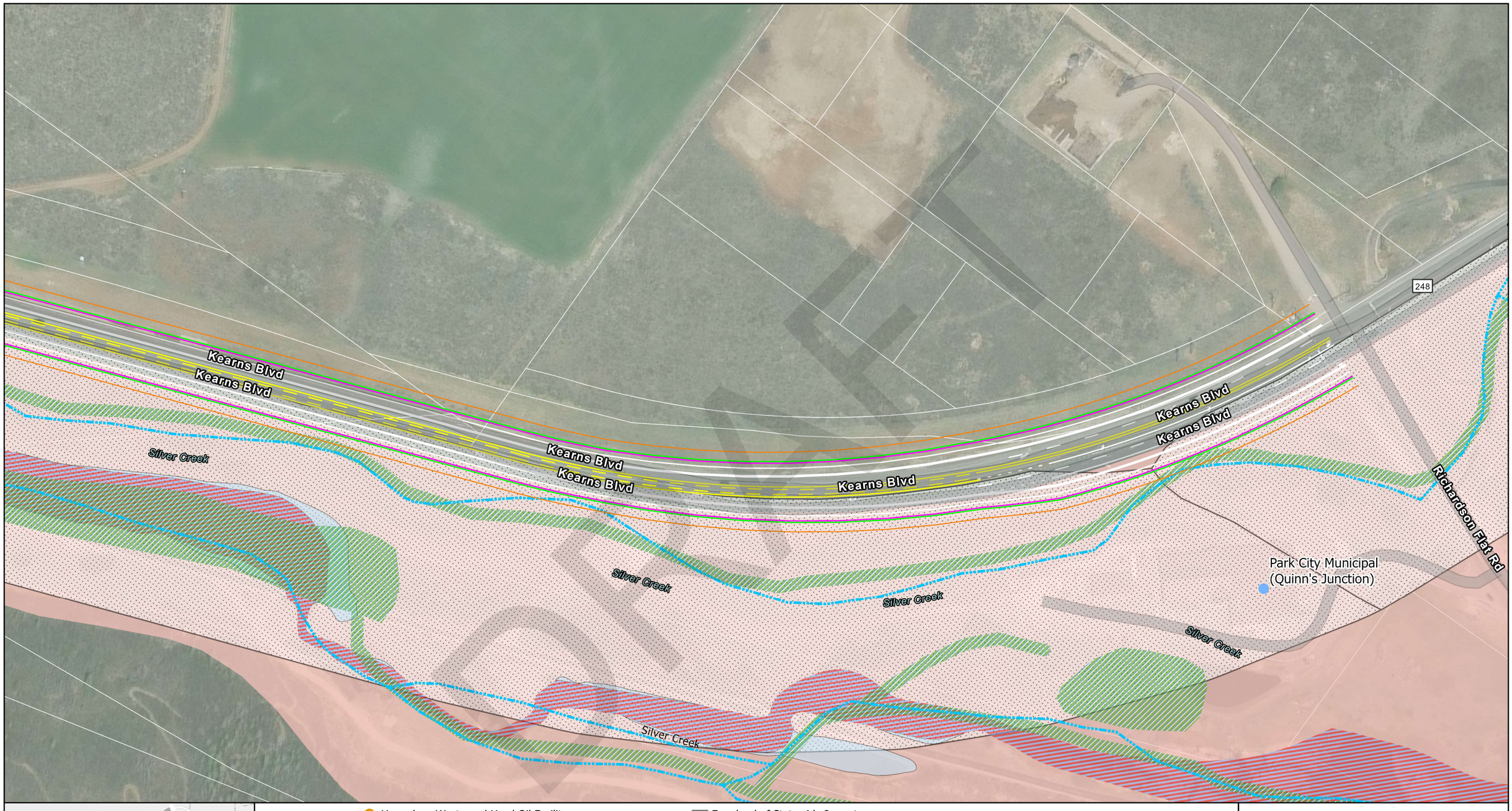
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248
Richardson Flat Rd
Silver Creek
Silver Creek
Silver Creek
Silver Creek
Silver Creek
Silver Creek
Park City Municipal
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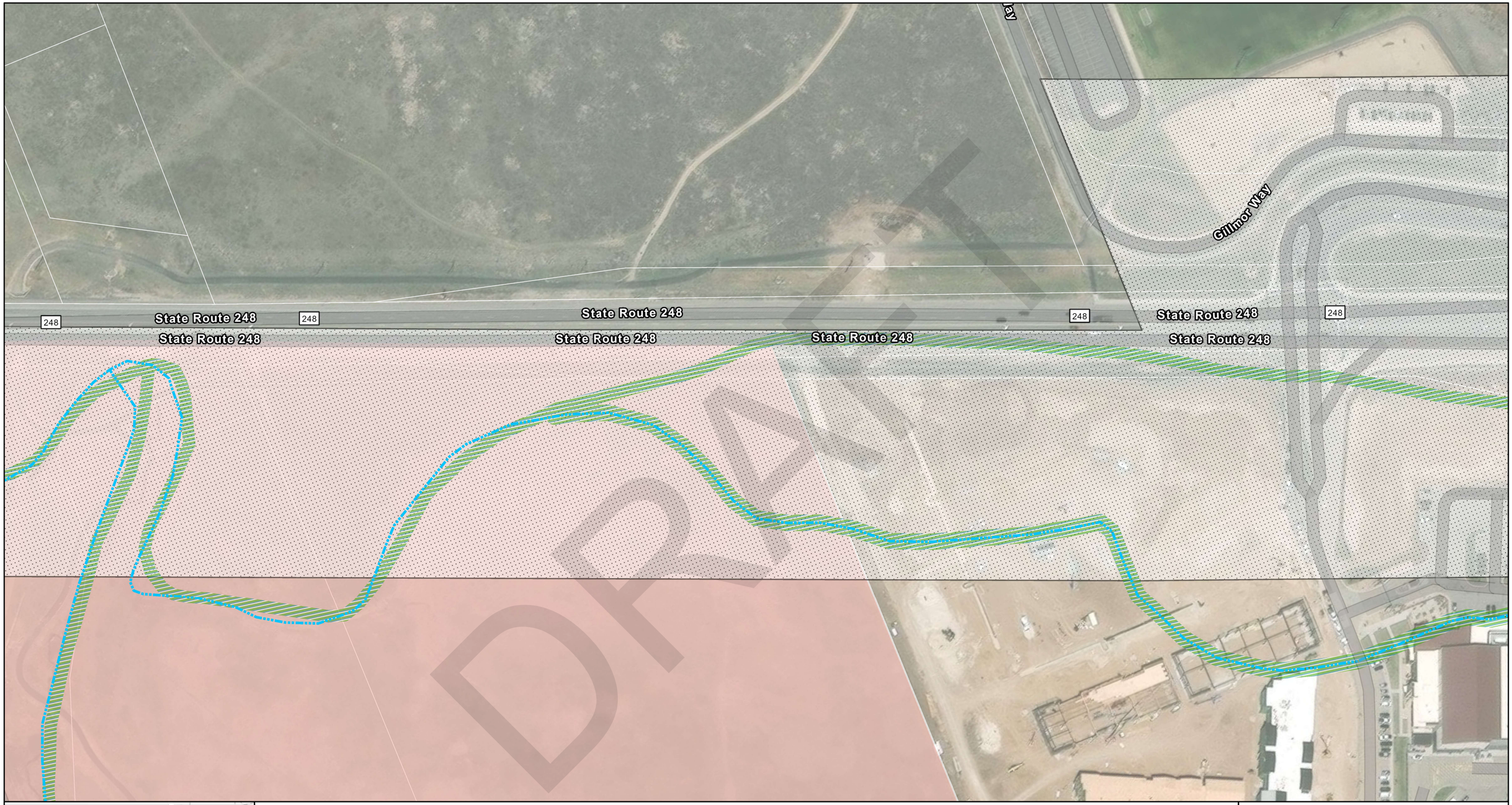

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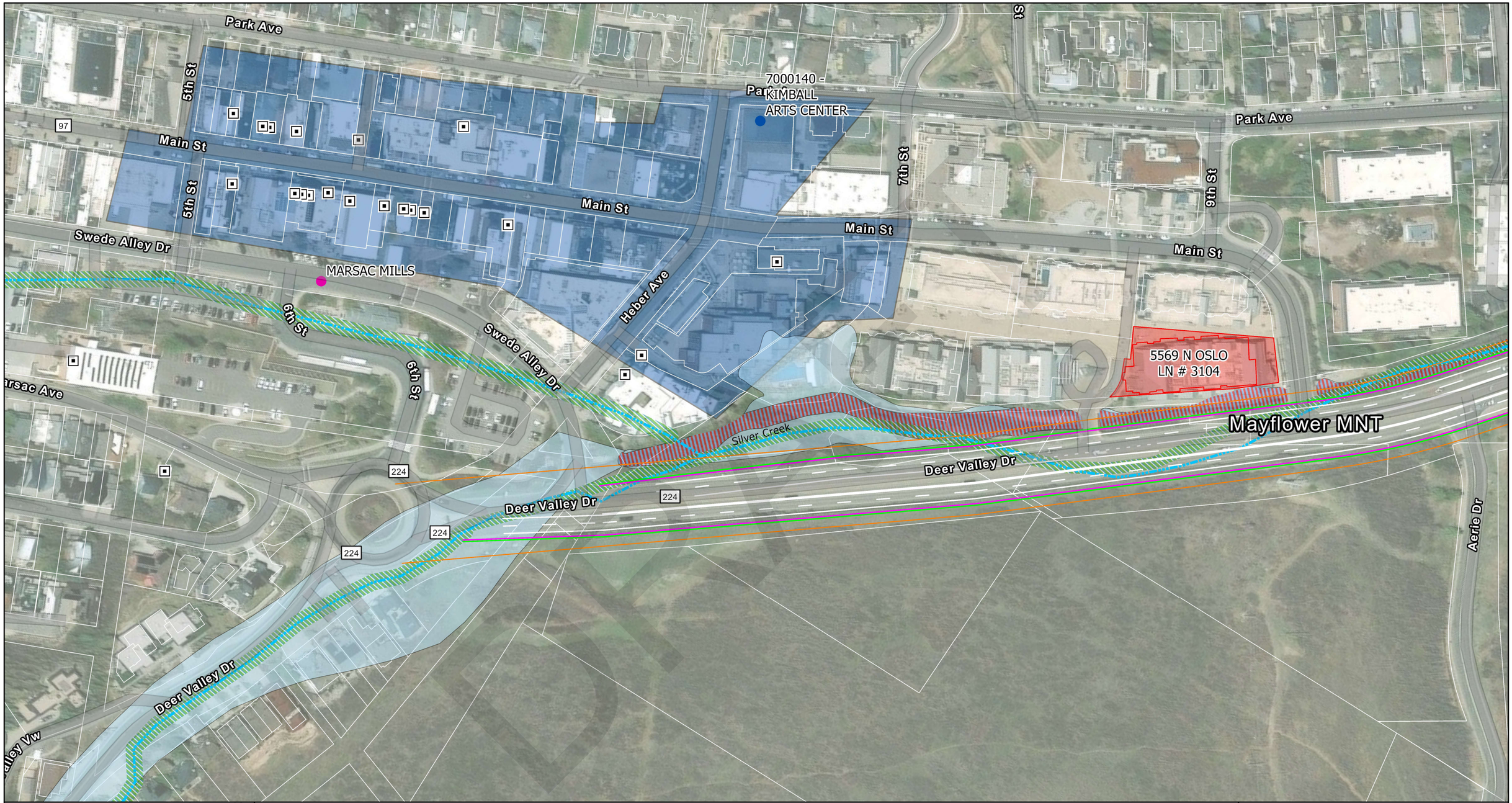

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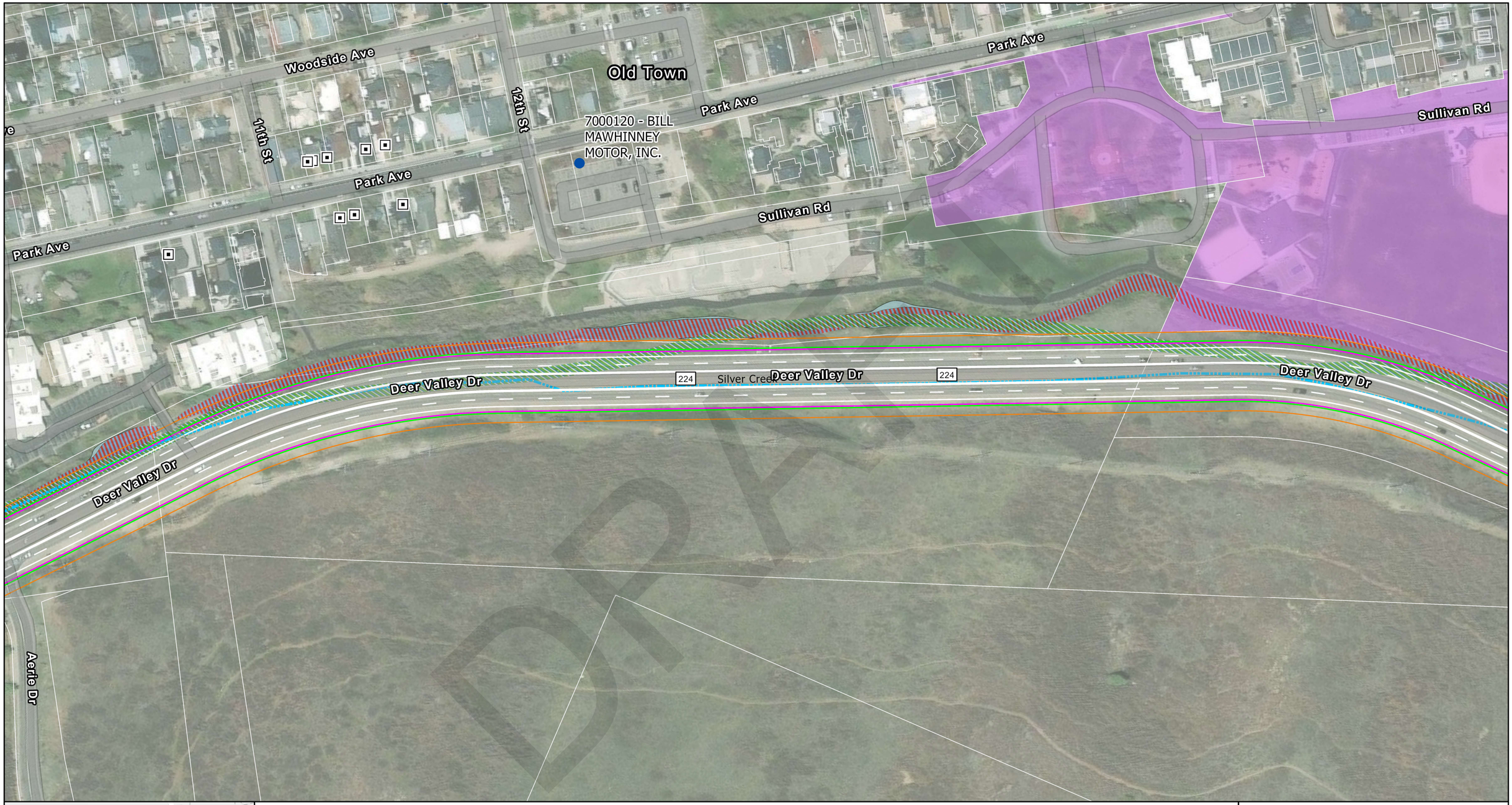
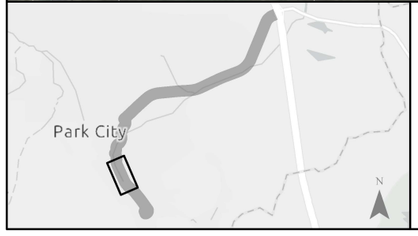
Center Running BRT Alternative
Environmental Considerations





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Center Running BRT Alternative
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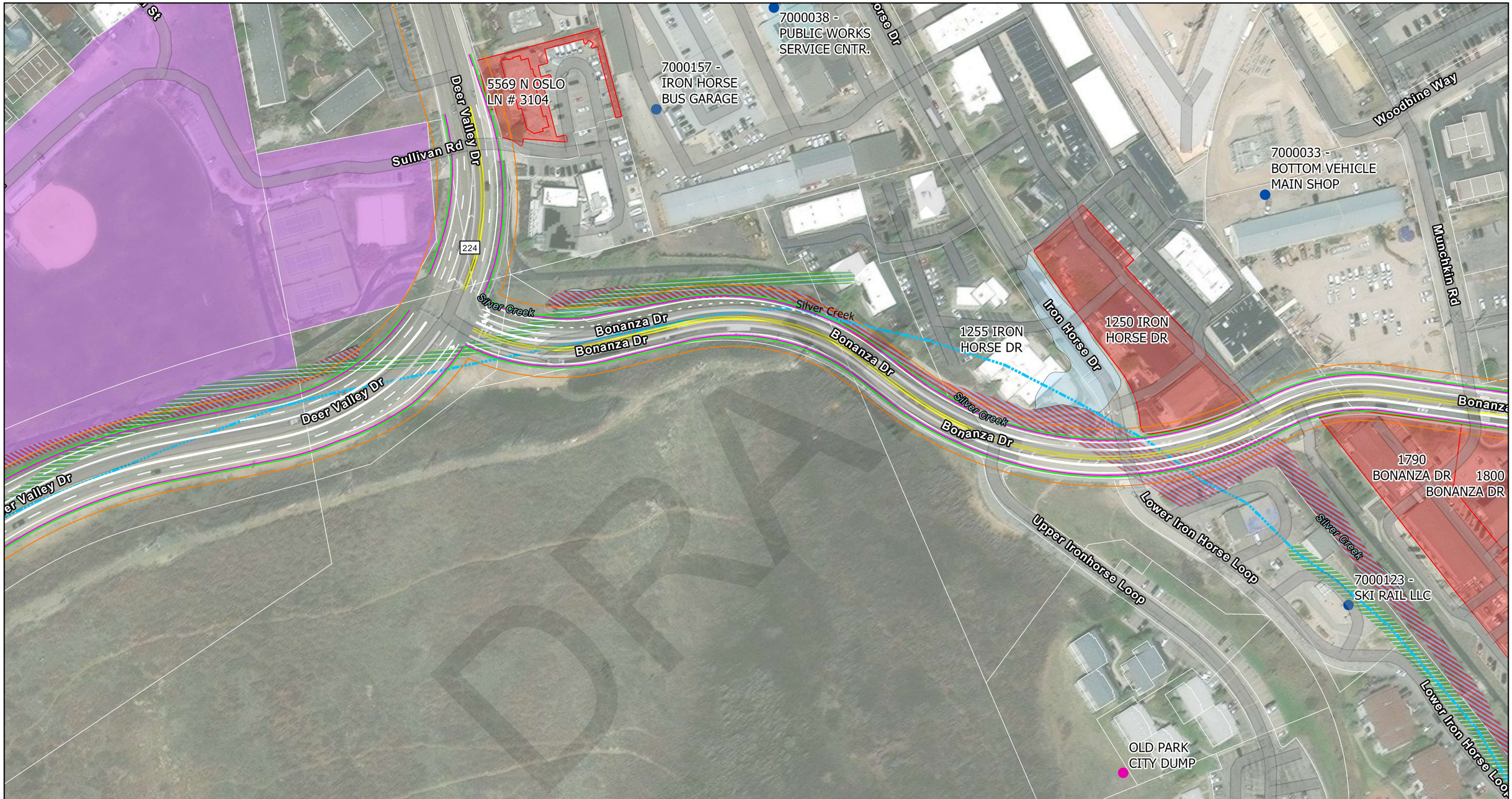

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Center Running BRT Alternative
Environmental Considerations

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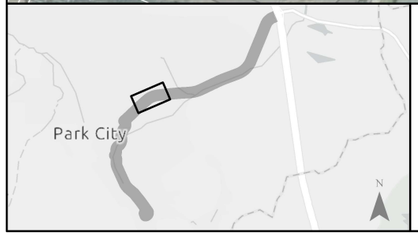
Center Running BRT Alternative
Environmental Considerations



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0 75 150 300 Feet

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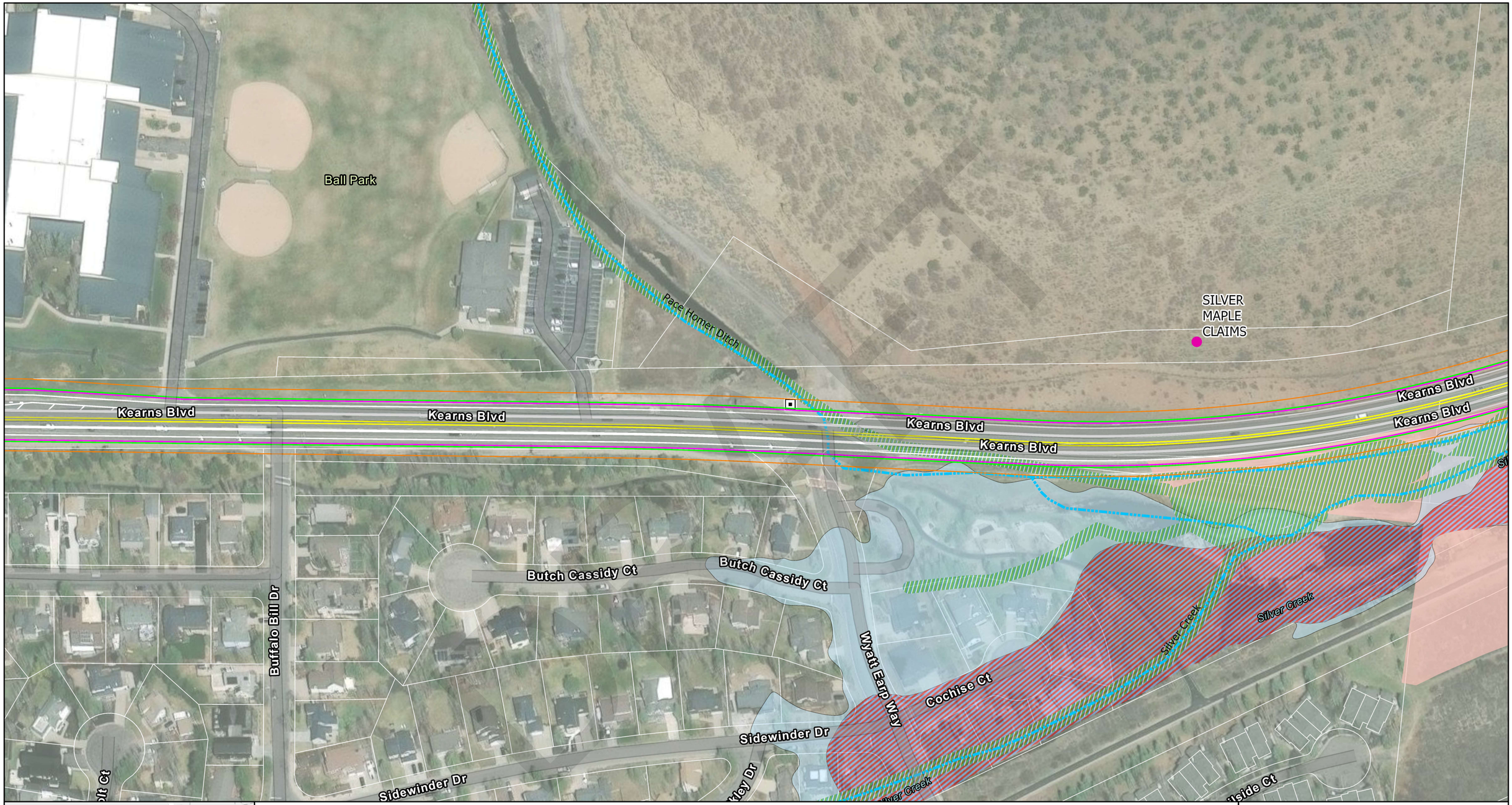

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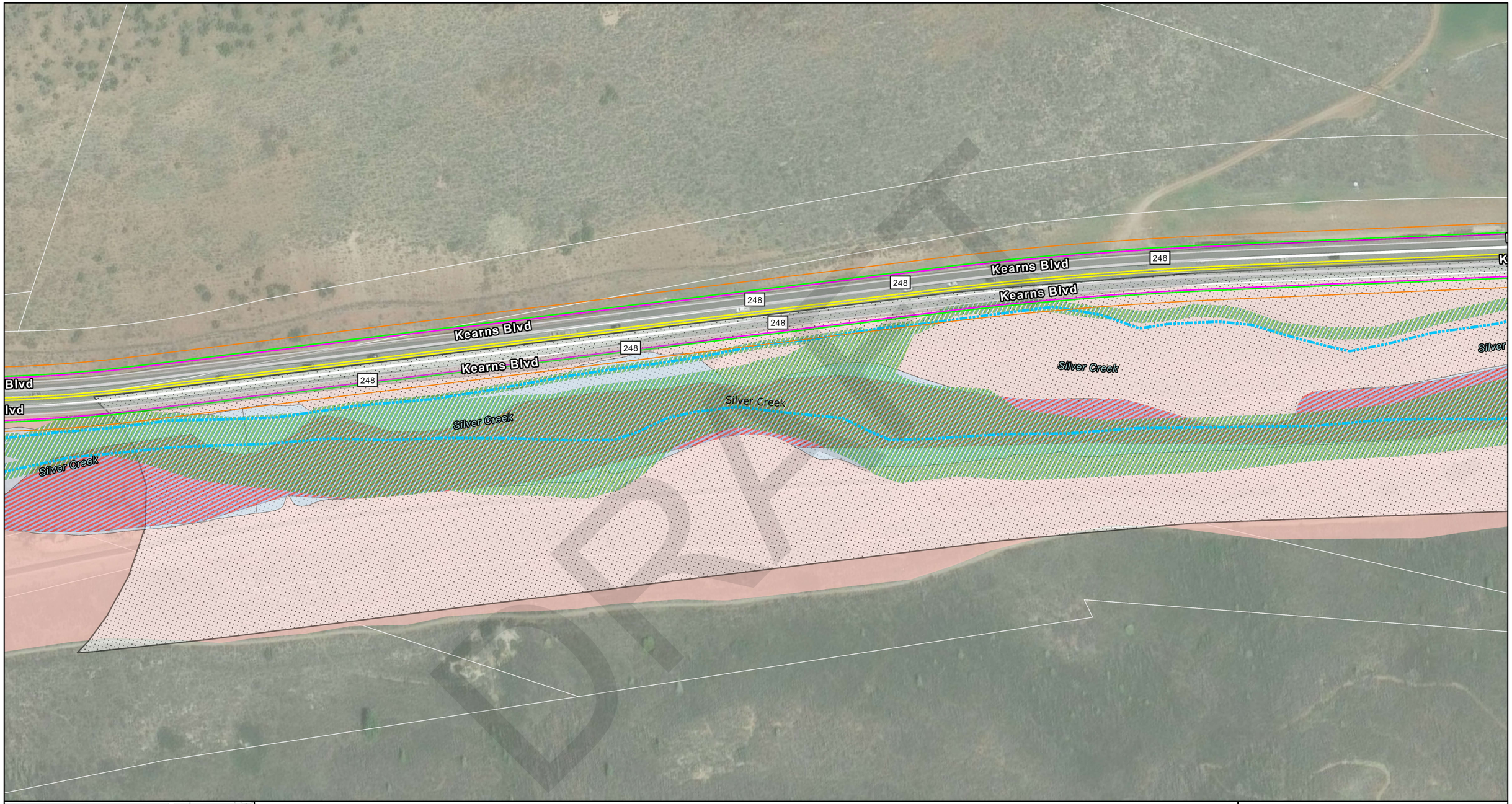
Kearns Blvd
248
Silver Creek
Park City
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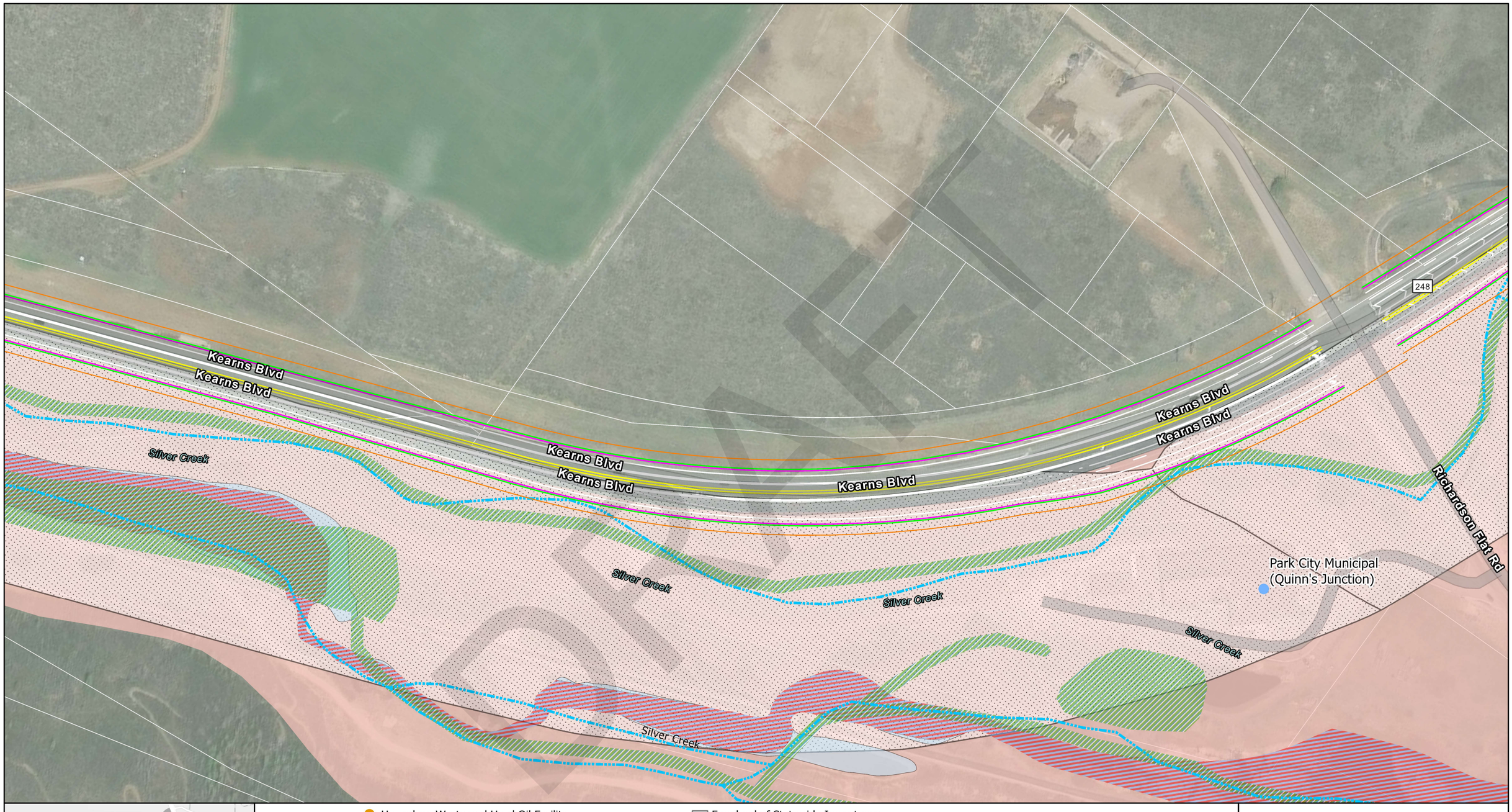

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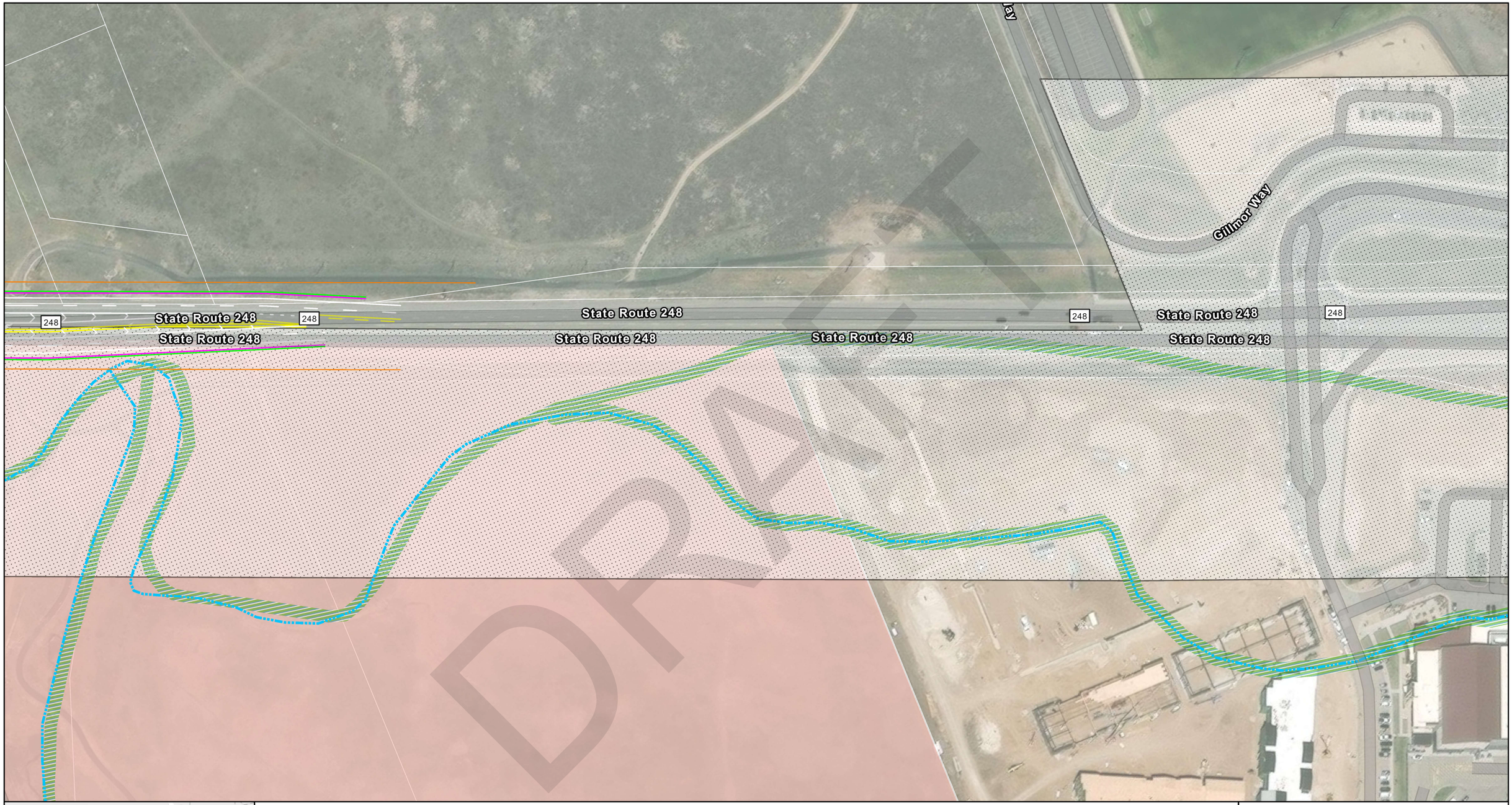

Re-create 248

Center Running BRT Alternative
Environmental Considerations

APPENDIX C: PRELIMINARY RIDERSHIP FORECAST MEMORANDUM

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PARK CITY RE-CREATE 248 STOPS MODELING

DRAFT

November 2025

Park City Municipal Corporation

Report Title:

Park City Re-Create 248 STOPS Modeling

Report Prepared by:

RSG

Report Prepared for:

Park City Municipal Corporation

For additional information regarding this report, or for questions about permissions or use of findings contained therein, please contact:

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55 Railroad Row, Suite 200
White River Junction, VT 05001
(802) 295-4999
www.rsginc.com

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1.0 PROJECT OVERVIEW

The Park City Municipal Corporation ("PCMC") in Park City, Utah is conducting the Recreate 248 Transit Study ("Study") to explore transit opportunities connecting travelers from east Summit County to Park City. The project corridor consists of SR-248, Bonanza Dr, and Deer Valley Dr and extends from Old Town Transit Center in downtown Park City to US-40 and Richardson Flat Park and Ride east of Park City, displayed in Figure 1. The corridor is a key east-west access corridor for Park City and connects key destinations in Park City, including downtown Park City and Park City High School.

The study involves exploring Exclusive-Lane Bus (ELB) or Light Rail (LRT) service along the project corridor. As shown in Figure 2, Park City is presently served by Park City Transit (PCT) and High Valley Transit (HVT). Many transit routes traverse parts of the project corridor, and PCT route 6 is the existing route that traverses the entire corridor and that the ELB will replace.

This report details the implementation of an FTA STOPS model for the ELB and LRT service along the project corridor for two frequency scenarios each.

FIGURE 1: RECREATE 248 TRANSIT STUDY PROJECT CORRIDOR

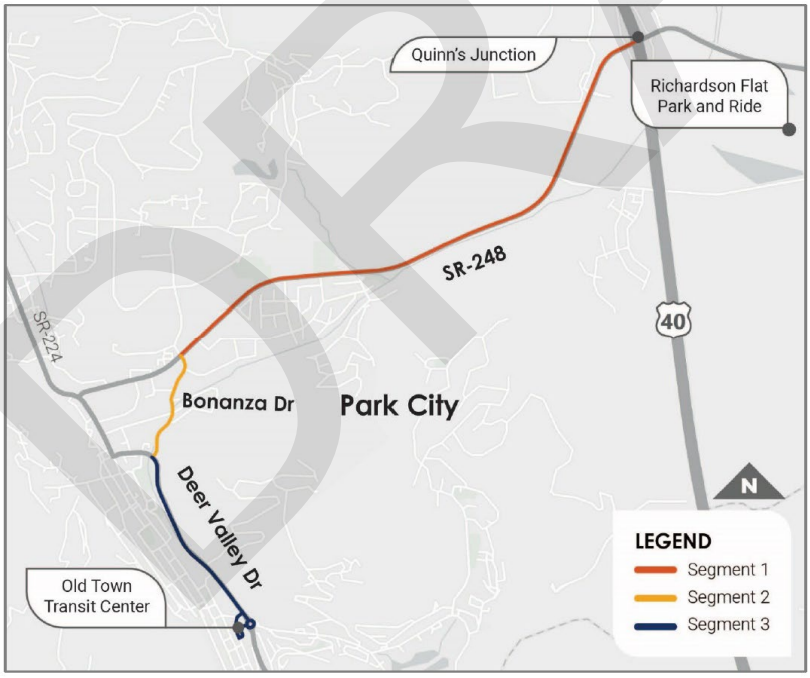

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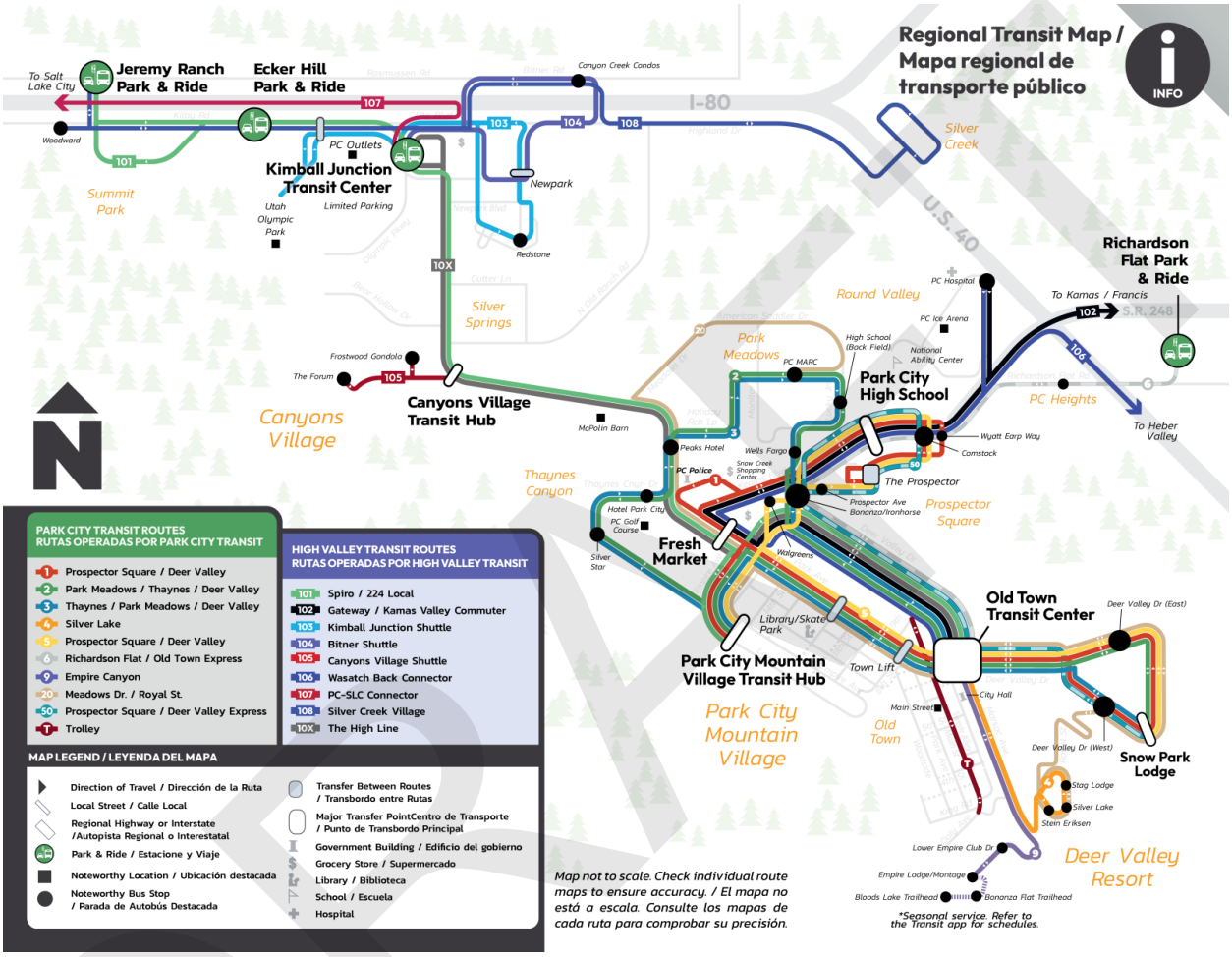
FIGURE 2: PARK CITY TRANSIT AND HIGH VALLEY TRANSIT ROUTE MAP



2.0 MODEL DEVELOPMENT

Simplified Trips on Projects Software (STOPS) is an FTA tool that allows transit agencies to evaluate ridership on a proposed system improvement with a reduced set of model inputs, mainly U.S. Census data, Metropolitan Planning Organization (MPO) demographic forecasts, and trip characteristics from an origin-destination survey. This simplified modeling framework is calibrated within the distinct regions of the United States to ensure model outputs are consistent with observed behavior in the modeled region.

The project team developed a synthetic STOPS model to forecast ridership on the proposed project in 2025 (base year) and in 2045 (future year). A synthetic model does not utilize a transit survey, but rather, uses the 2012-2016 Census Transportation Planning Products (CTPP) Journey-to-Work (JTW) flows to estimate travel demand.

2.1 STOPS INPUT DATA

The following section summarizes the various data inputs used in the Recreate 248 STOPS modeling effort.

Route and Stop Counts

The project team received PCT and HVT ridership counts from PCMC. The project team then conducted data processing to develop average weekday ridership count for the month of February 2025. This month of data is selected to represent the typical winter peak season in Park City without Sundance Festival travel, which occurs in January. Figure 3 shows seasonal variations in transit ridership

As shown in Table 1, the total average weekday ridership of both PCT and HVT is 16,293, with that of PCT being 8,616 and that of HVT being 7,678. This count does not include any gondolas in Park City.

The highest ridership routes are HVT Route 101 between downtown Park City and Jeremy Ranch Park & Ride (2,503), HVT Route 10X between downtown Park City and Kimball Junction Transit Center (2,386), and PCT Route 1 between Prospector Square and Deer Valley (2,260). PCT Route 6, the route to be replaced by ELB/LRT in the project corridor, has an average weekday ridership of 74.

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FIGURE 3: SEASONAL VARIATIONS IN TRANSIT RIDERSHIP

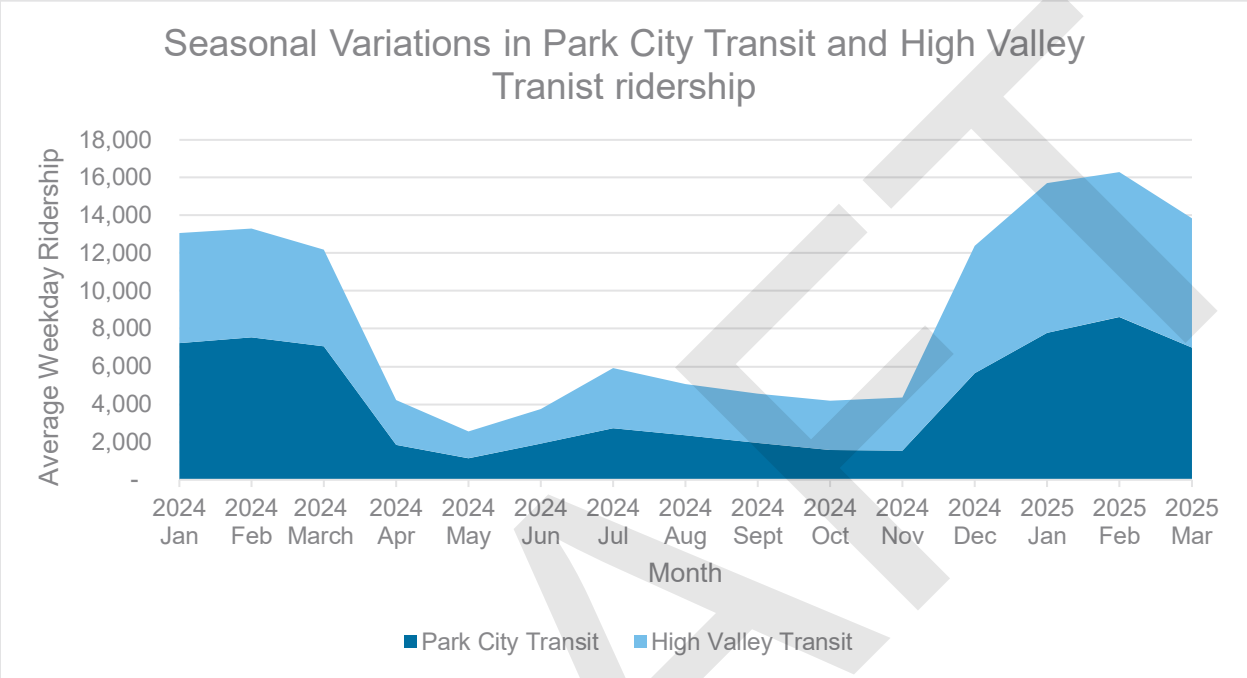

TABLE 1: AVERAGE WEEKDAY RIDERSHIP BY ROUTE (2025 FEB)

Park City Transit (PCT)		High Valley Transit (HVT)	
Routes	Ridership	Routes	Ridership
01 Red	2,260	101 Spiro / 224 Local	2,503
02 Green	1,300	102 Gateway / Kamas Valley Commuter	57
03 Blue	1,065	103 Kimball Junction Circulator	318
04 Orange	393	103b	28
05 Yellow	1,023	104 Bitner Connector	495
06 Express	74	105 Canyons Village Shuttle	418
07 Express	392	106 Wasatch Back Connector	267
07 Grey	475	107 PC-SLC Commuter	343
08 Brown	298	108 Silver Creek Village	337
08 Express	162	109	525
09 Purple	312	10X The High Line	2,386
20 Tan	88		
50 Teal	510		
Citywide	58		
Trolley	205		
Total	8,616	Total	7,678

GTFS Transit Services Data

The project team used existing GTFS data for both PCT and HVT. Section 3.0 describes this process in detail.

MPO Population and Employment

The project team downloaded MPO population and employment data for Summit County and Wasatch County from the Mountainland Association of Governments (MAG). Table 2 contains their respective population and employment numbers for 2024 and 2045. The STOPS model application sets 2024 population as the base year and 2045 as the horizon year. Both counties are expected to grow in population and employment by at least 20%. Notably, Wasatch County population is forecasted to grow by 64%, or an increase of almost 25,000 people. Over 15,000 of this increase is forecasted in the towns of Heber and Midway. Figure 4 displays population growth by TAZ, showing that much of the high growth TAZs are in and around Heber. Figure 5 shows employment growth by TAZ.

TABLE 2: POPULATION AND EMPLOYMENT GROWTH BY CITY 2024-2045

COUNTY	CITY	POP 2024	POP 2045	POP GROWTH	EMP 2024	EMP 2045	EMP GROWTH
Summit County	Park City	9,008	9,950	10%	18,096	21,752	20%
Summit County	Kamas	2,148	3,548	65%	1,483	1,784	20%
Summit County	Francis	1,870	3,243	73%	169	203	20%
Summit County	Oakley	1,674	2,948	76%	279	336	20%
Summit County	Coalville	1,634	2,521	54%	1,823	2,190	20%
Summit County	Henefer	903	1,468	63%	34	42	24%
Summit County	Balance of Summit County	26,766	30,747	15%	19,582	23,524	20%
Summit County	**Total**	**44,003**	**54,425**	**24%**	**41,466**	**49,831**	**20%**
Wasatch County	Heber	19,363	30,372	57%	11,104	14,343	29%
Wasatch County	Midway	6,951	11,206	61%	2,041	2,636	29%
Wasatch County	Hideout	1,165	2,190	88%	32	41	28%
Wasatch County	Daniel	965	1,945	102%	367	473	29%
Wasatch County	Charleston	753	1,504	100%	282	364	29%
Wasatch County	Wallsburg	349	371	6%	8	11	38%
Wasatch County	Independence	123	202	64%	3	4	33%
Wasatch County	Balance of Wasatch County	8,616	14,975	74%	2,795	3,613	29%
Wasatch County	**Total**	**38,285**	**62,765**	**64%**	**16,632**	**21,485**	**29%**
Total	***Total***	***82,288***	***117,190***	***42%***	***58,098***	***71,316***	***23%***

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FIGURE 4: PROJECTED POPULATION GROWTH 2024-2045 BY TAZ

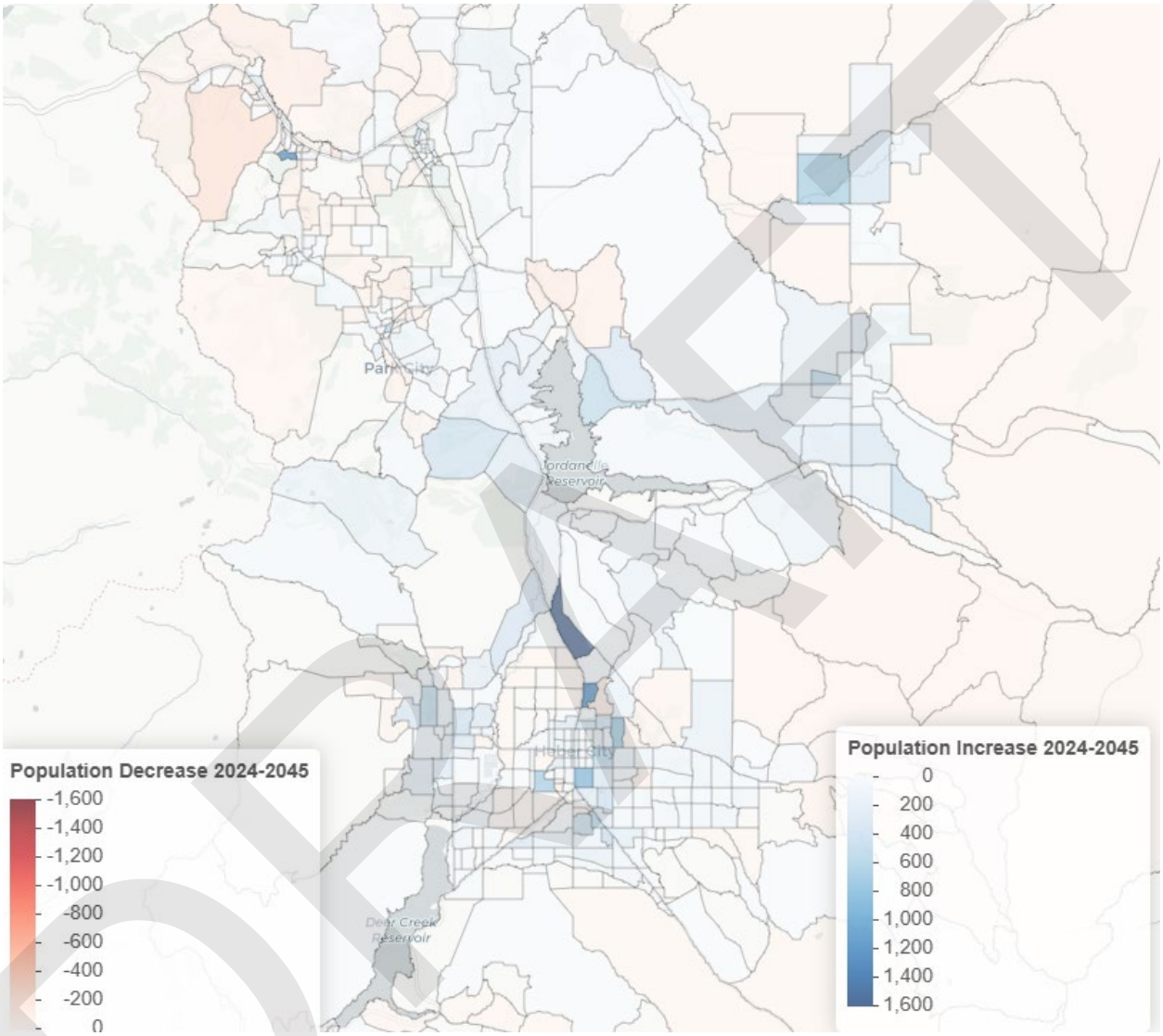

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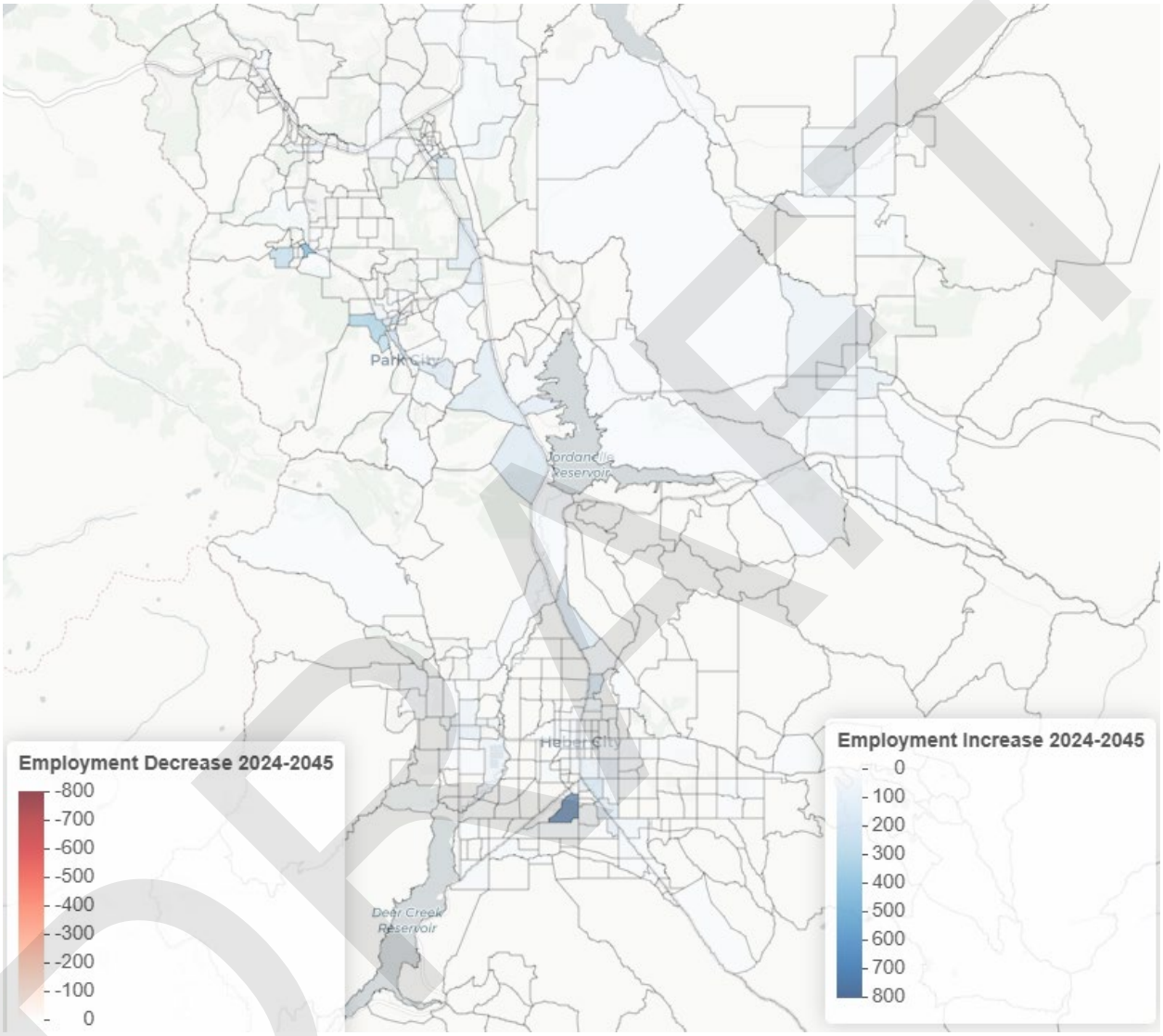
FIGURE 5: PROJECTED EMPLOYMENT GROWTH 2024-2045 BY TAZ



MPO Highway Skim File

The project team received highway skims from PCMC which provides travel distance and time between zones. The project team used the AM peak hour highway skims for STOPS modeling. With 2024 skims designated as current year, 2032 skims as operating year, 2042 skims as 10-year projections, and 2050 skims as 20-year projections.

Walk Shape File

The project team obtained a walk shapefile from FTA for use in STOPS modeling.

Census Travel Demand Data

The project team used the 2012-2016 American Community Survey (ACS) Census Transportation Planning Products (CTPP) data prepared by the FTA at the state level for use in STOPS modeling.

The existing transit survey data did not meet STOPS input requirements, so it was used only to assess model performance in the calibration stage.

Zones

The project team used the MPO traffic analysis zones (TAZs) as the base zone system for STOPS modeling. These zones are more granular than the Census 2012-2016 ACS Zones. The project team then refined the zone system by selectively subdividing zones and removing uninhabited mountain areas from the zone system. Further subdivision increases geographical granularity in key areas such as downtown Park City and are intended to improve the modelling of transit access. Selective area removal prevents instances of population and employment placed in unrealistic areas.

Districts

Districts are groups of zones used for STOPS model calibration. Districts should generally observe natural and jurisdictional boundaries and represent areas with similar levels of transit service and accessibility. The zones and districts are shown in Figure 6.

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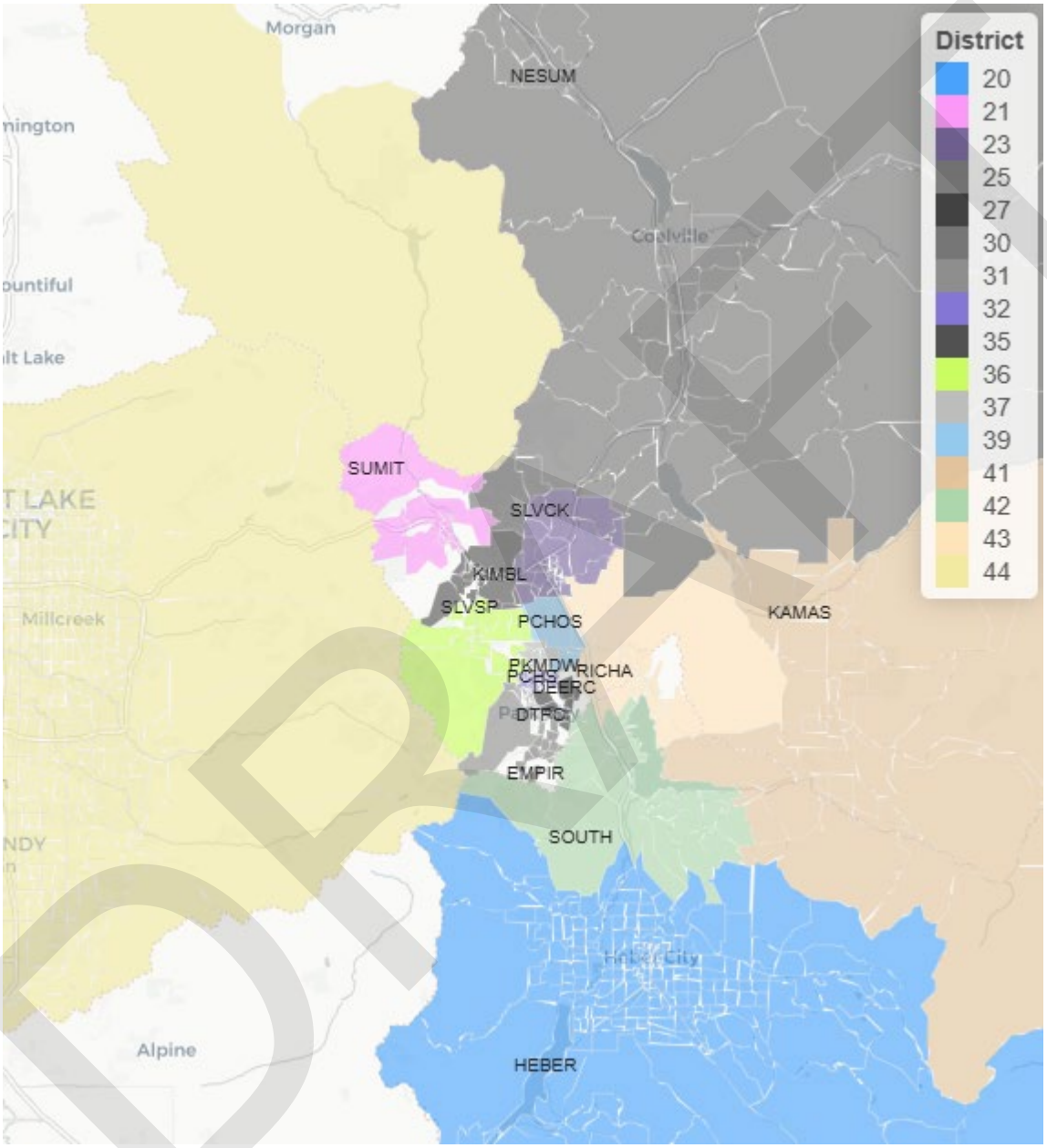
FIGURE 6: MAP OF STOPS DISTRICTS



Superzones and Markets

The project team also developed “superzones,” which represent general geographical areas of interest and are used for reporting. Table 3 shows the correspondence of STOPS districts to superzones. Figure 7 shows the superzone structure used.

TABLE 3: SUPERZONE - DISTRICT CORRESPONDENCE TABLE

DISTRICT	DISTRICT NAME	SUPERZONE
20	HEBER	Heber-South
21	SUMIT	I-80 Corridor
23	SLVCK	I-80 Corridor
25	EMPIR	Deer Valley
27	DEERC	Deer Valley
30	NESUM	North
31	DTPC	Downtown Park City
32	PCHS	Corridor 248
35	KIMBL	I-80 Corridor
36	SLVSP	Silver Springs
37	PKMDW	Corridor 248
39	PCHOS	Corridor 248
41	KAMAS	Kamas
42	SOUTH	Heber-South
43	RICHA	Richardson Flat
44	SLC	Salt Lake City

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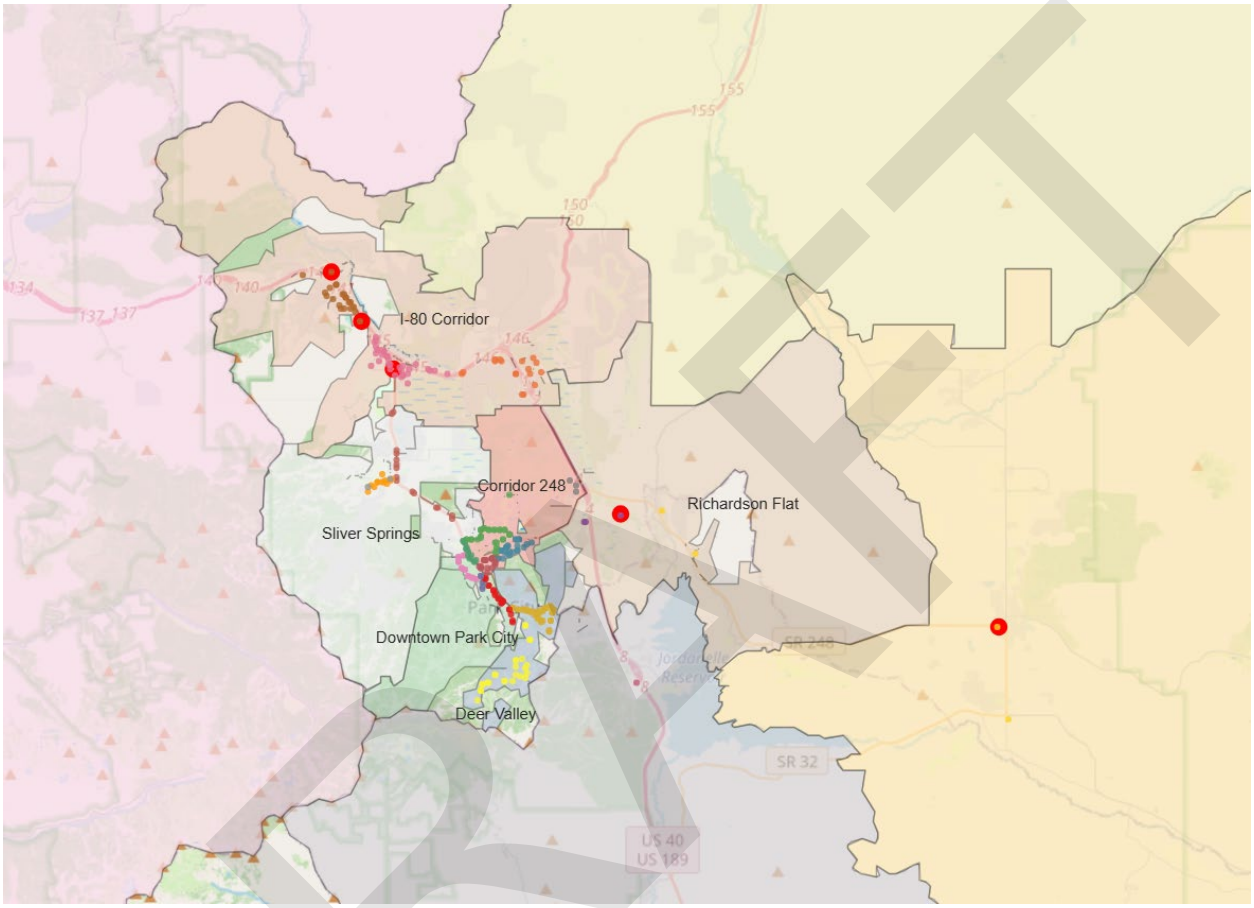
FIGURE 7: MAP OF SUPERZONES USED FOR PRODUCTION-ATTRACTION TABLES



In addition to superzones, the project team further consolidated the superzone to superzone structure into “Markets.” These markets describe general transit flows in the region such as trips that start and end within park city or trips from Salt Lake City to the general downtown Park City and ski resort area. Table 4 shows the superzone combinations that define all of the markets.

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TABLE 4: MARKET DEFINITIONS

SUPERZONE 1	SUPERZONE 2	MARKET
I-80 Corridor	Downtown Park City	I-80 (Kimball) - Park City/Resorts
I-80 Corridor	Corridor 248	I-80 (Kimball) - Park City/Resorts
I-80 Corridor	Silver Springs	I-80 (Kimball) - Park City/Resorts
I-80 Corridor	Deer Valley	I-80 (Kimball) - Park City/Resorts
Corridor 248	Downtown Park City	248 Corridor - Park City/Resorts
Corridor 248	Corridor 248	248 Corridor - Park City/Resorts
Corridor 248	Silver Springs	248 Corridor - Park City/Resorts
Corridor 248	Deer Valley	248 Corridor - Park City/Resorts
Downtown Park City	Downtown Park City	Within Downtown
Downtown Park City	Deer Valley	Downtown Park City - Resorts
Downtown Park City	Silver Springs	Downtown Park City - Resorts
Heber-South	Downtown Park City	Other - Park City/Resorts
Heber-South	Corridor 248	Other - Park City/Resorts
Heber-South	Silver Springs	Other - Park City/Resorts
Heber-South	Deer Valley	Other - Park City/Resorts
North	Downtown Park City	Other - Park City/Resorts
North	Corridor 248	Other - Park City/Resorts
North	Silver Springs	Other - Park City/Resorts
North	Deer Valley	Other - Park City/Resorts
Kamas	Downtown Park City	Other - Park City/Resorts
Kamas	Corridor 248	Other - Park City/Resorts
Kamas	Silver Springs	Other - Park City/Resorts
Kamas	Deer Valley	Other - Park City/Resorts
Richardson Flat	Downtown Park City	Richardson Flat - Park City/Resorts
Richardson Flat	Corridor 248	Richardson Flat - Park City/Resorts
Richardson Flat	Silver Springs	Richardson Flat - Park City/Resorts
Richardson Flat	Deer Valley	Richardson Flat - Park City/Resorts
Deer Valley	Deer Valley	Downtown Park City - Resorts
Silver Springs	Silver Springs	Downtown Park City - Resorts
I-80 Corridor	I-80 Corridor	Within I-80 Corridor
Salt Lake City	Downtown Park City	Salt Lake City - Park City/Resorts
Salt Lake City	Corridor 248	Salt Lake City - Park City/Resorts
Salt Lake City	Silver Springs	Salt Lake City - Park City/Resorts
Salt Lake City	Deer Valley	Salt Lake City - Park City/Resorts
Salt Lake City	Salt Lake City	SLC-Other
Salt Lake City	I-80 Corridor	SLC-Other
Salt Lake City	Heber-South	SLC-Other
Salt Lake City	Kamas	SLC-Other
Salt Lake City	Richardson Flat	SLC-Other

2.2 STOPS PARAMETERS AND CALIBRATION

Table 5 shows the parameters used for STOPS modeling. Most of the parameters are commonly used default values. Two significant modifications were made:

1. The partial fixed guideway setting is set to 0.2 for Exclusive-Lane Bus (ELB) and 0.7 for Light rail (LRT). These are commonly used values for these service types.

2. The Count Factor Limit is adjusted from 1.5 (default) to 5.0. This accounts for additional calibration typically required for synthetic models.

TABLE 5: STOPS PARAMETERS

STOPS PARAMETER	SETTING
STOPS Mode	1 (Synthetic)
CTPP Calibration Approach	02 Prod and Attraction Dist.
Group Calibration Approach	12 - OD Matrix Adj. (Rte&Stop)
GTFS Connectors	01 Default
Fraction of Transfer Penalty	1.0
Additional PNR Penalty	0.0
Full Fixed Guideway Setting	1.0
Partial Fixed Guideway Setting	0.2 for ELB, 0.7 for LRT
Ratio of Unlinked to Linked Transit Trips	1.4
Walk Weight	1.0
KNR Transit, PNR Transit, and PNR Bus	1.0
Auto Time Adjustment Factor	1.0
Auto Constant	0.0
PNR and Calibration Settings	v2.52 defaults
Count Factor Limit	5.0

The project team tested multiple model configurations containing different geographies. Initial modelling efforts include only Summit County and Wasatch County, and were unable to generate a reasonably calibrated model, particularly with respect to route counts and station group boardings. This is likely due to the limitations of using the 2012-2016 ACS CTPP instead of a transit survey for generating travel demand in STOPS modeling. The 2012-2016 ACS CTPP is a pre-COVID work-trip based approach that is not representative of the unique Park City travel market, which includes substantial leisure travel.

The project team found that including the travel demand of Salt Lake County led to a better calibration. This inclusion captured more trips from Salt Lake County to Park City, a key market for the Richardson Flat Park and Ride. However, it had the unintended effect of introducing travel demand within Salt Lake County into the project corridor and ridership forecast. These trips were obviously unreasonable and significantly impacted model outputs.

Recognizing the limitations of travel demand data, the project team determined that including Salt Lake County travel demand into STOPS modeling was necessary at this stage. Where possible, the project team removed trips within Salt Lake County from the results in this report.

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The results, therefore, carry uncertainty and represent a high-level estimate of potential transit demand for early planning stages. Improved STOPS modeling is necessary for FTA CIG grant applications and other implementation efforts and should be conducted in the next phase of study.

Transit Market Comparison to Onboard Survey

The best known understanding of transit patterns (Origin location to Destination Location or Production Location to Attraction Location) comes from a systemwide survey conducted in 2019. This survey was not conducted with rigorous origin-destination study standards and therefore is not ideal to use as a reference for trip patterns. A primary issue is the origin and destination location questions were unclear and could have easily been understood as board and alight location. However, a comparison between the STOPS results and the survey is the best comparison we have for transit flows.

Table 6 shows the distribution of survey trips Park City markets in the modeled “existing scenario”. The modeled distribution of trips across Park City markets generally align with survey findings, with key markets being 248 Corridor – Park City, Downtown Park City – Resorts, and I-80 (Kimball) – Park City. The model has a much higher number of transit trips between zones that don’t include the downtown Park City area, particularly trips within the I-80 corridor and within the Silver Springs district. These trips likely didn’t register in the survey as most people answering the survey questions answered with their board/alight stop rather than the area from which they were actually coming from or going to, or may be a result of changes to the transit network between 2019 and 2025. The main takeaway from this comparison is that the model does a reasonable job representing the 3 largest non-other markets. Table 7 shows the full production/attraction table for the survey (realistically an origin-destination table) and Table 8 shows the full production/attraction table for the existing STOPS model.

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TABLE 6: TRANSIT ORIGIN-DESTINATION DEMAND CALIBRATION

PARK CITY MARKETS	2019 SURVEY (WINTER WEEKDAY)		MODEL ESTIMATE (EXISTING CONDITION)	
I-80 (Kimball) - Park City/Resorts	92	23%	2,288	17%
Richardson Flat - Park City/Resorts	4	1%	194	1%
Salt Lake City - Park City/Resorts	1	0%	300	2%
Other - Park City/Resorts	7	2%	972	7%
248 Corridor - Park City/Resorts	113	28%	2,485	19%
Downtown Park City - Resorts	109	27%	2,643	20%
Within Downtown	45	11%	793	6%
Other (Intra-SLC trips removed)	31	8%	3,626	27%
Total	*402*	*100%*	*13,301*	*100%*

TABLE 7: SURVEY OD TABLE

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	*TOTAL*
North											*0*
Salt Lake City									1		*1*
I-80 Corridor			15	11	1	1	10	13	2		*53*
Silver Springs			15	5			6	15	1		*42*
Kamas							1				*1*
Richardson Flat											*0*
Corridor 248			9	2	2	2	9	15	8		*47*
Downtown Park City			11	15	2	2	37	45	24		*136*
Deer Valley			21	8	1		36	45	10		*121*
Heber-South							1				*1*
TOTAL	*0*	*0*	*71*	*41*	*6*	*5*	*100*	*133*	*46*	*0*	*402*

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TABLE 8: EXISTING MODEL OD TABLE

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	*TOTAL*
North	0	15	64	176	1	2	16	40	41	0	*355*
Salt Lake City	0	-	50	54	0	0	27	38	31	7	*207*
I-80 Corridor	0	390	1,083	608	0	5	262	416	519	2	*3,285*
Silver Springs	0	40	315	1,296	4	0	336	882	431	0	*3,304*
Kamas	0	18	11	1	14	5	50	24	95	9	*227*
Richardson Flat	0	0	15	4	8	0	62	23	105	9	*226*
Corridor 248	0	56	36	348	0	0	417	76	470	0	*1,403*
Downtown Park City	0	44	79	306	0	0	630	793	712	0	*2,564*
Deer Valley	0	10	53	14	0	0	208	224	519	0	*1,028*
Heber-South	0	43	19	45	1	1	38	62	380	113	*702*
TOTAL	*0*	*616*	*1,725*	*2,852*	*28*	*13*	*2,046*	*2,578*	*3,303*	*140*	*13,301*

**Removed SLC-SLC trips*

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3.0 EXISTING, NO-BUILD AND BUILD SCENARIOS

This section details the existing, no-build, and build GTFS networks used as inputs to the STOPS model.

3.1 EXISTING

The existing scenario represents the existing condition and is used for STOPS model calibration. The existing model year uses February 2025 transit services and ridership counts. This includes all existing winter PCT and HVT routes. The existing scenario does not include any proposed ELB/LRT improvements.

The project team obtained existing winter GTFS files from PCMC and HVT. The service day used for STOPS modeling is February 5, 2025 (Wednesday).

3.2 NO-BUILD

The no-build scenario in the current year is identical to the existing scenario. The 2045 horizon year no-build scenario retains the existing network and assumes no proposed improvements while accounting for population and employment growth alongside any changes to auto travel times between the base year and the future year. The no-build scenario serves as a counter-factual in evaluating the performance of the proposed improvements.

3.3 BUILD

The build scenarios reflect the proposed improvements both the current year and horizon year (2045). Four scenarios/alternatives are modeled, as listed in Table 9, covering two modes and two service headways for the proposed route. All alternatives have the same proposed route serving four stations: Richardson Flat Park & Ride, Park City High School, Bonanza and Prospector Ave, and Old Town Transit Center (OTTC).

Exclusive Lane Bus (ELB) and Light Rail (LRT) services are assumed to have the same travel speed, covering the 4.7 mile route in 12-13 minutes between 6am and 11:30pm. STOPS accounts for their differences through the use of Partial Fixed Guideway (PFG) Factor, which is set of 0.2 for ELB and 0.7 for LRT. A higher PFG factor is used to represent a higher attractiveness of the service beyond travel speed. This encompasses factors typically associated with fixed guideway transit services such as more visibility to occasional travelers, reliability, improved amenities.

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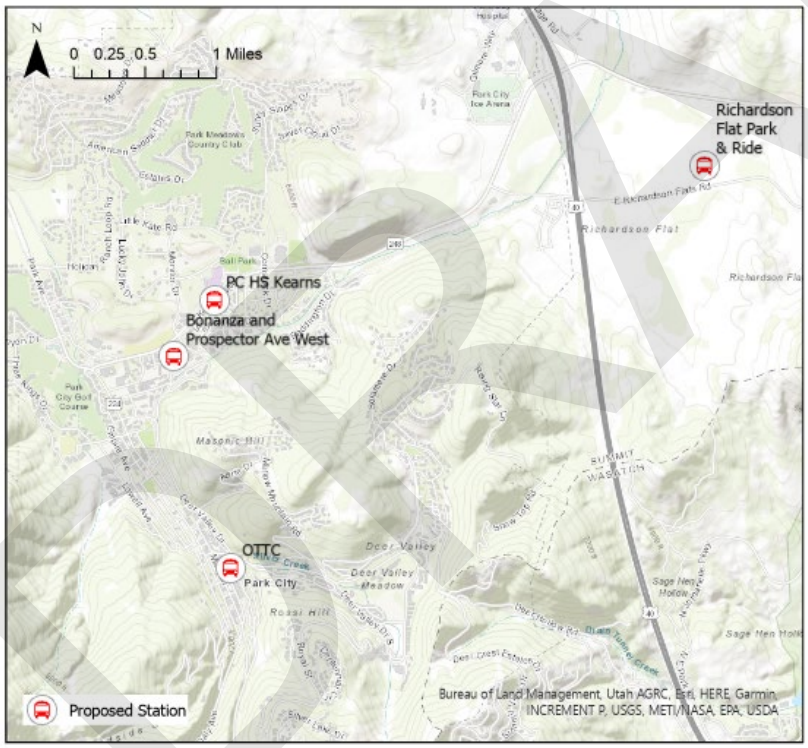
In all the build scenarios, the existing PCT Route 6 is assumed to be replaced by the improved service. Project station locations are displayed on a map in Figure 8.

TABLE 9: BUILD ALTERNATIVES

MAJOR FEATURE	ALT 1: ELB10	ALT 2: LRT10	ALT 3: ELB30	ALT 4: LRT30
Mode	ELB	LRT	ELB	LRT
Partial Fixed Guideway Factor	0.2	0.7	0.2	0.7
Headway	10 mins	10 mins	30 mins	30 mins
Richardson Flat to OTTC Travel Time	13 mins	13 mins	13 mins	13 mins
OTTC to Richardson Flat Travel Time	12 mins	12 mins	12 mins	12 mins

FIGURE 8: PROJECT STATION LOCATIONS (SAME FOR ALL ALTERNATIVES)



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4.0 RIDERSHIP RESULTS

This section includes STOPS model results for the 2025 base year and the 2045 future year. Table 10 and Table 14 outline high-level ridership statistics in the 2025 base year and 2045 future year for all four build alternatives. Intra-Salt City Lake trips were manually removed from these statistics (around 700 unlinked trips and 1,400 linked trips).

The model results represent average daily ridership in the month of February, the peak month for ridership in Park City.

The model results suggest that the project would carry 800-3,400 average weekday riders in the existing year and 900-3,200 average weekday riders in the future year depending on the scenario. More than half of these trips are from existing transit riders who switched from another route. The model suggests that the project would generate 100-1,040 new riders in the existing year and 110 - 990 new riders in the future year.

Model results are more dependent on the transit mode than frequency. Both LRT alternatives are projected to carry more riders than either of the ELB alternatives, and LRT alternatives are expected to generate a higher proportion of new riders. This result relies on the assumption that LRT is more desirable than ELB even when they have the same travel time and frequency. It should be noted that the model was not calibrated using any non-bus fixed-guideway ridership counts. The model may overestimate the impact of LRT desirability on ridership.

The following is a description of each metric reported for analysis:

- Linked Transit Trips represent the total number of projected transit trips, inclusive of Park City Transit, High Valley Transit, Canyon Village Chair Lift, and exclusive of other transit operators, and any projects trips traveling both to and from Salt Lake City.
- Unlinked Transit Trips represent the number of projected boardings across all included transit services.
- Incremental Transit Trips measure the difference in transit trips between the no-build scenario and the build scenario. This represents the additional transit trips induced by the proposed project.
- “Linked Trips on Project” measures the number of trips on the proposed project. This includes both new riders and existing riders that would switch from another route (such as PCT Route 6).

While the results provide high level analysis of project ridership, the project team strongly recommends developing a model that is based on a quality onboard origin-destination survey to refine these results.

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4.1 CURRENT YEAR RESULTS

This section presents ridership results for the current year scenarios. Current year high level results are located in Table 10, while Table 11 shows current year results by markets, and Table 12 contains current year results by route. Current year project STOPS boardings can be found in Table 13.

TABLE 10: CURRENT YEAR HIGH LEVEL RESULTS

2025 AVERAGE WEEKDAY RESULTS	ELB10	LRT10	ELB30	LRT30
Linked Transit Trips*	13,500	14,346	13,399	14,023
Unlinked Transit Trips*	19,742	21,262	19,573	20,419
Incremental Transit Trips: Linked*	190	1,040	100	720
Incremental Transit Trips: Unlinked*	300	1,800	100	1,000
Linked Trips on Project*	1,600	3,400	800	2,400
Change in Vehicle-Miles*	-189	-1,429	-87	-730

**Removed SLC-SLC trips*

TABLE 11: CURRENT YEAR RESULTS BY MARKETS (10 MINUTE HEADWAY SCENARIOS)

PARK CITY MARKETS	SURVEY	EXISTING MODEL	NO-BUILD	ELB 10 INCREMENTAL	ELB10 ON PROJECT	LRT10 INCREMENTAL	LRT10 ON PROJECT
I-80 (Kimball) - Park City/Resorts	92	2,288	2,288	17	144	132	425
Richardson Flat - Park City/Resorts	4	194	194	14	78	55	136
Salt Lake City - Park City/Resorts	1	300	300	5	99	56	162
Other - Park City/Resorts	7	972	972	83	543	306	903
248 Corridor - Park City/Resorts	113	2,485	2,485	63	659	386	1,361
Downtown Park City - Resorts	109	2,643	2,643	2	14	40	158
Within Downtown	45	793	793	0	2	5	18
Other	31	3,626	3,626	6	109	55	192
Total	*402*	*13,301*	*13,301*	*190*	***1,648***	*1,035*	***3,355***

**Removed SLC-SLC trips*

TABLE 12: CURRENT YEAR RESULTS BY ROUTE

ROUTE NAME	COUNT	EXISTING	NO BUILD CURRENT	ELB10 CURRENT	LRT10 CURRENT	ELB30 CURRENT	LRT30 CURRENT
--lift-Ski Lift	0	2,110	2,110	2,092	2,096	2,104	2,104
--1-Prospector Square / Deer V	2,259	2,076	2,076	1,931	1,739	1,986	1,758
--101-Spiro / 224 Local	2,503	2,729	2,729	2,680	2,709	2,731	2,667
--102-Gateway / Kamas Valley C	56	152	152	132	124	140	131
--103-Kimball Junction Circula	318	281	281	281	281	281	281
--103B-Kimball Junction Circul	28	13	13	13	13	13	13
--104-Bitner Connector	494	385	385	385	382	385	383
--105-Canyons Village Shuttle	417	196	196	196	196	196	196
--106-Wasatch Back Connector	267	294	294	300	299	300	301
--107-PC-SLC Commuter	342	1,979	1,979	2,017	2,210	2,007	2,092
--108-Silver Creek Village	337	680	680	690	692	676	667
--10X-The High Line	2,386	2,358	2,358	2,629	2,624	2,612	2,561
--Trolley	205	202	202	203	200	202	200
--2-Park Meadows / Thaynes / D	1,299	1,087	1,087	889	801	1,045	887
--20-Meadows Dr. / Royal St.	87	86	86	76	75	82	81
--109-Snowball Express	525	599	599	297	290	314	309
--3-Thaynes / Park Meadows / D	1,065	1,029	1,029	933	815	994	858
--4-Silver Lake	393	388	388	455	560	454	566
--5-Prospector Square / Deer V	1,022	986	986	937	796	930	790
--50-Prospector Sq / Deer Vall	509	471	471	326	219	377	247
--06 ELB	0	0	0	2,111		1,139	
--6-Richardson Flat / Old Town	74	274	274	0	0	0	0
--7-Richardson Flat / PC Mtn.	867	992	992	326	245	666	616
--8-Richardson Flat / Deer Val	460	459	459	212	174	333	272
--9-Empire Canyon	311	294	294	318	349	293	292
--90-Citywide	58	0	0	0	0	0	0
--06 LRT	0	0	0		4,061		2,832

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TABLE 13: CURRENT YEAR PROJECT STOP BOARDINGS

STATION BOARDINGS	ELB10	LRT10	ELB30	LRT30
Richardson Flat Park and Ride	469	918	283	684
PC HS	198	437	130	346
Bonanza and Prospect	319	701	123	513
OTTC	665	1,304	293	899
Total	1,651	3,359	828	2,442

**Removed SLC-SLC trips*

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4.2 HORIZON YEAR RESULTS

This section presents ridership results for the horizon year (2045) scenarios. In terms of trips on project and incremental trips, horizon year results do not differ drastically from current year results. This is somewhat unexpected, and it is likely that to produce better results, a more robust incremental STOPS model application based on a recent origin-destination survey may be needed.

TABLE 14: HORIZON YEAR HIGH LEVEL RESULTS

2045 AVERAGE WEEKDAY RESULTS	ELB10	LRT10	ELB30	LRT30
Linked Transit Trips*	15,219	16,012	15,120	15,714
Unlinked Transit Trips*	22,250	23,942	22,109	23,062
Incremental Transit Trips: Linked*	200	990	110	690
Incremental Transit Trips: Unlinked*	300	2,000	200	1,100
Linked Trips on Project*	1,600	3,200	900	2,300
Change in Vehicle-Miles*	-800	-2,789	-479	-1,761

**Removed SLC-SLC trips*

TABLE 15: HORIZON YEAR RESULTS BY MARKET

PARK CITY MARKETS	SURVEY	EXISTING MODEL	NO-BUILD	ELB 10 INCREMENTAL	ELB10 ON PROJECT	LRT10 INCREMENTAL	LRT10 ON PROJECT
I-80 (Kimball) - Park City/Resorts	92	2,288	2,427	11	102	86	294
Richardson Flat - Park City/Resorts	4	194	226	14	92	62	167
Salt Lake City - Park City/Resorts	1	300	360	3	77	42	129
Other - Park City/Resorts	7	972	1,234	123	763	421	1,234
248 Corridor - Park City/Resorts	113	2,485	2,754	43	455	274	956
Downtown Park City - Resorts	109	2,643	2,352	1	16	36	137
Within Downtown	45	793	895	0	2	5	20
Other	31	3,626	4,767	8	126	67	225
Total	*402*	*13,301*	*15,015*	*203*	***1,633***	*993*	***3,162***

**Removed SLC-SLC trips*

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TABLE 16: HORIZON YEAR RESULTS BY ROUTE

ROUTE NAME	COUNT	EXISTING	NO BUILD (HORIZON YEAR 2045)	ELB10 (HORIZON YEAR 2045)	LRT10 (HORIZON YEAR 2045)	ELB30 (HORIZON YEAR 2045)	LRT30 (HORIZON YEAR 2045)
--lift-Ski Lift	0	2,110	3,027	3,003	3,006	3,020	3,020
--1-Prospector Square / Deer V	2,259	2,076	3,150	2,932	2,780	3,021	2,818
--101-Spiro / 224 Local	2,503	2,729	2,738	2,695	2,765	2,753	2,702
--102-Gateway / Kamas Valley C	56	152	158	139	132	147	138
--103-Kimball Junction Circula	318	281	330	330	330	330	330
--103B-Kimball Junction Circul	28	13	19	19	19	19	19
--104-Bitner Connector	494	385	315	315	312	315	313
--105-Canyons Village Shuttle	417	196	217	217	217	217	217
--106-Wasatch Back Connector	267	294	339	346	344	347	348
--107-PC-SLC Commuter	342	1,979	2,288	2,333	2,558	2,320	2,416
--108-Silver Creek Village	337	680	769	774	775	766	759
--10X-The High Line	2,386	2,358	2,824	3,191	3,239	3,145	3,145
--Trolley	205	202	214	214	212	214	213
--2-Park Meadows / Thaynes / D	1,299	1,087	886	776	709	854	760
--20-Meadows Dr. / Royal St.	87	86	65	47	47	49	49
--109-Snowball Express	525	599	565	253	253	261	262
--3-Thaynes / Park Meadows / D	1,065	1,029	852	767	679	827	709
--4-Silver Lake	393	388	325	439	636	438	640
--5-Prospector Square / Deer V	1,022	986	1,005	973	803	970	797
--50-Prospector Sq / Deer Vall	509	471	327	229	152	259	170
--06 ELB	0	0	0	2,139		1,243	
--6-Richardson Flat / Old Town	74	274	368	0	0	0	0
--7-Richardson Flat / PC Mtn.	867	992	1,165	394	296	780	722
--8-Richardson Flat / Deer Val	460	459	526	261	231	373	316
--9-Empire Canyon	311	294	217	237	262	216	215
--90-Citywide	58	0	0	0	0	0	0
--06 LRT	0	0	0		3,958		2,755

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TABLE 17: HORIZON YEAR PROJECT STOP BOARDINGS

STATION BOARDINGS	ELB10 (2045)	LRT10 (2045)	ELB30 (2045)	LRT30 (2045)
Richardson Flat Park and Ride	565	1,052	366	802
PC HS	150	334	99	254
Bonanza and Prospect	245	539	99	396
OTTC	675	1,252	347	881
Total	1,634	3,177	910	2,332

**Removed SLC-SLC trips*

4.3 DETAILED CURRENT YEAR PRODUCTION-ATTRACTION TABLES

This section includes superzone to superzone production-attraction tables for the current year results. Future year results are not included in this section because the patterns do not differ enough for such results to add value.

Table 18 through Table 21 show Linked Trips on Project for each of the scenarios. “Linked Trips on Project” measures the number of trips on the proposed project. This includes both new riders and existing riders that would switch from another route (such as PCT Route 6).

TABLE 18: CURRENT YEAR LINKED TRIPS ON PROJECT ELB 10

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	*TOTAL*
North	0	3	6	2	1	1	17	29	22	1	*82*
Salt Lake City	0	-	26	20	0	0	28	26	25	8	*133*
I-80 Corridor	0	0	0	0	0	1	84	33	25	0	*143*
Silver Springs	0	0	0	0	0	0	21	13	4	0	*38*
Kamas	0	4	9	1	4	0	40	27	69	4	*158*
Richardson Flat	0	0	3	2	0	0	27	20	29	3	*84*
Corridor 248	0	0	2	1	0	0	63	24	188	0	*278*
Downtown Park City	0	0	0	0	0	0	300	2	0	0	*302*
Deer Valley	0	0	0	0	0	0	62	1	0	0	*63*
Heber-South	0	15	9	6	1	0	24	72	234	6	*367*
TOTAL	*0*	*22*	*55*	*32*	*6*	*2*	*666*	*247*	*596*	*22*	*1,648*

**Removed SLC-SLC trips*

TABLE 19: CURRENT YEAR LINKED TRIPS ON PROJECT LRT 10

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	*TOTAL*
North	0	7	8	3	1	1	28	56	42	1	*147*
Salt Lake City	0	-	37	28	0	0	43	54	37	9	*208*
I-80 Corridor	0	0	0	0	0	2	168	147	106	0	*423*
Silver Springs	0	0	0	0	0	0	48	102	24	0	*174*
Kamas	0	8	14	1	5	0	60	45	114	6	*253*
Richardson Flat	0	0	6	3	0	0	45	35	53	7	*149*
Corridor 248	0	0	4	2	0	0	223	48	360	0	*637*
Downtown Park City	0	0	0	0	0	0	521	18	19	0	*558*
Deer Valley	0	0	0	0	0	0	159	18	19	0	*196*
Heber-South	0	33	13	11	1	0	39	103	401	9	*610*
TOTAL	*0*	*48*	*82*	*48*	*7*	*3*	*1,334*	*626*	*1,175*	*32*	*3,355*

**Removed SLC-SLC trips*

TABLE 20: CURRENT YEAR LINKED TRIPS ON PROJECT ELB 30

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	*TOTAL*
North	0	1	2	1	1	1	13	23	13	1	*56*
Salt Lake City	0	-	10	2	0	0	21	15	10	8	*66*
I-80 Corridor	0	0	0	0	0	1	56	16	4	0	*77*
Silver Springs	0	0	0	0	0	0	23	7	1	0	*31*
Kamas	0	2	0	0	3	0	33	23	30	4	*95*
Richardson Flat	0	0	1	0	0	0	21	17	18	3	*60*
Corridor 248	0	0	0	0	0	0	45	18	43	0	*106*
Downtown Park City	0	0	0	0	0	0	79	1	0	0	*80*
Deer Valley	0	0	0	0	0	0	33	1	0	0	*34*
Heber-South	0	3	2	2	1	0	18	63	130	6	*225*
TOTAL	*0*	*6*	*15*	*5*	*5*	*2*	*342*	*184*	*249*	*22*	*830*

**Removed SLC-SLC trips*

TABLE 21: CURRENT YEAR LINKED TRIPS ON PROJECT LRT 30

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	*TOTAL*
North	0	1	3	1	1	1	24	51	32	1	*115*
Salt Lake City	0	-	12	3	0	1	38	46	23	9	*132*
I-80 Corridor	0	0	0	0	0	2	133	118	73	0	*326*
Silver Springs	0	0	0	0	0	0	54	81	13	0	*148*
Kamas	0	2	1	1	4	0	55	40	69	6	*178*
Richardson Flat	0	0	2	1	0	0	41	32	36	7	*119*
Corridor 248	0	0	0	0	0	0	188	40	193	0	*421*
Downtown Park City	0	0	0	0	0	0	373	12	17	0	*402*
Deer Valley	0	0	0	0	0	0	129	13	16	0	*158*
Heber-South	0	5	3	3	1	0	34	92	296	9	*443*
TOTAL	*0*	*8*	*21*	*9*	*6*	*4*	*1,069*	*525*	*768*	*32*	*2,442*

**Removed SLC-SLC trips*

Table 22 through Table 25 show Incremental Linked Trips for each of the scenarios. Incremental Linked Trips measure the difference in linked transit trips between the no-build scenario and the build scenario. This represents the additional transit trips induced by the proposed project.

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TABLE 22: CURRENT YEAR INCREMENTAL LINKED TRIPS ELB 10

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	TOTAL
North	0	0	0	0	0	0	4	4	3	0	*11*
Salt Lake City	0	-	0	-9	0	0	5	5	4	1	*6*
I-80 Corridor	0	0	0	0	0	0	13	3	1	0	*17*
Silver Springs	0	0	0	0	0	0	2	2	-1	0	*3*
Kamas	0	0	1	0	1	0	5	9	13	1	*30*
Richardson Flat	0	0	0	-1	0	0	4	7	4	0	*14*
Corridor 248	0	0	0	0	0	0	8	3	13	0	*24*
Downtown Park City	0	0	0	0	0	0	31	0	0	0	*31*
Deer Valley	0	0	0	0	0	0	6	0	0	0	*6*
Heber-South	0	1	0	-5	0	0	4	17	29	2	*48*
TOTAL	*0*	*1*	*1*	*-15*	*1*	*0*	*82*	*50*	*66*	*4*	*190*

**Removed SLC-SLC trips*

TABLE 23: CURRENT YEAR INCREMENTAL LINKED TRIPS LRT 10

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	TOTAL
North	0	3	3	1	0	0	12	22	13	0	*54*
Salt Lake City	0	-	8	-1	0	0	19	24	14	1	*65*
I-80 Corridor	0	0	0	0	0	1	64	45	22	0	*132*
Silver Springs	0	0	0	0	0	0	13	29	4	0	*46*
Kamas	0	2	5	0	2	0	22	24	42	2	*99*
Richardson Flat	0	0	1	0	0	0	20	20	15	2	*58*
Corridor 248	0	0	1	0	0	0	68	16	69	0	*154*
Downtown Park City	0	0	0	0	0	0	172	5	3	0	*180*
Deer Valley	0	0	0	0	0	0	48	5	3	0	*56*
Heber-South	0	12	4	-2	0	0	15	46	111	5	*191*
TOTAL	*0*	*17*	*22*	*-2*	*2*	*1*	*453*	*236*	*296*	*10*	*1,035*

**Removed SLC-SLC trips*

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TABLE 24: CURRENT YEAR INCREMENTAL LINKED TRIPS ELB 30

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	TOTAL
North	0	0	0	0	0	0	2	2	1	0	*5*
Salt Lake City	0	-	-1	-4	0	0	3	3	2	1	*4*
I-80 Corridor	0	0	0	0	0	0	9	1	0	0	*10*
Silver Springs	0	0	0	0	0	0	2	1	-1	0	*2*
Kamas	0	0	0	0	0	0	3	6	4	1	*14*
Richardson Flat	0	0	0	0	0	0	2	5	3	0	*10*
Corridor 248	0	0	0	0	0	0	6	3	2	0	*11*
Downtown Park City	0	0	0	0	0	0	6	0	0	0	*6*
Deer Valley	0	0	0	0	0	0	3	0	0	0	*3*
Heber-South	0	1	0	-2	0	0	2	11	16	2	*30*
TOTAL	*0*	*1*	*-1*	*-6*	*0*	*0*	*38*	*32*	*27*	*4*	*95*

**Removed SLC-SLC trips*

TABLE 25: CURRENT YEAR INCREMENTAL LINKED TRIPS LRT 30

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	TOTAL
North	0	0	1	0	0	0	11	19	10	0	*41*
Salt Lake City	0	-	1	-3	0	0	16	18	7	1	*40*
I-80 Corridor	0	0	0	0	0	1	50	34	14	0	*99*
Silver Springs	0	0	0	0	0	0	14	21	2	0	*37*
Kamas	0	1	0	0	2	0	19	20	25	2	*69*
Richardson Flat	0	0	0	0	0	0	17	17	10	2	*46*
Corridor 248	0	0	0	0	0	0	56	13	31	0	*100*
Downtown Park City	0	0	0	0	0	0	103	3	3	0	*109*
Deer Valley	0	0	0	0	0	0	36	3	3	0	*42*
Heber-South	0	2	0	-2	0	0	13	37	78	5	*133*
TOTAL	*0*	*3*	*2*	*-5*	*2*	*1*	*335*	*185*	*183*	*10*	*716*

**Removed SLC-SLC trips*

Table 26 through Table 29 show change in vehicle miles traveled (VMT) for each of the scenarios. STOPS calculates change in VMT based on a reduction in transit trips – assuming that the trip would have been made with driving if it were not made in transit. The VMT is calculated based on incremental transit trips and is therefore the change in VMT between the no-build and build scenarios.

TABLE 26: CURRENT YEAR CHANGE IN VMT ELB 10

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	*TOTAL*
North	0	-4	-1	1	-1	1	-19	40	-13	-3	*1*
Salt Lake City	0	-	27	-57	0	6	20	90	77	-3	*160*
I-80 Corridor	0	0	0	0	-1	0	141	148	130	0	*418*
Silver Springs	0	0	0	0	0	0	15	19	-20	0	*14*
Kamas	0	-5	-5	-1	3	1	-6	-59	-119	8	*-183*
Richardson Flat	0	0	-1	6	0	0	-23	-35	-30	-4	*-87*
Corridor 248	0	0	0	0	0	0	-5	-7	-43	0	*-55*
Downtown Park City	0	0	0	0	0	0	-45	1	0	0	*-44*
Deer Valley	0	0	0	0	0	0	-21	0	0	0	*-21*
Heber-South	0	-26	0	13	-1	0	-2	-136	-274	15	*-411*
TOTAL	*0*	*-35*	*20*	*-38*	*0*	*8*	*55*	*61*	*-292*	*13*	*-208*

**Removed SLC-SLC trips*

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TABLE 27: CURRENT YEAR CHANGE IN VMT LRT 10

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	*TOTAL*
North	0	-30	-9	-6	-2	0	-83	-21	-73	-6	*-230*
Salt Lake City	0	-	134	-1	0	6	60	204	107	-5	*505*
I-80 Corridor	0	0	0	0	-2	-2	180	543	463	-1	*1,181*
Silver Springs	0	0	0	0	1	0	42	180	5	0	*228*
Kamas	0	-37	-43	-3	8	1	-77	-177	-407	3	*-732*
Richardson Flat	0	-1	-23	-1	0	0	-94	-104	-111	-29	*-363*
Corridor 248	0	0	-8	-1	0	0	-38	-29	-201	0	*-277*
Downtown Park City	0	0	0	0	0	0	-250	25	2	0	*-223*
Deer Valley	0	0	0	0	0	0	-146	9	4	0	*-133*
Heber-South	0	-208	-9	9	-2	0	-10	-355	-990	37	*-1,528*
TOTAL	*0*	*-276*	*42*	*-3*	*3*	*5*	*-416*	*275*	*-1,201*	*-1*	*-1,572*

**Removed SLC-SLC trips*

TABLE 28: CURRENT YEAR CHANGE IN VMT ELB 30

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	*TOTAL*
North	0	-1	1	2	0	1	-10	27	-14	-3	*3*
Salt Lake City	0	-	-12	-25	0	0	11	46	53	-3	*70*
I-80 Corridor	0	0	0	0	0	0	133	73	18	0	*224*
Silver Springs	0	0	0	0	0	0	5	5	-24	0	*-14*
Kamas	0	-3	3	0	1	1	1	-43	-36	8	*-68*
Richardson Flat	0	0	0	3	0	0	-13	-24	-21	-4	*-59*
Corridor 248	0	0	1	1	0	0	-3	-6	-12	0	*-19*
Downtown Park City	0	0	0	0	0	0	-9	0	0	0	*-9*
Deer Valley	0	0	0	0	0	0	-11	0	0	0	*-11*
Heber-South	0	-9	-2	13	0	0	-1	-84	-145	15	*-213*
TOTAL	*0*	*-13*	*-9*	*-6*	*1*	*2*	*103*	*-6*	*-181*	*13*	*-96*

**Removed SLC-SLC trips*

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TABLE 29: CURRENT YEAR CHANGE IN VMT LRT 30

PRODUCTION \ ATTRACTION SUPERZONE	NORTH	SALT LAKE CITY	I-80 CORRIDOR	SILVER SPRINGS	KAMAS	RICHARDSON FLAT	CORRIDOR 248	DOWNTOWN PARK CITY	DEER VALLEY	HEBER-SOUTH	*TOTAL*
North	0	-5	-2	-1	-1	0	-69	-16	-58	-6	*-158*
Salt Lake City	0	-	3	-16	0	-3	50	173	74	-5	*276*
I-80 Corridor	0	0	0	0	-1	-2	230	447	325	-1	*998*
Silver Springs	0	0	0	0	1	0	8	153	-8	0	*154*
Kamas	0	-15	1	-2	6	1	-64	-149	-222	3	*-441*
Richardson Flat	0	-1	-7	1	0	0	-79	-87	-80	-29	*-282*
Corridor 248	0	0	1	1	0	0	-25	-23	-101	0	*-147*
Downtown Park City	0	0	0	0	0	0	-151	16	-2	0	*-137*
Deer Valley	0	0	0	0	0	0	-107	8	2	0	*-97*
Heber-South	0	-40	-8	9	-1	0	-8	-284	-674	37	*-969*
TOTAL	*0*	*-61*	*-12*	*-8*	*4*	*-4*	*-215*	*238*	*-744*	*-1*	*-803*

**Removed SLC-SLC trips*

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5.0 CONCLUSIONS

This section summarizes the main conclusions from this modelling process. STOPS modeling in the Park City area was relatively difficult, primarily due to the lack of sufficient on-board origin-destination study. Because of this, the models needed to rely on STOPS synthetic mode which relies on the CTPP journey-to-work transit flows in the Park City area. These flows are problematic for several reasons including (1) they represent the time period from 2012-2016, nearly 10 years ago, (2) they are based on work travel which may be less relevant to the Park City transit system and (3) the FTA has started to suggest that project sponsors do not use the synthetic mode of STOPS. That said, the models produced here reasonably represent current transit patterns to the best of our understanding particularly as related to existing route counts.

Overall, the synthetic STOPS model provides a reasonable representation of observed transit activity in the study area for early planning purposes. Using recent route- and stop-level ridership counts, the model generally replicates existing route totals and stop boardings, supporting its use for high-level comparisons across alternatives.

At the market level, modeled origin–destination patterns generally align with the 2019 winter survey for the largest transit flows. However, this comparison should be interpreted cautiously because the survey questions did not clearly distinguish between origin/destination locations and board/alight locations, which may contribute to differences between the survey and modeled results.

The model is less reliable for behavioral dimensions that were not well supported by available data or are not well represented by synthetic demand inputs. In particular, trip purpose is not well captured, given that Park City travel includes substantial seasonal and leisure travel that may not align with STOPS' regionally calibrated assumptions and the survey's trip-purpose questions were not collected to origin–destination study standards. Similarly, access mode results should be interpreted with caution because the model was not calibrated to access mode, and the available survey data did not provide a robust basis for doing so.

Finally, the modeling configuration that best matched observed conditions required including Salt Lake County demand, which introduced some unreasonable intra-Salt Lake City trips. These were removed from reported summaries where feasible, but their presence underscores the uncertainty associated with the synthetic approach and reinforces that results should be treated as high-level estimates suitable for early-stage planning.

The main takeaways from the STOPS modeling process should be as follows:

- This modeling effort is likely not rigorous enough to submit results for FTA funding
- A future model should be built with a quality on board origin destination study underpinning a STOPS model incremental mode

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- The trips-on-project and incremental trips results are likely reasonable. The study team believes this to be true because the majority of the trips-on-project are generally replacing existing transit trips, and the trips patterns in the exiting model, particularly around Park City, reasonably approximate the trip patterns from the OD survey. A small amount of incremental trips should be expected, as the new service will be faster, more frequent and perceived as better than existing service.
- The model should not be interpreted as having a great picture of the park and ride landscape, including the amount of park and ride vs drop-off trips and the origin locations of Park and Ride trips.

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APPENDIX D: PRELIMINARY CAPITAL AND OPERATING COSTS

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Re-create 248 Transit Study
Summary of ROM Capital Cost Estimates by Alternative
12/1/2025

	Light Rail (Center-Running)	Exclusive-Lane Bus (Center-Running)	Exclusive-Lane Bus (Side-Running)
Base Construction Cost for 2030 construction year (includes 30% contingency)	$387,000,000.00	$317,000,000.00	$233,000,000.00
Construction Cost per Mile Low Range (2030 Construction Year)	$65,000,000.00	$53,000,000.00	$39,000,000.00
Construction Cost per Mile High Range (2030 Construction Year)	$121,000,000.00	$99,000,000.00	$73,000,000.00
Construction Cost Low Range (2030 Construction Year)	$291,000,000.00	$238,000,000.00	$175,000,000.00
Construction Cost High Range (2030 Construction Year)	$542,000,000.00	$444,000,000.00	$327,000,000.00

Preliminary construction costs do not include vehicle costs, maintenance facility costs, right-of-way costs, professional services (NEPA/Preliminary Engineering, or Final Design).

** potential vehicle cost ROM	$72M	$0M	$0M
** potential maintenance facility cost ROM	$25M to $45M	$0M	$0M
*** potential ROW cost ROM	$9M to $12M	$7M to $9M	$7M to $9M
**** potential professional services ROM	$40M	$33M	$25M

Low range per mile is -25% of base construction cost divided by 4.5 miles
High range per mile is +40% of base construction cost divided by 4.5 miles

Low range is -25% of base construction cost
High range is +40% of base construction cost

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Re-create 248 Transit Study
Summary of Summary of Operating Cost Estimates by Mode
12/1/2025

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source: National Transit Summaries and Trends 2018 Edition

Publication is one of the FTA's National Transit Database Annual Data Products. Reflects data from agencies operating in an Urbanized Area (UZA). UZA is a densely populated area of 50,000 people or more.

https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/ntd/data-product/134401/2018-ntst_1.pdf

Cost per hour (operating expense/total vehicle revenue hour) **Exhibit 32**

BRT	LRT	
$197.42	$312.09	average cost per hour in 2018

Operating expenses include vehicle operations, vehicle maintenance, facility maintenance, general administration
ex: driver labor, fuel/energy, vehicle maintenance, tires, general admin salaries, ticketing/fare collection, security)

LRT = 1.58 X more expensive to operate per vehicle revenue hour

Cost per mile (operating expense/total vehicle revenue mile)(range of average costs across agencies)

BRT	LRT	
$11-16	$14-29	
$13.5	$21.5	avg. of above range

LRT = 1.59 x more expensive to operate per vehicle revenue mile

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source: APTA 2025 Public Transportation Fact Book

https://www.apta.com/wp-content/uploads/APTA-2025-Public-Transportation-Fact-Book.pdf

Operating Costs Among Modes (cost per vehicle revenue mile), 2023 **Figure 32**

All Bus Modes	LRT/ Streetcar
$14	$28

LRT = 2x more expensive to operate per vehicle revenue mile

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source: 2018 Valley to Mountain Alternatives Analysis - SR-224

Operating Cost Estimate (cost per mile)

BRT	LRT

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$8	$18

LRT = 2.25x more expensive to operate per revenue mile

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source: COTA East-West Corridor High Capacity Transit Plan Initial Screening- 2021

https://linkuscolumbus.com/wp-content/uploads/2021/04/COTA_East-West-HCT-Initial-Screening_Final.pdf

Typical Operating Cost per Hour **Table 6**

(source NTD - Transit Agency Profiles FY 2019)

BRT	LRT
$100-$199	$200-400

LRT = 2 x more expensive to operate per hour

National Weighted Average Operating Cost per Hour (FY19) **Table 6**

(source NTD - Transit Agency Profiles FY 2019)

BRT	LRT
$170	$330

LRT = 1.94 x more expensive to operate per hour

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APPENDIX E: NOISE AND VIBRATION MEMORANDUM

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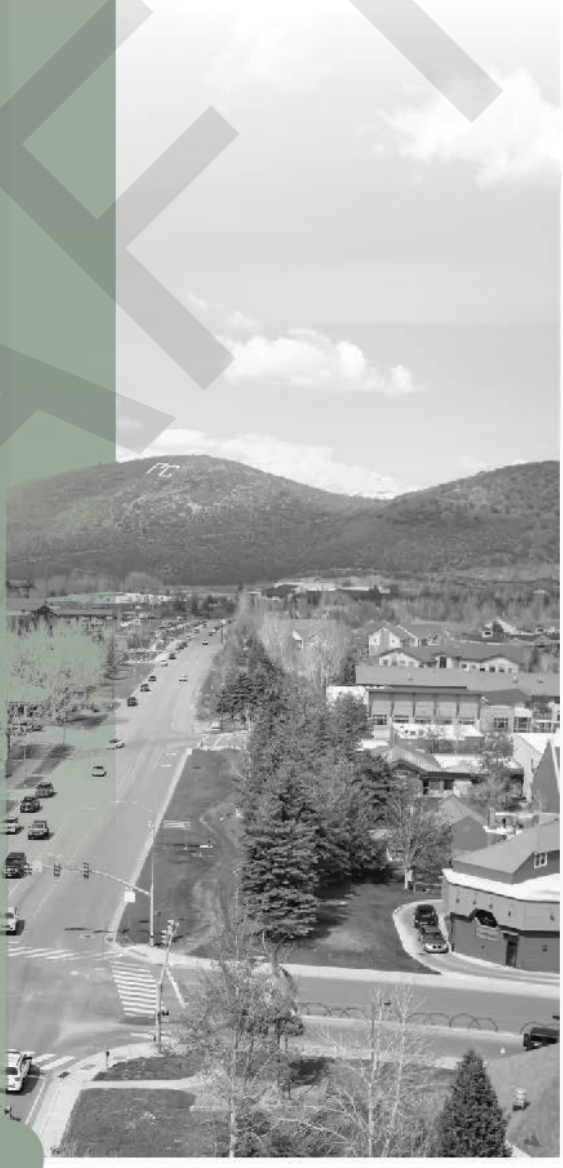
Re-create 248

NOISE AND VIBRATION SCREENING ASSESSMENT

November 2025



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Acronyms and Abbreviations

ELB	Exclusive-Lane Buses
FTA	Federal Transit Administration
HVT	High Valley Transit
LPA	locally preferred alternative
LRT	Light Rail Transit
OTTC	Old Town Transit Center
PCMC	Park City Municipal Corporation
PCT	Park City Transit
Rail Trail	Historic Union Pacific Rail Trail
Re-create 248	Re-create 248 Transit Study
SRTP	Short Range Transit Plan
UDOT	Utah Department of Transportation

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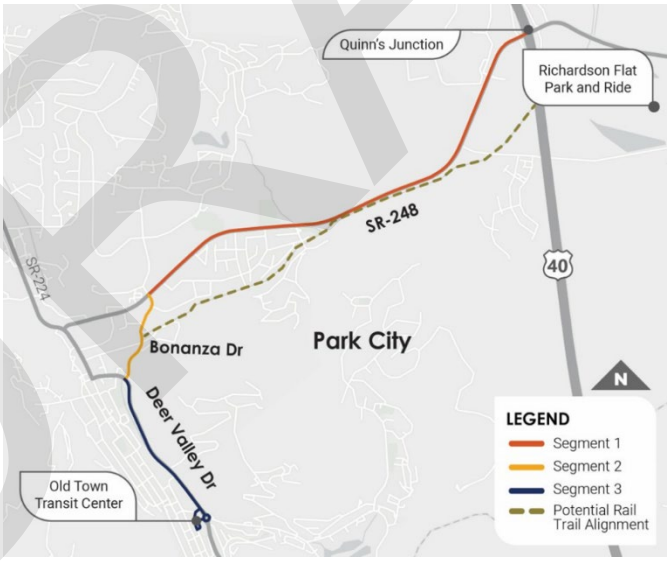
1 INTRODUCTION AND SUMMARY

1.1 INTRODUCTION

Park City Municipal Corporation (PCMC), located in Summit County, UT, in collaboration with the Utah Department of Transportation (UDOT), has initiated the Re-create 248 Transit Study (Re-create 248). The study is aimed at enhancing reliable high-capacity transit service along the SR-248 corridor, Bonanza Drive, and Deer Valley Drive that can be advanced to the next phase of project development: a National Environmental Policy Act (NEPA)-level environmental study and preliminary engineering. This study will identify a locally preferred alternative (LPA) that will include a definition of areas to be served, transit mode/type of transit technology, and logical termini (project limits).

The study area for Re-create 248 is along SR-248 from Quinn's Junction to Bonanza Drive with a connection to Richardson Flat Park and Ride (Segment 1), Bonanza Drive from SR-248 to Deer Valley Drive (Segment 2), and Deer Valley Drive from Bonanza Drive to the Old Town Transit Center (OTTC) (Segment 3).

Figure 1. Noise and Vibration Screening Results



1.2 SUMMARY OF RESULTS

The results of the screening assessment indicate that there would be the potential for noise impacts for both the Exclusive-Lane Buses (ELB) and Light Rail Transit (LRT) alternatives, but the number of potential noise impacts is approximately double for the LRT alternative. For vibration, there would be no potential impacts for the ELB alternative, but there would be the potential for vibration impacts for the LRT alternative.

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2 METHODOLOGY

The noise and vibration assessment for the SR 248 project followed the screening procedures contained in Section 4.3 (noise) and Section 6.3 (vibration) of the Federal Transit Administration (FTA) noise and vibration guidance manual (FTA 2018). The screening procedure is designed to identify locations where a proposed project has the potential to create noise or vibration impacts. If no noise- or vibration-sensitive land uses are present within the screening distances for the proposed project, then no further assessment is necessary. For locations with noise- or vibration- sensitive land uses within the screening distances, further assessments are required to determine the potential for impact during the environmental phase of the project.

It is important to note that locations identified in this assessment are not noise or vibration impacts, but locations with the potential for impact. This information can be used to identify locations where additional assessment should be conducted and can also be used to provide an order of magnitude comparison between alternatives or transit modes.

2.1 NOISE

For the noise screening assessment, the methodology takes into account the FTA noise impact criteria, the type of project utilizing standard operational assumptions and places all noise sensitive land uses in a single category. The screening distances are shown in Table 4-7 in the FTA guidance manual for a variety of project types. The “unobstructed” distance is used in areas where there are no defined rows of buildings that would provide shielding of noise for buildings behind them, and the “intervening buildings” distance is used when there is a row of buildings identified within the screening distance that would provide some noise shielding. The noise screening distances, and equivalent FTA project types for each alternative are shown in Table 1.

2.2 VIBRATION

For the vibration screening assessment, the methodology takes into account the vibration impact criteria, the type of project utilizing standard operational assumptions and the sensitivity of the nearby buildings. The screening distances are shown in Table 6-8 in the FTA guidance manual. For rubber-tired vehicles, such as ELB, vibration is typically not a concern, unless the project is in close proximity to highly sensitivity vibration locations, which are not present near this project. For LRT, the screening distances are different for Category 2 (residences) and Category 3 (institutional) buildings. The vibration screening distances are shown in Table 1.

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Table 1. Noise and Vibration Screening Distances

TRANSPORTATION MODE	FTA NOISE PROJECT TYPE	NOISE SCREENING DISTANCE UNOBSTRUCTED, FT	NOISE SCREENING DISTANCE INTERVENING BUILDINGS, FT	FTA VIBRATION TYPE	VIBRATION SCREENING DISTANCE CATEGORY 2, FT	VIBRATION SCREENING DISTANCE CATEGORY 3, FT
Exclusive Bus Lanes	ELB	200	100	Bus Projects*	--	--
Light Rail	LRT	350	175	LRT	150	100
*Vibration impacts are unlikely for projects that involve rubber-tire vehicles.						

Source: FTA, 2018

3 RESULTS

The screening assessment was carried out for noise for both the ELB and LRT alternatives for the proposed project. Noise and vibration sensitive land use within 350 feet of the alternatives (the largest screening distance) was identified through a combination of GIS review and a windshield survey of the area. Noise and vibration sensitive land uses included single-family and multi-family residences, schools, and a museum. The screening distances shown in Table 1 were applied for both the ELB and LRT alternatives, and the number of sensitive receptors within the screening distances were tabulated.

3.1 EXCLUSIVE BUS LANES (ELB)

The results of the screening assessment for ELB are shown in Figures 2 through 4 and summarized in Table 2. The results show that there are 66 noise sensitive receptors and no vibration sensitive receptors within the screening distances. The receptors include Treasure Mountain Junior High School, The Church of Jesus Christ of Latter-day Saints Seminary, PC Tots, Parkside Apartments, Aspen Village Apartments, Park Regency Resort, Town Pointe Condos, Park Station Condominiums, Marriot Summit Watch, Deer Valley Den, Main & SKY Park City Utah, Studio 580, the Park City Museum and single-family residences.

3.2 LIGHT RAIL ALTERNATIVE (LRT)

The results of the screening assessment for LRT are shown in Figures 5 through 7 for noise and Figures 8 through 10 for vibration and summarized in Table 2. The results show that there are 138 noise sensitive receptors and 40 vibration sensitive receptors. The receptors within the noise screening distance include all the receptors identified for the ELB alternative and the Park City Learning Center, Park City High School, and Coalition Lodge. The receptors within the vibration screening distance include Aspen Village Apartments, Town Pointe Condos, Park Station Condominiums, Marriot Summit Watch, Main & SKY Park City Utah, Studio 580, the Park City Museum and single-family residences.

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Table 2. Noise and Vibration Screening Results

ALTERNATIVE	NOISE SENSITIVE RECEPTORS WITHIN SCREENING DISTANCE	VIBRATION SESITIVE RECEPTORS WITHIN SCREENING DISTANCE
Dedicated Bus Lanes	66	0
Light Rail	138	40

Source: CSA, 2025

4 NEXT STEP

The next step in the noise and vibration analysis will be to conduct an FTA noise and vibration impact assessment for the alternative chosen during this stage of the project. Depending on the alternative selected, noise and vibration measurements may be conducted to characterize the existing conditions. The noise and vibration assessment will include the number and type of vehicles, hours of operation, headways, speeds, detailed location of the guideway/lane and other operational information. The results of the assessment will be used to determine the locations and severity of any noise or vibration impacts and any potential mitigation measures, if required.

REFERENCES

Federal Transit Administration, Transit Noise and Vibration Impact Assessment Manual, FTA Report No. 0123, September 2018.

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Figure 2. ELB Noise Receptors 1 of 3

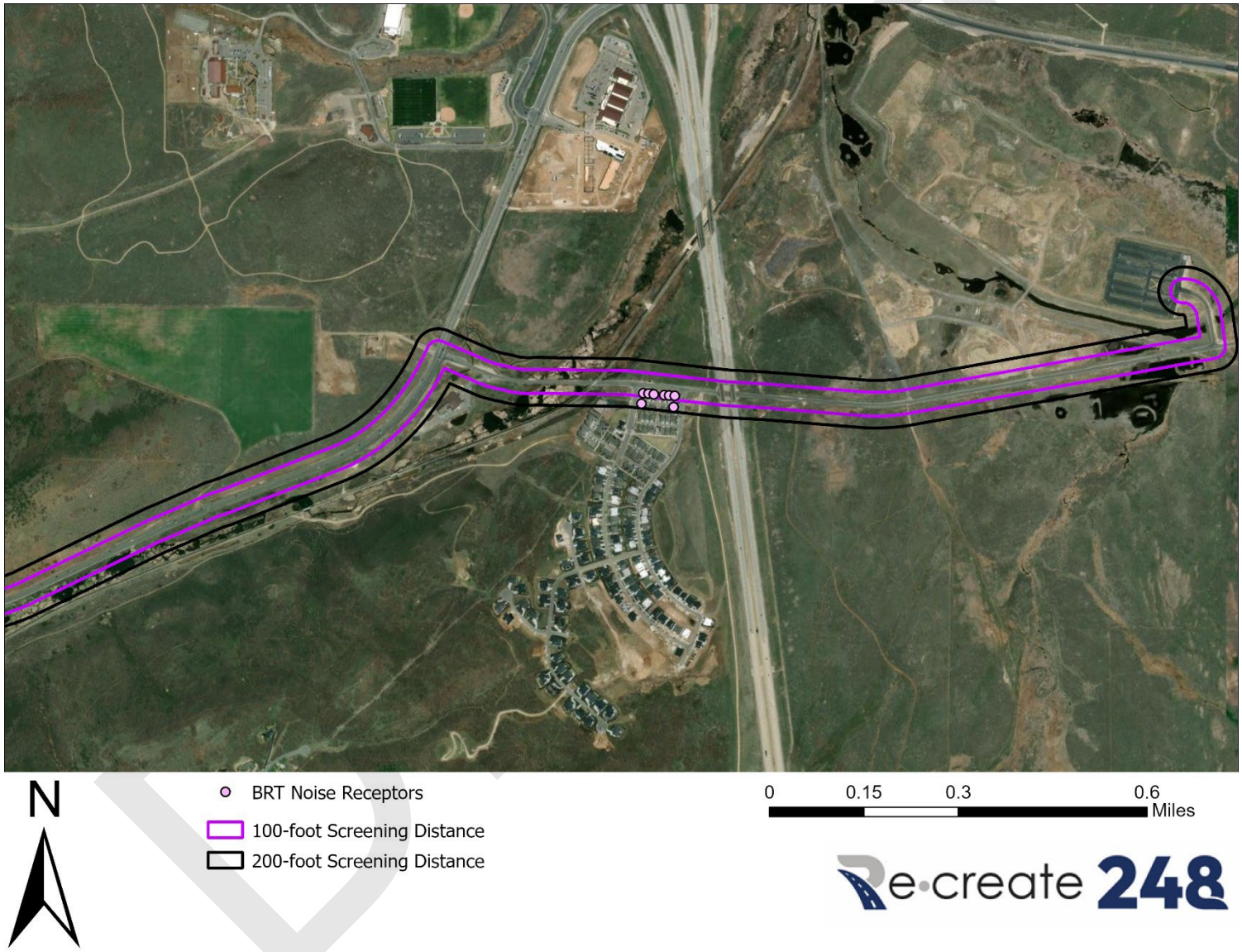


Figure 3. ELB Noise Receptors 2 of 3

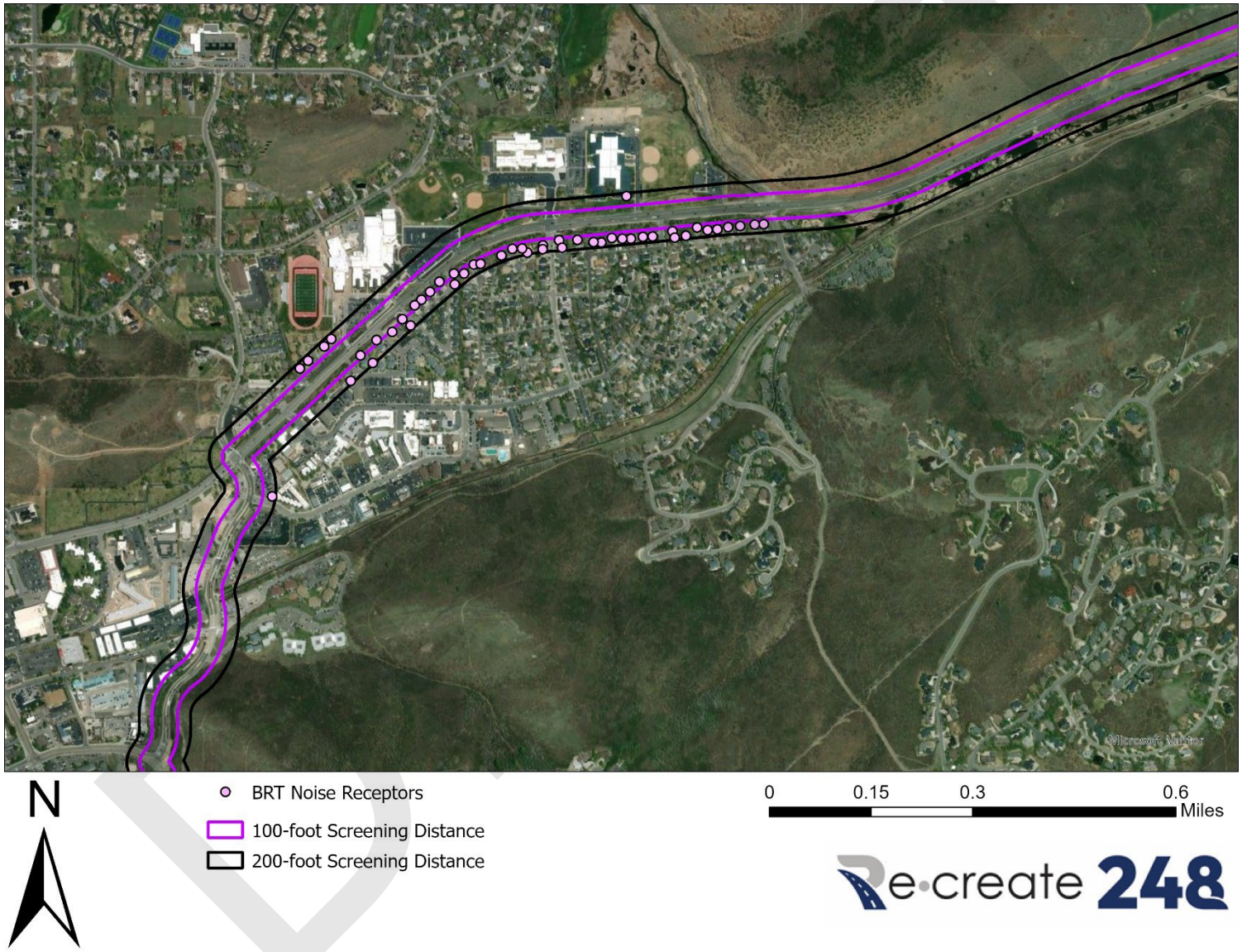


Figure 4. ELB Noise Receptors 3 of 3

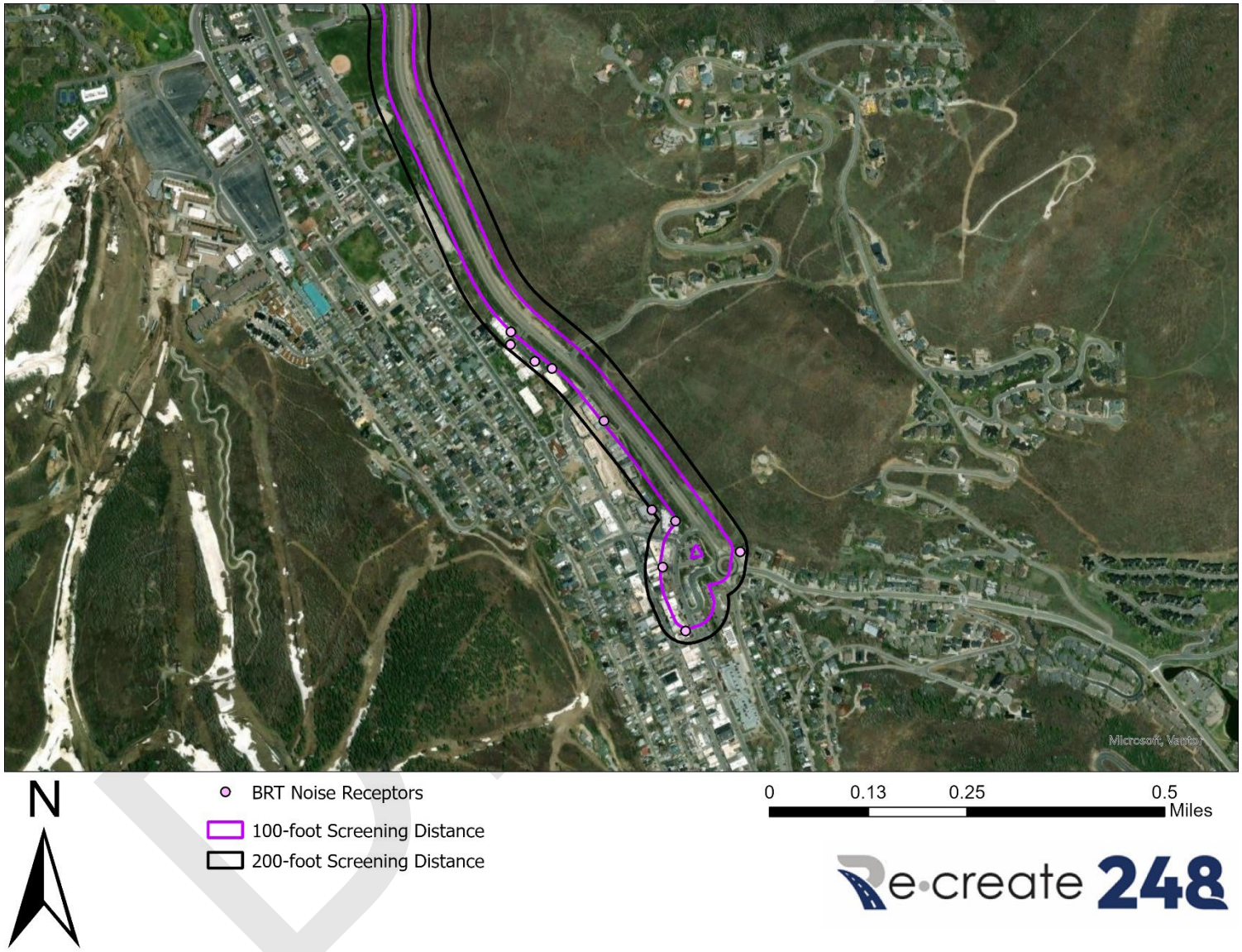


Figure 5. LRT Noise Receptors 1 of 3

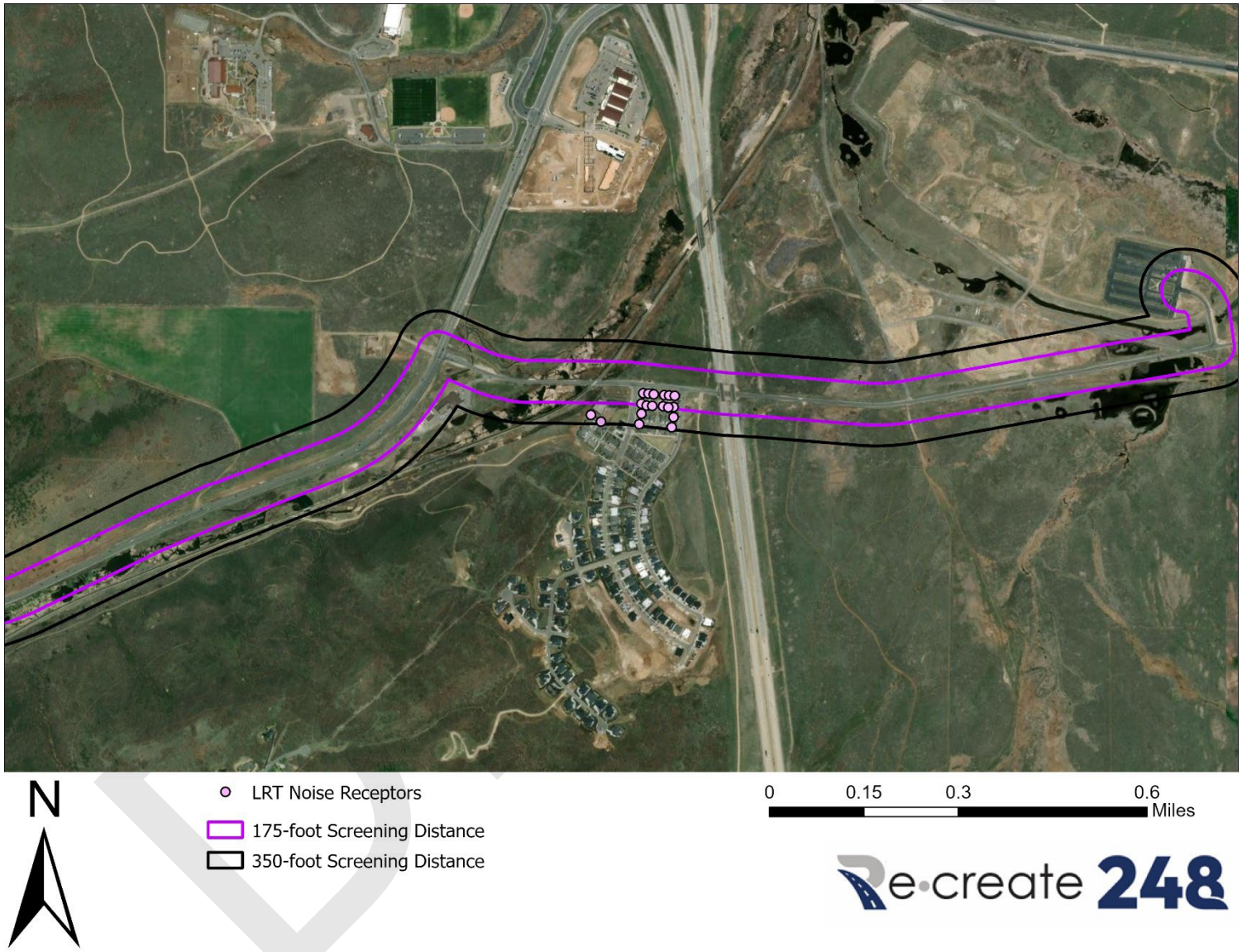


Figure 6. LRT Noise Receptors 2 of 3

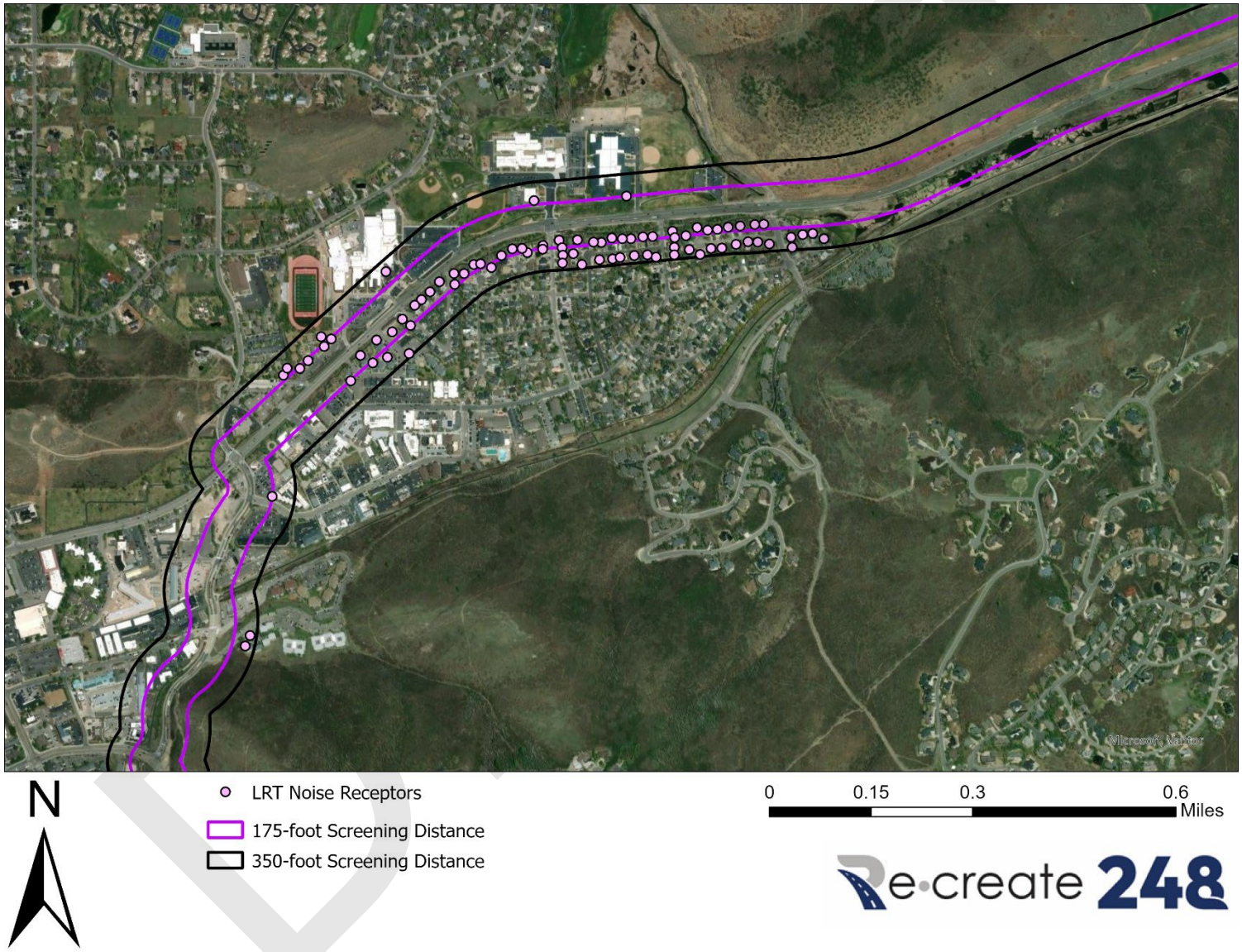


Figure 7. LRT Noise Receptors 3 of 3

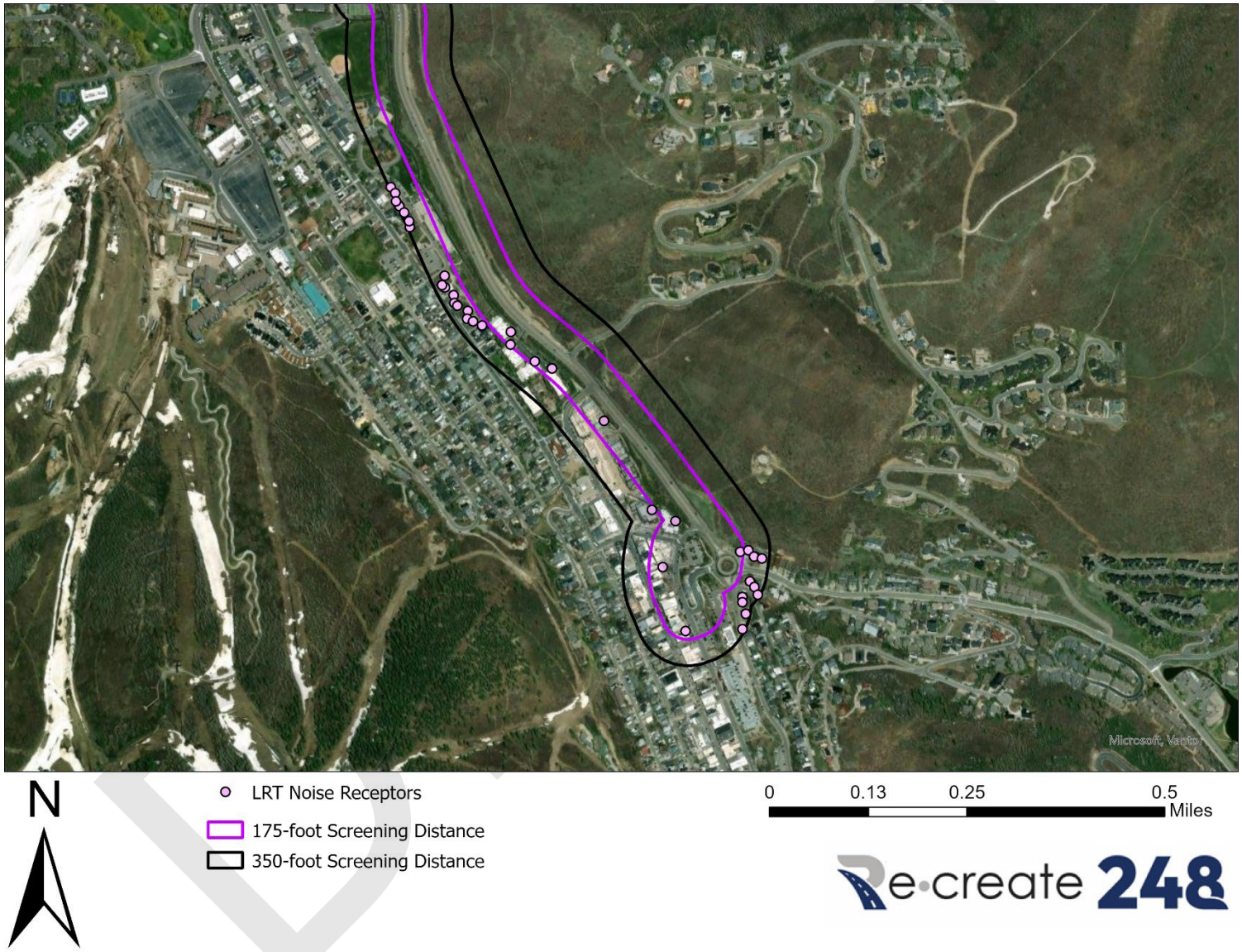


Figure 8. LRT Vibration Receptors 1 of 3

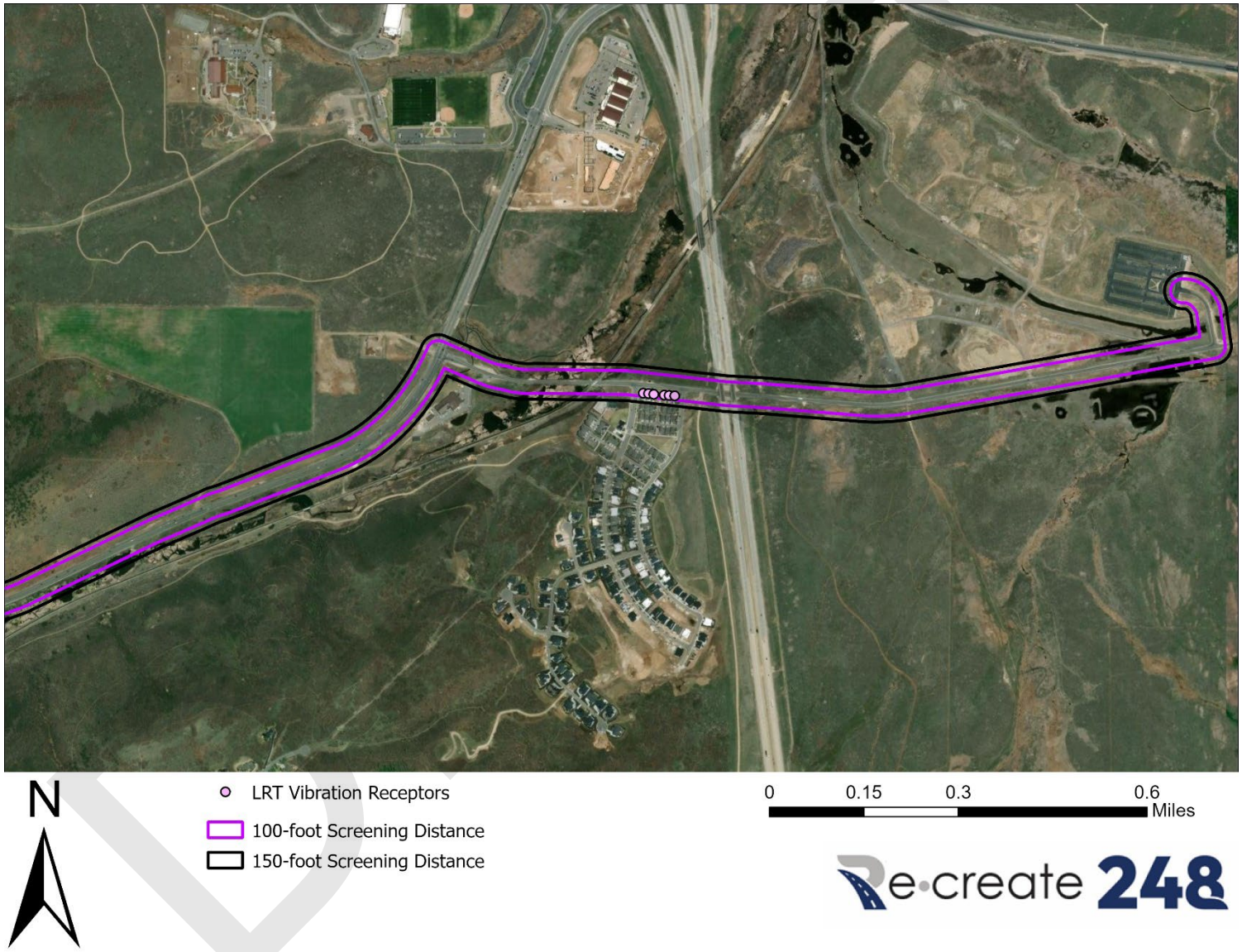


Figure 9. LRT Vibration Receptors 2 of 3

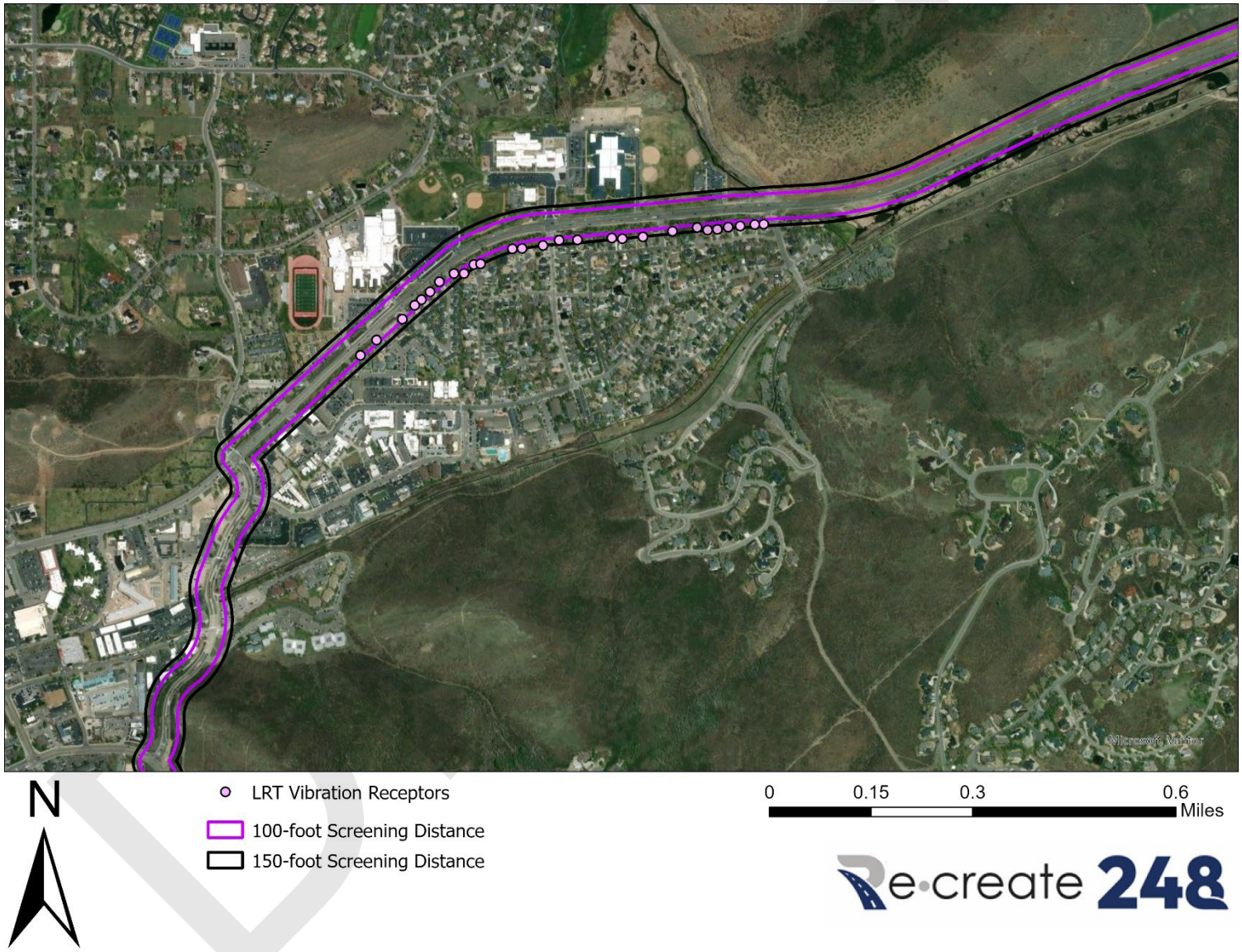
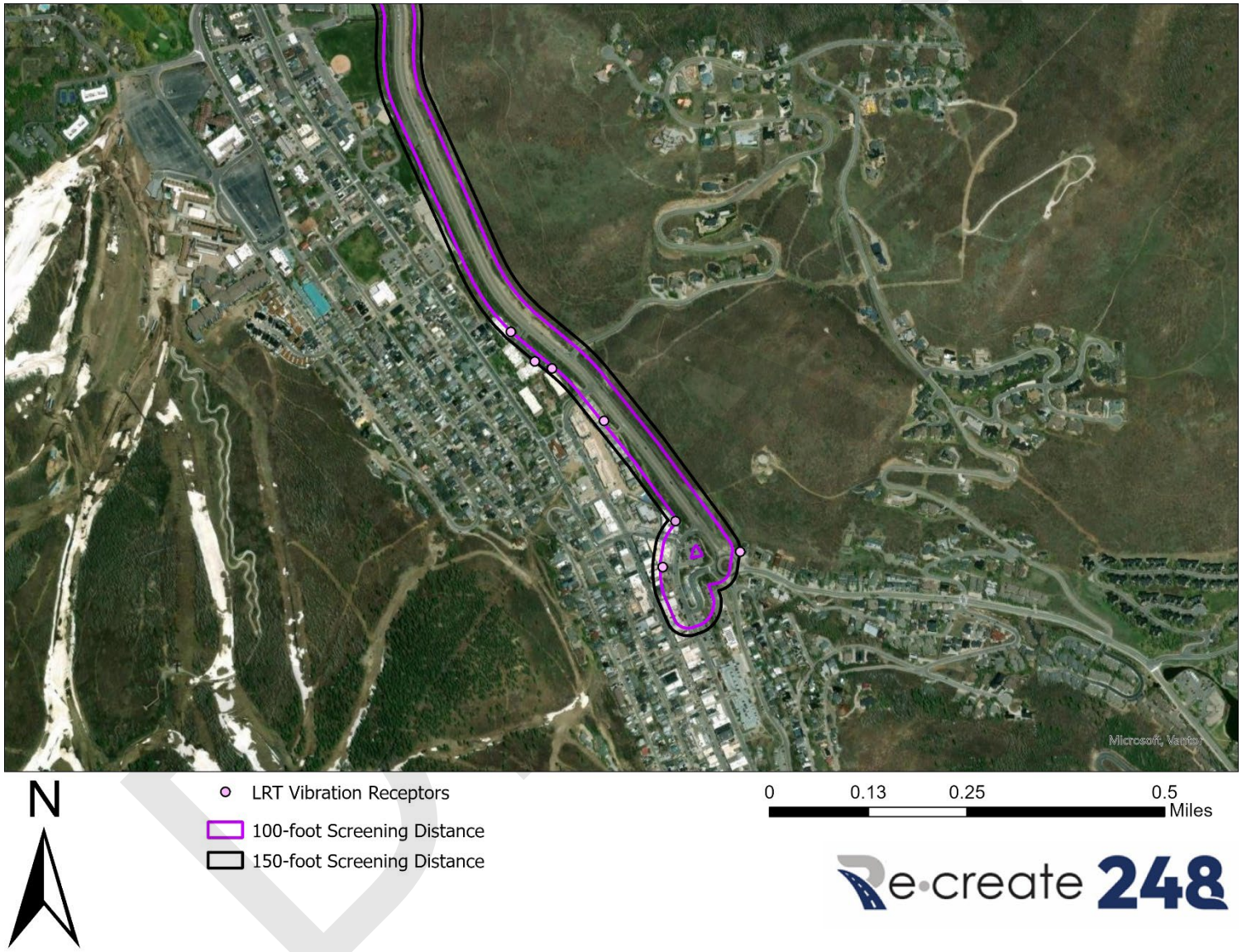


Figure 10. LRT Vibration Receptors 3 of 3



Funding Strategy

Re-Create 248 is being advanced with a dual funding strategy that prioritizes near-term state funding while keeping the project eligible for future federal support.

- **UDOT Transit TTIF (Primary Path):** The project is being developed in close coordination with UDOT so it can compete for Transit TIF funds. The Level 2 evaluation, selection of a preferred alternative, and upcoming environmental work are all structured to align with Transit TIF expectations on mobility, safety, and statewide benefit.

- **FTA CIG Readiness (Future Option):** At the same time, the Study is following an FTA-consistent process (Purpose & Need, screening steps, performance-based evaluation) so the City can pursue Capital Investment Grant (CIG) funding if needed. This will position the project to transition into NEPA, identify a Locally Preferred Alternative, and enter the federal pipeline without redoing work.

- **Legislative Appropriations:** Staff also intends to work with Park City's state and federal representatives to explore targeted appropriations that can help fund near-term project development (e.g., environmental review, design, and early enabling improvements), complementing potential Transit TIF and future CIG funding.

Implementation will ultimately require a partnership-based funding package that blends state funds, local transportation revenues, and potential regional or private contributions along the SR-248 corridor.

City Council Staff Report

Subject: Bonanza Flats Adaptive Management Plan Review, and End-of-Season Update
Authors: Billy Kurek, Julia Collins, Bill DeGroot, Johnny Wasden, Robbie Smoot
Department: Trails & Open Space, Transportation
Date: January 8, 2026

Recommendation

Consider a request by Utah Open Lands (UOL), the Bonanza Flat Conservation Area (BFCA) conservation easement holder, and Park City Municipal Corporation (PCMC) staff to:

1. Review UOL's recommendation that no modifications to the Bonanza Flat Conservation Area Adaptive Management & Stewardship Plan (BFAMS) are necessary following the first 5-year analysis period with consideration for implemented management strategies and future triggers.
2. Review end-of-season 2025 management key performance indicators (KPIs) for trails, parking, transit, and transportation demand management; and
3. Review outcomes from the 2025 management pilot as a successful proof of concept for reducing congestion, improving roadway safety, and providing free and frequent transit access.

Staff recommend a return to the Council prior to the 2026 peak season with recommended refinements consistent with BFAMS continuous improvement framework.

Executive Summary

Land management decisions in BFCA are guided by the BFAMS, adopted in 2019, in collaboration with UOL. BFAMS establishes conservation values and provides the City Council with strategic input on management implementations. This plan is reviewed every five years to ensure that conservation values are upheld. This is the first five-year review.

New transportation demand management strategies of enhanced transit access and paid parking programs have been recently implemented and demonstrated effective initial outcomes. Therefore, UOL has determined that no modifications to BFAMS are warranted at this time. Instead, UOL and PCMC staff recommend refining operations in 2026 based on 2025 outcomes through an adaptive management approach.

Background

In 2017, after a $13 million fundraising campaign spearheaded by UOL, PCMC utilized these fundraised dollars and the 2016 Open Space Bond to purchase 1,341 acres of land known as Bonanza Flat. Subsequent land purchases were made by UOL and PCMC to acquire an additional 171 acres of inholdings. The BFCA Conservation Easement was approved and adopted by Park City Council in 2020 and requires that the associated BFAMS Plan be reviewed every 5 years at a minimum. The BFAMS is an effective tool for land management that aligns with the terms of the BFCA Conservation Easement and the broader goal to protect and enhance the Conservation

Values attendant to the landscape. Implementation of the BFAMS has been hugely successful but is still in progress, which is why UOL and PCMC recommend that no changes are made to the BFAMS at this time. Highlights of management actions implemented under guidance of the BFAMS include restoration of unsustainable trails, development of sustainable trail systems, restoration of disturbed areas, public engagement, and parking and transit solutions.

- **2017-2020:** Bonanza Flat was purchased and signed into a Conservation Easement, protecting the land from development in perpetuity. The Conservation Easement, Baseline Documentation, and BFAMS were adopted for BFCA and provide direction on best management practices for consideration in the protection and stewardship of BFCA's Conservation Values.
- **2022:** An interlocal agreement with Wasatch County enabled civil parking enforcement on roadways within BFCA. PCMC Rangers issued parking violations to illegally parked vehicles for the first time.
- **2021–2024:** PCMC Trails & Open Space piloted the Transit to Trails (T2T) program. While limited by funding and capacity, strong utilization and public feedback demonstrated clear demand for non-driving access to BFCA.
- **2024:**
    a. Staff presented access management options to City Council, which provided direction for 2025 implementations.
    b. UOL funded a year-round, full-time staff position dedicated to implementation of the BFAMS.
- **2025:** PCMC Transportation, Parking, and Trails & Open Space departments piloted paid parking at major trailheads and the expansion of free, high-frequency public transit through the 9 Line Purple Trail Extension. As documented in the September 25, 2025, Mid-Season Update, early KPIs demonstrated reduced congestion, strong transit demand, and improved roadway safety.

Collectively, these outcomes establish that the transportation demand management methods of appropriately priced parking, paired with high-quality transit, can manage demand, improve safety, and expand sustainable access to Bonanza Flat while supporting the core values of BFAMS. Staff is now evaluating operational refinements for the 2026 season and will return to Council prior to implementation.

2025 Implementations
Following City Council approval in Spring of 2025, the following actions were implemented, including:

- Paid parking at three major trailhead parking areas as a transportation demand management tool;
- Major expansion of transit access via the 9 Line Purple Trail extension;
- Trailhead layout improvements to reduce road hazards and support transit operations;
- Reliable high-capacity transit programming to deliver more users to trailheads and open new transit markets for our community;
- Grant-funded wayfinding, mapping and interpretive signage;
- Completion of the Aspen Gathering Place; and
- Continued volunteer stewardship efforts led by UOL.

Analysis
In accordance with BFAMS adaptive management requirements, staff tracked key performance metrics across transit operations, parking utilization, roadway safety, and visitation. End-of-season analysis suggests that implementations were extremely successful at achieving defined goals.

The 2025 paid parking & 9 Line Purple Trails pilot confirms that BFCA access challenges can be addressed by aligning parking pricing with supply and providing viable access alternatives.

The combined paid parking and transit strategy demonstrated that:

- Pricing parking appropriately reduces congestion and unsafe queuing;
- Parking revenues can support frequent, free, and reliable transit access to the area; and
- High-quality transit service encourages mode shift while maintaining sustainable and equitable transportation access to BFCA;
- All strategies deployed advance BFAMS conservation values.

Future analysis will be enhanced now that baseline data has been established on these programs.

End of Season Pilot Key Performance Indicators

Transit Performance

- Average daily ridership was 164 riders on weekdays and 371 riders on weekends. Over the course of the pilot, we had more than 11,500 customers, which was averaged **1,362 customers per week**, indicating a meaningful shift toward non-automobile access.
- On-time performance remained high at **97% on weekdays** and **90% on weekends**. The weekend on-time performance decreased due to bike loading times.
- Strong multimodal use, with an average of **59 bikes onboard per day**, and positive public response to dog-friendly service.

Parking and Traffic Demand Management

- Paid parking demand averaging approximately **1,096 weekly transactions** across BFCA trailheads.
- Over **1,200 local permits** were issued, preserving resident access while managing peak demand.

Roadway Safety

- Observed on-street queuing and illegal parking were **significantly reduced compared to 2024**, particularly at Bloods Lake.
    - Hazardous queuing instances were reduced by over 50%.
- Reduced vehicle circulation and idling improved safety for all users and emergency access.

Visitation

- Increased Park City access to BFCA – approximately **2,500** more visits from 84060 residents compared to 2024.
- Over 335,000 visits to BFCA per year.

Funding
Paid parking revenues from the 2025 transportation pilot were used to fund the expanded Bonanza Flat transit service and support sustainable recreation access. The pilot was designed to be roughly cost-neutral—recovering operating costs rather than generating net revenue. Using our standard approach for estimating transit costs, the summer service is estimated to have cost approximately $227,538, compared with generating $317,815 in paid parking collections, resulting in an estimated surplus of about $91,300. As discussed in the February 6, 2025, Council meeting, parking revenues are restricted to transportation and conservation purposes within the Bonanza Flat Conservation Area, and staff will continue to track and share actual operating costs against these estimates.

Consistent with Council's direction to link parking revenue to mobility improvements, the surplus from the 2025 pilot is being reinvested in a season-long winter shuttle pilot to Bonanza Flat, with an estimated operating cost of approximately $90,000. The winter pilot program will allow transportation staff to evaluate winter access needs, improve safety, manage seasonal congestion, and advance BFAMS goals for sustainable recreation access, while maintaining a clear connection between parking revenues and mobility investments.

Next Steps and Conclusion
Based on the successful 2025 pilot, UOL and PCMC staff recommend the continued implementation of paid parking and the 9 Purple Trail Extension for the 2026 peak season and future years, with the opportunity to refine operations.

UOL and PCMC request approval for the continued implementation of the current BFAMS. We will continue to provide the Park City Council with updates on the overall success of the BFAMS through analysis of implementation and will bring any future proposed changes to the Council for discussion and evaluation.

Per BFAMS, ongoing evaluation is required to identify emerging challenges and assess the effectiveness of management tools. Staff will:

- Continue monitoring performance and impacts;
- Evaluate operational refinements for 2026, including parking and transit service adjustments; and
- Return to Council prior to the 2026 season and again following the season with results and recommendations.

Exhibits
Exhibit A: 9 Purple Trail Extension Route Map & Timetable
Exhibit B: Roadway Queuing and Citation Data
Exhibit C: Bonanza Loop Trail map, and trail/property restoration examples
Exhibit D: Transportation Pilot KPIs

Hours: 5:36 AM–6:06 PM*
From Old Town Transit Center (OTTC)
Monday - Thursday

Main Street (OTTC)–Montage Deer Valley

Every 30 Minutes

9 PURPLE

To Montage

A Main St. (OTTC)	B Ontario Parking	C Empire Club	D Montage (Arrive)
5:36 AM	5:40 AM	5:41 AM	5:44 AM
6:06 AM	6:10 AM	6:11 AM	6:14 AM
6:36 AM	6:40 AM	6:41 AM	6:44 AM
7:06 AM	7:10 AM	7:11 AM	7:14 AM
7:36 AM	7:40 AM	7:41 AM	7:44 AM
8:06 AM	8:10 AM	8:11 AM	8:14 AM
8:36 AM	8:40 AM	8:41 AM	8:44 AM
9:06 AM	9:10 AM	9:11 AM	9:14 AM
9:36 AM	9:40 AM	9:41 AM	9:44 AM
10:06 AM	10:10 AM	10:11 AM	10:14 AM
10:36 AM	10:40 AM	10:41 AM	10:44 AM
11:06 AM	11:10 AM	11:11 AM	11:14 AM
11:36 AM	11:40 AM	11:41 AM	11:44 AM
12:06 PM	12:10 PM	12:11 PM	12:14 PM
12:36 PM	12:40 PM	12:41 PM	12:44 PM
1:06 PM	1:10 PM	1:11 PM	1:14 PM
1:36 PM	1:40 PM	1:41 PM	1:44 PM
2:06 PM	2:10 PM	2:11 PM	2:14 PM
2:36 PM	2:40 PM	2:41 PM	2:44 PM
3:06 PM	3:10 PM	3:11 PM	3:14 PM
3:36 PM	3:40 PM	3:41 PM	3:44 PM
4:06 PM	4:10 PM	4:11 PM	4:14 PM
4:36 PM	4:40 PM	4:41 PM	4:44 PM
5:06 PM	5:10 PM	5:11 PM	5:14 PM
5:36 PM	5:40 PM	5:41 PM	5:44 PM
6:06 PM	6:10 PM	6:11 PM	6:14 PM
–	–	–	–
11:06 PM	11:10 PM	11:11 PM	11:14 PM

To Main St.

D Montage (Depart)	C Empire Club	A Main St. (OTTC)
5:45 AM	5:48 AM	5:55 AM
6:15 AM	6:18 AM	6:25 AM
6:45 AM	6:48 AM	6:55 AM
7:15 AM	7:18 AM	7:25 AM
7:45 AM	7:48 AM	7:55 AM
8:15 AM	8:18 AM	8:25 AM
8:45 AM	8:48 AM	8:55 AM
9:15 AM	9:18 AM	9:25 AM
9:45 AM	9:48 AM	9:55 AM
10:15 AM	10:18 AM	10:25 AM
10:45 AM	10:48 AM	10:55 AM
11:15 AM	11:18 AM	11:25 AM
11:45 AM	11:48 AM	11:55 AM
12:15 PM	12:18 PM	12:25 PM
12:45 PM	12:48 PM	12:55 PM
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3:15 PM	3:18 PM	3:25 PM
3:45 PM	3:48 PM	3:55 PM
4:15 PM	4:18 PM	4:25 PM
4:45 PM	4:48 PM	4:55 PM
5:15 PM	5:18 PM	5:25 PM
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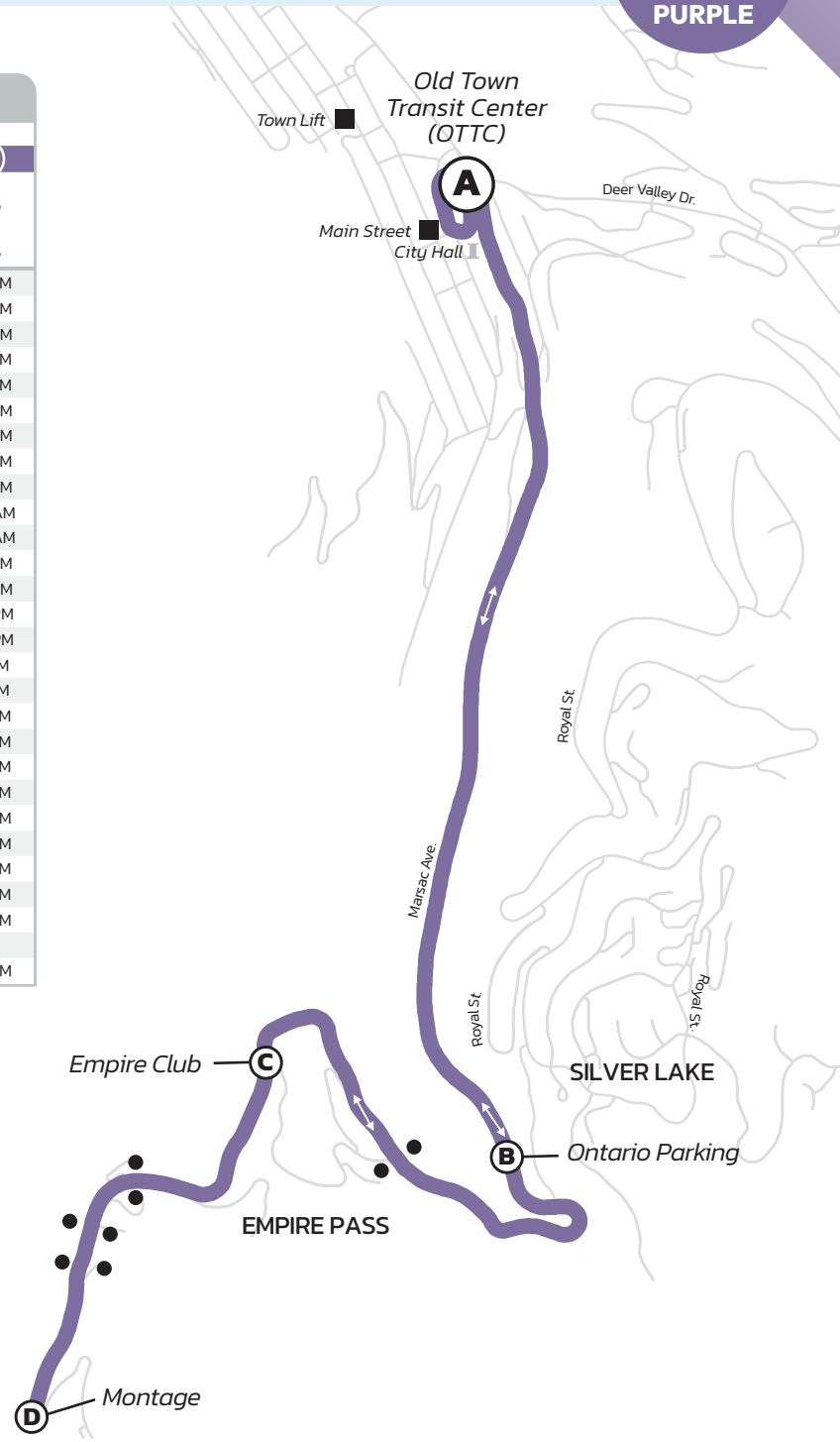
11:15 PM	11:18 PM	11:25 PM



Legend

- Transit Hub/Major Transfer Point
- Scheduled Timepoint (A)
- Bus Stop (Approximate Location)
- Noteworthy Location
- Government Building
- Grocery Store
- Library
- School
- Hospital

Hours: 5:40 AM–6:20 PM*
From Old Town Transit Center (OTTC)
Friday – Sunday

Main Street (OTTC)–Bloods Lake Trailhead

Every 20 Minutes

9 PURPLE

To Bloods Lake

A Main St. (OTTC)	B Montage	C Bonanza Flat Trailhead	D Bloods Lake Trailhead
5:40 AM	5:48 AM	5:55 AM	6:00 AM
6:00 AM	6:08 AM	6:15 AM	6:20 AM
6:20 AM	6:28 AM	6:35 AM	6:40 AM
6:40 AM	6:48 AM	6:55 AM	7:00 AM
7:00 AM	7:08 AM	7:15 AM	7:20 AM
7:20 AM	7:28 AM	7:35 AM	7:40 AM
7:40 AM	7:48 AM	7:55 AM	8:00 AM
8:00 AM	8:08 AM	8:15 AM	8:20 AM
8:20 AM	8:28 AM	8:35 AM	8:40 AM
8:40 AM	8:48 AM	8:55 AM	9:00 AM
9:00 AM	9:08 AM	9:15 AM	9:20 AM
9:20 AM	9:28 AM	9:35 AM	9:40 AM
9:40 AM	9:48 AM	9:55 AM	10:00 AM
10:00 AM	10:08 AM	10:15 AM	10:20 AM
10:20 AM	10:28 AM	10:35 AM	10:40 AM
10:40 AM	10:48 AM	10:55 AM	11:00 AM
11:00 AM	11:08 AM	11:15 AM	11:20 AM
11:20 AM	11:28 AM	11:35 AM	11:40 AM
11:40 AM	11:48 AM	11:55 AM	12:00 PM
12:00 PM	12:08 PM	12:15 PM	12:20 PM
12:20 PM	12:28 PM	12:35 PM	12:40 PM
12:40 PM	12:48 PM	12:55 PM	1:00 PM
1:00 PM	1:08 PM	1:15 PM	1:20 PM
1:20 PM	1:28 PM	1:35 PM	1:40 PM
1:40 PM	1:48 PM	1:55 PM	2:00 PM
2:00 PM	2:08 PM	2:15 PM	2:20 PM
2:20 PM	2:28 PM	2:35 PM	2:40 PM
2:40 PM	2:48 PM	2:55 PM	3:00 PM
3:00 PM	3:08 PM	3:15 PM	3:20 PM
3:20 PM	3:28 PM	3:35 PM	3:40 PM
3:40 PM	3:48 PM	3:55 PM	4:00 PM
4:00 PM	4:08 PM	4:15 PM	4:20 PM
4:20 PM	4:28 PM	4:35 PM	4:40 PM
4:40 PM	4:48 PM	4:55 PM	5:00 PM
5:00 PM	5:08 PM	5:15 PM	5:20 PM
5:20 PM	5:28 PM	5:35 PM	5:40 PM
5:40 PM	5:48 PM	5:55 PM	6:00 PM
6:00 PM	6:08 PM	6:15 PM	6:20 PM
6:20 PM	6:28 PM	6:35 PM	6:40 PM
–	–	–	–
11:06 PM	11:15 PM	–	–

To Main St

D Bloods Lake Trailhead	C Bonanza Flat Trailhead	B Montage	A Main St. (OTTC)
6:15 AM	6:21 AM	6:26 AM	6:36 AM
6:35 AM	6:41 AM	6:46 AM	6:56 AM
6:55 AM	7:01 AM	7:06 AM	7:16 AM
7:15 AM	7:21 AM	7:26 AM	7:36 AM
7:35 AM	7:41 AM	7:46 AM	7:56 AM
7:55 AM	8:01 AM	8:06 AM	8:16 AM
8:15 AM	8:21 AM	8:26 AM	8:36 AM
8:35 AM	8:41 AM	8:46 AM	8:56 AM
8:55 AM	9:01 AM	9:06 AM	9:16 AM
9:15 AM	9:21 AM	9:26 AM	9:36 AM
9:35 AM	9:41 AM	9:46 AM	9:56 AM
9:55 AM	10:01 AM	10:06 AM	10:16 AM
10:15 AM	10:21 AM	10:26 AM	10:36 AM
10:35 AM	10:41 AM	10:46 AM	10:56 AM
10:55 AM	11:01 AM	11:06 AM	11:16 AM
11:15 AM	11:21 AM	11:26 AM	11:36 AM
11:35 AM	11:41 AM	11:46 AM	11:56 AM
11:55 AM	12:01 PM	12:06 PM	12:16 PM
12:15 PM	12:21 PM	12:26 PM	12:36 PM
12:35 PM	12:41 PM	12:46 PM	12:56 PM
12:55 PM	1:01 PM	1:06 PM	1:16 PM
1:15 PM	1:21 PM	1:26 PM	1:36 PM
1:35 PM	1:41 PM	1:46 PM	1:56 PM
1:55 PM	2:01 PM	2:06 PM	2:16 PM
2:15 PM	2:21 PM	2:26 PM	2:36 PM
2:35 PM	2:41 PM	2:46 PM	2:56 PM
2:55 PM	3:01 PM	3:06 PM	3:16 PM
3:15 PM	3:21 PM	3:26 PM	3:36 PM
3:35 PM	3:41 PM	3:46 PM	3:56 PM
3:55 PM	4:01 PM	4:06 PM	4:16 PM
4:15 PM	4:21 PM	4:26 PM	4:36 PM
4:35 PM	4:41 PM	4:46 PM	4:56 PM
4:55 PM	5:01 PM	5:06 PM	5:16 PM
5:15 PM	5:21 PM	5:26 PM	5:36 PM
5:35 PM	5:41 PM	5:46 PM	5:56 PM
5:55 PM	6:01 PM	6:06 PM	6:16 PM
6:15 PM	6:21 PM	6:26 PM	6:36 PM
6:35 PM	6:41 PM	6:46 PM	6:56 PM
6:55 PM	7:01 PM	7:06 PM	7:16 PM
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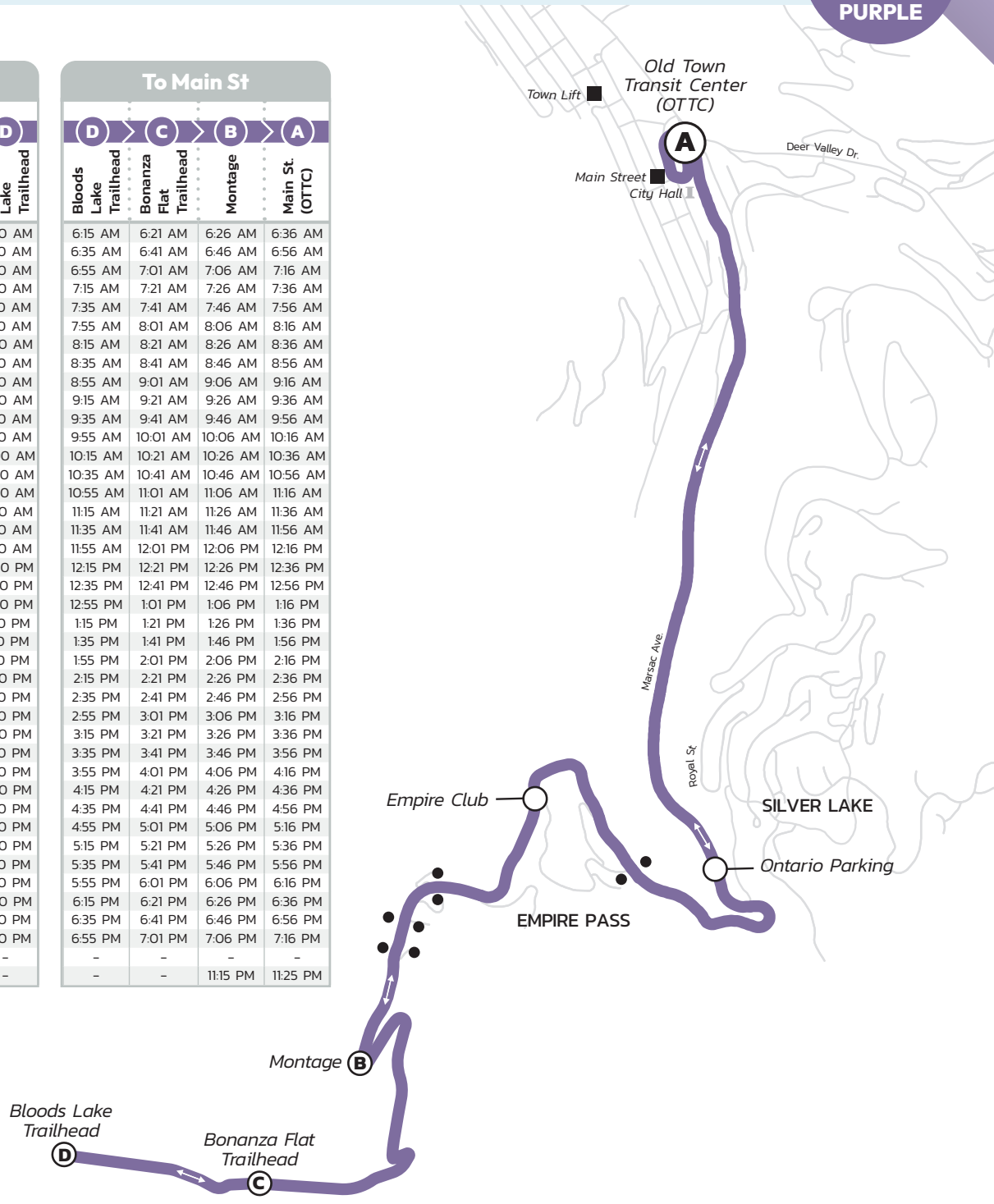
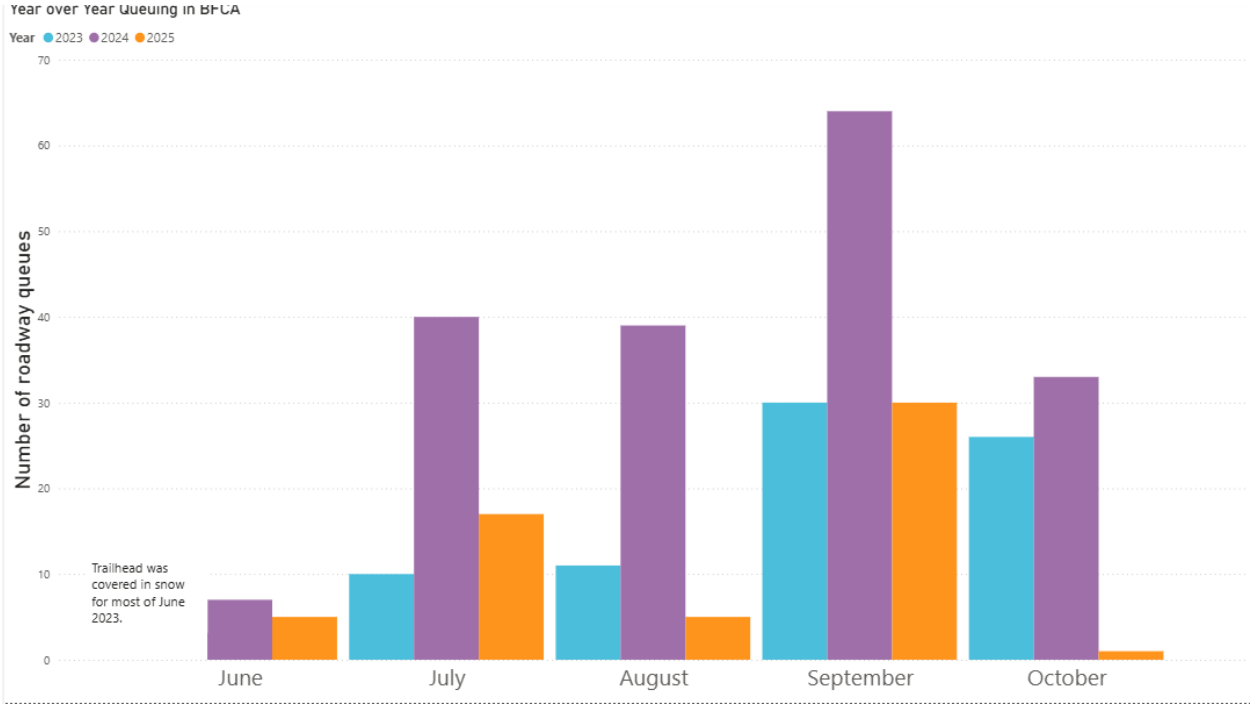
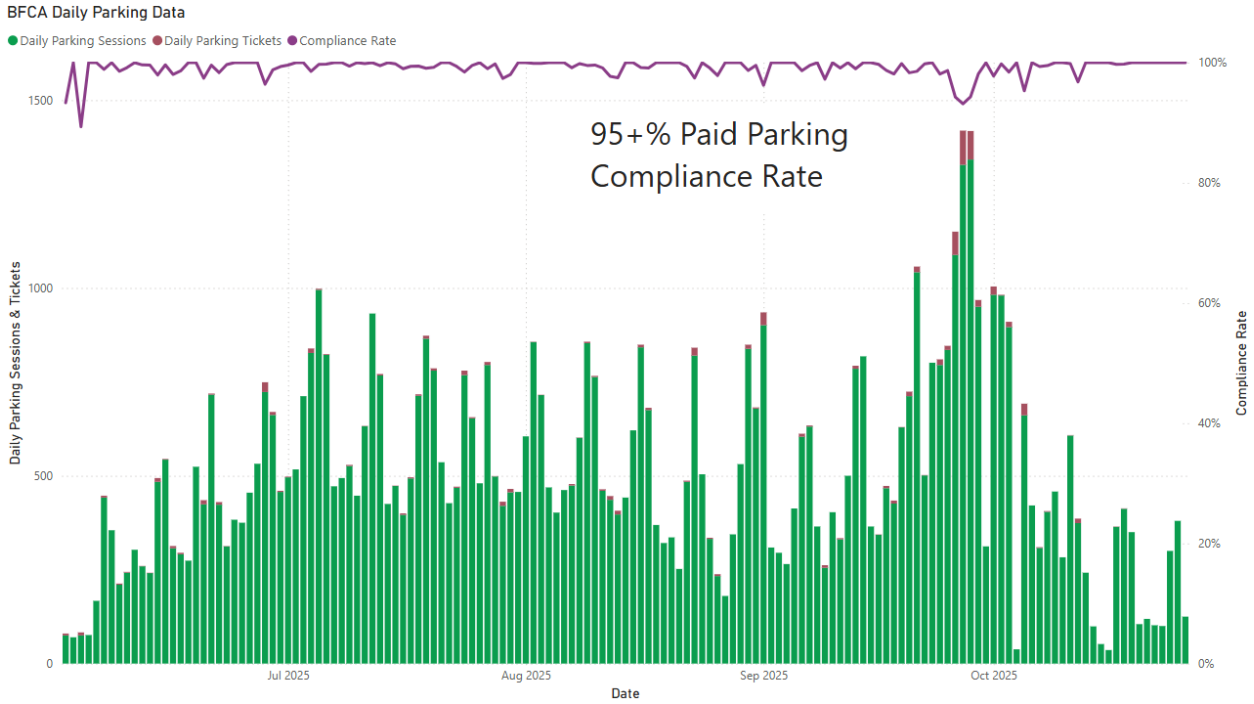


Exhibit B

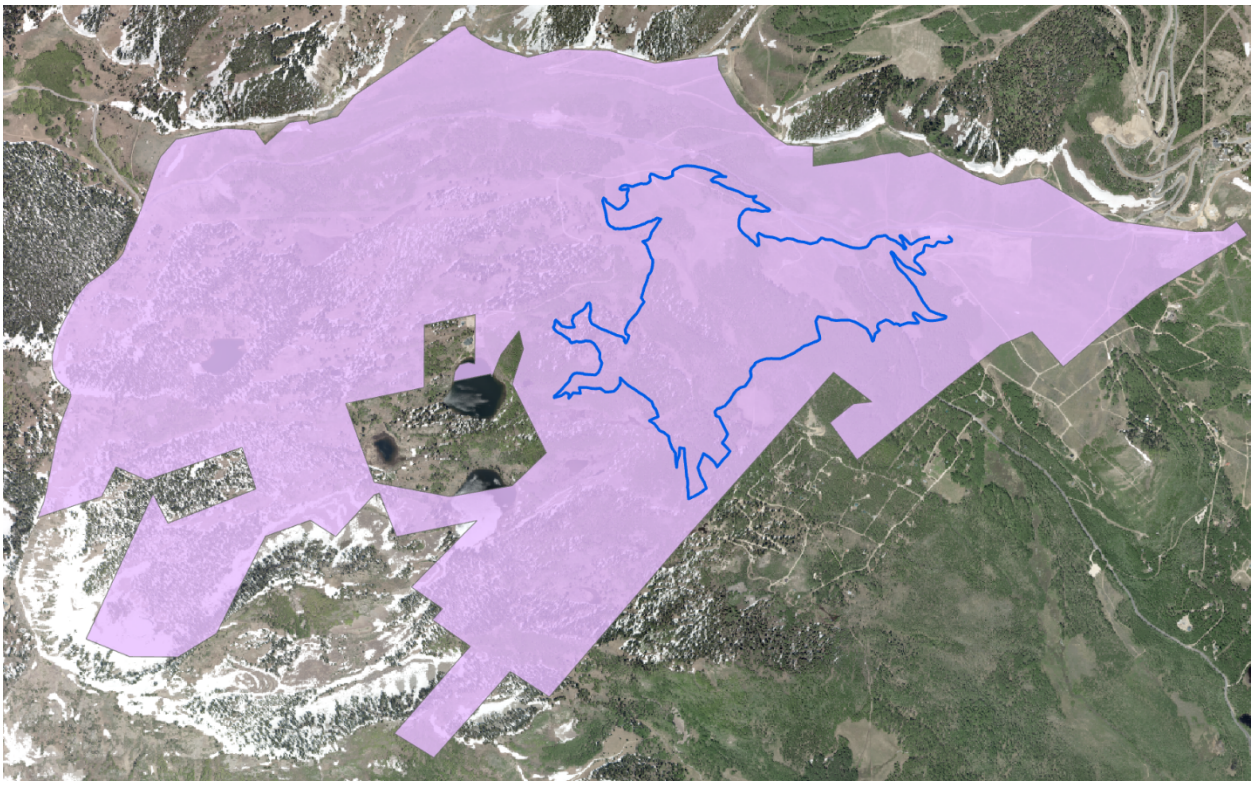


Roadway queueing instances in BFCA, year over year



Parking compliance rate – tickets vs. lot occupancy and paid parking sessions

Exhibit C



Bonanza Loop Trail, a sustainably built multi-use recreation trail in BFCA

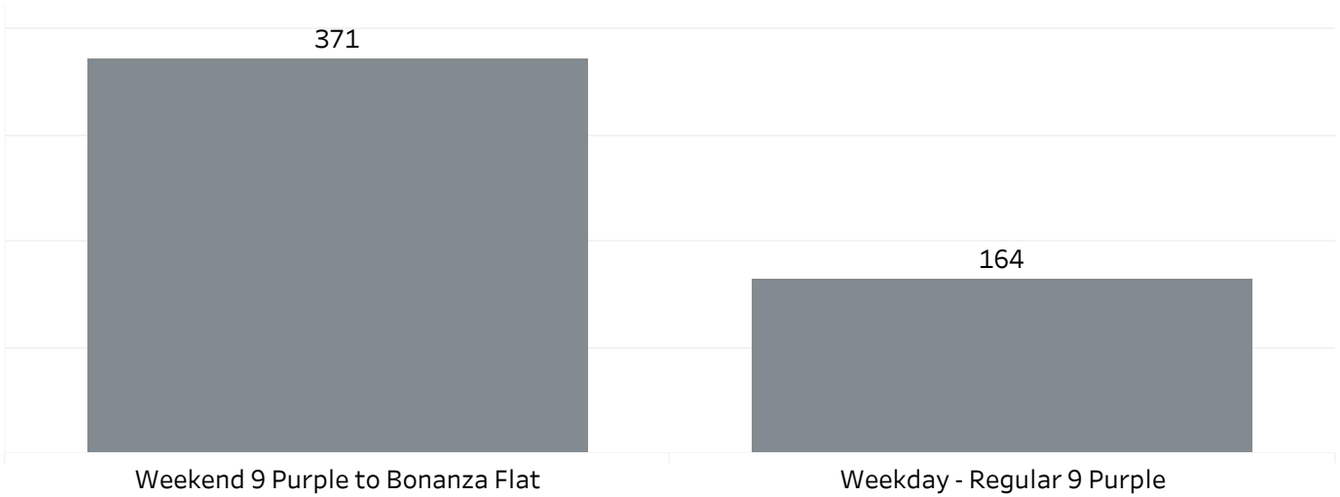
UOL Volunteer day and site restoration at Aspen Gathering Place

An example of unsustainable/social trail restoration efforts season-over-season.

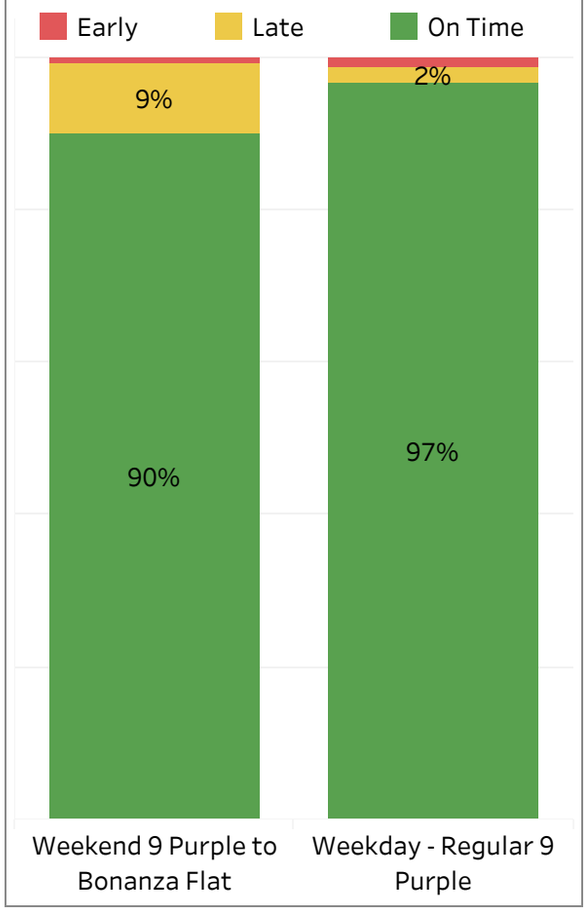
Exhibit D

Bonanza Flat Transportation Pilot KPIs

Daily Average Customers 9 Purple



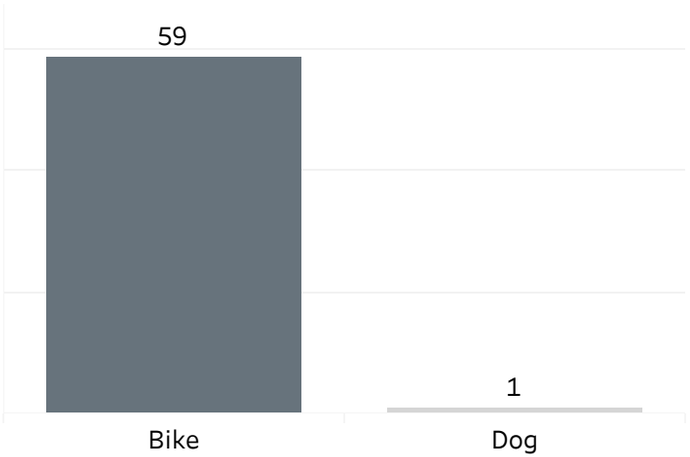
On-Time Performance - 9 Purple



Average Weekly Bonanza Flat Parking Transactions and Revenue

Location Name	Transactions	Revenue
Bloods Lake	786	$11,140
Bonanza	218	$2,903
Empire	91	$1,091
Total	**1,096**	**$15,134**

Average Daily Bikes & Dogs - 9 Purple (all days of the week)



City Council Staff Report

Subject: October Sales Tax Report
Author: Budget Team
Department: Budget
Date: January 8, 2026

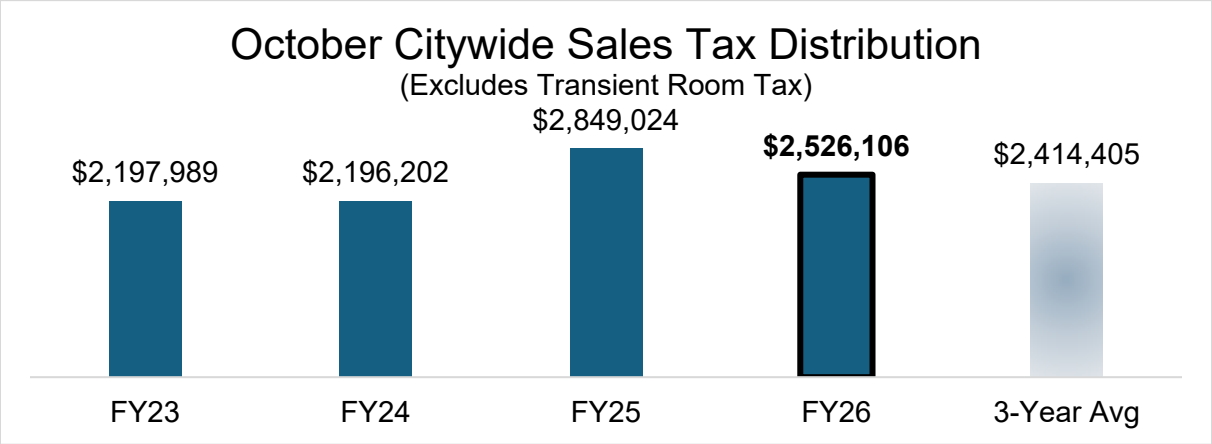
Sales Tax Distribution

The following summarizes the October sales tax distribution:

Citywide Sales Tax Distribution Summary (excludes Transient Room Tax):
Monthly (October):
Revenue: $2,526,106 — down $322,918 (-11.3%) vs. October 2024; up $47,047 (+1.9%) vs. budget.

Rolling Quarter (August – October):
Revenue: $8,160,243 — up $117,102 (+1.5%) vs. same period last year; up $210,141 (+2.6%) vs. budget.

Year-to-Date (July – October):
Revenue: $10,809,473 — up $51,310 (+0.5%) vs. same period last year; up $338,823 (+3.2%) vs. budget.



General Fund Distribution Summary:
Monthly (October):
Revenue: $1,367,245 — down $170,783 (-11.1%) vs. October 2024; up $6,775 (+0.5%) vs. budget.

Quarter (August – October):
Revenue: $4,415,963 — up $57,299 (+1.3%) vs. same period last year; up $50,796 (+1.2%) vs. budget.

Year-to-Date (July – October):
Revenue: $5,850,756 — up $23,528 (+0.4%) vs. same period last year; up $101,465 (+1.8%) vs. budget.

Transient Room Tax (TRT) Distribution Summary:
Monthly (October):
Revenue: $228,208 — down $94,431 (-29.3%) vs. October 2024; down $35,866 (-13.6%) vs. budget.

Quarter (August – October):
Revenue: $636,890 — down $76,452 (-10.7%) vs. same period last year; down $55,893 (-8.1%) vs. budget.

Year-to-Date (July – October):
Revenue: $849,662 — down $99,694 (-10.5%) vs. same period last year; down $67,407 (-7.4%) vs. budget.

Sales Tax Analysis

Citywide sales tax distributions (excluding TRT) softened in October compared with last year but were slightly ahead of budget. Because October typically represents only about 5.5% of annual sales tax distributions and last October's total was elevated by distribution timing, the single-month decline overstates any change in the underlying trend. Looking across the August–October quarter and the July – October year-to-date period, collections are running modestly above budget and roughly in line with, or slightly ahead of, last year, indicating that underlying taxable sales remain generally stable.

Transient Room Tax (TRT) distributions were softer in October and came in below both last year and the budget, continuing a modest downward trend compared with the past few years. Because TRT payments are highly sensitive to distribution timing, month-to-month comparisons can be volatile, and timing remains a major driver of recent results. October is also a shoulder-season month, and lodging indicators for October show overall demand and visitor spending roughly flat to slightly higher than last year, with mixed occupancy and rate patterns across hotels and short-term rentals rather than a sharp decline in visitation. As a result, October TRT should be viewed as part of a gradual normalization and timing-driven pattern rather than a clear signal of upcoming winter occupancy performance.

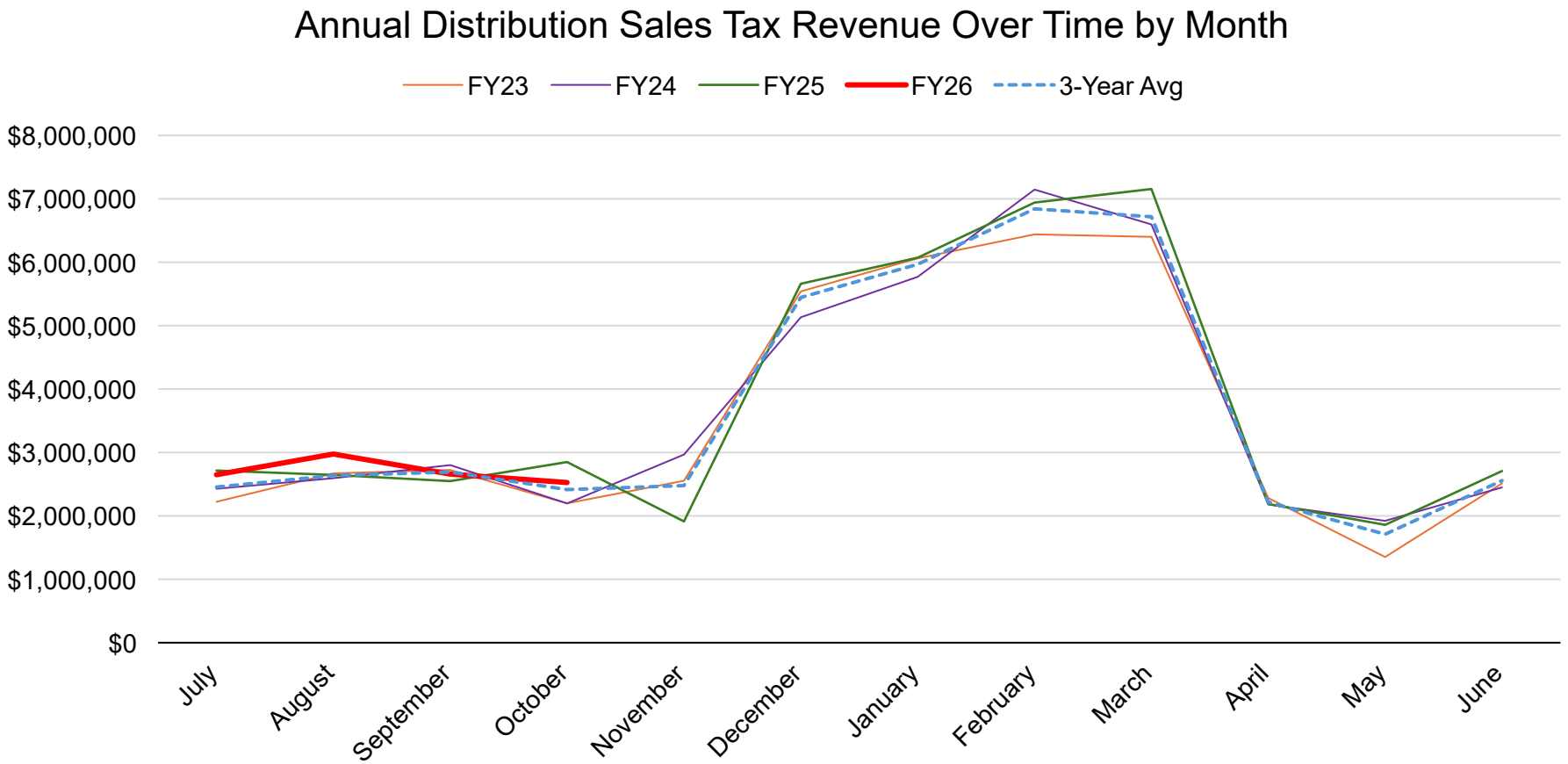
Looking ahead, interpretation of broader economic conditions is more limited than usual due to the federal government shutdown and associated delays in several commonly used national data releases. In the meantime, the City will continue to rely on monthly tax distributions, available local indicators, and collaboration with the Park City Chamber & Visitors Bureau to monitor visitation, booking pace, and spending patterns. As a reminder, this report reflects the amount of sales tax distributed by the State Tax Commission, which lags real economic activity.

Exhibits

Exhibit A: FY26 October Sales Tax Distribution

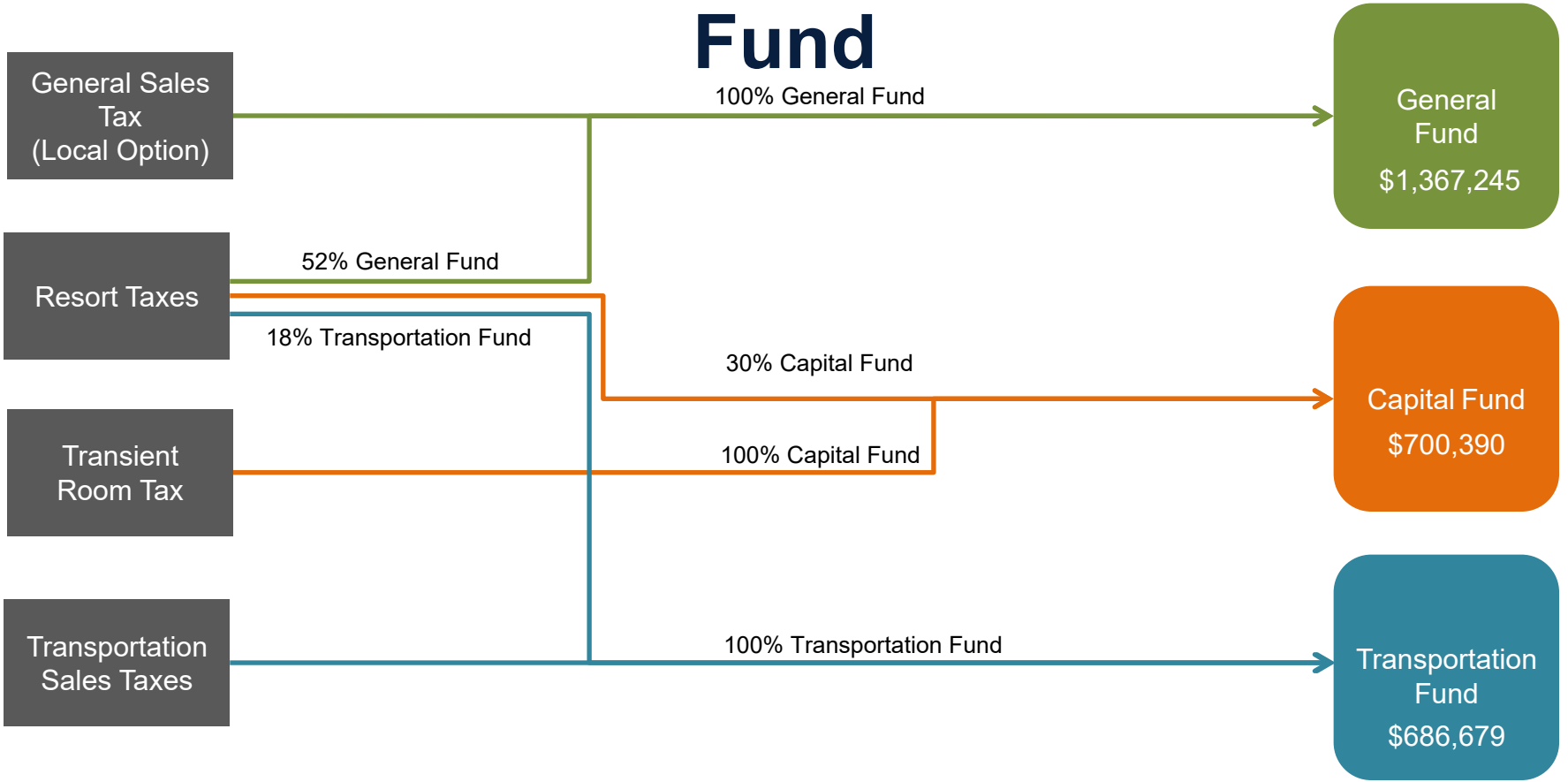
October Sales Tax Distribution
Appendix I

Sales Tax Distribution



Source: Park City Municipal Corporation. As of December 2025. Note: Excludes Transient Room Sales Tax.

October Sales Tax Revenue by Fund



Source: Park City Municipal Corporation. As of December 2025.

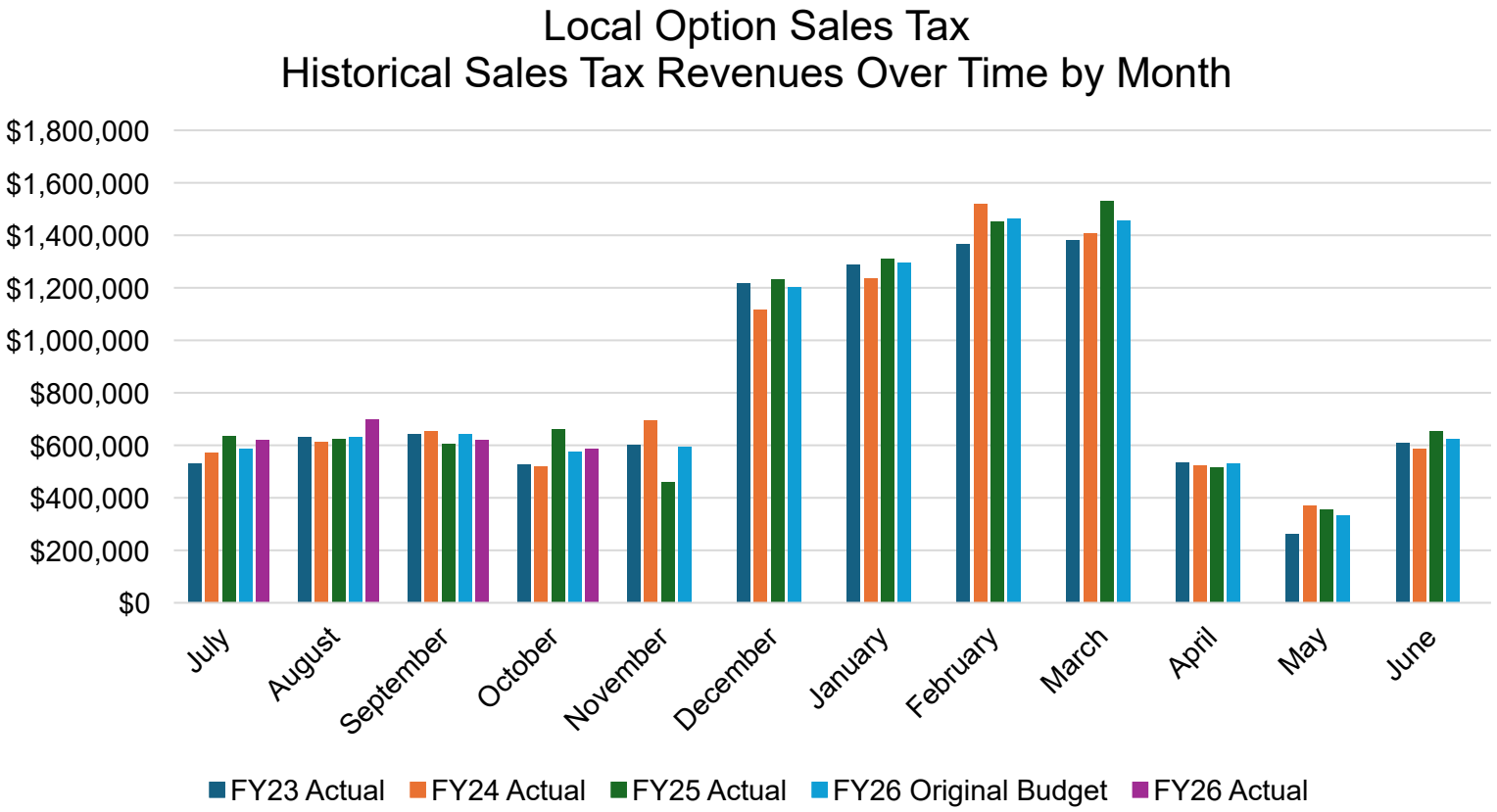
Local Option Sales Tax Distribution

Local Option Sales Tax - Monthly							
Month	**FY23 Actual**	**FY24 Actual**	**FY25 Actual**	**FY26 Original Budget**	**FY26 Actual**	**FY26 v FY25, % Variance**	**Actuals vs Budget**
July	$532,806	$570,791	$634,037	$586,573	$619,299	-2.32%	5.58%
August	$631,245	$612,827	$623,012	$630,272	$697,269	11.92%	10.63%
September	$641,829	$655,342	$604,981	$642,109	$620,391	2.55%	-3.38%
October	$526,872	$521,364	$661,089	$577,017	$587,862	-11.08%	1.88%
November	$603,371	$695,129	$460,257	$593,704			
December	$1,216,593	$1,116,760	$1,233,701	$1,204,130			
January	$1,288,403	$1,236,790	$1,312,696	$1,295,556			
February	$1,366,459	$1,518,413	$1,453,765	$1,464,593			
March	$1,380,769	$1,408,614	$1,530,462	$1,458,250			
April	$534,284	$525,152	$515,667	$531,707			
May	$264,260	$370,168	$357,004	$334,678			
June	$611,246	$586,773	$652,449	$624,662			
Total	**$9,598,138**	**$9,818,123**	**$10,039,119**	**$9,943,252**			
			$10,865,411				

Local Option Sales Tax - Culmulative							
Month	**FY23 Actual**	**FY24 Actual**	**FY25 Actual**	**FY26 Original Budget**	**FY26 Actual**	**FY26 v FY25, % Variance**	**Actuals vs Budget**
July	$532,806	$570,791	$634,037	$586,573	$619,299	-2.32%	5.58%
August	$1,164,051	$1,183,618	$1,257,049	$1,216,845	$1,316,568	4.73%	8.20%
September	$1,805,880	$1,838,960	$1,862,030	$1,858,954	$1,936,958	4.02%	4.20%
October	$2,332,752	$2,360,324	$2,523,119	$2,435,971	$2,524,820	0.07%	3.65%
November	$2,936,124	$3,055,453	$2,983,376	$3,029,675			
December	$4,152,716	$4,172,213	$4,217,077	$4,233,805			
January	$5,441,119	$5,409,003	$5,529,773	$5,529,361			
February	$6,807,579	$6,927,416	$6,983,537	$6,993,955			
March	$8,188,348	$8,336,030	$8,513,999	$8,452,205			
April	$8,722,631	$8,861,182	$9,029,667	$8,983,912			
May	$8,986,891	$9,231,350	$9,386,670	$9,318,590			
June	$9,598,138	$9,818,123	$10,039,119	$9,943,252			

Source: Park City Municipal Corporation. As of December 2025.

Local Option Sales Tax Distribution



Source: Park City Municipal Corporation. As of December 2025.

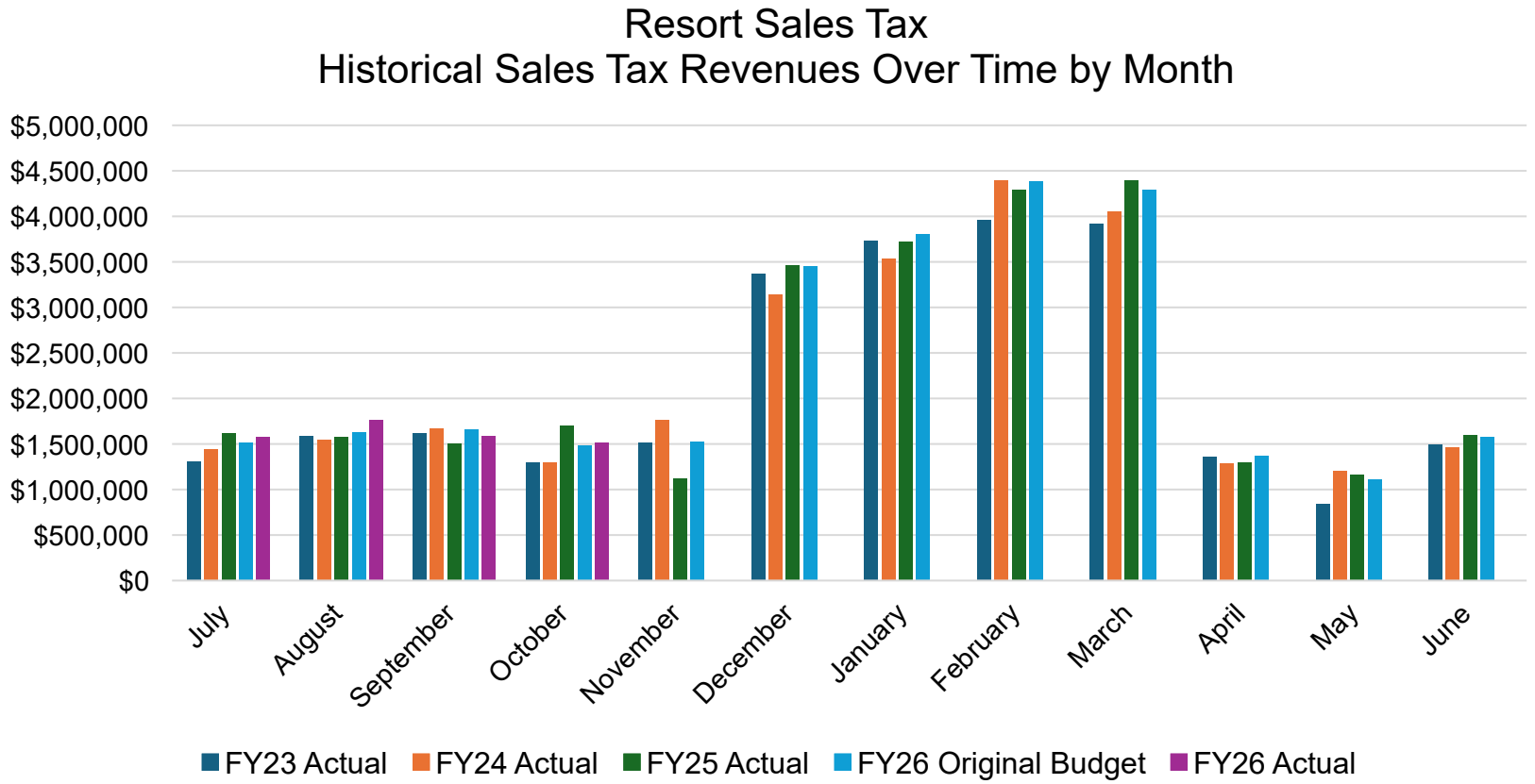
Resort Sales Tax Distribution

Resort Sales Tax - Monthly							
Month	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Original Budget	FY26 Actual	FY26 v FY25, % Variance	Actuals vs Budget
July	$1,312,332	$1,442,948	$1,618,474	$1,516,043	$1,581,268	-2.3%	4.30%
August	$1,586,065	$1,541,605	$1,580,122	$1,631,828	$1,768,321	11.91%	8.36%
September	$1,615,491	$1,668,124	$1,508,595	$1,661,089	$1,588,603	5.30%	-4.36%
October	$1,296,056	$1,299,701	$1,700,690	$1,489,246	$1,511,361	-11.13%	1.48%
November	$1,512,524	$1,764,089	$1,125,600	$1,525,908			
December	$3,368,390	$3,140,247	$3,458,333	$3,454,779			
January	$3,729,527	$3,538,256	$3,722,264	$3,809,401			
February	$3,965,502	$4,397,749	$4,295,595	$4,387,844			
March	$3,920,247	$4,053,790	$4,399,342	$4,288,895			
April	$1,356,848	$1,283,854	$1,302,002	$1,366,631			
May	$844,454	$1,202,996	$1,163,996	$1,113,160			
June	$1,491,338	$1,462,232	$1,598,674	$1,577,911			
Total	**$25,998,774**	**$26,795,590**	**$27,473,687**	**$27,822,735**			

Resort Sales Tax - Culmulative							
Month	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Original Budget	FY26 Actual	FY26 v FY25, % Variance	Actuals vs Budget
July	$1,312,332	$1,442,948	$1,618,474	$1,516,043	$1,581,268	-2.30%	4.30%
August	$2,898,396	$2,984,553	$3,198,596	$3,147,870	$3,349,589	4.72%	6.41%
September	$4,513,887	$4,652,677	$4,707,191	$4,808,960	$4,938,192	4.91%	2.69%
October	$5,809,943	$5,952,378	$6,407,882	$6,298,206	$6,449,552	0.65%	2.40%
November	$7,322,467	$7,716,467	$7,533,482	$7,824,114			
December	$10,690,858	$10,856,714	$10,991,815	$11,278,893			
January	$14,420,385	$14,394,970	$14,714,079	$15,088,293			
February	$18,385,887	$18,792,719	$19,009,674	$19,476,138			
March	$22,306,135	$22,846,508	$23,409,016	$23,765,033			
April	$23,662,982	$24,130,362	$24,711,018	$25,131,663			
May	$24,507,436	$25,333,358	$25,875,014	$26,244,823			
June	$25,998,774	$26,795,590	$27,473,687	$27,822,735			

Source: Park City Municipal Corporation. As of December 2025.

Resort Sales Tax Distribution



Source: Park City Municipal Corporation. As of December 2025.

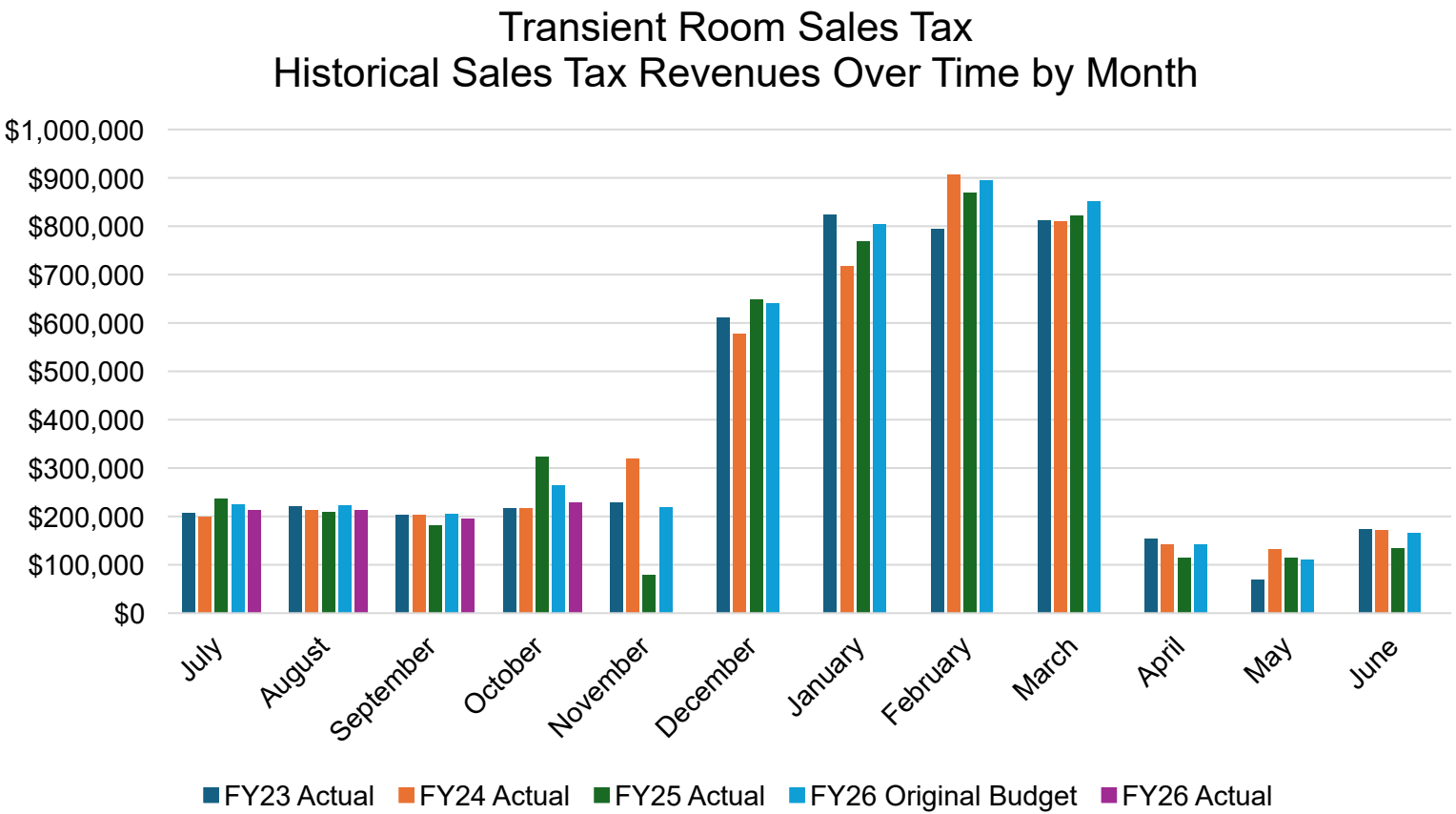
Transient Room Tax Distribution

Transient Room Sales Tax - Monthly							
Month	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Original Budget	FY26 Actual	FY26 v FY25, % Variance	Actuals vs Budget
July	$207,936	$199,624	$236,013	$224,285	$212,771	-9.85%	-5.13%
August	$219,874	$212,683	$209,093	$223,615	$213,046	1.89%	-4.73%
September	$203,178	$203,721	$181,611	$205,095	$195,636	7.72%	-4.61%
October	$217,406	$217,701	$322,638	$264,074	$228,208	-29.27%	-13.58%
November	$229,493	$319,441	$78,992	$218,832			
December	$611,583	$577,710	$649,471	$640,808			
January	$823,076	$717,139	$768,614	$804,626			
February	$793,379	$906,424	$868,234	$894,960			
March	$811,367	$809,258	$821,500	$851,080			
April	$154,497	$141,257	$113,692	$142,691			
May	$69,124	$132,111	$113,891	$109,821			
June	$172,713	$171,123	$134,073	$166,551			
Total	**$4,513,625**	**$4,608,192**	**$4,497,823**	**$4,746,438**	**$849,662**	**-81.11%**	**-82.10%**

Transient Room Sales Tax - Culmulative							
Month	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Original Budget	FY26 Actual	FY26 v FY25, % Variance	Actuals vs Budget
July	$207,936	$199,624	$236,013	$224,285	$212,771	-9.85%	-5.13%
August	$427,810	$412,307	$445,106	$447,899	$425,818	-4.33%	-4.93%
September	$630,988	$616,027	$626,717	$652,995	$621,454	-0.84%	-4.83%
October	$848,393	$833,728	$949,356	$917,069	$849,662	-10.50%	-7.35%
November	$1,077,886	$1,153,169	$1,028,347	$1,135,900			
December	$1,689,469	$1,730,880	$1,677,819	$1,776,709			
January	$2,512,545	$2,448,018	$2,446,433	$2,581,335			
February	$3,305,925	$3,354,443	$3,314,667	$3,476,294			
March	$4,117,292	$4,163,701	$4,136,167	$4,327,374			
April	$4,271,788	$4,304,958	$4,249,859	$4,470,065			
May	$4,340,912	$4,437,069	$4,363,750	$4,579,887			
June	$4,513,625	$4,608,192	$4,497,823	$4,746,438			

Source: Park City Municipal Corporation. As of December 2025.

Transient Room Tax Distribution



Source: Park City Municipal Corporation. As of December 2025.

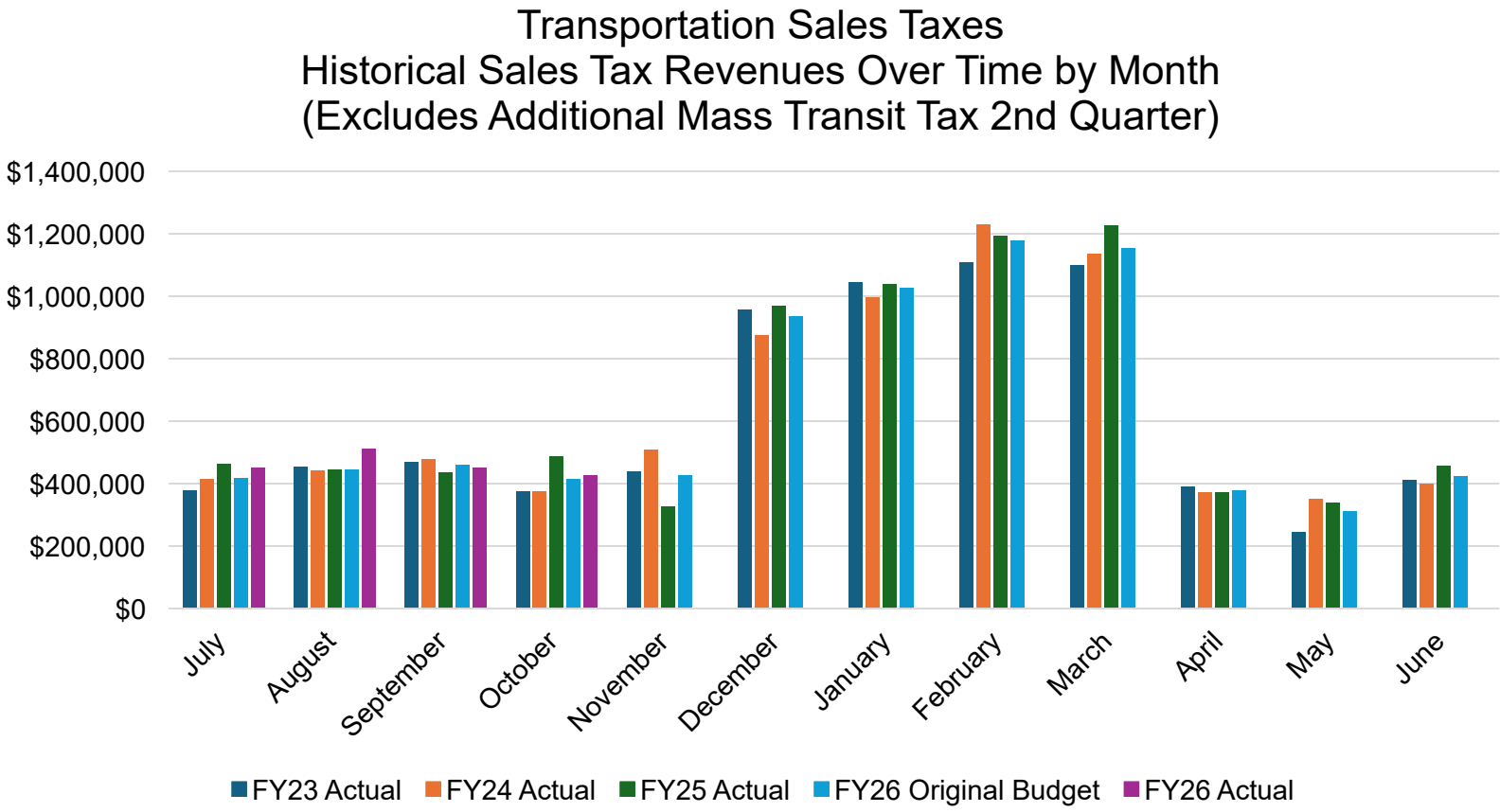
Transportation Sales Taxes

Transportation Sales Taxes - Monthly							
Month	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Original Budget	FY26 Actual	FY26 v FY25, % Variance	Actuals vs Budget
July	$377,116	$413,216	$462,510	$417,933	$448,663	-2.99%	7.35%
August	$453,180	$439,674	$442,599	$445,491	$509,612	15.14%	14.39%
September	$467,427	$477,474	$434,807	$460,254	$449,941	3.48%	-2.24%
October	$375,061	$375,137	$487,245	$412,796	$426,884	-12.39%	3.41%
November	$437,648	$507,667	$326,755	$424,347			
December	$955,716	$874,845	$969,064	$933,920			
January	$1,043,825	$994,634	$1,036,865	$1,025,890			
February	$1,107,890	$1,229,933	$1,191,877	$1,177,464			
March	$1,099,522	$1,134,098	$1,225,418	$1,153,892			
April	$390,607	$371,011	$369,760	$377,414			
May	$242,686	$348,567	$337,613	$309,858			
June	$409,441	$399,687	$456,269	$422,121			
Total	**$7,360,119**	**$7,565,943**	**$7,740,783**	**$7,561,379**			

Transportation Sales Taxes - Culmulative							
Month	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Original Budget	FY26 Actual	FY26 v FY25, % Variance	Actuals vs Budget
July	$377,116	$413,216	$462,510	$417,933	$448,663	-2.99%	7.35%
August	$830,296	$852,890	$905,110	$863,423	$958,275	5.87%	10.99%
September	$1,297,723	$1,330,364	$1,339,916	$1,323,677	$1,408,216	5.10%	6.39%
October	$1,672,784	$1,705,501	$1,827,162	$1,736,473	$1,835,101	0.43%	5.68%
November	$2,110,432	$2,213,168	$2,153,917	$2,160,819			
December	$3,066,148	$3,088,013	$3,122,981	$3,094,739			
January	$4,109,973	$4,082,647	$4,159,846	$4,120,629			
February	$5,217,863	$5,312,580	$5,351,723	$5,298,094			
March	$6,317,384	$6,446,678	$6,577,141	$6,451,986			
April	$6,707,992	$6,817,689	$6,946,901	$6,829,399			
May	$6,950,678	$7,166,256	$7,284,514	$7,139,257			
June	$7,360,119	$7,565,943	$7,740,783	$7,561,379			

Source: Park City Municipal Corporation. As of December 2025. Note: Transportation Sales Tax does not include the Additional Mass Transit Tax.

Transportation Sales Tax Distributions



Source: Park City Municipal Corporation. As of December 2025.

PARK CITY COUNCIL MEETING MINUTES - DRAFT
445 MARSAC AVENUE
PARK CITY, UTAH 84060

December 11, 2025

The Council of Park City, Summit County, Utah, met in open meeting on December 11, 2025, at 3:00 p.m. in the Council Chambers.

Council Member Ciraco moved to close the meeting to discuss property and litigation at 3:02 p.m. Council Member Rubell seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, and Rubell
EXCUSED: Council Members Parigian and Toly

Council Member Parigian arrived at 3:04 p.m.

CLOSED SESSION

Council Member Ciraco moved to adjourn from Closed Meeting at 4:16 p.m. Council Member Dickey seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, and Rubell
EXCUSED: Council Member Toly

WORK SESSION

Discuss Golf Capital Improvements:
Vaughn Robinson, Golf Manager, and Jessica Morgan, Budget Analyst, presented this item. Robinson reviewed the improvements made to the golf course over the years. He recommended phasing in future improvements, including a new irrigation system, bunker renovation, tee leveling and resurfacing, green renovation, fairway contouring, re-seeding fairways, selective cart path repairs, and an above ground fuel storage tank. He indicated some improvement projects had already been budgeted for the next couple of years.

Robinson stated they would be issuing an RSOQ for an irrigation system replacement, green complexes, which included soil treatment and the replacement of the greens, bunker renovation and select fairway contouring.

Morgan indicated the Golf Fund was healthy and had a balance of $3 million. She noted if all the consultants' recommendations were enacted simultaneously, there would be a funding gap. She recommended purchasing the golf carts with General Fund money. Mayor Worel asked if any of the work could be done simultaneously, to which Robinson affirmed. Council Member Ciraco asked when the City had invested in the course infrastructure previously. Robinson indicated the City gave some funding to the Golf Fund in the early 2000s, but he didn't know the details. Council Member Ciraco asked why the irrigation system replacement was proposed for Year Three. Robinson stated that was the consultants' timeline. Council Member Ciraco asked if some of the manicured areas could be changed to reduce irrigation needs. Robinson stated it was difficult to get water to some areas, but they could add that to the scope in the RSOQ.

Council Member Parigian asked if there would be changes to the layout of the holes, to which Robinson stated those would remain in their current locations. Council Member Parigian asked if Robinson received complaints about the course. Robinson stated he heard complaints about the sand traps and pace of play. Getting tee times was also a big complaint. Council Member Parigian noted the golfcarts were replaced every four to five years, to which Robinson affirmed and noted it was because the batteries would wear out by that time. Council Member Parigian asked Robinson to get feedback from residents on the road crossings.

Council Member Dickey asked what was envisioned in the RSOQ. Robinson asserted he wanted to get a qualified landscape architect to help him determine needs and they would try to get better pricing for the work. Then they could get bids to do the work. Council Member Dickey stated they had the 123-page report and wondered what the City would get out of issuing the RSOQ. Ken Fisher, Recreation Director, stated they would look at the RSOQ to get an accurate price with the design they wanted. Then they could determine what could be done within their budget. Council Member Dickey asked how much it would cost to hire the landscape architect, to which Fisher stated they would find a qualified person through the RSOQ and then negotiate a contract.

Council Member Rubell stated they were having this conversation because the Golf Department was an Enterprise Fund and was treated differently than the other recreation facilities. He didn't think that Golf was treated fairly and indicated he didn't think there would be less demand in the future. The project costs were not that much compared to the costs of other programs. He wanted visitors to have a good experience because their fees kept costs low for residents. He didn't know if the RSOQ was needed but staff could ask the consultants if they had preferred vendors. If the cost came back different from the estimate, then they could put it out to bid. He supported tearing up the course and doing everything at the same time and suggested using low-water grass seed.

Council Member Ciraco thought the consultant's cost estimates had merit, and he felt the City should use them. If their actual estimate was more, then the City could take the bid to the market. He stated resident play was most of the play at the course and he

wanted to give these golfers a better experience. He supported doing all the improvements at once.

Council Member Parigian stated the golf course was already awesome. He didn't want to close it to make improvements and suggested improving half the course at a time. He didn't want the fees to increase. Robinson indicated the contractor who would do the work would give pros and cons for closing the course versus leaving it open during the improvements.

Council Members Rubell, Dickey, Parigian, and Ciraco supported working with the consultants to find contractors that would meet their estimates. They supported an RSOQ for a landscape architect for the design of the irrigation system.

REGULAR MEETING

I. ROLL CALL

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

II. PRESENTATIONS

1. K9 Officer Swearing-In Ceremony:

Captain Darwin Little thanked the Council for launching the Police K-9 program. He introduced Officer Bruno, a chocolate labrador retriever. He noted that this week, Officers Henderson and Bruno graduated from Explosives Training from the Police Officer Standards Training program. Mayor Worel swore in Officer Bruno.

2. Consideration to Approve Resolution 28-2025, a Resolution Naming the New Community Center "The Mine at City Park":

Jessica Moran, Recreation Department Division Manager, presented this item and reviewed the process for naming the community center. She stated "The Mine" was part of the City's history and it honored Miner's Hospital. The word "Mine" also referred to Move Inspire Nurture Engage.

Council Member Parigian moved to approve Resolution 28-2025, a resolution naming the new community center "The Mine at City Park". Council Member Dickey seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, and Rubell
EXCUSED: Council Member Toly

III. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council Questions and Comments:

Council Member Parigian thought the skiing was nice. He wished everyone happy holidays. He noted next week there would be action on the Clark Ranch conservation easement. Council Member Ciraco thanked Council Member Rubell for leading the City in getting a Police K-9. He asked if Council supported a discussion on code for advertising affordable housing. The Council agreed to have that discussion. Council Member Ciraco asked if Council supported having IT develop a system to archive historical documents and the document history. Council Member Dickey stated finding things on the website should be addressed. Jodi Emery, Acting City Manager, indicated the website was being redone.

Council Member Rubell summarized the work session that staff would put out an RSOQ to select a landscape architect and they would reach out to the consultants who published the report. He felt it was unclear if the scope would include the recommendations in totality or just the irrigation. He preferred that all items in the table were addressed. The Council agreed all the items should be considered simultaneously.

Mayor Worel explained the process for candidates applying to fill the Council vacancy since Council Member Dickey would become mayor on January 5, 2026.

Staff Communications Reports:

1. Re-create 248 Update:

2. September 2025 Sales Tax and October Budget Monitoring Report:

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.

Jeff Iannaccone 84060 Keep Clark Ranch Wild, stated he was pleased to see the Clark Ranch conservation easement was on the agenda for next week. The intent of the

easement was clear and he supported it. He was informed by the Alexander Company that they entered into a new exclusive negotiation agreement (ENA) with the City.

Bailey Quinn 84060 indicated she lived in PC Heights Townhomes and some fire suppression units in the affordable townhomes had burst, which was very expensive. They found that there was no glycol in the fire suppression units, just water. Now the HOA said they didn't have any funds to replace those units. She hoped the City could help out with repairs.

Mayor Worel closed the public input portion of the meeting.

V. CONSIDERATION OF MINUTES

1. Consideration to Approve the City Council Meeting Minutes from November 6, 2025:

Council Member Ciraco moved to approve the City Council meeting minutes from November 6, 2025. Council Member Dickey seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, and Rubell
EXCUSED: Council Member Toly

VI. CONSENT AGENDA

1. Request to Approve an Amendment to the Interlocal Agreement between Park City School District and Park City Municipal Corporation Regarding School Resource Officers:

2. Request to Approve Resolution 29-2025, a Resolution Adopting the General Retention and Classification Schedules of Park City Municipal Corporation Pursuant to the Utah Government Records Access and Management Act (GRAMA) and Replacing Resolution 37-11 in its Entirety:

Council Member Dickey moved to approve the Consent Agenda. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, and Rubell
EXCUSED: Council Member Toly

VII. OLD BUSINESS

1. Consideration to Authorize the City Manager to Execute a Design Professional Services Agreement with Methods Consulting, in a Form Approved by the City

Attorney's Office, Not to Exceed $1,638,760, to Provide Design Services for the Construction of a Pedestrian Underpass across SR-248 by Snow Creek Drive Access Point:

Steven Dennis, Project Manager, presented this item and reviewed the Council discussion last March on this project. He indicated the location of the tunnel was close to the entrance of Snow Creek Plaza. Dennis stated UDOT did not support a temporary crossing solution for less than five years, such as a HAWK signal. He spoke with three affected property owners, and they were interested in learning more about this project. The Double Tree (Yarrow) Hotel was for sale and the potential owners were contacted about this project. They were more interested in a remodel of the hotel instead of a redevelopment project, so there was not much of an opportunity for the City to collaborate on site design. He would have the design contractor look at a no-build option (HAWK crossing) in the event that the cost to buy right-of-way from property owners was not feasible. The contractor would identify the best below-grade crossing, flush out impacts with property owners, and prepare construction documents.

Council Member Rubell asked if this contract would include an enhanced design, to which Dennis affirmed there would be 60%-90% of the design element. John Robertson, City Engineer, noted they would come back to Council with the cost estimates for both options next spring. Council Member Dickey clarified there would be a funding gap for this project. Robertson stated the estimate given in March was the 90-degree project and if the tunnel was slanted, it could be more.

Council Member Parigian asked if the HAWK signal would be acceptable to UDOT if it was there for five years, to which Dennis agreed. Council Member Rubell reviewed the HAWK was considered by Council to be an interim safety solution while the tunnel project was in progress. Dennis stated the first step of the contract would be to see the impacts of the design on the properties. He noted the City would only pay for work performed.

Council Member Ciraco indicated his concern was that this was a dangerous area and he wanted to separate out the current status of the area and do something more immediate. He asked if Dennis could ask UDOT again for the temporary installation of the HAWK while this project was being pursued. Dennis stated if UDOT was agreeable, there would need to be right-of-way acquisition and other steps in the process, and the installation would probably occur a year from now.

Council Member Parigian requested that priority be given to finding out the requirements for the HAWK. Dennis stated if the direction was to move forward with the HAWK they would devote all their attention to that. If direction was to learn more on both options, they would do that and come back with that information. Council Member Parigian noted there was time to do the tunnel so he wasn't worried about that. Mayor Worel indicated the funding from Snyderville Water Reclamation District was not in the financial table and asked if that was no longer available. Dennis stated that was soft

funding so it was not included in the table, but it would be used to reconstruct their infrastructure there.

Mayor Worel opened public input.

Alex Butwinski supported this contract and indicated the longer the City waited to construct the tunnel, the more expensive the project would be.

Mayor Worel closed public input.

Council Member Ciraco noted the Double Tree (Yarrow) Hotel had sold and they could reach out to the new owners about the project. Council Member Rubell stated this was a great report and it embodied how the tunnel would be a better solution so people would use it. Council Members Dickey and Ciraco wanted to move the tunnel forward.

Council Member Rubell moved to authorize the City Manager to execute a design professional services agreement with Methods Consulting, in a form approved by the City Attorney's Office, not to exceed $1,638,760, to provide design services for the construction of a pedestrian underpass across SR-248 by Snow Creek Drive access point. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, and Rubell
NAY: Council Member Parigian
EXCUSED: Council Member Toly

VIII. NEW BUSINESS

1. Consideration to Approve the 2026 Sundance Film Festival Supplemental Plan and Level Five Special Event Permit for the 2026 Sundance Film Festival, in a Form Approved by the City Attorney:

Chris Phinney, Special Events Manager, presented this item and noted some changes to the plan. The Double Tree Hotel would be a theatre and no screenings would be held at the Egyptian Theatre. There would be changes to the screening schedules. There were also changes in sponsors and there would be an activation from Hulu on Main Street.

Phinney explained that Main Street would be pedestrian only from January 22-26 from 11:00 a.m.-3:00 p.m. There would be some drop and load zones. Park Avenue would be a one-way street going north. Residents, emergency vehicles, and Transit could go in both directions. Council Member Dickey asked when regular park and rides would resume, to which Phinney stated on Tuesday.

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

Council Member Dickey moved to approve the 2026 Sundance Film Festival Supplemental Plan and Level Five Special Event Permit for the 2026 Sundance Film Festival, in a form approved by the City Attorney. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, and Rubell
EXCUSED: Council Member Toly

2. Consideration to Approve Ordinance No. 2025-23 Amending the Land Management Code Sections 15-1-8 Review Procedure Under the Code, 15-1-12 Notice, 15-1-21 Notice Matrix, 15-15-1 Definitions and Chapters 15-8 Annexation and 15-10 Board of Adjustment to Comply with Changes to State Code, and Section 15-1-12.5 Continuations:

Nan Larsen and Virgil Lund, Planning Department, and Bill Johnson and John Frontero, Planning Commissioners, presented this item. Larsen stated these code amendments came about from House Bill 368 regarding scheduling public hearings, clarifying definitions, etc. She explained an amendment on continuing a land use item with the Planning Commission. Noticing requirements were simplified. The State Code reorganized the Annexation section and the City's code needed to update those sections. She summarized the definitions as well. Mayor Worel asked if there were penalties for not complying with continuation requests. Johnson stated this language would add a little accountability.

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

Council Member Rubell supported strengthening or implementing penalties for continuations.

Council Member Dickey moved to approve Ordinance No. 2025-23 amending the Land Management Code Sections 15-1-8 Review Procedure Under the Code, 15-1-12 Notice, 15-1-21 Notice Matrix, 15-15-1 Definitions and Chapters 15-8 Annexation and 15-10 Board of Adjustment to Comply with Changes to State Code, and Section 15-1-12.5 Continuations. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, and Rubell
EXCUSED: Council Member Toly

IX. ADJOURNMENT

With no further business, the meeting was adjourned.

_____
Michelle Kellogg, City Recorder

PARK CITY COUNCIL MEETING MINUTES - DRAFT
445 MARSAC AVENUE
PARK CITY, UTAH 84060

December 18, 2025

The Council of Park City, Summit County, Utah, met in open meeting on December 18, 2025, at 4:45 p.m. in the Council Chambers.

Council Member Toly moved to close the meeting to discuss property at 4:46 p.m. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, and Toly
EXCUSED: Council Member Rubell

Council Member Rubell participated in the Closed Session via Zoom.

CLOSED SESSION

Council Member Dickey moved to adjourn from Closed Meeting at 5:30 p.m. Council Member Toly seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

REGULAR MEETING

I. ROLL CALL

Attendee Name	Status
Mayor Nann Mayor Worel Council Member Bill Ciraco Council Member Ryan Dickey Council Member Ed Parigian Council Member Jeremy Rubell (via Zoom) Council Member Tana Toly Jodi Emery, Acting City Manager Margaret Plane, City Attorney Michelle Kellogg, City Recorder	**Present**

II. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council Questions and Comments:

Council Member Toly indicated the City hadn't had a lot of snow yet this winter, which put pressure on Main Street. She encouraged people to buy from small businesses. She noted this was the last meeting for Mayor Worel and Council Member Rubell and she stated it was an honor to serve with them the past few years. Council Member Dickey thanked Council Member Rubell as they served together the last four years and indicated that Council Member Rubell set a standard of excellence. He also stated Mayor Worel had served the City for 15 years and he appreciated everything she brought to the City as mayor.

Council Member Ciraco thanked Council Member Rubell for his service and mentorship during his first two years on the Council. He thanked Mayor Worel for all her service and stated she was selfless for dedicating so much of her life to the City. Council Member Rubell thanked everyone for their kind words and thanked Mayor Worel for their time working together. He gave the Council a book discussing extremism and the need to move the needle. He stated there were antisemitic events that were appalling, and he encouraged the Council to promote equity for everyone going forward. He was also grateful for the City staff.

Mayor Worel thanked Council Member Rubell for his service and indicated he had brought a great perspective to the Council. Council Member Parigian thanked Mayor Worel and Council Member Rubell for their service as well. Mayor Worel stated she attended a Light the Menorah event on Main Street and asserted it was wonderful.

Staff Communications Reports:

1. Main Street Area Plan Project Update:

2. Fences in Historic Residential Zoning Districts:

3. Update on Agreed-Upon Procedures Engagements:

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

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

Meg Ryan thanked the outgoing officials for their service. She also thanked Council Members Ciraco, Toly, and Parigian for continuing to serve.

Allison Bagley read the prepared statement that was also sent as an eComment: "We are Park City Ski Patrol Association or PCPSPA. We are members of Communication

Workers of America (CWA) Local 7781, United Mountain Workers (UMW), which represents 18 bargaining units and over 1100 members across ski resort operations including lift maintenance, bike patrols and ski patrols. After the tumult of our contract negotiations and work stoppage last winter, our membership wanted to take the time to formally recognize and thank the community members who supported us and helped us win significant wage and benefit increases. Going on strike was a difficult choice, and we fully recognize the stress that our collective action put on businesses who may have lost customers. We also recognize community members who were not able to enjoy the entire mountain and had to deal with extremely long lines and inexperienced patrollers. We are so grateful to everyone who supported us with food, with coffee, by standing on the picket line, by donating financially to our solidarity fund, or by simply honking as you drove by. Standing on the picket line was a hard two weeks. It was inspirational to see our community show up for us. You, our community, are in part responsible for the ripple effect our collective action had on the greater ski industry. Thank you. We are representatives of PCPSPA, UMW and CWA. These organizations are committed to community engagement through political and legislative action. We maintain a Political/Legislative committee and our members are excited to leverage our strong solidarity to bolster the working class, support local businesses and make our voices heard concerning local political decisions. Not all of our members live in Park City, or even in Utah year-round, but our unit represents the working class in Park City and would like to participate at these meetings and in this community as much as possible. We appreciate you all and are grateful to add our voices to yours as we all speak up for the good of the community."

Drew Seitz indicated he was also in the ski patrol union and this organization was committed to community engagement through political action. They wanted to make their voices heard with regard to political decisions. He thanked the Council for their service.

Ellen Kuck 84098 thanked Mayor Worel and the Council for their service. She especially thanked Mayor Worel for supporting the Youth Council. Being a female mayor inspired her to get involved, and she asserted Mayor Worel had impacted her life.

Eileen Galoostian eComment: "I am writing to express my stance on the Clark Ranch Conservation Easement development being considered. The original intent of purchasing the property was to preserve Open Space. It was NOT for residential or commercial development or for any "for-profit" development. I am against any type of development that is either residential or commercial. The only development that should be considered is for amenities that keep the property available and safe for the public to enjoy as open space. These "amenities" might be a trailhead, restrooms, or a storage shed, for trail maintenance equipment. It seems this was a "bait and switch". The purchase was presented to the public as preserving Open Space. It seems the County and others involve have manipulated things for development. Very disappointing to say the least. Please respect the original intent of the purchase of Clark Ranch: Preserve the entire property for Open Space for the public."

Annee Price eComment: "I am writing, once again, to express my strong support for placing a full conservation easement on all 344 acres of Clark Ranch. This land is a rare and irreplaceable part of our community's natural heritage, and its protection would be a lasting gift to current residents and future generations. It is also rather silly that it has taken nearly a decade to get the easement in place! Clark Ranch's open space provides critical wildlife habitat, scenic views, and opportunities for outdoor recreation that define the character of Park City. Once developed, these values cannot be restored. By protecting the entire property, the City would ensure that this landscape remains intact, safeguarding biodiversity, preserving water quality, and maintaining the rural gateway that welcomes visitors and residents alike. While I understand the need for affordable housing and thoughtful growth, I believe there are alternative sites better suited for development that would not compromise such a significant natural resource. I also don't believe, for one minute, that The Alexander Company will build truly affordable housing. The full conservation of Clark Ranch would align with Park City's long-standing commitment to sustainability, climate resilience, and quality of life. I urge you to take this opportunity to lead boldly—by voting to protect all 344 acres under a permanent conservation easement. This decision will be remembered as a defining moment in preserving the beauty and integrity of our community. Thank you for your service and for considering the voices of residents who value our open spaces."

Mayor Worel closed public input.

IV. CONSIDERATION OF MINUTES

1. Consideration to Approve the City Council Meeting Minutes from November 18 and 24, 2025:

Mayor Worel corrected the Council Questions and Comments section of the November 18th minutes, and stated that Council Member Rubell had requested that there be no less than 334 acres preserved in the Clark Ranch Conservation Easement.

Council Member Parigian moved to approve the City Council meeting minutes from November 18 and 24, 2025 as amended. Council Member Toly seconded the motion.

RESULT: APPROVED AS AMENDED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

V. CONSENT AGENDA

1. Request to Receive and Review the Park City Annual Comprehensive Financial Report (ACFR) for the Fiscal Year that Ended June 30, 2025:

2. Request to Authorize the City Manager to Execute a Professional Services Agreement with Mountain Trails Foundation Not to Exceed $290,000 for Two

Years, in a Form Approved by the City Attorney's Office, for Critical Ongoing Trail Maintenance and Winter Recreation Trail Grooming:

3. Request to Approve Single Event Temporary Alcoholic Beverage Licenses during the 2026 Sundance Film Festival (Location List to Follow):

4. Request to Approve Type 2 Convention Sales Licenses for Operation during the 2026 Sundance Film Festival (Location List to Follow):

5. Request to Approve a Construction Agreement with Big Horn Contractors, LLC, Not to Exceed $147,350, in a Form Approved by the City Attorney, to Renovate and Update Two City-Owned Duplexes in the Employee Housing Rental Program:

6. Request to Approve the First Amendment to the Memorandum of Agreement between Park City Municipal Corporation and Empire Pass Master Owners Association, Inc.:

Council Member Toly moved to approve the Consent Agenda. Council Member Dickey seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

VI. OLD BUSINESS

1. Consideration to Adopt the Clark Ranch Conservation Easement:

Luke Cartin, Lands and Sustainability Manager, reviewed the discussion from the November 6th meeting. He indicated the easement could not have a floating 10 acres for development within the easement. They had to get the conservation easement legal description accurate. He proposed a two-step approach: the Council could adopt the conservation easement with the carve out of 15 acres since that legal description had already been finalized. Then there would be a joint meeting with the Planning Commission in the next few months to select the exact 10 acres. Cartin would then return to Council with the new legal description which would carve out 10 acres, and the other five acres would go into the conservation easement. That would kick off the Clark Ranch Adaptive Management and Stewardship Plan.

Council Member Toly moved to adopt the Clark Ranch Conservation Easement. Council Member Parigian seconded the motion.

Council Member Rubell stated there was a proposal from staff to do this but with a carve out of 13 acres. Cartin stated he wanted to bring this back as a work session item, but he had to balance returning this to Council as an action item before the end of the year with a valid legal description and the time constraint to get a different legal description by this meeting was not possible. Council Member Rubell felt it was

important to act on this easement tonight. He asked why the developer needed the larger parcel than the original 10 acres (Steve's Point). Heather Sneddon, Deputy City Manager, stated the City wanted this flexibility. They had options with the Alexander Company on the location, but they hadn't vetted the most feasible site for this affordable housing project. They wanted to give themselves the most flexibility for an affordable housing site as well as give the Council a conservation easement that could be adopted tonight, and then later circle in the five acres to the conservation easement. Council Member Rubell didn't think the City should ask the developer what worked best to maximize the site, and instead, they should tell them this is the site you have to work with. Sneddon indicated the developer the City's partner and they needed to work together in defining the 10 acres for the project. Council Member Rubell stated they were told in the past the project didn't work on the original 10 acres. If it did, there wouldn't be the desire to build in wiggle room, to which Sneddon affirmed. She noted they wanted a project that would be feasible in the long run.

Council Member Ciraco indicated it wasn't the shape of the parcel that created the feasibility issues, but it was the slope of the site. He knew people wanted to be true to COSAC's recommendation, and he was under the impression there would only be three additional acres of wiggle room instead of five acres. Cartin stated this was changed from a work session to an action item last Friday and that wasn't enough time to draw a new legal description. It was decided to use the description the City already had. Council Member Ciraco didn't know who gave the direction to bring back the 15 acres and that troubled him. Preserving open space and affordable housing were both priorities for him, but he wanted to do things by the book and to be transparent. Council Member Toly noted the proposal tonight was the same as November 6th. Council Member Rubell stated the November 6th description was not done transparently.

Council Member Rubell wanted to make sure the extra five acres would be preserved. Cartin stated the language was strengthened to ensure the five acres would be wrapped into the conservation easement. He thought there were options, such as the five acres could be its own piece. He wanted to make sure the nuances were tied into that parcel. They would say they would protect the land at the same level as the larger conservation easement. This would come back to Council for approval, and he expected the Council to hold him to that standard.

Council Member Rubell asked if the motion could be amended to strengthen that language and harden the commitment. Cartin stated he used the word similar so the five acres could be part of the larger easement or its own separate conservation easement. Wendy Fisher, Utah Open Lands (UOL), stated she worked with staff and they were trying to honor the same conservation standard for the five acres. This current proposal was an executable document since there was a good legal description. She stated language could be added to the motion saying that the additional five acres is also intended to be fully protected. The conservation easement would act as the anchor parcel to whatever the deed restriction would end up being. She echoed Cartin that UOL would adhere to any additional language to the motion, and they would ensure

it will take place through the right technical mechanism. Cartin suggested the amendment could say no infrastructure would be allowed through the five acres.

Council Member Parigian asked if there was a possibility to build a field in the five-acre conservation easement space. Cartin explained there could be a gathering space such as a trailhead but not anything like a soccer field. Council Member Parigian asked if it could be like Library Field. Cartin noted there was a similar gathering space at Bonanza Flat. Council Member Parigian thought this field might be a connector between the existing community and the proposed community.

Council Member Ciraco asked that staff work with Alexander Company to see if the site could be moved to the south so there was more of a buffer between that development and PC Heights. He stated in the future, if land was acquired with a provision for a carve out, that should be the first thing the Council should do. Cartin stated these types of cleanups were appreciated. Council Member Rubell indicated it was defined in the beginning, but now it was changed. He asked if the affordable housing development still had to go through the Planning Commission process for approval and asserted the vote tonight was not approving the development, to which Cartin affirmed. Council Member Rubell asked if they could specify that the five acres would be protected. Sara Wineman, Housing Project Manager, indicated the exclusive negotiating agreement (ENA) called out 10 acres of development. Council Member Rubell stated that was just an ENA and he wanted a definite provision saying the development could not move forward unless the five acres was protected.

Margaret Plane, City Attorney, stated these were two different processes. The Alexander Company was bound by the ENA so they would propose something excluding the five acres. Council Member Dickey asserted the Council wanted the 10 acres within the 15 acre boundary. The remaining five acres would go back into the conservation easement. Council Member Rubell proposed an amendment to the motion: to also direct staff to apply the same level of open space protection to an additional five acres that applies to the 329-acre conservation easement without allowing any improvements to those five acres. Council Member Toly added to the amendment to say it would happen in 2026. Council Member Parigian asked if that precluded planting grass seed. Cartin stated turf grass was not allowed but wild grass was allowed. Council Member Parigian wanted to diffuse the tension between the neighborhoods because it was obvious one neighborhood didn't like the other. He thought having a neutral ground would be beneficial and help them meet each other and realize they are all people.

Council Member Dickey stated they should decide what was wanted on the land before putting a conservation easement on it. He wanted to preserve the 329 acres as a conservation easement tonight and then determine where they wanted the 10 acres, and then they could determine what they wanted with the additional five acres, and it could be made into a park if that was the desire. Council Member Ciraco wanted the additional five acres to have the same protection as the conservation easement.

Fisher stated a park would be allowed on the conservation easement. This was the same level of protection and making sure the conservation easement principles and intent follow through to the five-acre parcel. She indicated this five acres would be part of the adaptive management plan. They could ensure the same protections were on there as with the larger conservation easement. Council Member Dickey was grateful that language was in there.

Council Member Toly moved to adopt the Clark Ranch conservation easement as updated on November 6, 2025, with the amendment that we add the same level of open space protections and intent onto an additional five acres to happen in 2026. Council Member Parigian seconded the motion

RESULT: APPROVED AS AMENDED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

VI. NEW BUSINESS

1. Consideration to Adopt Resolution 30-2025, a Resolution Adopting the 2025 Park City Water Conservation Plan:

Jason Christensen, Water Manager, stated the state required that this plan be adopted every five years, and he also wanted to update the City's priorities for water conservation. He displayed a breakdown of treated and untreated water usage in the City. Christensen asserted the average water use by residential accounts had declined by half since 2000.

Christensen stated the City's water conservation efforts had received awards. In 2020, the City set a goal to reduce water loss by 33% by 2030, and he indicated that goal had been reached but continuous effort was needed to stay at that level.

Mayor Worel asked if a waterline break was considered a leak to which Christensen affirmed. Council Member Parigian asked if commercial accounts used more water than residential accounts. Christensen stated commercial accounts used 18% of the water and residential used 21% of total water in the City. He recommended sticking to the billing tiers and the education if adjustments were desired. He noted the resort industry served more people than they did in 2000.

Council Member Parigian asked if the resort properties used low-flow shower heads and toilets. Christensen stated the State of Utah established the building code and builders followed the code. He noted the Council could determine if they wanted to have more restrictive billing tiers for commercial. Council Member Ciraco thought the City would have to find out if there was more water usage on a per capita basis, and that would be hard to ascertain. Christensen affirmed some resorts weren't online in 2000.

Mayor Worel opened the public hearing. No comments were given. Mayor Worel closed the public hearing.
Council Member Dickey moved to adopt Resolution 30-2025, a resolution adopting the 2025 Park City Water Conservation Plan. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

2. Consideration to Approve the Youth Sports Alliance 2026 Olympic and Paralympic Homecoming Parade Supplemental Plan and Level Four Special Event Permit, for Friday, April 3, 2026, on Historic Main Street:

Rachel Roadfuss, Special Events Coordinator, presented this item and reviewed this parade would honor the Olympic athletes who would compete next February. She noted the Main Street closures during certain hours. They would have Kane Security and a police presence on site.

Council Member Parigian asked if there would be things at the Townlift area, to which Roadfuss stated they were not in that area this year. Autographs would be given in tents set up in the middle of Main Street.

Emily Fisher, Youth Sports Alliance, thanked the Council for considering this event and she thanked staff for all their work.

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

Council Member Ciraco moved to approve the Youth Sports Alliance 2026 Olympic and Paralympic Homecoming Parade Supplemental Plan and Level Four Special Event Permit, for Friday, April 3, 2026, on Historic Main Street. Council Member Toly seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

VII. ADJOURNMENT

With no further business, the meeting was adjourned.

_____
Michelle Kellogg, City Recorder

City Council Staff Report

Subject: Request for Approval of Single Event Temporary Alcoholic Beverage Licenses during the 2026 Sundance Film Festival
Author: Sydney Anderson, Business Licenses Specialist
Department: Finance
Date: January 8, 2026

Recommendation
We are requesting Council approval of the Single Event Temporary Alcoholic Beverage License (License) applications listed in Exhibit A for operation during the 2026 Sundance Film Festival (Festival).

Executive Summary
Exhibit A lists the License applicants currently pending approval. All requirements for application, including insurance requirements and applicable license fees, have been submitted and paid. All locations in Exhibit A are either classified as “vibrant” under Municipal Code or meet one of the one-year vibrancy exceptions and are eligible for a Single Event Temporary Liquor permit. We are requesting approval of the attached applicants to serve alcoholic beverages during the 2026 Festival.

Analysis
As stated in Municipal Code § 4-6-2(B)1, all Single Event Temporary Liquor permit applications for the dates during the Sundance Film Festival are required to obtain Council approval no later than the last regularly scheduled meeting in the month of December.

After the Finance Department accepts completed applications, the applications are reviewed by multiple departments. Following departmental review, City Council consideration is required.Municipal Code § 4-6-2(B)2 allows City Council to hear no more than twelve (12) applications for late approval after the December deadline noted above.

In accordance with Municipal Code § 4-2-15: Vibrant Commercial Storefront In HCB And HRC Districts, locations that have been deemed “dark” for two or more consecutive quarters and which do not meet any of the one-year allowed exceptions will not be eligible for a Single Event Temporary Liquor permit at that location. All the locations listed in Exhibit A are either vibrant or have met one of the exceptions to vibrancy and are eligible for the Single Event Temporary Liquor permit.

Exhibits
Exhibit A- List of locations

Event Name	Event Address	Licensee	Regular Tenant	Event Dates	
Devotchka	328 Main St.	Park City Performances	Egyptian Theater	1/23-1/25	
Bill Engvall	328 Main St.	Park City Performances	Egyptian Theater	1/23-1/25	
The Retreat by Lighthouse benefiting Project Green	324 Main St.	Project Green, Inc.	Park City Fine Art	1/22-2/2	

City Council Staff Report

Subject: Request for Approval of Type 2 Convention Sales Licenses for Operation during the 2026 Sundance Film Festival
Author: Sydney Anderson, Business License Specialist
Department: Finance
Date: January 8, 2026

Recommendation
Review and consider approving the Type 2 Convention Sales License (CSL) applications listed in Exhibit A for operation during the 2026 Sundance Film Festival (Festival) contingent on passing the Final Inspection Post Application (FIPA).

Executive Summary
Exhibit A lists Type 2 Convention Sales License applicants currently pending approval. The applicants have obtained a pre-inspection prior to application (PIPA), provided a site/floor plan stamped by a design professional with occupant load, and paid the applicable license and trash fees. We are requesting approval of the applications for Convention Sales Licenses during the 2026 Sundance Film Festival.

Analysis
During the Festival, various businesses and entities conduct short-term commercial activities within Park City (City) limits. These entities are not affiliated with the Festival, nor are they official sponsors. Their operations present health, safety, and wellness concerns for the City and its residents, including the City's ability to provide basic Police, safety, and emergency services. The Finance Department, as well as other departments, receive a high volume of Type 2 Convention Sales License applications in the months and weeks before the Festival starts.

The Municipal Code for Type 2 CSLs allows the City to address adverse impacts and carrying-capacity considerations associated with licensed activity. It also allows service departments, event staff, and public safety to obtain an accurate picture of the total public service demands for the Festival in a timeframe that provides for service level and cost adjustments.

Municipal Code 4-7-3 (B)(2) states that Council retains authority to approve Type 2 CSL license applications. Prior to Council's consideration of the Type 2 CSL license applications, the applicant must have a pre-inspection prior to application (PIPA). This inspection will highlight any issues related to the space prior to their final inspection. The inspection must accompany the license application along with accurate floor plans stamped by a design professional, including the occupant load.

The process for a Type 2 CSL is as follows:
1. Submit floor plans stamped by a design professional

2. Obtain a PIPA
3. Provide receipt showing payment to Republic Services to cover trash impacts (one receipt *per applicant*).
4. Submit application with site plan, PIPA, and pay the appropriate fee
5. Finance requests approval from City Council
6. Obtain Council approval
7. Obtain a FIPA
8. Issue license

All of the attached applications have met the Municipal Code standards and have completed department review.

Exhibits

Exhibit A - List of Locations

Event Name	Event Address	Regular Tenant	Event Dates
The Vulture Spot with Ketel One and Paramount Plus	591 Main St.	Lunds Fine Art	1/23-1/26
Blue Fox Entertainment	364 Main St.	Alpine Distilling	1/24/2026
Cinema Center W/ William Grant & Sons (Hendricks Gin) & Sommsation Services LLC	900 Main St.	Loma	1/23-1/26
Gold House Foundation	577 Main St.	Pine Cone Ridge	1/24-1/26
Food Tank-The Think Tank for Food with/ Saving Gracies Equine Healing Foundation	1835 Three Kings Dr. #10	Blue Sky Corporate Ranch LLC	1/23-1/24

City Council Staff Report

Subject: Public Art Advisory Board Annual Strategic Plan Update
Author: Stephanie Valdez
Department: Economic Development/Public Art
Date: January 8, 2026

Recommendation

Receive an annual update from the Park City Public Art Advisory Board (PAAB) on the 2026 Strategic Plan (Exhibit A) and, if supported by Council, authorize staff to proceed with the immediate release of RFPs for several projects in accordance with the 2026 Strategic Plan.

Executive Summary

Public art plays a key role in enhancing Park City's sense of place, community identity, and visual environment. Since the City's first public artwork was dedicated in 1984, Park City has developed a collection of more than 100 artworks that reflect its history, culture, and values. This collection represents a long-standing investment by the City Council and is guided by the Public Art Advisory Board (PAAB), established in 2003. The Park City Summit County Arts Council, which helped establish the City's Art in Public Places framework, continues to support the program and, in 2025, was contracted by the City to assist with facilitating and managing PAAB.

Analysis

The 2026 Strategic Plan positions the City to advance public art initiatives in a coordinated and strategic manner. Over the past year, PAAB has focused on implementing the 2024 Strategic Plan, as approved by City Council on May 16, 2024 (report p.1), ensuring that ongoing projects align with Council priorities. The 2026 plan identifies key project opportunities, timelines, and resource considerations, providing PAAB and staff with guidance for prioritizing and executing projects effectively. Implementation is expected to enhance public engagement, expand artist participation, and ensure that new works continue to reflect Park City's cultural identity and community values. Council review at this stage allows for informed oversight and supports efficient, timely execution of upcoming projects.

Recommend approval of the 2026 Strategic Plan and, if supported by Council, authorize staff to release RFPs for Transit Shelter Art Phase II; Connections – Trails, Sidewalks, and Pathways; and the Artful Bike Rack Program.

PAAB Budget Approved FY26	
Revenue	**Budget**
General Funds (carry over plus new request of $50k)	$367,083
Lower Park RDA	$3,249
Total Revenue	**$370,332**
Expenses	**Budget**
Project Manager for Public Art	$40,000
Creekside Bike Park Shade Structure	$30,000
Transit Shelter Art Project Phase I	$10,000
Transit Shelter Art Project Phase II	$135,000
Connections - Trails, Sidewalks, Pathways	$100,000
Artful Bike Rack Program	$21,600
Signage	$10,000
Subtotal	$346,600
Operating budget	
Miscellaneous Contract Services	$6,000
Communuty Engagement & Outreach	$2,000
Subtotal	$8,000
Total Expenses	**$354,600**

Funding
Public Art is primarily funded through two sources in the Capital Improvement Plan (CIP): a direct allocation to the Public Art capital project (CP0089) and a 1% contribution from qualifying capital improvement projects.

Exhibits
Exhibit A—PAAB Project Priorization 2026
Exhibit B— Sample of 2024 Completed Projects

PAAB PROJECT PRIORTIZATION 2026

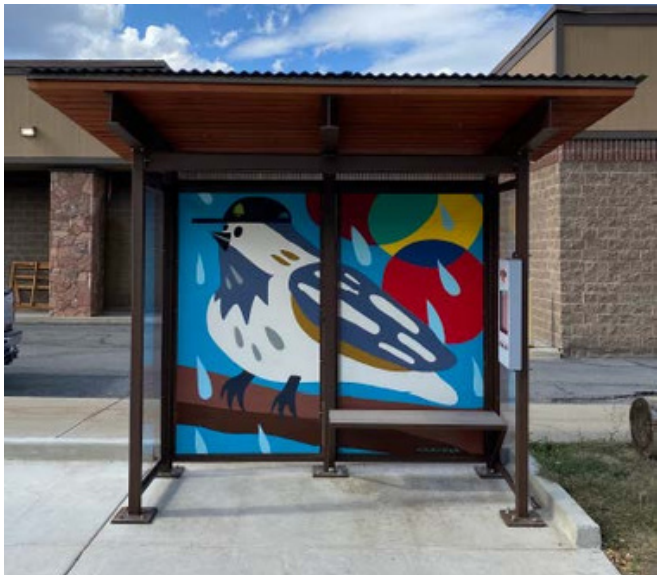
Project	Project Description	Funding Amount	Funding Source	Timeline	Tie to City Council Goals
	UNDERWAY PROJECTS				
Shade Structure at Creekside Dirt Jump Park	The Recreation and Trails team is collaborating on renovations to the area, which requires a shade structure due to user feedback, camps, clinics and competitions. The PAAB will help procure an artistic shade structure for the space. Mark Rane has been selected to create this artistic shade structure, with a completion in the fall of 2025.	$60,000	ARTS Budget	2025	Recreation
Fencing/Panels for MARC Pool Renovation	Anticipated start in 2024 and completion by summer 2025. The current estimated budget for the Pool Renovation is $6M. Artist team Garth Franklin and Trevor Dahl are selected for this project, with a projected installation date in Spring 2026.	$79,000	Percent for Arts	2026	Recreation
Community Center Playground Surfacing	Renovation of the Communtiy Center at City Park in 2025/2026. The current estimated budget for the building is $15M. Emily Miquelon's design has been selected for this project, projected installation in 2026.	$152,313	Percent for Arts	2026	Recreation
	COMPLETED PROJECTS				
Bus Shelter Art Project Phase I	Collaborate with Engineering on new bus shelter placement, focusing on back panels of bus shelters as a location to potentially install artwork. Installed Summer/Fall 2025.	$40,000	ARTS Budget	2025	Transportation / Community Engagement
Utility Boxes- EmPOWERment Project - Phase III / Art Signage	The PAAB successfully continued the Utility Box Wrap Program. The EmPOWERment theme aligned with Council's four priorities including Transportation, Housing, Social Equity, and Energy. This was the third and final phase. Signage install took place in Spring 2025.	$60,000	ARTS Budget	2025	Energy & Social Equity Community Engagement
Library Study Room Art	Library Study Rooms needed some beautification. The PAAB recommend artwork in each of them. Themes centered around Park City History or Park City Landscapes. Artwork selection had a focus on local and regional artists. $5,000 per room was allocated.	$40,000	ARTS Budget	2024	Community Engagement - Culture
Daly West Headframe	Council received a donation from Friends of Ski Mining Legacy. The City commissioed a sculpture placed at Rail Trail entry, futher aligning the project theme with mining legacy. Installed Summer 2024.	$63,000	ARTS Budget	2024	Historic Preservation / Walkability
	PRIORITIZED PROJECTS - 2026 (updated 11/5/2025)				
Artful Bike Rack Program	The Transportation Planning team approached the PAAB this past spring, expressing interest in collaborating on a bike rack program they are launching in 2026. While their team has funding for basic bike racks, PAAB will contribute funding towards the bike rack program to enhance the racks to include artful laser-cut designs that are unique to the 7 Park City neighborhoods.	$21,600	ARTS Budget	2026	Transportation / Community Engagement
Bus Shelter Art Project Phase II	Continue to collaborate with Engineering on new bus shelter placement, focusing on back panels of bus shelters as a location to potentially install artwork. Originally budgeted for $95,000 in 2025 for Phase I, and spent $40,000 (8 shelters at $5,000 each). 18 total 4x8 bus shetlers were upgraded and constructed in 2024, leaving 10 newly constructed shelters ready for artwork installation.	$135,000	ARTS Budget	2026	Transportation / Community Engagement
Connections - Trails, Pathways, Sidewalks	Collaborate with Park City Trails and Open Space Department, as well as a potential collaboration with Summit County Public Art Advisory Board to help promote walkability, connectivity on our pathways, sidewalks and trails. This project may take some time due to collaborating with partners. Need to identify sites and details ahead of time. *NOTE* This box was technically checked off with the Daly West Project but revising to include possibly eligible current/future projects within the City.	$100,000	ARTS Budget	TBD	Transportation - Connectivity
	PERCENT FOR ARTS PROJECTS - ANTICIPATED				
5-Acre Bonanza Parcel	PAAB wants to continue to be involved in this discussion and looks forward to long term planning in the district. Rather securing a significant work of art, or starting art programs in the district, PAAB wants to take time to develop programs, funding, partnerships etc in the area. Status/timeline TBD.	TBD	Percent for Arts	TBD	Housing, Connectivity, Community Engagement
Main Street Area Plan	Will have to determine whether or not any Main Street updates will qualify for percent for art. Status/timeline TBD.	TBD	Percent for Arts	TBD	Transportation, Walkability
Senior Center	A new Senior Center would be an eligible perfect for art project. Status/timeline TBD.	TBD	Percent for Arts	TBD	Community Engagement
	LONG TERM PROJECTS - BEYOND 2026				

Bus Shelter Art Project Phase III & IV	Continue to collaborate with Engineering on new bus shelter placement, focusing on back panels of bus shelters as a location to potentially install artwork.	TBD	ARTS Budget	2027 & 2028	Transportation / Community Engagement
Charlift Seating - Transit Shelters	Transportation planning has acquired multiple chairlifts that will be repurposed as seating at select transit shelters throughout Park City. The series of chairs include quads, triples, and doubles seating capacities. Once these are installed, the PAAB would like to treat the chairs as canvases for artwork.	TBD	ARTS Budget	2027 & 2028	Transportation / Community Engagement
248 and 224 Gateway Artwork	In 2025, the PAAB discussed the entry corridors along 224 and 248, noting that the current welcome signage is lackluster. The PAAB suggested that gateway artwork in these areas could be impactful and comparable to the sculptures at the Jeremy Ranch roundabouts.	TBD	ARTS Budget	TBD	Connectivity / Communtiy Engagement
Olympics	PAAB to explore public art opportunities leading up to/during the 2034 games (permanent or temporary), installing artwork that will honor Park City's ongoing Olympic Legacy.	TBD	TBD	TBD	Recreation / Community Engagement
	ONGOING PROJECTS				
Program & Project Management	In July 2025, the PAAB hired the Arts Council of Park City & Summit County via service contract to support program and project management for the PAAB, bringing years of public art expertise to help execute the City's vision for public art.	$40,000	ARTS Budget	Annual	N/A
Maintenance Repairs	Maintenance and repairs are fundamental to the upkeep of the Park City's Public Art Collection. Funding should be allocated every year to support ongoing maintenance and repairs (planned and unforeseen) as well as vandalism.	$6,000	ARTS Budget	Ongoing	N/A
Signage	As new projects are added to the PAAB collection, signage should be budgeted to ensure consistent documentation and storytelling accompany all completed public artworks	$10,000	ARTS Budget	Ongoing	N/A
Community Engagement & Outreach	PAAB continues to look at various ways to engage the community with the Public Art Collection. We review this at most meetings and always look for new collaborations. In the past, this has included a postcard mailer with a QR code about the collection, and the development of a public art collection	$2,000	ARTS Budget	Ongoing	Community Engagement
Historic Preservation Collection	One member of the PAAB participates in the HPB selection. We do this in coordination with the Planning Department on an annual basis.	N/A	N/A	Annual	Community Engagement
Library Art Rail Exhibit	Library Exhibits are organized through Park City Library. Annually they have invited a member of the PAAB to sit on the exhibit selection committee. PAAB rotates this position each year and they report back to PAAB. We do this in coordination with the Park City Library team on an annual basis.	N/A	N/A	Annual	Community Involvement
	PAAB PROJECTS IDEAS - NOT YET EXECUTED				
Neighborhood Art Grant Program	Brainstorm included: allowing neighborhoods to submit mini grants to City to match or grant funding for neighborhoods to create artwork in their own community, instead of having City create artwork in neighborhoods. Thought is to be inclusive of all neighborhoods, not just affordable housing areas (but maybe prioritize affordable housing areas). In some cases city may not be project manager, but a	$20,000	ARTS Budget	TBD	Housing, Social Equity, Community Engagement
Dans to Jans	This location continues to be prioritized, but because of future construction staff and PAAB are waiting to coordinate with Transportation Planning and Walkability. Long Term project.	TBD	ARTS Budget	TBD	Transportation (Walkability)
Temporay Art	Explore opportunities for temporary art; gathering spaces, creating interesting spaces through temporary public art	TBD	Grant Funding	TBD	Community Enagement
	Woodside Phase II Art/ Wayfinding - As part of exploring neighborhood art programs, staff approached PAAB and recommened a project associated with Woodside Phase II and Affordable Housing - artwork or wayfinding. PAAB recommends to involve those moving into the housing area in development of such project. $10,000 to $20,000 depending on scope of project. Lower Park RDA?	$10,000 - $20,000	TBD	TBD	Transportation and Community Engagement
	Neighborhood Art Treatments to help with traffic calming	TBD	TBD	TBD	Transportation and Community Engagement

Neighborhood & Transportation Related Ideas	Creative Sidewalks - streets have done some stencils in crosswalks, could expand this program.	TBD	TBD	TBD	Transportation and Community Engagement
	Traffic Box Art (simular to Utility Box Wraps). Estimated $20k.	$20,000.00	TBD	TBD	Transportation and Community Engagement
	Manhole Covers. Estimated $20k.	$20,000.00	TBD	TBD	Transportation and Community Engagement
Main Street Projects	Permanent Olympic Legacy Project - Request to look into creating a permanet Olympic Legacy project to continue to celebrate City's Olympic Legacy and hopeful future bid. May look at 1% Main Street Funding. Connect to families and make interactive.	$50,000	TBD	TBD	Community Engagement
	Glow in the Art - Tie to Energy Critical Priority - Idea is that the artwork comes out after dark and is hidden away or changed during the day. illuminated artwork that would show off at night. Might be a good project to push forward in fall with Halloween, Day Light Savings Time and Electric Parade, Holiday Lights, If temporary project, grant funding needs to be explored. See examples of	$20,000	TBD		
China Bridge Parking Garage Phase II	Board will discuss next steps on China Bridge connection walls and South walls. This could mean bringing Emily Herr back or it could mean looking at other wayfinding in the parking structure. $20,000 to 60,000 - depending on scope funding source is would the the PAAB Arts budget.	$20,000 to 60,000	ARTS Budget	TBD	Transportation & Community Engagement
Temporary Rotating Murals	Location TBD, idea is for Swede Alley. Would need private property permissions potentially. Need to explore funding mechanism, may need grant funds for temporary work. Example includes Stick'em Up in Jackson Hole https://891khol.org/117949-2/ (Link to information on project)	$10,000.00	ARTS Budget	TBD	Community Engagement
Dog's Town	With a town who loves dogs, idea is to incorporate dogs into an art project. Perhaps 3 dog statues on Main Street at various parts of the street showing a dogs life or different types of dogs. We have lots of miners, skiiers, bikers etc in our artwork, but we dont have our four-legged best friend. Could also be around trails or something. Estimated cost TBD, might be a theme we can pick up.	TBD	ARTS Budget	TBD	Community Engagement/ Culture
Rotating Outdoor Exhibit	There are several art pads available through Park City. Some have power connections. They were installed as requested by the board so that we could have a rotating art exhibit in these locations. Some of the pads do hold permanent works.	TBD	ARTS Budget	TBD	Community Engagement

PAAB Budget Proposal FY26 (DRAFT)

Revenue	Budget	Notes
General Funds (carry over plus new request of $50k)	$367,083	
Lower Park RDA	$3,249	
Total Revenue	**$370,332**	
Expenses	**Budget**	
Project Manager for Public Art	$40,000	Arts Council service contract
Creekside Bike Park Shade Structure	$30,000	Remaining 50% in contract paid upon completion
Transit Shelter Art Project Phase I	$10,000	Carry over - $10k of total $40k project budget was spent in FY 2026. $30k was spent in 2025
Transit Shelter Art Project Phase II	$135,000	22 shelters for Phase II (2) 6x24, (6) 6x15, (13) 4x8's
Connections - Trails, Sidewalks, Pathways	$100,000	Coordinate with Trails Department on location siting and prioritization. Potentially include a project at Park City Heights/rail trai.
Artful Bike Rack Program	$21,600	RFP launched November 3. 7 designs at $800 = $5,600. Estimated 20 racks ($800 per rack + artist stipend)
Signage	$10,000	Estimate (could probably go much lower). 8 shelters, Creekside = 9 total signs. Stephanie getting estimate
Subtotal	$346,600	Board directed projects - ARTS budget
Operating budget		
Miscellaneous Contract Services	$6,000	
Communuty Engagement & Outreach	$2,000	
Subtotal	$8,000	
Total Expenses	**$354,600**	



Chickadee | Michael Murdock, 2025

Frames and Forks | Mark Rane, 2025

East Canyon | Trevor Dahl, 2024

Bonanza Reflections
Anna Leigh Moore, 2024

Elizabeth Walsh, 2025

Ordinance 2026-01

An Ordinance Giving Notice of a Regular Meeting Date, Time, and Location for Meetings of the City Council, Redevelopment Agency, and Housing Authority of Park City, Utah, for 2026

The regular meetings of the Park City Council, Redevelopment Agency, and Housing Authority shall be held on Thursdays at the Marsac Municipal Building in Council Chambers at 445 Marsac Avenue, Park City. Meetings will also be available online and may have options to listen, watch, or participate virtually. For more information on attending virtually, please go to www.parkcity.gov. The 2026 meeting schedule for the City Council is as follows and the other bodies may meet at the same time and date as needed:

January 8, 15, 20 (Tuesday)
February 3 (Tuesday), 26
March 5, 19,
April 9, 30
May 7, 21
June 4, 11, 25
July 9
August 13, 20
September 3, 17
October 1, 8, 22
November 5, 19
December 10, 17

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.

EFFECTIVE DATE. This Ordinance shall take effect upon publication.

PASSED AND ADOPTED this 8th day of January, 2026.

PARK CITY MUNICIPAL CORPORATION

_____
Ryan Dickey, Mayor

ATTEST:

_____
Michelle Kellogg, City Recorder

APPROVED AS TO FORM:

_____
City Attorney's Office

Resolution 01-2026

A RESOLUTION ADOPTING THE PARK CITY AND SUMMIT COUNTY ARTS AND CULTURE MASTER PLAN

WHEREAS, the Arts Council has developed the Arts & Culture Master Plan for Park City & Summit County to provide strategic guidance and long-term vision for arts and cultural development in the region; and

WHEREAS, the Plan outlines goals, priorities, and recommendations that aim to enhance arts and culture opportunities, increase community engagement, and support local artists and cultural organizations; and

WHEREAS, the City Council recognizes the value of arts and culture in enriching the quality of life, promoting economic vitality, and fostering a sense of community in Park City and Summit County;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF PARK CITY, UTAH, THAT:

The Council hereby expresses its support for the Arts & Culture Master Plan (attached as Exhibit A) for Park City & Summit County and encourages its implementation as a guiding document for arts and cultural initiatives in the community.

Passed and adopted this 8th day of January, 2026.

PARK CITY MUNICIPAL CORPORATION

_____
Mayor Ryan Dickey

Attest:

_____
Michelle Kellogg, City Recorder

Approved as to form:

_____
City Attorney's Office

ARTS COUNCIL
PARK CITY
SUMMIT COUNTY

PARK CITY & SUMMIT COUNTY

ARTS & CULTURE MASTER PLAN - 2025

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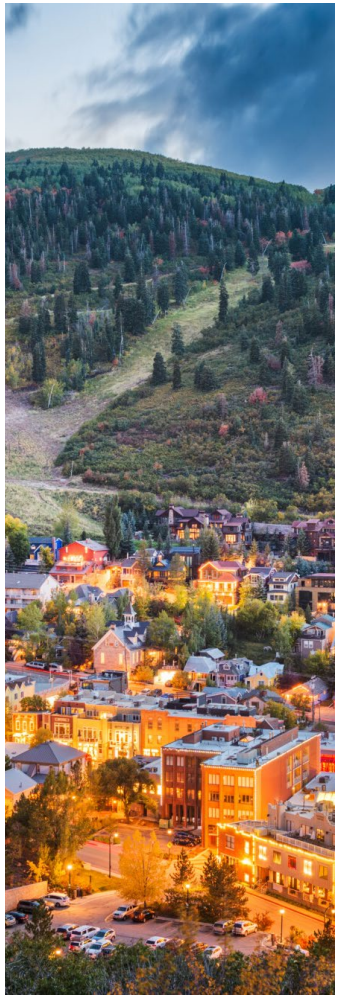


01 CHAPTER

INTRODUCTION

02 CHAPTER

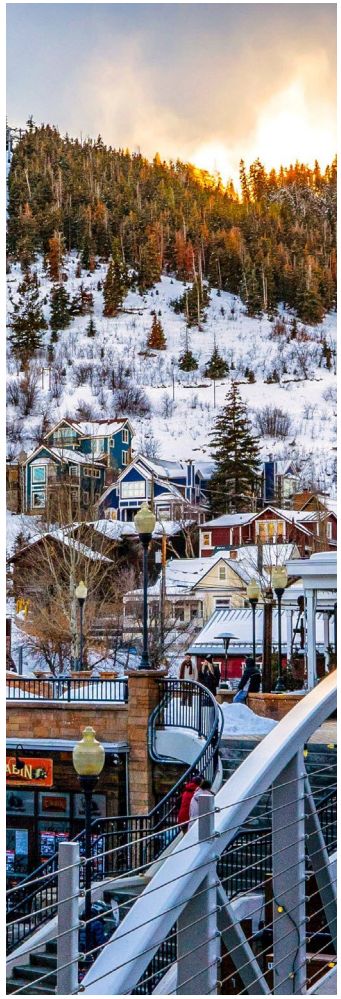
CULTIVATING OUR CULTURAL FUTURE

03 CHAPTER

KEY PRIORITIES

A APPENDIX

A COMMUNITY INFORMED VISION



B APPENDIX

ARTS & CULTURE BENCHMARKING

ACKNOWLEDGMENTS

STEERING COMMITTEE MEMBERSHIP

Aldy Milliken, Kimball Art Center
Anna Nizhoni, Sundance Institute, Visual Artist
Becca Gerber, Chamber of Commerce & Visitors Bureau
Brian Richards, Mountain Town Music
Canice Harte, Summit County
Casey Metzger, Arts Council Board Member, Top Shelf Services
Chris Eggleton, Park City Municipal
Dan Compton, Summit County
Diego Zegarra, Park City Community Foundation
Ember Conley, Park City Performing Arts
Ginger Wicks, Historic Park City Alliance, Park City Area Restaurant Association
Hannah Tyler, Deer Valley
Heather Sneddon, Park City Municipal
Jenny Diersen, Park City Municipal
John Simmons, Canyons Village Management Association
Kate Wynn, Kamas Valley History
Katie Stelpflug, Blue Jayne Studio, Visual Artist
Katy Wang, Park City Film
Laurice Marier, Sundance Institute
Lynn Wood, Coalville City Council, North Summit Unite
Madlyn McDonough, Summit County
Mitch Bedke, Park City Artist Association
Morgan Pierce, Park City Museum
Randy Barton, Egyptian Theatre
Rebeca Gonzales, Park City Education Foundation, Ecker Hill Middle School
Sara Huey, Park City Mountain
Sarah Pearce, Park City Municipal
Shayne Scott, Summit County
Virginia Solomon, U of U Art Historian, Summit Pride
Whitney Ryan, Canyons Village Management Association

PROJECT TEAM

Jocelyn Scudder, Executive Director, Arts Council of Park City & Summit County
Jake McIntire, Principal, Union Creative Agency
Amanda Golden, Managing Principal, Designing Local
Jasmine Metcalf, Project Manager, Designing Local
Jon Stover, Principal, Jon Stover & Associates
Aaron King, Director, Jon Stover & Associates

content review draft - not for distribution

CHAPTER 1

INTRODUCTION

GOALS & OBJECTIVES

This plan casts a collective vision for Arts & Culture in Summit County that builds upon the foundation local organizations and creatives have established through prior planning efforts such as Project ABC (Arts, Beauty, Culture) and the Sustainable Tourism Plan. A community-driven process to develop plan recommendations focused attention on elevating the local Arts & Culture sector, making it more visible, and helping develop its capacity.

SPECIFICALLY THIS PLAN:

- Identifies critical opportunities grounded in the existing conditions throughout Summit County for building creative capacity locally and bringing sustainability and stability to the creative sector
- Recommends policy measures to support a thriving Arts & Culture ecosystem for adoption at both the municipal and county levels
- Recommends potential project ideas and capital investment opportunities to support the plan strategies
- Provides programming recommendations that are aligned with needs identified by stakeholders and community members throughout Summit County
- Identifies gaps in the local creative economy as compared to benchmark communities across the Western United States,
- Identifies operational needs and collaboration opportunities to support the growing Arts & Culture ecosystem
- Provides a menu of financial resources for exploration in implementing plan recommendations

ENGAGE THE COMMUNITY

The plan reflects a broad range of perspectives from the cultural community and the general public, fostering collective ownership over plan outcomes.

CREATE A VISION FOR THE FUTURE

The plan articulates a community-created vision grounded in local conditions and supported by economic and data-driven findings that reflect Summit County's unique character.

ALIGN WITH OTHER PLANS

The plan advances key local initiatives, such as those in the Sustainable Tourism Plan, while ensuring Arts & Culture development supports broader community goals.

REFINE CURRENT STRATEGIES

The plan celebrates the impact of Arts & Culture in the community, solidifying its position as a local priority and demonstrating its value to residents and stakeholders.

PROVIDE VISIBILITY & PRIORITIZATION

The plan solidifies Arts & Culture as a local priority in order to celebrate and strengthen its impact.

SPUR MOMENTUM & GROWTH

The plan generates excitement and anticipation that will power growth across the local Arts & Culture landscape.

BUILD CAPACITY

The plan identifies systems, processes, policies, and funding mechanisms that will expand capacity within the Arts & Culture sector.

HOW THIS PLAN WAS CREATED

The foundations of this Arts & Culture Master Plan emerge from a deep understanding of Summit County's creative landscape—its history, its current conditions, and the aspirations voiced by residents, artists, and cultural leaders. Through comprehensive planning assessment, data analysis and asset mapping, peer benchmarking, and community engagement, a clear picture comes into focus: Summit County is a community rich in cultural assets yet marked by uneven access, constrained capacity, and untapped potential. These foundational insights ground the plan's vision and directly shape the strategies and key priorities that chart a roadmap toward a more connected, equitable, and resilient cultural ecosystem for all.

PRIOR PLANNING ASSESSMENT

Previous economic studies and planning efforts—Project ABC, the Sustainable Tourism Plan, AEP6, and the Kem C. Gardner Institute Snapshot—establish a clear pattern: Arts & Culture is a major economic force in Summit County, but the ecosystem lacks a unified strategy, sustainable funding landscape, and equitable geographic reach for all community members. These studies document strong community support for arts investment and significant visitor-driven revenue but identify a need for diversified funding mechanisms and stability for the creative sector. They collectively highlight the importance of coordination among public and non-profit leadership, data-informed decision-making, and countywide cultural development.

KEY TAKEAWAYS:

- The arts sector is economically powerful but at times, fragile. (e.g. a large portion of economic impact is events driven which suffered during the pandemic and the sector has yet to fully recover
- Cultural activity is robust but lacks countywide coordination
- Summit County is geographically large, causing geographic inequities and perceived investment concentration in Park City
- Olympic momentum and previous successes show the value of cultural storytelling

HOW THE KEY TAKEAWAYS INFORMED THE PLAN:

→ Led to recommendations for diversified funding mechanisms, operating support, stronger collaboration, and cultural infrastructure

→ Informed the creation of an Arts & Culture Leadership Cohort and strengthened role for the Arts Council as a central implementer

→ Supported recommendations for Olympic-specific public art plans, heritage programs, and cultural tourism strategies

ARTS & CULTURE LEGACY AND ASSET MAPPING

Summit County's creative identity is rooted in a long legacy bridging the mining era, the rise of the ski industry, the growth of galleries and festivals, and global visibility through the arts landscape. Asset mapping reveals a vibrant but uneven cultural landscape: Park City and Kimball Junction contain dense clusters of facilities, while Eastern Summit County lack studios, performance spaces, and community venues. These geographic disparities highlight both the strength of existing cultural hubs and the need for: investment in underserved areas, the exploration of new models for distributed programming, and improved cross-county connectivity.

KEY TAKEAWAYS:

- There is a vast legacy of arts and cultural activity throughout the county, but different forces and identities play a role in shaping it from place to place and community to community
- Different areas of the county likely have different needs and priorities when it comes to access to the arts
- Park City and Kimball Junction hold dense creative assets, while outer-county communities remain underserved
- Historic spaces and cultural narratives are central to community identity and sense of place
- Artists lack affordable places to create, gather, and live
- Public Art can be a visible and unifying tool for place identity

HOW THE KEY TAKEAWAYS INFORMED THE PLAN:

→ Directly shaped recommendations to expand programming and facilities in Eastern Summit County

→ Led to strategies around cultural district designation, heritage investment, and historically grounded public art

→ Informed recommendations for live/work housing, maker spaces, multidisciplinary facilities, and artist-in-residence programs

→ Supported the call from stakeholders for a centralized facility that meets critical gaps in the arts and culture ecosystem

→ Supported long-range public art planning, placemaking, and Rail Trail integration to knit the various communities of Summit County together under a shared arts identity

ARTS & CULTURE BENCHMARKING

Peer communities such as Aspen, Bend, Boulder, Breckenridge, Santa Fe, and Jackson Hole demonstrate how dedicated funding, cultural districts, multidisciplinary facilities, and strong local arts agencies fuel long-term cultural vitality. Benchmarking shows Summit County performing well economically but falling behind in infrastructure investment, workforce development, year-round programming, and centralized arts leadership. Competitive destinations consistently deploy public art plans, cultural tourism strategies, artist residencies, and affordability measures—tools that represent clear opportunities for Summit County to elevate its cultural ecosystem.

The benchmarking report evaluates several peer communities; a synopsis appears on page 12, with the full analysis in Appendix B.

KEY TAKEAWAYS:

- Peer communities invest consistently in cultural infrastructure
- Empowered local arts agencies increase coordination and impact
- Successful arts destinations rely on diversified and sustained funding portfolios that draw from a variety of sources
- Artist residencies, workforce housing, and creative entrepreneurship programs are common in peer communities

HOW THE KEY TAKEAWAYS INFORMED THE PLAN:

→ Reinforced the need for expanded revenue strategies

→ Informed recommendations for artist housing incentives, surplus-lodging residencies, and talent cultivation strategies

→ Supported the identified need for dispersed venues, recognized cultural districts, and accessible community-serving facilities

→ Validated the need for a lead implementer and convener to coordinate partners, like the The Arts Council

COMMUNITY ENGAGEMENT

Countywide engagement revealed deep enthusiasm for Arts & Culture paired with real barriers to participation. Across surveys, workshops, and open houses, the community consistently affirmed that Arts & Culture should be woven into everyday life—not limited to special events or tourism corridors. Many Key Takeaways from the Prior Planning Assessment, Arts Legacy and Asset Mapping, and Benchmarking were affirmed by the community engagement.

Community engagement was central to the plan's development and cannot be fully summarized here; key themes are outlined on the following page.

KEY TAKEAWAYS:

- Community members want equitable, year-round access to Arts & Culture experiences
- Smaller, community-serving experiences were valued as much as major events
- The community values local history, authenticity, and culturally reflective storytelling
- Strong demand for youth programming and multicultural representation

HOW THE KEY TAKEAWAYS INFORMED THE PLAN:

→ Directly shaped recommendations for dispersed events, satellite programming, and investments outside core hubs

→ Anchors the "Arts in the Everyday" priorities for routine events, accessible spaces, integrated creative placemaking

COMMUNITY ENGAGEMENT THEMES

KEY CHALLENGES

FUNDING AND RESOURCES

Funding for the arts remains a persistent concern, particularly when it competes with other community priorities such as recreation, human services, and affordable housing. This challenge is intensified by perceived lack of support from some government leaders.

VISIBILITY AND ACCESSIBILITY

Many community members feel that arts opportunities are not prominent or accessible enough, especially outside of Main Street and Park City proper. This geographic concentration limits opportunities for artists and creates barriers for residents throughout Summit County who would like to engage with cultural programming.

COMMUNITY ENGAGEMENT

While certain high-profile events draw large crowds, there is a sense that deeper, more sustained engagement with the arts is lacking, particularly among locals and those who are less affluent.

"ARTS FOR WHOM?"

A tension exists between catering to tourists and serving the local community's cultural needs. This raises important questions about what kind of art gets promoted and who benefits from cultural investments.

COST OF LIVING AND ARTIST SUPPORT

The area's high cost of living creates significant barriers for artists trying to live and work in Summit County. This economic pressure hinders the development of a vibrant, organic arts community by forcing creative professionals to relocate or limit their local involvement. Current support systems are viewed as insufficient to address these affordability challenges.

KEY OPPORTUNITIES

EXPANDING THE ARTS ECOSYSTEM

Community members express a strong desire for a more diverse and vibrant arts scene throughout Summit County. Priority areas include developing murals and other public art installations, and establishing a dedicated arts district, to create additional opportunities for artists and enrich the cultural landscape for residents and visitors alike.

LEVERAGING EXISTING CULTURAL ASSETS

The Sundance Film Festival and Kimball Art Center are recognized as having greatly shaped the current Arts & Culture identity of the community, and this foundation can be further leveraged to elevate the broader Arts & Culture scene. Beyond flagship institutions — numerous individual artists, culture-adjacent organizations, and specialized programs represent additional assets that could be better connected and promoted to strengthen the overall cultural ecosystem.

INTEGRATING ART ACROSS SECTORS

There are significant opportunities to weave artistic elements into recreation, education, and the built environment, making them more accessible and engaging for wider audiences.

CELEBRATING HISTORICAL AND CULTURAL HERITAGE

Summit County's rich cultural tapestry offers unique opportunities for authentic artistic expression and community building. Three aspects of local heritage — Indigenous history, mining history, and the growing Latino community — offer particular potential for cultural expression.

STRENGTHENING COLLABORATION AND PARTNERSHIPS

Stronger collaboration between artists, organizations, businesses, and government entities is crucial to overcome challenges and realize the full potential of the arts.

MAJOR THEMES

COMMUNITY BUILDING

Art is recognized for its power to build community, foster connections, and enhance quality of life.

ACCESSIBILITY & INCLUSIVITY

Art should be inclusive and accessible to all residents, not just the wealthy or tourists.

GOING BEYOND ECONOMIC DEVELOPMENT

The arts are an important driver of economic development, but they should also be valued for the non-monetary value they offer the community.

SENSE OF PLACE

Art can play a crucial role in shaping the identity and character of Park City/Summit County, in particular by telling a more complete story of local history, culture, and values

KEY CHARACTERISTICS OF BENCHMARK COMMUNITIES

The best-performing cultural destinations provide sustained funding and substantial Arts & Culture grant investment, alongside more traditional funding sources such as a percent for art policy. These communities also tend to centralize resources and offer dedicated space(s) for the arts. Specifically, they differentiate themselves through:

WEAVING ARTS & CULTURE INTO THE FABRIC OF PLACE

The most successful communities intentionally weave Arts & Culture into their everyday environment, rather than treating it as a separate amenity.

Art in the Built Environment: Almost every benchmark city highlights a robust public art program that goes beyond beautification to foster storytelling, reflect local heritage, encourage community engagement, increase safety, and create a unique identity for the city. Ketchum, in particular, demonstrates a significant commitment to public art with its 5% Percent for Art Ordinance, which is one of the highest rates in the nation.

Cultural Hubs: Breckenridge's Arts District, Jackson Hole's Center for the Arts, the Aspen Institute, and Santa Fe's concentration of galleries and museums — all demonstrate the power of designated cultural spaces and amenities to centralize activity, attract visitors, and provide dedicated spaces for artists, organizations, and community gathering.

STRATEGIC FUNDING AND SUPPORT MECHANISMS

Consistent and diverse funding is crucial for a thriving arts ecosystem. Benchmark communities are meeting funding needs in myriad ways, with a combination of one-time and recurring investments via public subsidy of cultural amenities and spaces, percent-for-art dedications, grant programs, and general fund allocations for projects and operations support.

Dedicated Public Funding: Many cities allocate a percentage of their budget or tax revenues directly to Arts & Culture (e.g., Flagstaff's 2% local tax on hotel and restaurant businesses, Denver's 0.1% sales tax, Cleveland's cigarette tax fund, and Boulder's 1% of capital improvement projects), providing the sector with a stable and predictable revenue stream.

Grant Programs: Competitive grant programs, like Aspen's City Arts & Culture Grants (including specific fellowships for artists and asset acquisition for non-profits) and Jackson Hole's Arts for All Grant, are vital for supporting organizations and individual artists, fostering new works, and enhancing access.

Non-profit Anchors: Organizations like BreckCreate (Breckenridge), Art in Public Places (Bend), and the Sun Valley Museum of Art (Ketchum) play critical roles in managing venues, curating programs, and facilitating public art initiatives, often through significant public funding.

COMMUNITY ENGAGEMENT AND INCLUSIVITY

Arts & Culture thrive when the community is actively involved and feels represented.

Participatory Planning for Public Art: Several cities (Aspen, Bend, Boulder, Santa Fe) emphasize community input in the selection and planning of public art projects, which fosters a sense of ownership and ensures that art resonates with local values and history.

Celebrating Local Identity and Heritage: In Flagstaff, Santa Fe, Breckenridge, and Jackson Hole, public art and cultural programming are explicitly designed to reflect local history, culture, and characteristics, building civic pride and a sense of belonging.

Youth Engagement: Santa Fe's Community Youth Mural Program and Youth Arts initiatives highlight the importance of involving younger generations in creative endeavors and providing access to cultural resources.

LEVERAGING NATURAL AND HISTORICAL ASSETS

The natural beauty and historical context of these mountain towns are consistently reflected in their Arts & Culture narratives.

Inspiration from Landscape: Artists in Breckenridge and Jackson Hole draw inspiration from the surrounding mountains, while Flagstaff's public art reflects its natural surroundings and Northern Arizona culture.

Preserving Heritage: Towns like Aspen, Breckenridge, and Santa Fe actively preserve their historic buildings and districts, which become integral parts of their cultural offerings, for example, the Breckenridge Arts District campus utilizes numerous renovated historic structures.

CATALYTIC FESTIVALS AND EVENTS

Regular, well-attended festivals and events are powerful drivers of cultural vibrancy, attracting both residents and tourists.

Diverse Offerings: From film festivals (Bend, Breck Film, Sun Valley) and food festivals (Aspen's FOOD & WINE Classic) to traditional cultural celebrations (Jackson Hole's Old West Days, Flagstaff's Heritage Festival, Santa Fe Indian Market), offering a variety of events keeps the cultural calendar dynamic and appeals to broad audiences.

Economic Impact: Arts & Culture events not only enrich community life, but also contribute significantly to the local economy through tourism and related industries.

WHAT THE DATA TEACHES US

Across these benchmarks, one theme stands out: thriving arts communities depend on countywide coordination. Whether through dedicated arts councils, cultural districts, or tourism reinvestment strategies, peer counties demonstrate that strong regional frameworks make local creativity visible, sustainable, and inclusive. For Summit County, this insight reinforces the importance of building systems that connect Park City's arts leadership with emerging creative efforts in Eastern Summit County, rural communities, and unincorporated areas.

A DISPERSED BUT DIVERSE CULTURAL LANDSCAPE

Creativity in Summit County isn't confined to one place. Unlike some peers, where cultural activity is concentrated in a single city, Summit County's arts scene is spans across communities around Summit County. This diversity is a strength, but it also means the work feels fragmented. A countywide framework for funding, communication, and programming could knit these efforts together under one shared identity.

ROOM TO GROW CREATIVE JOBS AND ENTERPRISES

The number of creative establishments and jobs per resident trails most comparison communities. That gap isn't a deficit but represents an opportunity: expanding artist support, incubators, and residencies can help turn passion projects into sustainable livelihoods and make the creative sector a year-round economic engine.

A STRONG TOURISM ECONOMY THAT HASN'T YET FUELED THE ARTS

Summit County's tourism economy rivals that of many benchmark regions, yet a smaller share of its workforce is employed in arts and culture. Places like Aspen, Santa Fe, and Jackson have shown how visitor dollars can fund creative infrastructure. Summit County can do the same—linking cultural investment directly to the tourism economy that already drives so much local vitality.

LOCAL MOMENTUM, BUT MISSING COUNTYWIDE COORDINATION

Peer counties often have a central cultural agency or coalition like Boulder's SCFD or Deschutes' Cultural Coalition that keep efforts aligned and visible. Summit County has strong municipal programs but they require a strong county-wide body to connect arts resources and coordinate local partners. Empowering the local arts agency could bring consistency, equity, and shared strategy across communities.

HOW THIS APPLIES TO THIS PLAN'S OUTCOMES

In many ways, Summit County already holds the ingredients of a thriving cultural ecosystem: abundant creative talent, community enthusiasm, and a tourism base that values experience. What's missing is the connective tissue—shared structure, investment, and storytelling—to link these elements into a cohesive whole.
The next stage of growth depends on three things:

- Coordination across communities, organizations, and agencies
- Investment through steady, diversified funding
- Narrative that tells a unified story about who Summit County is as a cultural place

1. FROM FRAGMENTATION TO COUNTYWIDE COORDINATION

Benchmarking showed that successful peers like Boulder's SCFD or Deschutes County's Cultural Coalition treat their cultural ecosystems as regional networks, not city silos. Summit County's creative scene is vibrant but dispersed, with strong organizations often operating independently. This plan builds from that reality, calling for greater coordination, shared resources, and a structure that links Park City's momentum with the creative energy of Eastern Summit County.

2. ELEVATING LOCAL IDENTITY THROUGH PLACE-BASED INVESTMENT

Peer counties demonstrate that creative infrastructure—galleries, rehearsal spaces, and cultural hubs—anchors community identity. Summit County's next step is to weave arts access into daily life through distributed hubs, public art, and facilities that reflect each community's character and scale. The plan's "Spaces & Places" strategies respond directly to this need for equitable, visible cultural infrastructure.

3. STRENGTHENING CREATIVE LIVELIHOODS

Benchmark data revealed that Summit County lags behind peers in per capita creative employment and enterprise growth. Communities like Aspen and Ketchum have transformed seasonal creative work into sustainable careers through incubators, residencies, and local funding programs. This plan's recommendations for artist support and creative business development draw on these models to help artists live and thrive locally year-round.

4. ALIGNING TOURISM WITH CULTURAL INVESTMENT

Tourism is a shared strength across benchmark counties, but others reinvest visitor spending into arts infrastructure. This plan responds by proposing ways to align tourism funding with cultural goals—turning visitor economies into lasting community benefit.

5. BUILDING INSTITUTIONAL BACKBONE

Peer regions show that strong, independent arts councils amplify impact when they are empowered to convene, coordinate, and fund. The benchmarking affirmed that the Arts Council of Park City & Summit County already fills this role, but without the formal authority or resources of its counterparts. The plan calls for elevating the Arts Council's capacity as a countywide convener and trusted steward of cultural investment.

6. DEFINING SUMMIT COUNTY'S CULTURAL VOICE

Where many benchmark regions rely on large institutions, Summit County's strength lies in community-driven creativity—festivals, markets, and outdoor events that turn public space into shared cultural experience. The benchmarking reinforced that this participatory, place-based identity is what sets the county apart. The plan carries this forward through storytelling, public art, and support for cultural expression that reflects Summit County's people and landscapes.

ARTS & CULTURE PLANNING ASSESSMENT

PROJECT ABC (ARTS, BEAUTY, CULTURE) — 2018

Project ABC was a major initiative led by the Arts Council of Park City & Summit County in 2017–18 to create a comprehensive, community-driven Arts & Culture Master Plan for the entire county.

FILLING A CRITICAL GAP

Despite Summit County's bustling Arts & Culture scene — bolstered by historic events like the Sundance Film Festival — the county lacked a unified, long-range strategic plan for its creative sector. This resulted in fragmented efforts and competition for resources among individual organizations.

CREATING A COLLECTIVE VISION

Project ABC was launched to develop a collaborative roadmap for the development and growth of Arts & Culture across Summit County.

COMMUNITY-DRIVEN APPROACH

A key principle of Project ABC was that no single organization would own the plan. Instead, it was created through extensive community engagement involving artists, nonprofits, businesses, educators, government representatives, and residents.

SEVEN "COLLECTIVE PRIORITIES"

The following key priorities emerged from community input:

1. **Spaces** — Developing, supporting, and protecting high-quality facilities and venues for creating, cultivating, and exhibiting Arts & Culture county-wide.

2. **Data** — Creating systems and tools to use data for decision-making and tracking the growth and impact of Arts & Culture in Summit County.

3. **Places** — Supporting the development and connection of distinct cultural destinations across Summit County geographies, such as the proposed Bonanza Park and the Rail Trail Corridor.

4. **Funding** — Developing diverse and sustainable funding mechanisms to ensure long-term success and vibrancy for Arts & Culture.

5. **Governance/Policy** — Creating administrative structures, systems, and policies to support sustained vitality and growth of Arts & Culture.

6. **Faces** — Supporting the needs of people and organizations involved in Arts & Culture, including artists, performers, and cultural workers.

7. **Programming** — Building creative programs that respond to diverse community needs, interests, and aspirations.

SUSTAINABLE TOURISM PLAN — 2022

The Park City Chamber of Commerce and Visitor's Bureau has actively supported a 10-year Sustainable Tourism Plan for the community, adopted in 2022 by both the Park City Council and Summit County Council. This plan works to balance the county's robust tourism economy with environmental stewardship and community well-being. Current outcomes demonstrate a strong commitment to measurable progress in environmental protection, equitable economic benefits, cultural preservation, and enhanced quality of life for residents, in addition to maintaining a world-class visitor experience. Examples of such outcomes include:

- Recognition and certification as a Sustainable Destination
- Dedicated funding and project implementation
- Environmental impact reduction initiatives
- Community engagement and quality of life improvements
- Business and marketing integration strategies
- The creation of an Arts & Culture Plan

AEP6 STUDY & FINDINGS — 2023

In 2022, the Arts Council of Park City & Summit County partnered with Americans for the Arts to conduct Summit County's first Arts & Economic Prosperity Study (AEP6). This study demonstrates the significant economic and social benefits that Arts & Culture yield for the community. By nature of its methodology, this study primarily highlights the impact of the nonprofit arts and cultural organizations throughout Summit County and relies heavily on events-related impact. This study does not include impact from the for-profit portion of the local Arts & Culture economy. *Findings were sourced from intercept surveys conducted during the study.*

ECONOMIC ACTIVITY

In 2022, Summit County's Arts & Culture sector generated more than $176 million for the local economy — placing Summit County at the top of its study cohort (by population size) and above much larger culturally rich communities such as Savannah, Georgia and Boulder, Colorado.

JOB CREATION

Summit County's Arts & Culture sector supported more than 2,000 jobs in 2022.

TAX REVENUE

The Arts & Culture sector brought in more than $6.5 million in local tax revenue in 2022.

ATTENDEE SPENDING

In addition to admission costs, event attendees spend an average of $84 per person while the national average is just $38.46 (as reported by Americans for the Arts), per event on dining, lodging, transportation, and childcare.

ADDITIONAL IMPACT

Importantly, the AEP6 Study chose not to include Arts & Culture impacts related to the Sundance Film Festival to provide a more accurate picture of the sector and a better comparison with benchmark communities. This decision could help local community members, stakeholders, and policymakers understand what the impact of Arts & Culture in Summit County will be when the Sundance Film Festival leaves Utah after 2026.

The Sundance Film Festival contributed an additional $126 million in visitor spending in 2023, making the overall economic impact of Arts & Culture in Summit County even larger than the AEP6 study suggests.

ORGANIZATIONAL STRENGTH & INDUSTRY GROWTH

Local Arts & Culture organizations are identified as critical community pillars that drive both social well-being and economic activity. The sector showed strong job growth, even outpacing overall employment growth in Summit County before the pandemic.

STRONG SOCIAL & COMMUNITY BENEFITS

Approximately 85–89% of event attendees feel that Arts & Culture events inspire pride in their neighborhood or community.

SENSE OF VALUE

Around 75% of event attendees would feel a great sense of loss if the arts activity or venue they attended were no longer available.

COMMUNITY INFRASTRUCTURE

Nearly 70% of event attendees view Arts & Culture facilities as important community pillars.

QUALITY OF LIFE

Arts & Culture is seen as critical to quality of life in Summit County, enhancing livability, fostering social connection, and promoting personal growth.

TOURISM & VISITOR CONTRIBUTION

Approximately 59% of Arts & Culture event attendees in 2022 were non-local visitors, indicating that tourism dollars significantly support the local arts scene. Diverse Arts & Culture offerings serve as both a draw for visitors and a way to keep resident spending local.

ARTS & CULTURE PLANNING ASSESSMENT

KEM C. GARDNER POLICY INSTITUTE INDUSTRY SNAPSHOT — 2024

In 2023 the Arts Council of Park City & Summit County partnered with the Utah Cultural Alliance and the University of Utah's Kem C. Gardner Policy Institute to develop an Industry Snapshot that highlights the impact of Summit County's cultural sector. In contrast to the AEP 6 study, this assessment included for-profit entities and does not include events spending data. These studies work together to provide a holistic view of Summit County's Arts & Culture sector.

COVID-19 PANDEMIC RECOVERY

A key detail that emerged from this industry snapshot is the profound and sustained impact of the COVID-19 Pandemic. This study compared impact metrics from 2019-2023 and highlighted the significant drop in measures such as industry output and jobs after 2020. In some instances impact measures are returning toward 2019 numbers but others are still trailing.

JOB CREATION

In 2023, the industry supported 3,050 jobs (1,845 Direct, 1,205 induced). This represents an increase of 113 jobs from 2,022 but trails 2019 by 66 jobs.

INDUSTRY OUTPUT AND GDP

The industry had a direct spending output of $534 million and generated $297 million in GDP. The industry activity produced an additional $260.8 million in output and $139.2 million in GDP through indirect and induced effects.

TAX REVENUE

The industry directly contributed $11.8 million in state and local taxes ($5 million local and $6.8 million state). This is a $2.5 million decrease from 2019. The snapshot notes that this is an under calculation because it does not effectively account for visitor data from prominent cultural tourism events such as the Sundance Film Festival and Kimball Arts Festival.

ARTS & CULTURE IN PARK CITY AND SUMMIT COUNTY ARE VITAL ECONOMIC DRIVERS AND ESSENTIAL CONTRIBUTORS TO COMMUNITY SOCIAL WELL-BEING AND OVERALL QUALITY OF LIFE THAT SIGNIFICANTLY IMPACT BOTH RESIDENTS AND VISITORS.

Data from these reports, which resulted directly from Project ABC Cultural Plan recommendations, demonstrate a data-driven approach to cultural planning and development that is critical for the Arts Council's efforts to secure increased investment from local government and other stakeholders.

ADDITIONAL RESOURCES REFERENCED FOR THIS PLAN:

- State of the Arts — Summit County 2021
- State of the Arts — Summit County 2022
- Summit County Resource Management Plan 2017
- The Arts Council of Park City & Summit County Strategic Plan 2020
- The Arts Council of Park City & Summit County – 2024 Annual Retreat Report
- The Rail to Trail Plan – 2022
- Summit County Climate Action Plan 2015
- Summit County AEP6 Report by Americans for the Arts 2024
- Webb Consulting Report: Park City Cultural Facilities and District Assessment 2018

The Arts Council keeps an updated list of resources, plans, and studies published online at www.pcscarts.org.

A LEGACY OF ART & CULTURE

Summit County and Park City have a rich and diverse arts legacy that extends far beyond their modern reputation. This cultural foundation runs deep, tracing back through the area's evolution from a mining town to a winter sports destination with a strong Olympic legacy that has become an internationally recognized arts hub.

EARLY ENTERTAINMENT & COMMUNITY BUILDING (MINING ERA)

Even during its early days as a booming silver mining town in the late 19th and early 20th centuries, Park City had a strong appetite for entertainment. Records from the 1880s document dancing schools and bands, while meeting halls on Main Street quickly became venues for traveling theatrical productions, operas, and minstrel shows. These dance halls, fraternal lodges, and local theaters were central to community life. As in many mining communities, arts spaces such as theaters quickly became some of the most prominent facades on main streets. Institutions like the Egyptian and later Kamas Theater hosted traveling acts, early film screenings, and community performances—establishing an early tradition of creative exchange that still defines the region and are early examples of community connectors where art was a part of everyday community life.

FROM MINES TO MOUNTAINS

As mining declined in the mid-20th century, Park City underwent a dramatic transformation into a ski destination. This rebirth attracted new residents and fostered fresh cultural aspirations. Vacant spaces became arts classrooms, studios, and small galleries. Creative hubs began to emerge, such as the Kimball Art Center in a renovated stable-turned-garage on Park Avenue, the Kimball quickly became a creative hub offering classes and exhibitions featuring renowned artists like Dale Chihuly and R.C. Gorman. Along the Park City Main Street corridor galleries began to emerge, offering artworks to the crowds of skiiers and visitors descending on the region annually.

Alongside this cultural growth came small, volunteer-led events eventually grew into major annual traditions, like the Kimball Arts Festival, which continue to celebrate local and national talent alike. The combination of outdoor recreation and artistic energy began to attract new residents and visitors who saw creativity as part of what made the region special and an entwined legacy of arts and recreation began to take shape.

A FLOURISHING ART SCENE

By the latter half of the 20th century, galleries, art centers, and festivals became embedded in community life. Annual juried art fairs, pop-up exhibitions, and artist cooperatives reflected the area's growing reputation as both a creative haven and an economic driver. Locally-commissioned murals and sculptures appeared in public spaces, reflecting shared histories and future aspirations. Both Summit County and Park City boast dedicated percent-for-art in capital improvement programs, allocating 1% of publicly-funded project costs to the acquisition of public art in conjunction with each new public investment. Summit County has developed a growing collection of public art through its 1% for Art policy, which commissions murals and sculptures that enrich public spaces and tell community stories. Examples include the "Future is Now" mural in the pedestrian tunnel and various installations throughout the county. In recent years, the combined collections have grown to include more 80 paintings within a traveling exhibition and many large-scale permanent artworks.

THE INTERNATIONAL SPOTLIGHT: ARTS, FILM, AND THE OLYMPICS

The second half of the 20th century brought the arrival of independent filmmaking and performance art, transforming the cultural landscape once more. The Sundance Film Festival, the now internationally recognized Kimball Arts Festival, and emerging series like Mountain Town Music alongside an expanding performing arts presence drew global attention and helped shape the town's reputation as a nexus for both creative expression and artistic storytelling. The area became synonymous not only with ski season but with premieres, performances, and cultural gatherings that blurred the line between local life and international spotlight during the busiest months of recreation season.

The 2002 Winter Olympic Games were a pivotal event for Summit County, fundamentally contributing to its current status as a world-class destination. The Games were instrumental in placing Park City on the world stage, which accelerated the growth of the local tourism industry. The infrastructure and legacy from the Games remain in use today and the ongoing legacy is supported by organizational partners, including the Utah Olympic Legacy Foundation. The upcoming 2034 Winter Olympics, again jointly hosted by Salt Lake City, Ogden, and Park City, reflects a new opportunity to storytell through Arts & Culture on the world stage. Recent hosts, like Paris for the 2024 Summer Olympics, leveraged their cultural identity during the opening ceremony, creating a sensational experience for audiences around the globe. Park City and the other host cities have the opportunity to follow in Paris' footsteps and broadcast to the world Utah's unique and vast cultural landscape through public art, the opening ceremony, and threads of cultural experiences and storytelling throughout the games.

CREATIVE NETWORKS AND COLLABORATION

Behind the scenes, networks of artists, advocates, and cultural organizations formed to sustain the growing ecosystem. Arts Council of Park City & Summit County(established 1986) in recognition of the burgeoning arts scene.

A CONTINUING STORY

Today, the region's creative identity thrives in that same spirit of reinvention. While there have been shifts in the cultural landscape, particularly with the departure of Sundance and the post-pandemic recovery, the arts community is actively working to secure its future amidst evolving economic and social conditions. Arts & Culture remains not only a reflection of the community's past—but a shared expression of its collective future.

ASSET DISTRIBUTION

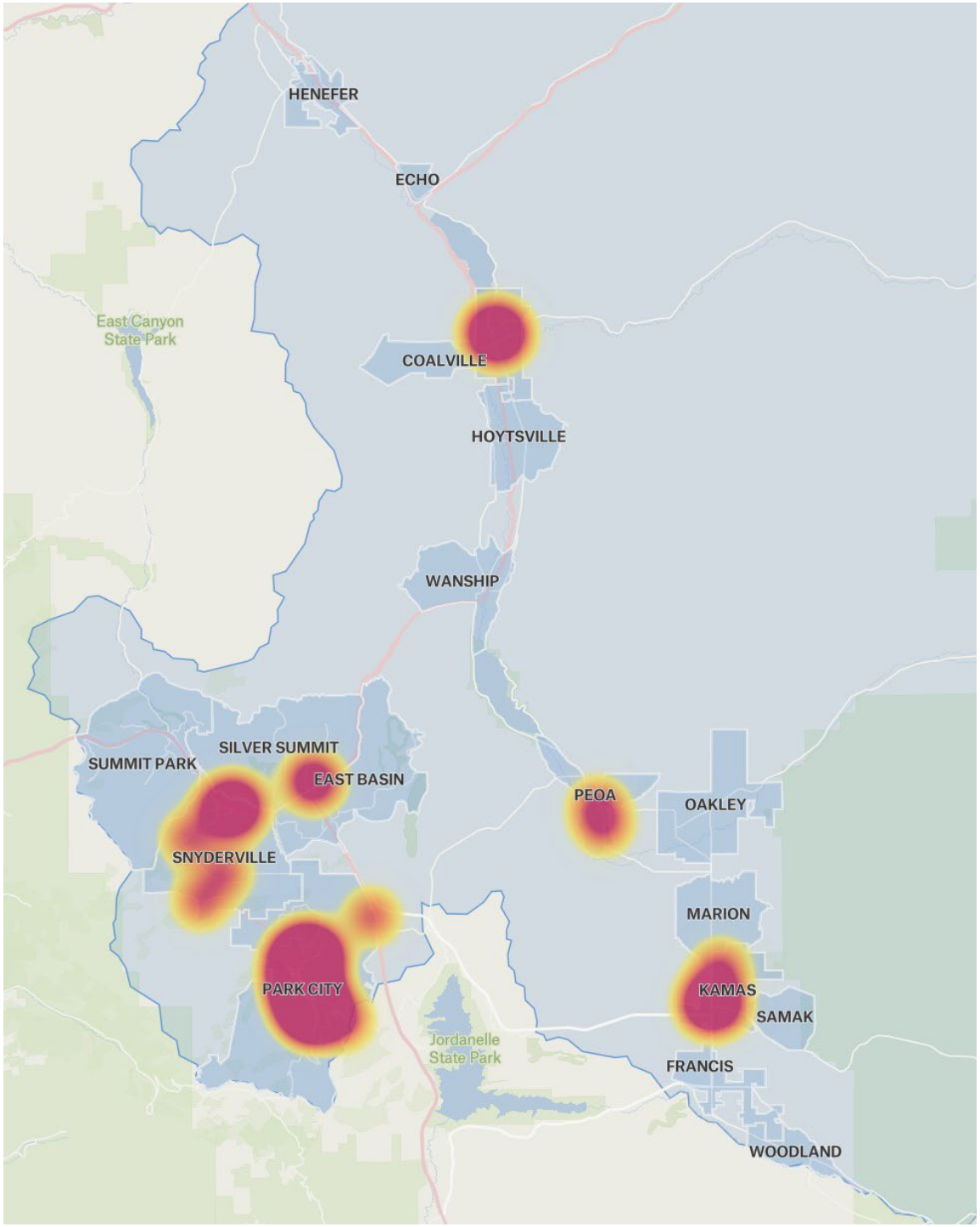
METHODOLOGY

The asset mapping process documents the range of Summit County's cultural resources to better understand where creative activity occurs, how it connects across communities, and where gaps in access remain. Data was collected from prior facility studies, local arts organizations, and residents to capture cultural spaces. Assets were categorized by type (defined on the next page), rendered as a heat map showing concentrations of assets, and layered over population distribution data.

KEY FINDINGS

The resulting map illustrates a vibrant but uneven cultural landscape. Park City and Kimball Junction emerge as clear cultural hubs, reflecting both population concentration and significant investment in cultural infrastructure compared to other portions of the county. Conversely, Northern and Eastern Summit County show fewer permanent facilities.

The analysis highlights opportunities to strengthen countywide visibility, expand access to creative spaces, and guide public and private investment toward growing population nodes that currently lack cultural facilities. It also suggests the potential for pop-up and shared-use models that can serve more rural areas, better connect the county's cultural ecosystem, and ensure that access to arts and cultural activity is not limited to tourism centers, but equitably benefits residents throughout Summit County.



ASSET TYPES

Artist Studios / Maker Spaces
Independent and shared workspaces where artists and makers produce and collaborate on creative projects

Arts Centers, Museums & Historical Centers
Institutions dedicated to preserving, interpreting, and exhibiting art, culture, and history for public learning and enjoyment

Culinary Arts Spaces & Community Kitchens
Venues that support culinary creativity through shared kitchens, community gardens, and cooking programs

Dance Studios
Spaces designed for dance instruction, rehearsal, and performance across a range of styles and disciplines

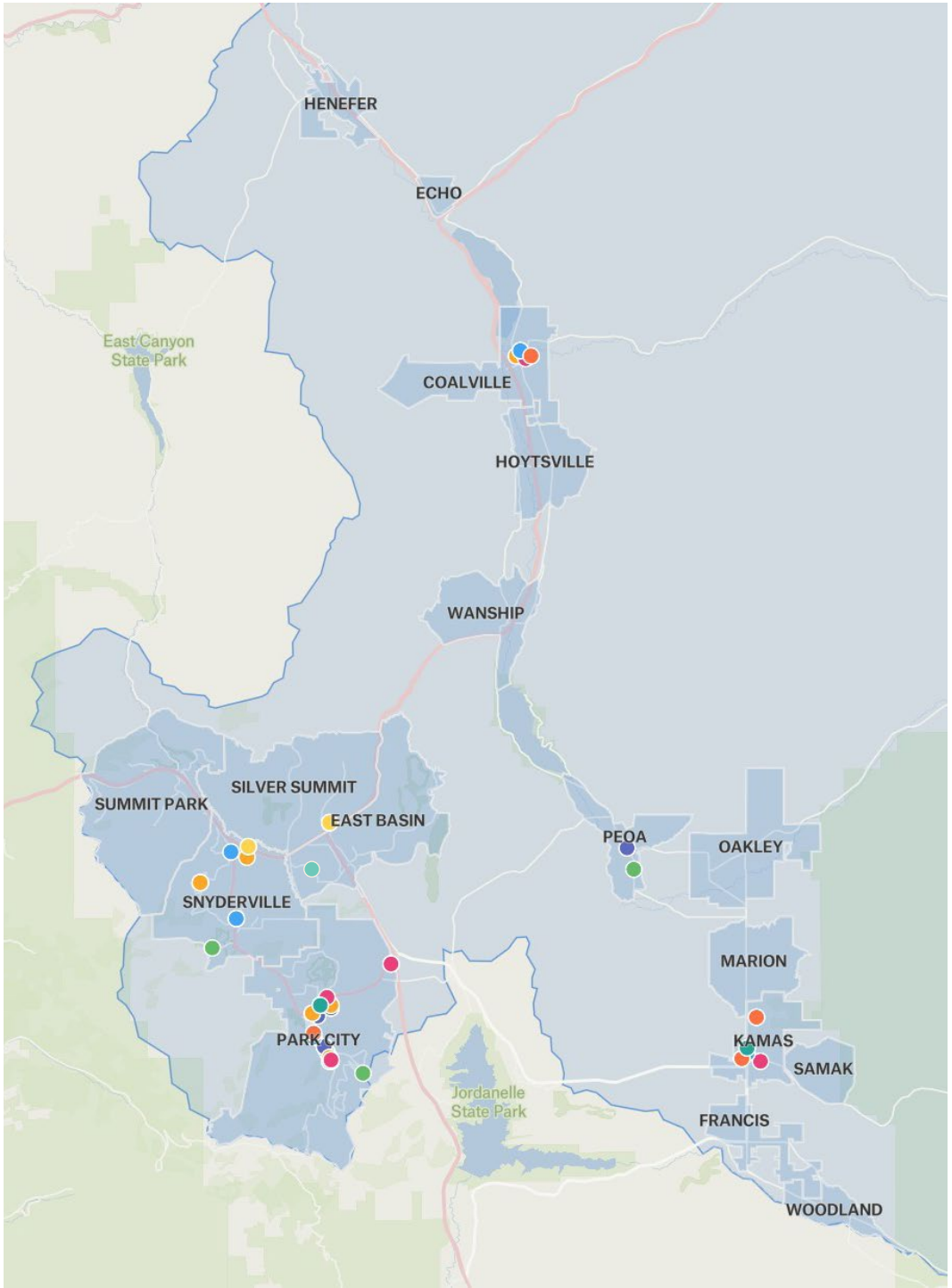
Education, Humanities & Libraries
Centers for learning and cultural exchange, including libraries, and both arts and humanities-focused organizations that foster knowledge and dialogue

Event Venues
Flexible indoor and outdoor spaces that host performances, gatherings, and community celebrations

Galleries
Public and private exhibition spaces showcasing visual artworks created by artists

Performing Arts / Outdoor Stages
Outdoor platforms for music, theater, and community performance that activate public space and connect audiences with the arts

Performing Arts & Film Centers
Dedicated facilities for live performance, film screenings, and multidisciplinary arts experiences



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ASSETS V. POPULATION

METHODOLOGY

Population data points provided were drawn from the U.S. Census Bureau's 2020 Decennial Census, reported at the Census block-group level using total population counts (P1: Total Population).

The map employs a graduated color symbology based on total population count and is classified using nine geometric interval classes. This method minimizes variance within classes while emphasizing the exponential distribution of population values, producing a balanced representation between densely- and sparsely-populated areas.

The asset inventory was then overlayed onto the population distribution, allowing for comparative analysis between the two datasets.

KEY FINDINGS

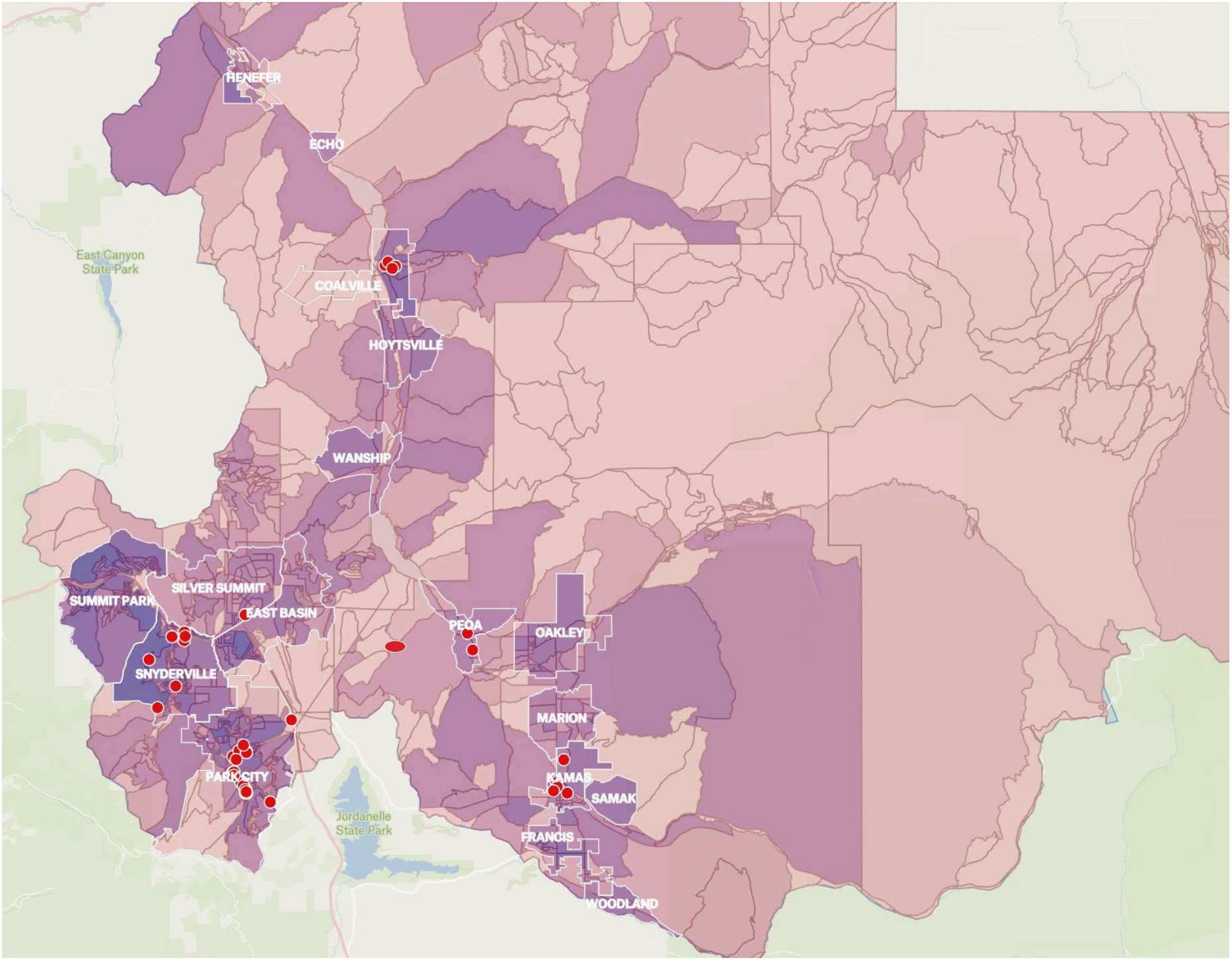
The spatial distribution of cultural assets across Summit County generally mirrors population concentrations, with higher numbers of assets located in denser population areas such as Park City and the Snyderville Basin. However, notable disparities emerge when observing smaller communities and rural settlement patterns. Several populated areas experience a lack of accessible cultural spaces or programming options, resulting in what can be characterized as "arts deserts", meaning devoid of arts spaces and critical cultural infrastructure. Communities such as Henefer, Oakley, and Woodland have visible population bases, yet limited access to either centralized cultural facilities or dispersed small-scale arts venues.

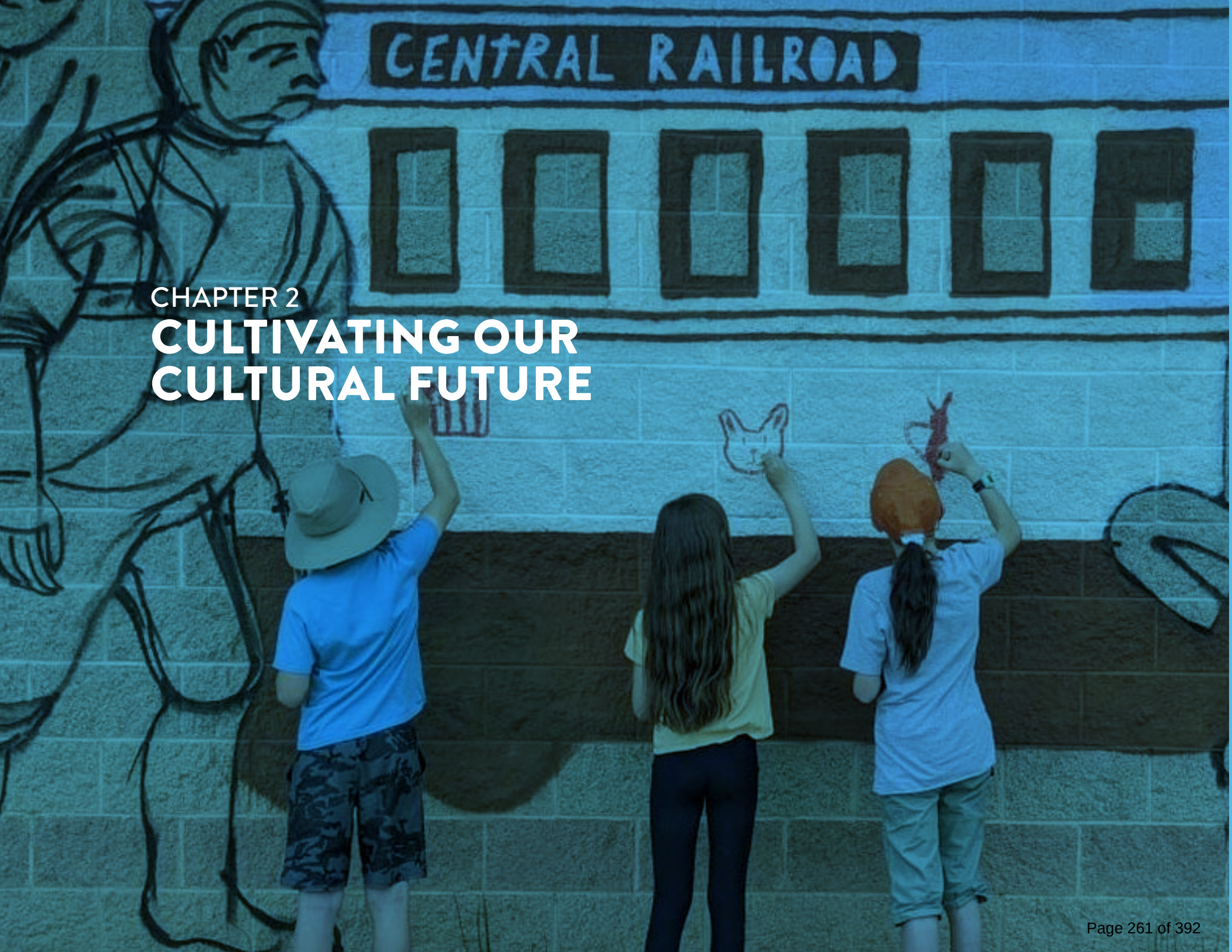
Additionally, the central east-west corridor—including East Basin, Coalville, and Peoa—shows a significant gap in cultural infrastructure despite its strategic location along major transportation routes and proximity to multiple population clusters. This geographic disconnect suggests untapped opportunities for arts investment and strategic planning to serve residents who currently face greater barriers to cultural participation.

The concentration of assets in only a few high-density areas further underscores the importance of countywide planning to improve equitable access, support distributed investment, and ensure that cultural resources are not solely tied to tourism centers but serve the everyday lives of residents throughout Summit County.

LIMITATIONS

While the asset mapping process sought to capture the full range of arts and cultural resources across Summit County, it may not reflect every existing or emerging creative space. Some activities —particularly informal, home-based, or seasonal — operate outside official datasets or are difficult to document through standard sources.


HENEFER
ECHO
East Canyon State Park
COALVILLE
HOYTSVILLE
WANSHIP
SUMMIT PARK
SILVER SUMMIT
EAST BASIN
PEOA
OAKLEY
SNYDERVILLE
MARION
PARK CITY
KAMAS
SAMAK
Jordanelle State Park
FRANCIS
WOODLAND



CHAPTER 2

CULTIVATING OUR CULTURAL FUTURE

VISION

IN SUMMIT COUNTY, ARTS & CULTURE BELONGS TO EVERYONE: SPARKING CURIOSITY, INVITING CREATIVITY, AND STRENGTHENING COMMUNITY. OUR FUTURE IS SHAPED BY OUR CREATIVE LENS AND UNDERSCORED BY OUR CULTURAL IDENTITY, DRIVING COLLECTIVE GROWTH, AND PROSPERITY FOR ALL.

HOW THE GUIDING PILLARS SHAPED THE PLAN

The guiding pillars form the foundation of this plan. They translate the values and priorities expressed through community feedback into the plan's Key Priorities and recommendations. The pillars represent the core principles that guided development of the strategies and will continue to inform future implementation, collaboration, and investment. They reflect the spirit of community input and are intended to remain a reference point for aligning future actions with the shared vision that shaped this plan.

Threads of the guiding pillars are woven through each of the recommendations appearing in the Key Priorities section: Arts in the Everyday, Spaces & Places, and Funding & Support.

The guiding pillars are explained in further detail on page 20.

PROVIDING DIVERSE, SUSTAINABLE FUNDING FOR ARTS ORGANIZATIONS & ARTISTS

Guiding Pillar

DEVELOPING & PROMOTING CULTURAL HUBS

Guiding Pillar

UNDERSCORING SIGNATURE EVENTS & EXPANDING COMMUNITY PROGRAMMING

Guiding Pillar

CULTIVATING TALENT & CULTURAL APPRECIATION

Guiding Pillar

PROVIDING DIVERSE, SUSTAINABLE FUNDING FOR ORGANIZATIONS & ARTISTS

Guiding Pillar

ARTS & CULTURE FUNDING OPPORTUNITIES

Evaluate existing funding mechanisms to identify opportunities for direct investment in impactful areas of the Arts & Culture sector, bringing stability and growth to the creative economy and expanding the impact of established organizations in the community.

INVESTMENT THROUGH GRANTS

Implement grant systems that include general operating support for established organizations, project-specific grants for new initiatives, and direct grants or fellowships for individual artists to support their creative pursuits and address affordability challenges.

PUBLIC-PRIVATE PARTNERSHIPS

Encourage collaboration between the public sector, non-profits, private sector, and philanthropic community to direct efforts to critical priority areas. Identify a clear champion of Arts & Culture development and empower the arts community to align around community priorities.

DEVELOPING & PROMOTING CULTURAL HUBS

Guiding Pillar

CREATIVE CLUSTERS

Designate and support existing and emerging areas with the development of cultural facilities, galleries, studios, and performance spaces to create nodes of activity and increase access to community members across the county.

CULTURAL INFRASTRUCTURE

Invest in spaces for artists to create, perform, sell, and gather in order to realize the sector's full economic potential. This cultural infrastructure should be reinforced in the built environment through historic preservation, creative placemaking, and public art that serves to tell the story of place.

ARTIST LIVE-WORK SPACES

Address affordability challenges for artists by investing in or incentivizing the development of affordable live/work spaces within cultural clusters.

UNDERSCORING SIGNATURE EVENTS & EXPANDING COMMUNITY PROGRAMMING

Guiding Pillar

EXISTING CULTURAL FESTIVALS & EVENTS

Maintain financial and logistical support to established cultural festivals and events, as these are critical drivers of economic activity and critical to the existing cultural legacy in Summit County. Identify opportunities to grow and expand the reach of existing events through both public and private support.

'ARTS IN THE EVERYDAY' PROGRAMS

Offer grants or resources for new, innovative arts and cultural events that align with community interests and plan goals. Prioritize dispersing experiences across the county, bringing forward diverse and emerging creators, and providing cultural experiences that enhance quality of life for community members. Measurable efforts should be taken to ensure that Arts & Culture access is widely available regardless of ability or socioeconomic background.

ENCOURAGE A SUSTAINABLE EVENTS LANDSCAPE

Attempt to ensure that investment in new events and festivals is balanced against the needs of the current local Arts & Culture ecosystem by resourcing local organizations, seeking opportunities for local artists and organizations to share in events' success, and, where possible, investing in permanent cultural infrastructure that the community can access outside of festival days.

CULTIVATING TALENT & CULTURAL APPRECIATION

Guiding Pillar

YOUTH CREATORS

Support and invest in programs that foster youth involvement in the arts, ensuring young community members receive well-rounded and enriching experiences across all areas of personal and educational development.

ARTIST DEVELOPMENT

Facilitate connections between creatives of all kinds. Invest in programs that cultivate opportunities for creative entrepreneurs and support the development of creative businesses. Consider workforce housing that includes artists and cultural creators and make artist-in-residency programs available to grow talent and provide access to diverse cultural experiences in Summit County.

AUDIENCE DEVELOPMENT

Foster a larger and more engaged audience of cultural consumers that support the arts, through routine, accessible cultural programs and experiences that stimulate cultural exchange. Leverage and expand tourism and marketing strategies to bolster local creators.

IMPLEMENTATION PARTNERSHIPS & ROLES

LEAD IMPLEMENTER: THE ARTS COUNCIL OF PARK CITY & SUMMIT COUNTY (LOCAL ARTS AGENCY)

As the area's non-profit local arts agency, The Arts Council of Park City & Summit County is uniquely positioned to act on behalf of the community to grow Arts & Culture countywide. By empowering the Arts Council through fiscal sponsorship and robust public–non-profit partnerships, local governments can strategically align county-wide resources, create a focal point for arts impact, and consolidate resources to serve broader community needs. The Arts Council will then be empowered to convene community partners for collaboration and synergies across the arts sector to implement critical plan priorities and recommendations.

ROLE:
Community Convener, Implementer, Advocate,
Arts Community Resource.

MISSION:
To ensure that Arts & Culture thrives for our community.

VISION:
We envision a community where Arts & Culture is critical, where creatives and cultural organizations are supported, and where all people connect through the arts.

"A LOCAL ARTS AGENCY IS THE PRIMARY ORGANIZATION IN A DEFINED GEOGRAPHICAL AREA THAT SUPPORTS AND ADVANCES THE ARTS IN SERVICE TO THE COMMUNITY BY ENGAGING RESIDENTS, IDENTIFYING AND ADDRESSING COMMUNITY NEEDS, REFLECTING COMMUNITY DEMOGRAPHICS, CONTRIBUTING TO THE QUALITY OF LIFE, BUILDING COMMUNITY IDENTITY, SUPPORTING ARTISTS AND ARTS ORGANIZATIONS, AND SPEAKING AS A UNIFIED VOICE FOR ARTS & CULTURE. A LOCAL ARTS AGENCY IS DIFFERENTIATED FROM OTHER COMMUNITY ARTS ORGANIZATIONS BY ITS RESPONSIBILITY FOR FOSTERING THE ARTS THROUGHOUT THE COMMUNITY AND BY OFFERING VARIOUS TYPES OF ARTS SERVICES AND/OR ACTIVITIES THAT ARE OFTEN MULTIDISCIPLINARY IN NATURE."

— UTAH DIVISION OF ARTS AND MUSEUMS

A LOCAL ARTS AGENCY CAN ACT ON BEHALF OF THE COMMUNITY TO:

- Promote and provide access to varied art forms
- Address cultural variation and traditional arts
- Raise funds for the arts and offer grants to local artists and arts organizations
- Offer cultural assessment and planning
- Care for a community's art collections
- Produce and/or present programs not otherwise available
- Support the creative economy/economic development
- Manage art facilities or venues
- Advocate for the arts
- Provide services to artists and arts organizations

IMPLEMENTATION PARTNERS

The Arts Council will seek to partner with a broad set of community stakeholders many of whom, alongside community members, are beneficiaries of the plan outcomes, including but not limited to:

- Alf Engen Ski Museum
- Artes de México en Utah
- Ballet West
- BalletNEXT
- Canyons Village Management Association
- Deer Valley
- Echo History Museum
- Egyptian Theatre
- Friends of Ski Mountain Mining History
- Government entities throughout the County
- Historic Park City Alliance
- Kamas Valley History Group
- Kimball Art Center
- KPCW
- Libraries
- Mountain Town Music
- North & South Summit School Districts
- North Summit Unite
- Park City Artists Association
- Park City Chamber of Commerce & Visitors Bureau
- Park City Film
- Park City Gallery Association
- Park City Historic Preservation Board
- Park City Museum
- Park City Mountain Resort
- Park City Opera
- Park City Performing Arts
- Park City Public Art Advisory Board
- Park City School District
- Song Summit Foundation
- Summit Community Gardens + EATS
- Summit County Heritage and Landmark Commission
- Summit County Public Art Advisory Board
- Utah Film Studios
- Utah Olympic Legacy Foundation

EXISTING FUNDING SOURCES

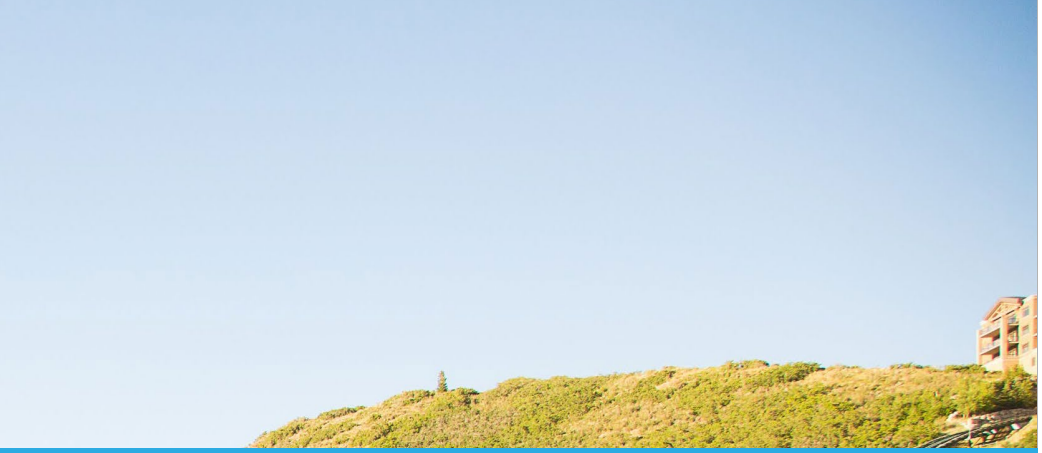
TRT FUNDING

County transient room tax (TRT) revenues can be used for tourism-related purposes in the County. In 2023, TRT generated a total of $18,770,008. The State statute requires that 66.6% of County-collected TRT be dedicated to “establishing and promoting tourism,” which is primarily managed by the Park City Chamber of Commerce and Visitor’s Bureau. The remaining 33.3% may be used for any eligible state defined TRT purpose.

ALLOWABLE EXPENDITURES

The discretionary 33.3% can support the full range of TRT-eligible uses, including establishing and promoting tourism, recreation, cultural promotion, convention-related activities, visitor information services, and tourism mitigation. Eligible projects may include museums, visitor centers, trails, wayfinding, public safety associated with visitor impacts, and debt service on related improvements.

County TRT funds are separate from Park City Municipal’s TRT revenue. Park City’s TRT was established in 2017 with the initial intent of supporting the proposed Arts & Culture District. Under the current city ordinance, however, these funds are not formally designated for Arts & Culture. Instead, the ordinance confines expenditures to the 5-acre Bonanza parcel identified for the original project, meaning the revenue may support a broader range of capital investments on that site, not exclusively cultural uses.



FUNDING FOR THE RAP – (RECREATION, ARTS, AND PARKS) GRANT IS PROVIDED BY A SPECIAL SALES TAX INITIATIVE APPROVED BY THE UTAH STATE LEGISLATURE. THIS ALLOWS 0.1% OF SALES TAX WITHIN THE COUNTY TO BE SPENT ON ARTS AND RECREATION OPPORTUNITIES WITHIN THE COUNTY. THE TERM "CULTURAL ORGANIZATION" MEANS … "A NONPROFIT INSTITUTIONAL ORGANIZATION OR AN ADMINISTRATIVE UNIT OF A NONPROFIT INSTITUTIONAL ORGANIZATION OR A MUNICIPAL OR COUNTY CULTURAL COUNCIL HAVING AS ITS PRIMARY PURPOSE THE ADVANCEMENT AND PRESERVATION OF: HISTORY, NATURAL HISTORY, ART, MUSIC, THEATRE, DANCE, OR CULTURAL ARTS, INCLUDING LITERATURE, A MOTION PICTURE, OR STORYTELLING."

- SUMMIT COUNTY GOVERNMENT

RAP TAX FUNDING

In 2024, funding available through the Recreation, Arts, and Parks (RAP) Grant totaled $ 1,586,000, of which $853,000 was allocated to Arts & Culture organizations, with the largest grant coming in at $145,000 for KPCW radio.

ALLOWABLE EXPENDITURES

RAP tax funding can be spent on all of the core needs of Arts & Culture non-profits, as long as the following criteria are met:

- Organizations requesting $15,000 or less may not receive more than 50% of their annual operating budget from RAP Tax Cultural funds
- Organizations are required to provide a 50% match (which may include in-kind contributions)
- Organizations may not request more than 50% of program or project costs, or more than 33% of projected general and administrative costs
- First-time applicants may not be funded more than $15,000
- Organizations submitting one year of audited financial statements may not receive more than 35% of their G&A expenditures, or 50% of project or program expenses

RAP TAX (CULTURAL FUNDING) CANNOT FUND

Summit County's RAP Cultural program does not permit capital expenditures such as facility development, property acquisition, or equipment purchases. This limitation reflects a county-level policy; the RAP Recreation program separately supports capital investments in publicly owned recreational facilities.

EXISTING FUNDING SOURCES

RESTAURANT TAX

Introduced in 1991, the primary purpose of the Restaurant Tax Grant is to promote the county's tourism and economic development efforts. The Summit County Council established the Restaurant Tax Advisory Committee to investigate, advise, and recommend the best uses of the funds collected from this tax. In 2024, approved grant allocations were $4,130,000. In prior year awards have ranged from $2,500 to $400,000. These grant funds are not dedicated exclusively to Arts & Culture and are not restricted to non-profits. Public entities, such as local governmental bodies and government subdivisions, can also apply for funds.

While the restaurant tax provides a healthy fund for the county's economic development and tourism efforts, and allowable expenditures include the development and operation of cultural facilities, grant requests in prior years have exceeded available funding by more than $1 million. Scoring for cultural tourism is weighted by 10 points, but other priority areas are weighted more heavily and the funding opportunity is highly competitive, limiting the impact of this funding source on the arts.

ALLOWABLE EXPENDITURES:

REVENUE FROM THE IMPOSITION OF THE TAXES MAY BE USED FOR: "FINANCING TOURISM PROMOTION, AND THE DEVELOPMENT, OPERATION, AND MAINTENANCE OF: (A) AN AIRPORT FACILITY, (B) A CONVENTION FACILITY, (C) A CULTURAL FACILITY, (D) A RECREATION FACILITY, OR (E) A TOURIST FACILITY. " NOTE THAT A–E ARE DEFINED BY TITLE 3, CHAPTER 3, ARTICLE B OF THE SUMMIT COUNTY CODE.

- SUMMIT COUNTY GOVERNMENT

GENERAL FUND ALLOCATIONS

In addition to the sustained funding sources available through county tax measures, city and county general fund allocations have also supported arts activities in Summit County, with major beneficiaries including the Sundance Film Festival, which received $372,000 in direct financial support and an estimated $1,000,000 in in-kind public services from Park City Municipal to support festival execution in 2024. Park City Chamber of Commerce also allocated $200,000 in support to the festival.

PUBLIC SERVICE CONTRACTS (GRANTS)

Park City Municipal awards service contracts to support various nonprofit organizations providing services that benefit the municipality and its residents. Services include, but are not limited to, food security, healthcare, recycling, childcare, and Arts & Culture programming. While this funding program is not specially designated to support Arts & Culture organizations, it does resource a small number of non-profit organizations offering Arts & Culture programming in Park City.

CHAPTER 3

KEY PRIORITIES

ABOUT THIS CHAPTER

This chapter provides a strategic planning framework that translates community input, best practices, and policy research into actionable, prioritized steps to bolster the county's creative community. It supports maximizing the region's Arts & Culture investments through partnership mapping, policy alignment analysis, and recommendations for future policies, funding, and organizational opportunities.

Urgency is categorized as Immediate (0-12 months), Near-Term (12-24 months), Mid-Term (2-5 years) and Long-Term (5-10 years).

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IMPLEMENTATION MATRIX

1.1 DEVELOP CAPACITY TO INCREASE CULTURAL PROGRAMMING, ACTIVITIES, AND ORGANIZATIONS IN NORTH AND SOUTH SUMMIT		
1.1 A	SUPPORT THE DEVELOPMENT OF CULTURAL NONPROFITS IN NORTH & SOUTH SUMMIT	
1.1 B	DIRECT FUNDING SUPPORT TO ARTISTS & CULTURAL PROGRAMMING ON THE EASTERN SIDE OF THE COUNTY	
1.1 C	INVEST IN CREATIVE ENTERPRISES (E.G., CULINARY ARTS, ART STUDIOS) TO FOSTER CREATIVE ECONOMIC GROWTH AND ACTIVITY ON THE EASTERN SIDE OF THE COUNTY	
1.2 STRENGTHEN SUPPORT FOR ARTISTS & CULTURAL ORGANIZATIONS TO INCREASE THE QUANTITY, FREQUENCY, QUALITY & VISIBILITY OF YEAR-ROUND ARTS & CULTURE PROGRAMMING THROUGHOUT SUMMIT COUNTY		
1.2 A	FORMALIZE AN ARTS & CULTURE LEADERSHIP COHORT	
1.2 B	CONTINUE TO STUDY THE ECONOMIC & SOCIAL IMPACT OF THE ARTS & CULTURE SECTOR IN SUMMIT COUNTY	
1.3 SUPPORT THE DEVELOPMENT OF CULTURAL EXPERIENCES THAT UNDERSCORE & PRESERVE HISTORY & HERITAGE		
1.3 A	DETERMINE THE FUTURE OF THE SUMMIT COUNTY HISTORICAL MUSEUM	
1.3 B	EXPLORE OPPORTUNITIES TO PRESERVE & INVEST IN KEY HISTORICAL LANDMARKS, BUILDINGS & FACILITIES THROUGHOUT SUMMIT COUNTY	
1.3 C	PURSUE ADDITIONAL OPPORTUNITIES FOR FUNDING MECHANISMS THAT SUPPORT PROGRAMMING AND CAPITAL IMPROVEMENTS TIED TO HISTORIC PRESERVATION	
1.3 D	DEEPEN RELATIONSHIPS BETWEEN PUBLIC ART BOARDS AND HISTORIC PRESERVATION BOARDS TO ALIGN STORYTELLING AND APPROPRIATELY INTEGRATE HISTORY INTO RELEVANT PUBLIC ART PROJECTS	
1.4 UNDERSCORE ARTS AND CULTURAL EXPERIENCES IN PREPARATION FOR THE 2034 OLYMPICS		
1.4 A	ADOPT A PUBLIC ART STRATEGY SPECIFIC TO THE OLYMPICS TO DIRECT INVESTMENT, PUBLIC ART PLACEMENT, AND COLLECTION THEMES IN ALIGNMENT WITH THE UNIQUE CHARACTERISTICS OF COMMUNITIES ACROSS SUMMIT COUNTY	
1.4 B	IDENTIFY FUNDING SOURCES AND STRATEGIC INVESTMENT OPPORTUNITIES IN CONJUNCTION WITH THE OLYMPICS THAT SUPPORTS THE DEVELOPMENT OF CULTURAL EXPERIENCES AND INFRASTRUCTURE LIKE FACILITIES AND MUSEUMS	
1.4 C	UTILIZE THE OLYMPICS AS A WORKFORCE DEVELOPMENT AND CAREER-ADVANCEMENT OPPORTUNITY TO BENEFIT LOCAL ARTISTS AND CULTURAL ORGANIZATIONS	
1.4 D	ORGANIZE A OLYMPIC ARTS PLANNING COALITION JOINTLY WITH REGIONAL ARTS PARTNERS TO IDENTIFY WAYS TO INVEST IN ARTS & CULTURE IN PREPARATION FOR THE GAMES	
1.4 E	ENSURE ARTS & CULTURE IS UTILIZED AND SEEN AS A CENTRAL PART OF SUMMIT COUNTY'S IDENTITY THROUGH KEY STORYTELLING OPPORTUNITIES, INFRASTRUCTURE INVESTMENTS, PUBLIC ART DISPLAYS, AND OLYMPIC PROGRAMMING	

	PARTNERS	URGENCY
	Summit County, Local Municipalities, The Arts Council	Mid-Term
	Summit County, Local Municipalities, The Arts Council	Mid-Term
	Summit County, Local Municipalities, The Arts Council	Near-Term
	PARTNERS	**URGENCY**
	The Arts Council, Summit County, Local Municipalities, Local Arts Organizations, Local Artists	Immediate
	Summit County, Park City Municipal, Local Municipalities, Chamber of Commerce, Utah Cultural Alliance, Utah Division of Arts & Museums, Arts Council	Near-Term
	PARTNERS	**URGENCY**
	Summit County, Local Arts Organizations, Local Historians, The Summit County Museum at the Coalville Courthouse, Summit County Heritage and Landmark Commission	Near-Term
	Summit County, Local Arts Organizations, Summit County Heritage and Landmark Commission, Friends of Ski Mountain Mining History, Kamas Valley History Group, Park City Historic Preservation Board, Park City Museum, Alf Engen Ski Museum Local Historians	Near-Term
	Summit County, Park City Municipal, The Arts Council, Local Arts Organizations, Local Historians, Local Municipalities	Mid-Term
	Summit County, Park City Municipal, The Arts Council, Local Arts Organizations, Local Historians, Local Municipalities, Park City Public Art Advisory Board, Summit County Public Art Advisory Board	Mid-Term
	PARTNERS	**URGENCY**
	Summit County, Park City Municipal, Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Near-Term
	The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations, Wasatch County Arts Council	Mid-Term
	The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations, Wasatch County Arts Council	Mid-Term
	The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Mid-Term
	The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Mid-Term

IMPLEMENTATION MATRIX

1.5 LEVERAGE SURPLUS LODGING TO CREATE AN ARTIST-IN-RESIDENCY PROGRAM		
1.5 A	UTILIZE WORKFORCE AND OTHER VACANT HOUSING/LODGING DURING SLOWER SEASONS AS SHORT-TERM ARTIST HOUSING TIED TO FORMALIZED ARTIST-IN-RESIDENCY PROGRAMS	
1.5 B	WORK WITH LOCAL ARTISTS, CULTURAL ORGANIZATIONS, PUBLIC ART BOARDS, AND SCHOOLS TO CREATE OPPORTUNITIES FOR COLLABORATION AND PROGRAMMING RELATED TO ARTIST-IN-RESIDENCY PROGRAMS	
1.6 EXPAND THE PUBLIC ART COLLECTIONS AS A KEY PLACEMAKING STRATEGY ACROSS THE COUNTY		
1.6 A	CREATE AND ADOPT LONG-RANGE PUBLIC ART PLANS THAT STRATEGICALLY GUIDE PUBLIC ART INSTALLATIONS, POLICIES, AND FUNDING MECHANISMS	
1.6 B	INTEGRATE PUBLIC ART THROUGHOUT THE RAIL TRAIL	
1.6 C	WORK WITH PRIVATE DEVELOPERS AND RESORT BASES TO ENSURE THAT PUBLIC ART REMAINS A CONSIDERATION OF CULTURAL FEATURES WITH PARTICULAR EMPHASIS ON LOCAL ARTISTS	
2.1 INVEST IN NEW ARTS & CULTURE FACILITIES AND VENUES COUNTYWIDE		
2.1 A	CREATE A MULTI-DISCIPLINARY CULTURAL FACILITY THAT PRIORITIZES COMMUNITY BENEFIT	
2.2 INVEST IN CULTURAL HUBS AND DISPERSE CULTURAL RESOURCES ACROSS THE COUNTY		
2.2 A	DIVERSIFY AND EXPAND CULTURAL FACILITIES AND INFRASTRUCTURE TO SUPPORT THE UNIQUE NEEDS OF COMMUNITIES THROUGHOUT SUMMIT COUNTY	
2.2 B	IDENTIFY OPPORTUNITIES FOR NEW PERFORMING ARTS SPACES ACROSS SUMMIT COUNTY TO ADDRESS NEEDS RELATED TO AUDIENCE CAPACITY, FUNCTION, STORAGE, AND ACCESSIBILITY	
2.2 C	COMMIT TO ENSURING ARTS & CULTURE IS WOVEN INTO PUBLIC AND PRIVATE DEVELOPMENT PROJECTS	
2.3 ESTABLISH A HISTORICAL & CULTURAL DISTRICTS PROGRAM		
2.3 A	CREATE A PROGRAM TO SUPPORT EMERGING AND ESTABLISHED CULTURAL HUBS TO RECEIVE DISTRICT DESIGNATION	
2.3 B	IDENTIFY BRANDING AND PROMOTIONAL OPPORTUNITIES WITHIN AND BETWEEN CULTURAL DISTRICTS	

	PARTNERS	URGENCY
	Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Mid-Term
	Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Mid-Term

	PARTNERS	URGENCY
	The Arts Council, Summit County, Local Municipalities, Local Arts Organizations, Local Artists	Mid-Term
	Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Coalville City, Park City Municipal, Wanship	Mid-Term
	Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Park City Mountain Resort, CVMA, Deer Valley Resort, Private Developers	Mid-Term

	PARTNERS	URGENCY
	Summit County, Park County Municipal, Local Municipalities, The Arts Council, Local Cultural Organizations	Mid-Term

	PARTNERS	URGENCY
	Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Near-Term
	Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council, Performing Arts Groups	Long-Term
	Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Near-Term

	PARTNERS	URGENCY
	Summit County, Park City Municipal, Chamber of Commerce, Local Municipalities, The Arts Council, Park City Historic Preservation Board, Summit County Heritage and Landmark Commission	Long-Term
	Summit County, Park City Municipal, Chamber of Commerce, Local Municipalities, The Arts Council	Mid-Term

IMPLEMENTATION MATRIX

2.4 EXPAND CULTURAL TOURISM MARKETING, PROGRAMMING, AND ASSETS TO LEVERAGE INCREASED ARTS CAPACITY		
2.4 A	FORMALIZE A PARTNERSHIP BETWEEN THE ARTS COUNCIL AND THE CHAMBER TO STRENGTHEN AND SUSTAIN CULTURAL TOURISM EFFORTS COUNTYWIDE	
2.4 B	INCREASE THE PROMOTION OF ARTS & CULTURE ASSETS AND PROGRAMS AS A KEY PART OF SUMMIT COUNTY'S STORY TO ATTRACT VISITORS YEAR ROUND IN SUPPORT OF THE SUSTAINABLE TOURISM PLAN	
2.5 INCORPORATE CULTURAL WORKERS INTO WORKFORCE HOUSING		
2.5 A	INCENTIVIZE DEVELOPERS AND PUBLIC ENTITIES TO CONSIDER UTILIZING LANGUAGE THAT SUPPORTS THE INCLUSION OF CULTURAL WORKERS	
3.1 COMMIT FINANCIAL SUPPORT TO GROW AND SUSTAIN ARTS & CULTURE COUNTYWIDE		
3.1 A	CREATE AN ARTS & CULTURE GRANT FUND TO SUPPORT CULTURAL ORGANIZATIONS, ARTISTS, AND CREATIVE ENTREPRENEURS	
3.1 B	ESTABLISH AN ARTS & CULTURE TOURISM FUND TO UTILIZE ARTS & CULTURE AS A KEY TOOL TO SUPPORT THE SUSTAINABLE TOURISM PLAN	
3.1 C	PROVIDE GENERAL OPERATING SUPPORT TO THE ARTS COUNCIL TO EXPAND ARTS & CULTURE OPPORTUNITIES AND RESOURCES COUNTYWIDE	
3.1 D	STABILIZE A SUMMIT COUNTY PUBLIC ART FUND AND CULTURAL SUPPORT THROUGH THE COUNTY'S ANNUAL OPERATING BUDGET	
3.2 CREATE ART IN PRIVATE DEVELOPMENT		
3.2 A	CONSIDER VOLUNTARY INCLUSIONARY ZONING PROGRAMS	
3.2 B	PROMOTE THE INCLUSION OF ARTISTS IN WORKFORCE HOUSING SCHEMES TO ENSURE THIS VITAL COMPONENT OF THE TOURISM ECONOMY IS INCLUDED IN THE INCREASINGLY COMPETITIVE HOUSING LANDSCAPE	

	PARTNERS	URGENCY
	Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Immediate
	Chamber of Commerce, The Arts Council	Immediate

	PARTNERS	URGENCY
	Summit County, Park City Municipal, Local Municipalities, Private Developers, Property Management Associations, The Arts Council, Local Arts Organizations, Mountainlands Community Housing Trust, Canyons Village Management Association	Mid-Term

	PARTNERS	URGENCY
	Summit County, Park City Municipal, Chamber of Commerce, The Park City Community Foundation, The Arts Council	Near-Term
	Summit County, Local Municipalities, Property Management Associations, Chamber of Commerce, The Arts Council	Near-Term
	Summit County, Park City Municipal, Chamber of Commerce, The Park City Community Foundation, The Arts Council	Near-Term
	Summit County, The Arts Council	Near-Term

	PARTNERS	URGENCY
	Summit County, Local Municipalities, Private Developers, The Arts Council	Mid-Term
	Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Mid-Term

KEY PRIORITY 1: ARTS IN THE EVERYDAY

ARTS IN THE EVERYDAY

A critical gap currently exists in the programming and cultural experiences offered around the county — the lack of routine, everyday opportunities for audiences to experience Arts & Culture outside of major institutions and flagship events, no matter where they live in the county, their stage of life, or level of artistic experience. Stakeholders throughout this process called for “Arts in the Everyday” projects and programs that integrate creative expression into daily life and shared spaces across Summit County. These recommendations focus on nurturing local talent and expanding access and support for the arts through ongoing county-wide participation and investment.

PUBLIC ART AND CREATIVE PLACEMAKING FOR A STRONGER COMMUNITY

A public art and creative placemaking strategy should reflect the county's unique heritage — its history, cultural fabric, and natural beauty — and prioritize initiatives that leverage Arts & Culture to enhance social connectedness, fostering accessible and inclusive experiences that encourage broad participation, shared celebration, and stronger community bonds.

1.1 DEVELOP CAPACITY TO INCREASE CULTURAL PROGRAMMING, ACTIVITIES, AND ORGANIZATIONS IN NORTH AND SOUTH SUMMIT

Note: Refer to 2.3 Establish a Historical & Cultural Districts Program in Summit County

1.1 A - SUPPORT THE DEVELOPMENT OF CULTURAL NONPROFITS IN NORTH & SOUTH SUMMIT

Supporting and developing cultural nonprofits across North and South Summit is essential to ensuring equitable access and representation throughout the county. As the designated Local Arts Agency for the entire county, the Arts Council is mandated to serve all communities, including Kamas, Coalville, Oakley, and Henefer. To address the persistent challenge that arts visibility and accessibility are often perceived as lacking outside of Park City proper, the Arts Council and partners should aim to address the need for organizational development of cultural nonprofits and businesses.

OPPORTUNITIES:

- Actively support arts space development countywide by providing technical assistance for new cultural facilities (see 2.1A)
- Strengthen the Arts Council's countywide presence through distributed resources and staff support across Park City, Snyderville Basin, North Summit, and South Summit
- Encourage western-county cultural organizations to develop pop-ups or satellite operations in North and South Summit County
- Expand partnerships with organizations serving the broader county, such as North Summit Unite and the Kamas Valley History Group
- Broaden communications and regular updates to public partners, including eastside municipalities, to elevate arts visibility
- Support emerging cultural organizations through technical assistance, workshops, grant support, and guidance in pursuing nonprofit status

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Mid-Term

1.1 B - DIRECT FUNDING SUPPORT TO ARTISTS & CULTURAL PROGRAMMING ON THE EASTERN SIDE OF THE COUNTY

Directing financial resources to artists and cultural programming on the eastern side of the county is a necessary step to decentralize investment and broaden the overall reach of the cultural sector. Programs like the Summit Arts Showcase in Oakley and the County Fair Fine Arts Exhibit in Coalville are examples of programming that are contributing to greater access and visibility to the arts county-wide. By directing more financial resources, local governments and the Arts Council can ensure that Arts in the Everyday is true no matter where people reside within Summit County.

OPPORTUNITIES:

- Directly fund Arts & Culture in the Eastern side of the county
- Consider providing a bonus to artists and cultural creators
- Bring experiences to undeserved parts of the county through the proposed Cultural Fund Grant (see 3.3 A) award criteria

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Mid-Term

1.1 C - INVEST IN CREATIVE ENTERPRISES (E.G., CULINARY ARTS, ART STUDIOS) TO FOSTER CREATIVE ECONOMIC GROWTH AND ACTIVITY ON THE EASTERN SIDE OF THE COUNTY

Specifically target cultural investments in Eastern Summit County that support creative industry jobs and the development and emergence of creative businesses. According to the State of the Arts Report (2020), while Arts & Culture job industries may be concentrated in Park City, the next highest concentrations are found in Kamas and Coalville, indicating there is untapped potential to invest in and leverage these emerging sectors. This specific focus paired with the development of workforce housing that includes artists with the county (see recommendation 2.5) and the disbursement of cultural amenities across the county (see recommendation 2.2), will serve to bring vitality and stability to the creative sector with specific focus on the east side.

OPPORTUNITIES:

- Prioritize initiatives that generate jobs, enhance visibility for local artists
- Create shared public spaces for cultural activity
- Develop small-grant programs for early-stage creative businesses or cooperative ventures (e.g., shared production spaces, retail incubators) such as the previously offered economic development grant program previously offered by the Summit County
- Incentivize the utilization of vacant properties, especially in commercial cores for creative enterprises
- Coordinate at the county level to ensure local zoning codes allow for creative business enterprises in targeted areas of the county, including Eastern Summit County

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Near-Term

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1.2 STRENGTHEN SUPPORT FOR ARTISTS & CULTURAL ORGANIZATIONS TO INCREASE THE QUANTITY, FREQUENCY, QUALITY & VISIBILITY OF YEAR-ROUND ARTS & CULTURE PROGRAMMING THROUGHOUT SUMMIT COUNTY

Note: Refer to 3.1 Commit Financial Support to Grow and Sustain Arts & Culture Countywide

1.2 A - FORMALIZE AN ARTS & CULTURE LEADERSHIP COHORT

Summit County's Arts & Culture ecosystem is rich with individual organizations, artists, and creative professionals that contribute to the vitality of the region. However, these efforts often occur in parallel, resulting in duplication of effort and missed opportunities for shared learning, advocacy, and resource development. Establishing a structured network of cultural leaders representing arts organizations, independent artists, and municipal partners would foster a greater degree of collaboration sector-wide and ensure alignment among shared goals. The cohort would meet regularly to share resources, coordinate calendars, align advocacy efforts, and identify joint funding opportunities, with the Arts Council acting as the convening entity. The cohort should refer to this plan document to support discussion points and goal setting.

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Summit County, Local Municipalities, Local Arts Organizations, Local Artists	Immediate

1.2 B - CONTINUE TO STUDY THE ECONOMIC & SOCIAL IMPACT OF THE ARTS & CULTURE SECTOR IN SUMMIT COUNTY

While efforts such as Americans for the Arts' Arts & Economic Prosperity (AEP) study, the Kem C. Gardner Institute Study, the JS&A Benchmark Analysis, and the Utah Cultural Alliance's (UCA) research have captured valuable data for Summit County, there is still great value in information that is localized, updated, and shared in accessible ways.

Following the recommendations in this plan, including 3.2 A, new avenues for data collection and reporting exist, such as the potential for a mandated report following a Cultural Fund Grant award. This can allow the Arts Council, and by extension the community and public entities, to tap into a sustained source of routine arts impact information. This localized and frequent data can then be paired with interim studies that track job creation, sales tax generation, and community sentiment to convey a clearer picture of the creative sector and support better decision-making and strategic investments to support and sustain the sector.

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities, Chamber of Commerce, Utah Cultural Alliance, Utah Division of Arts & Museums, Arts Council	Near-Term

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1.3 SUPPORT THE DEVELOPMENT OF CULTURAL EXPERIENCES THAT UNDERSCORE & PRESERVE HISTORY & HERITAGE

1.3 A - DETERMINE THE FUTURE OF THE SUMMIT COUNTY HISTORICAL MUSEUM

Community members commonly identified a lack of awareness of the history and cultural identity of the wider Summit County community. To ensure this story is more fully told, the county should evaluate the museum's long-term vision, governance, and operational capacity to ensure it can continue to steward and share Summit County's diverse histories. The county should also explore opportunities to expand programming, strengthen partnerships with local schools and historical societies, and identify sustainable funding and facility improvements that enhance visitor engagement.

OPPORTUNITIES:

- Develop traveling and pop-up exhibitions throughout libraries, schools, trailheads, community centers, and cultural districts to increase visibility of Summit County history beyond the museum building
- Explore digital interpretation tools—such as virtual collections or interactive online archives—to expand access and engage younger audiences
- Establish a collections plan that prioritizes underrepresented histories, communities, environmental heritage, and regionally specific industries such as mining, rail, and agriculture

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Arts Organizations, Local Historians, The Summit County Museum at the Coalville Courthouse, Summit County Heritage and Landmark Commission	Near-Term

1.3 B - EXPLORE OPPORTUNITIES TO PRESERVE & INVEST IN KEY HISTORICAL LANDMARKS, BUILDINGS & FACILITIES THROUGHOUT SUMMIT COUNTY

Building off of 1.3 B, expanding access and storytelling around Summit County's history and heritage is a key desire of community members. Tools routinely available to support these intiatives include historic preservation mechanisms and placemaking opportunities like interpretative signage to convey stories and themes to community members around historic sites. These stories should seek to expansive of all of Summit County's history and heritages that have shaped the cultural landscape.

OPPORTUNITIES:

- Pursuing preservation easements, adaptive reuse strategies
- Identify funding partnerships to sustain critical landmarks such as the Hoyt House and the Park City Miner's Hospital
- Promoting interpretive and artistic experiences that bring their stories to life

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Arts Organizations, Summit County Heritage and Landmark Commission, Friends of Ski Mountain Mining History, Kamas Valley History Group, Park City Historic Preservation Board, Park City Museum, Alf Engen Ski Museum, Local Historians	Near-Term

1.3 C - PURSUE ADDITIONAL OPPORTUNITIES FOR FUNDING MECHANISMS THAT SUPPORT PROGRAMMING AND CAPITAL IMPROVEMENTS TIED TO HISTORIC PRESERVATION

Building on the foundation established through Park City's Historic Main Street, Historic Preservation Guidelines, and the Historic Preservation Board, public partners across the county can draw from this local example and explore ways to formalize and expand preservation funding models. Additional tools may include the creation of a countywide preservation incentive program, expanded grant or loan programs for historically significant properties, or revenue-generating mechanisms such as tourism reinvestment funds, cultural district proceeds, or philanthropic partnerships.

These approaches can support not only capital improvements, but also interpretive programming, educational partnerships, and adaptive reuse projects that bring historic spaces back into community use. Strengthening funding pathways will help ensure the protection and activation of Summit County's cultural assets, reinforcing heritage as a driving component of both community identity and sustainable tourism.

OPPORTUNITIES:

- Leveraging tourism and redevelopment revenues to preserve historic destination
- Considering adopting local preservation incentive zones, creating matching grant programs for historic rehabilitation, and developing revolving funds or tax-increment–based tools to encourage reinvestment in historic assets
- Pursuing partnerships with the private sector, local foundations, and heritage organizations to further align cultural programming with preservation goals, ensuring that historic sites remain active, adaptive, and accessible community anchors

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, The Arts Council, Local Arts Organizations, Local Historians, Local Municipalities	Mid-Term

1.3 D - DEEPEN RELATIONSHIPS BETWEEN PUBLIC ART BOARDS AND HISTORIC PRESERVATION BOARDS TO ALIGN STORYTELLING AND APPROPRIATELY INTEGRATE HISTORY INTO RELEVANT PUBLIC ART PROJECTS

Summit County has a relationship long intertwined with history and heritage. Whether through the forces of mining activities which shaped the landscape and built environments, the pre-colonial history of indigenous peoples and cultures, or the culture of ranching throughout the region, there are a plethora of storytelling opportunities within these shared stories for wider community exploration. Supporting the preservation of these shared histories in the built environment and developing experiences that bring these narratives to life is a key priority of community stakeholders. This can only happen when artists, local organizations, and historians come together to preserve, protect, and uplift these stories.

OPPORTUNITIES:

- Public support of programs that intersect with the arts and history
- Frequent conversation and collaboration amongst historians and cultural creators
- Robust public support of the preservation of historic landmarks and policies that ensure their protection

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, The Arts Council, Local Arts Organizations, Local Historians, Local Municipalities, Park City Public Art Advisory Board, Summit County Public Art Advisory Board	Mid-Term

1.4 UNDERSCORE ARTS AND CULTURAL EXPERIENCES IN PREPARATION FOR THE 2034 OLYMPICS

1.4 A - ADOPT A PUBLIC ART STRATEGY SPECIFIC TO THE OLYMPICS TO DIRECT INVESTMENT, PUBLIC ART PLACEMENT, AND COLLECTION THEMES IN ALIGNMENT WITH THE UNIQUE CHARACTERISTICS OF COMMUNITIES ACROSS SUMMIT COUNTY

In preparation for the 2034 Winter Olympics, a public art strategy that guides new investment in public art across the county should be created and adopted. This strategy should identify key locations, storytelling opportunities, and levels of investment in artworks that will act as central placemaking elements in areas frequented during the games. It may also identify methods for ensuring Utah artists are considered for commissions of works created during this period.

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Near-Term

1.4 B - IDENTIFY FUNDING SOURCES AND STRATEGIC INVESTMENT OPPORTUNITIES IN CONJUNCTION WITH THE OLYMPICS THAT SUPPORTS THE DEVELOPMENT OF CULTURAL EXPERIENCES AND INFRASTRUCTURE LIKE FACILITIES AND MUSEUMS

In anticipation of the upcoming 2034 Winter Olympics co-hosted by Salt Lake City, Summit County should proactively pursue funding and partnership opportunities to invest in the community's benefit alongside planned investments for the games.

OPPORTUNITIES:

- Use the opening ceremony as a storytelling opportunity to highlight Arts & Culture
- Identify emerging funding sources and strategic investment opportunities in conjunction with the Olympics that supports the development of cultural experiences and infrastructure like facilities and museums
- Consider opportunities for shaping the future legacy and perception of the community through public art displays and experiences

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations, Wasatch County Arts Council	Mid-Term

1.4 C - UTILIZE THE OLYMPICS AS A WORKFORCE DEVELOPMENT AND CAREER-ADVANCEMENT OPPORTUNITY TO BENEFIT LOCAL ARTISTS AND CULTURAL ORGANIZATIONS

Encourage the utilization of local talent for opportunities in conjunction with the Olympics, this may include event production, fabrication, costume design, creative placemaking, cultural programming, graphic design, photography and videography as well as a wide variety of activities surrounding the games. By engaging with local creative these efforts can build a long-term creative workforce pipeline that extends beyond the Games, positioning local artists to compete for future commissions and cultural contracts regionally and nationally.

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Mid-Term

1.4 D - ORGANIZE A OLYMPIC ARTS PLANNING COALITION JOINTLY WITH REGIONAL ARTS PARTNERS TO IDENTIFY WAYS TO INVEST IN ARTS & CULTURE IN PREPARATION FOR THE GAMES

Seek to form a collaborative coalition with the Salt Lake City Arts Council, Wasatch County Arts Council, and Ogden City Arts to align regional arts planning efforts related to the Olympics. This coalition should identify shared investment opportunities, coordinate cultural programming, and ensure equitable participation across counties and through the work of local artists and creators. This will ensure a unified creative presence that reflects the diversity and innovation of Utah's arts community.

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations, Wasatch County Arts Council	Mid-Term

1.4 E - ENSURE ARTS & CULTURE IS UTILIZED AND SEEN AS A CENTRAL PART OF SUMMIT COUNTY'S IDENTITY THROUGH KEY STORYTELLING OPPORTUNITIES, INFRASTRUCTURE INVESTMENTS, PUBLIC ART DISPLAYS, AND OLYMPIC PROGRAMMING (I.E. OPENING/CLOSING CEREMONIES)

Position Arts & Culture as a visible and celebrated component of Olympic storytelling in Utah, whether through public art installations and creative placemaking projects to cultural performances and ceremony programming. The games presents Northern Utah with a renewed opportunity to invest in legacy infrastructure, creative and historical displays, and artist commissions that highlight local heritage, Indigenous presence, and the creative spirit of Summit County, ensuring that the cultural impact of the Games endures well beyond the closing ceremonies.

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Mid-Term

1.5 LEVERAGE SURPLUS LODGING TO CREATE AN ARTIST-IN-RESIDENCY PROGRAM

1.5 A - UTILIZE WORKFORCE AND OTHER VACANT HOUSING/LODGING DURING SLOWER SEASONS AS SHORT-TERM ARTIST HOUSING TIED TO FORMALIZED ARTIST-IN-RESIDENCY PROGRAMS

By nature of Summit County's tourism landscape, hotel and lodging options are underutilized during the warmer months and in some cases more than 50% of rooms sit empty. The Arts Council and local arts organizations can partner with the managing entities of these properties to provide furnished housing options for artist-in-residencies for a period of 30-60 days or more, infusing the cultural community with new creators and convening spheres of influence from around the world in Summit County. This program could culminate with a showcase of work created at the end residency period for the community to celebrate.

OPPORTUNITIES:

- Consider piloting rotating seasonal residencies themed around local heritage, ecology, and outdoor recreation to attract diverse creators whose work can deepen Summit County's cultural identity
- Utilize under utilized spaces in the warmer months as dedicated "creative workspaces" during residencies, enabling artists to host open studios, small performances, or collaborative community sessions

IMPLEMENTATION PARTNERS	URGENCY
Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Mid-Term

1.5 B - WORK WITH LOCAL ARTISTS, CULTURAL ORGANIZATIONS, PUBLIC ART BOARDS, AND SCHOOLS TO CREATE OPPORTUNITIES FOR COLLABORATION AND PROGRAMMING RELATED TO ARTIST-IN-RESIDENCY PROGRAMS

A form of artist-in-residency that may involve paying a stipend for the creation of cultural programming or artistic engagement with the community would greatly benefit youth through educational and extra curricular opportunities to engage with the arts.

OPPORTUNITIES:

- Develop residency programs that place artists in schools, libraries, and community spaces to lead workshops, after-school programs, and youth-focused cultural programming
- Partner local artists with public art boards and cultural organizations to create community projects (e.g., murals, performances, digital media, storytelling initiatives) that engage students and residents in the creative process

IMPLEMENTATION PARTNERS	URGENCY
Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Mid-Term

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1.6 EXPAND THE PUBLIC ART COLLECTIONS AS A KEY PLACEMAKING STRATEGY ACROSS THE COUNTY

Note: Refer to 3.1 D - Stabilize a Summit County Public Art Fund through the County's annual operating budget

1.6 A - CREATE AND ADOPT LONG-RANGE PUBLIC ART PLANS THAT STRATEGICALLY GUIDE PUBLIC ART INSTALLATIONS, POLICIES, AND FUNDING MECHANISMS

A Public Art Plan that directs investment in public art over the next several years would be a critical resource for both the Park City Public Art Advisory Board and Summit County Public Art Advisory Board. This document should co-created with local artists and visual arts leaders to establish a curatorial approach, investment strategy, and policy review to steward public art across the county.

OPPORTUNITIES:

- Area Specific Plans & Studies such as a Rail Trail Segment Art Implementation Strategy
- Work with local historians and heritage organizations to contextualize key community themes and histories through a public art trail system
- A more specific strategy may be adopted that provide ideas and guidance for specific areas of the county, engaging with local stakeholders
- The curatorial approach should underscore the communities of Summit Counties individual cultural identities

IMPLEMENTATION PARTNERS	URGENCY
Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council	Mid-Term

1.6 B - INTEGRATE PUBLIC ART THROUGHOUT THE RAIL TRAIL

A core objective for the Rail Trail Corridor is to "Preserve, protect, and promote the natural and human history of the Rail Trail Corridor". Public art is identified as a primary mechanism to achieve this, particularly by incorporating history into artwork that harmonizes with the natural environment. The community has also expressed a strong desire to embrace the rich history of the area both in the rail trail study and throughout the Arts & Culture Master Plan engagement process, with an emphasis on specific themes.

OPPORTUNITIES:

- Develop site-specific artworks that interpret Indigenous history, local mining heritage, and community narratives, integrated directly into trail landmarks, rest areas, and natural features
- Pair public art with wayfinding, interpretive signage, and placemaking nodes to create a cohesive cultural and educational experience along the trail system
- Commission artists to collaborate with historians and local community groups to ensure storytelling is accurate, authentic, and rooted in place
- Highlight distinct community identities by creating a series or network of artworks that mark transitions between municipalities, trailheads, and ecological zones within the corridor

IMPLEMENTATION PARTNERS	URGENCY
Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Coalville City, Park City Municipal, Wanship	Mid-Term

1.6C - WORK WITH PRIVATE DEVELOPERS AND RESORT BASES TO ENSURE THAT PUBLIC ART REMAINS A CONSIDERATION OF CULTURAL FEATURES WITH PARTICULAR EMPHASIS ON LOCAL ARTISTS

Stakeholder conversations emphasized the opportunity for arts to more widely and comprehensively tell the story of Summit County to visitors and community members alike. Partnering with resort bases and developers within the county to create public art experiences would meaningfully weave the creative identity of the community within both recreation and gathering spaces in the county.

OPPORTUNITIES:

- Pop-up and temporary exhibits at resort bases that engage participants in the outdoor recreation scene
- Permanent works of art as critical placemaking features at resort bases, streetscapes of newer areas, roundabouts, and gateways to new developments
- A mural program, such as a one-time matching grant to create murals by local artists on new buildings to bring developments to life

IMPLEMENTATION PARTNERS	URGENCY
Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Park City Mountain Resort, CVMA, Deer Valley Resort, Private Developers	Mid-Term

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KEY PRIORITY 2: SPACES AND PLACES

SPACES AND PLACES

Currently, there is no centralized arts space within the county, and arts assets and activations are primarily concentrated in downtown Park City. Community members in communities outside of the Park City area identified barriers in accessing resources, spaces to create, spaces in which to sell their goods, and places to perform and promote their art. Community members within Park City suggested that crowds of tourists and a lack of vacant or affordable commercial and retail spaces contributed to difficulty experiencing or creating arts.

Funding and space limitations would require the centralization of certain assets, were they to be developed, to allow for scalability, efficient operations, and complementary functions. Additionally, assets such as studio spaces, small scale performance and gathering spaces, and affordable housing for artists would be beneficial to disperse across the county to provide a higher level access to community members.

A CENTRAL SPACE

Community stakeholders frequently cited a desire for a centralized public gathering space that would invite a variety of arts activities and participants. Specifically a space that goes beyond consumption of Arts & Culture but provides local artists for a platform to share their works, community members with a spaces to gather and participate in cultural exchange, and a variety of arts organizations with the necessary office and meetings spaces to support growth, innovation, and collaboration across the sector. They suggested that such a place should:

- Act as a “third place” or key gathering space for community connection and social cohesion
- Offer a series of activities that allow people to spend a significant portion of their time in the space (public art alongside dining, recreation, entertainment, etc.)
- Provide supportive infrastructure for artists and creators, such as studios, makerspaces, local gallery space, storage space for community arts organizations, etc.
- Welcome both community members and visitors, but be programmed primarily to support residents’ quality of life

DISTRIBUTED ARTS & CULTURE SPACES

In addition to a centralized arts gathering space, there is also a community desire for Arts & Culture experiences that are diffused throughout the county and more broadly accessible to the general public, for example at the County Fairgrounds, libraries, schools, parks, and vacant storefronts and buildings.

2.1 INVEST IN NEW ARTS & CULTURE FACILITIES AND VENUES COUNTYWIDE

2.1 A - CREATE A MULTI-DISCIPLINARY CULTURAL FACILITY THAT PRIORITIZES COMMUNITY BENEFIT

Time and time again stakeholders engaged in this process cited the desire for a dynamic, mixed-use, cultural third space that 1) welcomed the community for routine experiences and cultural programs, 2) provided the cultural infrastructure and equipment necessary to support the creation of many forms of art and cultural exchange, 3) had the capacity to house multiple organizations and individual creators and provided long-term stability for the sector and predictable cultural access for the public. This facility would likely be comprised of multitude of cultural functions that complement one another and provide shared access and amenities for the creative industries. The development of a cultural facility would provide primary support to the public, the local arts agency, individual local creators, and existing and emerging cultural organizations: providing access to shared infrastructure and spaces for meeting, storage, rehearsals, exhibition, education, and community gathering.

OPPORTUNITIES:

- Should emphasize a modular design that fits multidisciplinary uses and can support the work of multiple cultural organizations
- Makerspace and equipment that supports low-impact creative manufacturing
- Adequate sound engineering and tech to support film screenings, dance, music productions, etc.
- Artist studios that transition into public facing gallery spaces for local artists
- Storage options for cultural organizations to rent
- Community-focused programming such as: night markets, supper clubs, gallery openings, pop-up performances, creative and professional development workshops
- A space designed to support small performances and rehearsals (music, film, dance, theater) that are currently competing for larger/well-booked performance spaces
- A shared events space and meeting rooms for collaborations an educational workshops
- Boasts strong relationship to the public realm, with both exterior and interior spaces that function as community gathering places that include family-friendly activities for all seasons
- Partner with Summit County and/or Private Developers on a land acquisition strategy or publicly subsidized long-term lease
- Identify private partners to support the development and critical stakeholders to shape the development's final design
- Conduct a capital campaign to support the project development
- Identify additional funding sources for the development and operations of the facility, e.g., Restaurant Tax, TRT, and Direct Operations support from local governments

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities, The Arts Council, Performing Arts Groups, Local Cultural Organizations	Mid-Term

2.2 INVEST IN CULTURAL HUBS AND DISPERSE CULTURAL RESOURCES ACROSS THE COUNTY

2.2 A - DIVERSIFY AND EXPAND CULTURAL FACILITIES AND INFRASTRUCTURE TO SUPPORT THE UNIQUE NEEDS OF COMMUNITIES THROUGHOUT SUMMIT COUNTY

Summit County by nature is geographically large and culturally diverse and therefore providing equitable access to cultural amenities and arts programs can present a challenge but there are unmet needs when it comes to public infrastructure that supports cultural creation. To address this, Summit County should work with the Arts Council and individual municipalities to identify opportunities for investment in cultural hubs that serve the local audiences. As needs and desires vary from place to place, a survey should be conducted in each community to assess the greatest needs for cultural amenities and program desires. Utilizing these sentiments, the County, the Arts Council, and the individual communities can strategize ways to expand access to cultural spaces and experiences across the county.

OPPORTUNITIES:

- Enhancements to the public realm that foster cultural development, such as the inclusion of an amphitheater within a park improvement initiative or Public Art (see recommendation 1.6)
- Artist Studios, Community Theaters and Performance Spaces
- Creative Manufacturing, Community Culinary Kitchens and Makerspaces
- Identify public-private partnerships for the development of the cultural amenities
- Work with the Arts Council to identify a non-profit management approach for new facilities and identify community partners to provide arts programming

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Long-Term

2.2 B - IDENTIFY OPPORTUNITIES FOR NEW PERFORMING ARTS SPACES ACROSS SUMMIT COUNTY TO ADDRESS NEEDS RELATED TO AUDIENCE CAPACITY, FUNCTION, STORAGE, AND ACCESSIBILITY

There is significant potential for advancing performing arts infrastructure to support high-quality experience for local and visiting audiences alike by focusing on strategic opportunities related to audience capacity, performance functionality, artist support, and equitable access to arts facilities across the region by distributing small scale venues and spaces across the county. This might include blackbox theaters, stages built for dance performances with adequate wing space, amphitheaters that reflect a cultural investment in new development and parks projects, locations for the presentation or creation of films, and spaces for rehearsal, set design, and storage.

OPPORTUNITIES:

- Blackbox theaters
- Stages built for dance performances with adequate wing space
- Properly sound engineered performing arts spaces
- Filling a gap in audience capacity size
- Amphitheaters that reflect a cultural investment in new development and parks projects
- Locations for the presentation or creation of films
- Spaces for rehearsal, set design, and storage

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Long-Term

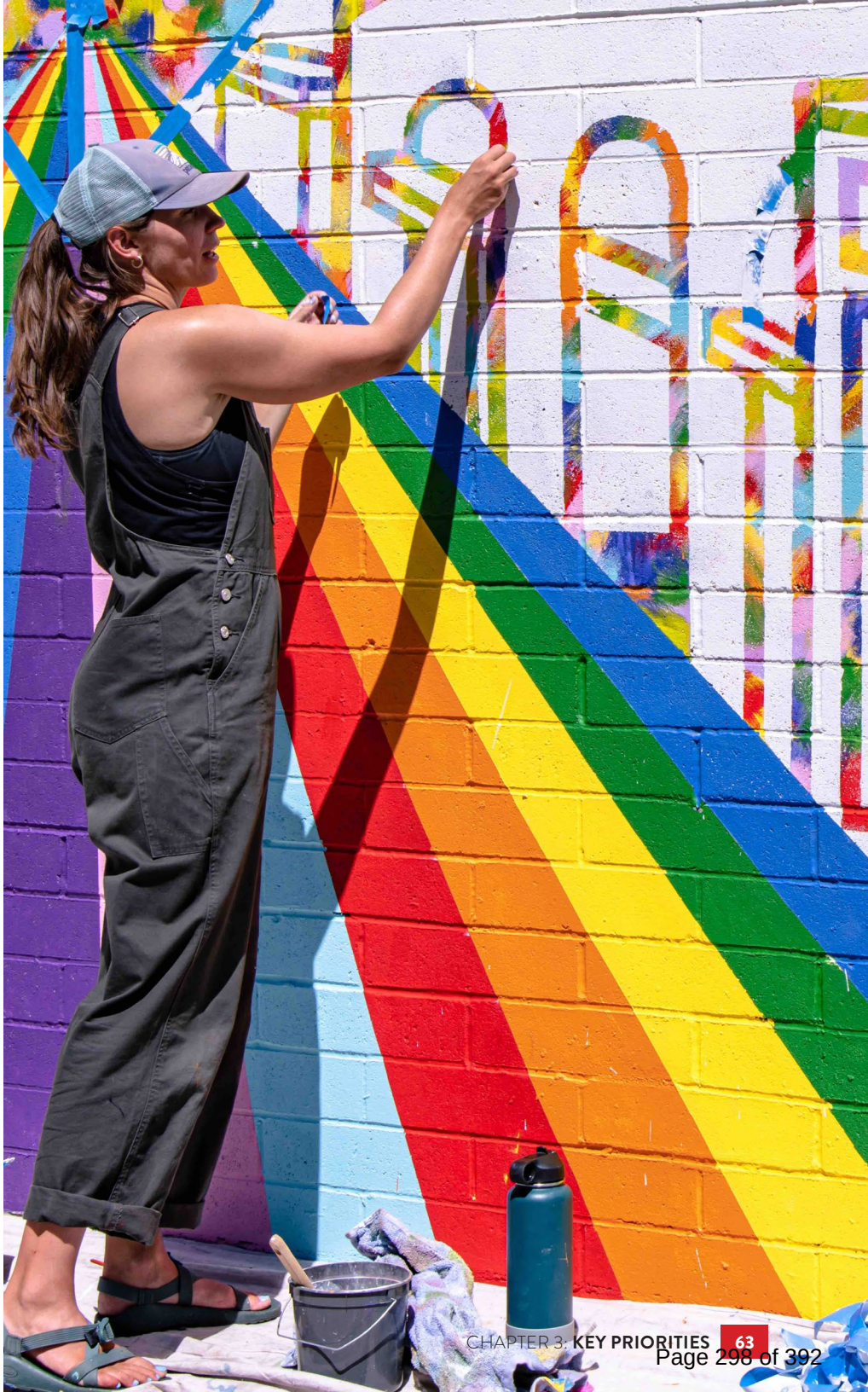
2.2 C - COMMIT TO ENSURING ARTS & CULTURE IS WOVEN INTO PUBLIC AND PRIVATE DEVELOPMENT PROJECTS

The core spirit driving the recommendation to weave Arts & Culture into public and private development projects is the recognition that the arts are a vital economic driver and essential component of community identity and livability, requiring intentional integration into the physical environment and built environment across of Summit County. This will ensure greater accessibility to Arts & Culture county-wide and built-in-public-benefit within new development. For potential mechanisms to achieve this outcome refer to recommendation 3.2.

OPPORTUNITIES:

- Park City's 5-Acre Parcel development
- Kimball Junction/Dakota Pacific Development
- Canyons Village/Columbus Pacific Development
- Main Street redevelopment plans (Park City, Oakley City, Coalville City, Kamas City, etc.)
- Resort base redevelopments

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Near-Term



2.3 ESTABLISH A HISTORICAL & CULTURAL DISTRICTS PROGRAM

2.3 A CREATE A PROGRAM TO SUPPORT EMERGING AND ESTABLISHED CULTURAL HUBS TO RECEIVE DISTRICT DESIGNATION

A designated Cultural Districts program and funding model can serve as a unifying framework for connecting cultural investments and strategically promoting these key community assets. The cultural corridor designation can bring greater visibility to Park City and Summit County's creative wealth and help direct cultural tourism and promotion efforts. There exists an already robust and concentrated collection of Arts & Culture assets in Park City, this provides an opportunity to pilot a cultural corridor and attract investment and support for Arts & Culture.

Monitor and evaluate the potential for established and emerging cultural hubs in areas such as Main Street Park City, the 5-Acre Parcel/ Prospector, Kimball Junction, Canyons Village, The Rail Trail, SR-32 Corridor, and Main Street Coalville. These municipalities and areas can explore models for direct investment and targeted subsidy of historical and cultural assets like long-term land leases that nurtures and grows the impact of arts and cultural within their locales. The Arts Council could be a key partner in guiding the progress of these communities through the program.

OPPORTUNITIES:

- Identify creative placemaking opportunities and expand local Arts & Culture and nurture and preserve local history and heritage for cultural consumption
- Determine an administrative and operating model for the program through local history organizations, existing boards and commissions, or the Arts Council to direct staff support to oversee the program
- Form a Cultural districts board with history groups, Chamber, the Arts Council
- Acquire and invest in cultural facilities like community theaters, amphitheaters, and spaces that support the development of new and existing cultural organizations
- Seek to strengthen and develop organizations like Downtown Alliances
- Consider an operations and financing model such as an RDA that collects sales tax increments and redistributes funding to support quality of life improvements (like cultural districts) for communities

PRECEDENTS:

→ **Capital City Revitalization Zone (S.B. 272, 2024): Salt Lake City authorized to impose a 0.5% sales tax and establish a zone to fund infrastructure and public amenities around the Delta Center**

→ **Salt Lake City Convention Center Reinvestment Zone (S.B. 26, 2025): Allows pooling of local tax increments—including property, sales, and use taxes—for redevelopment around the Salt Palace and cultural institutions like the Utah Museum of Contemporary Art and Abravanel Hall**

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, Local Municipalities, The Arts Council, Park City Historic Preservation Board, Summit County Heritage and Landmark Commission	Near-Term

2. 3 B - IDENTIFY BRANDING AND PROMOTIONAL OPPORTUNITIES WITHIN AND BETWEEN CULTURAL DISTRICTS

A strategic recommendation as part of this plan is to identify branding and promotional opportunities within and between emerging and established cultural hubs to strengthen Summit County's position as a recognized destination for Arts & Culture: utilizing effective storytelling, cohesive branding, and strategic cultural tourism marketing. This might include banners and wayfinding elements within cultural districts, targeted promotion of signature events and cultural programs, and establishing a strategy behind grant recipients of the proposed Cultural Grant Fund. See also recommendation 3.1 B and the Bend Cultural Tourism Fund for complementary promotional opportunities leveraging the proposed grant program.

OPPORTUNITIES:

- Develop a shared visual identity system that links Cultural Districts through coordinated graphics, color palettes, and signage elements, helping residents and visitors recognize a unified countywide arts network
- Create cross-district experiences (e.g., “gallery weekends,” “heritage & art trails,” or “family art adventure routes”) that encourage visitors to experience multiple hubs in a single trip
- Tie in with small area plans and public art strategies to ensure that public art and creative elements are incorporated as district landmarks

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, Local Municipalities, The Arts Council	Mid-Term

2.4 EXPAND CULTURAL TOURISM MARKETING, PROGRAMMING, AND ASSETS TO LEVERAGE INCREASED ARTS CAPACITY

2.4 A - FORMALIZE A PARTNERSHIP BETWEEN THE ARTS COUNCIL AND THE CHAMBER TO STRENGTHEN AND SUSTAIN CULTURAL TOURISM EFFORTS COUNTYWIDE

Formalizing the partnership between the Arts Council and the Park City Chamber & Visitors Bureau (PCCVB) is crucial because the Arts Council operates as the designated Local Arts Agency, while the PCCVB is the appointed backbone support organization responsible for overseeing the fulfillment of all Sustainable Tourism Plan objectives, including the development and management of cultural tourism. This structure allows for stronger advocacy and consistent messaging, ensuring that arts priorities are integrated into the promotion of Summit County as a visitor destination, leveraging the PCCVB's expansive platforms for communication and promotion to both residents and visitor audiences. Sustained coordination is necessary for addressing broader operational challenges that affect the arts workforce, such as expanding and optimizing messaging around community-based and signature arts and cultural programming.

OPPORTUNITIES:

- Recurrent meetings between leadership of both the Arts Council and Chamber, annually for goal setting in alignment with the Sustainable Tourism Plan and Arts & Culture Master Plan, as well as open communication channels for upcoming cultural activities
- A Memorandum of Understanding that outlines roles and responsibilities for each organization, including decision-making authority, funding responsibilities, and communications protocols, as well as clear deliverables such as co-created marketing campaigns, quarterly coordination meetings, and annual reporting requirements

IMPLEMENTATION PARTNERS	URGENCY
Chamber of Commerce, The Arts Council	Immediate

2.4 B - INCREASE THE PROMOTION OF ARTS & CULTURE ASSETS AND PROGRAMS AS A KEY PART OF SUMMIT COUNTY'S STORY TO ATTRACT VISITORS YEAR ROUND IN SUPPORT OF THE SUSTAINABLE TOURISM PLAN

Note: Refer to recommendation 2.3 B and 3.1 C which identify complementary actions to support visibility and access to resources.

To tell Summit County's story and attract year-round visitors—aligning with Sustainable Tourism Plan (STP) goals to accelerate sustainable tourism and manage cultural assets—promotional strategies should emphasize the new Arts Council brand to enhance messaging consistency, increase local awareness, and demonstrate the sector's impact on tourism. Efforts should include collaboration between information sources such as the Arts Council, local arts organizations, KPCW, and the Park City Chamber & Visitors Bureau (PCCVB) to continually produce and distribute cultural tourism marketing statewide and nationally. Ultimately, these strategies will support the community vision for Park City and Summit County to be recognized not only for winter sports, but for excellence in Arts & Culture year-round.

OPPORTUNITIES:

- Develop a targeted promotional campaign that attracts cultural visitors by showcasing local programs, events, and experiences based on audience and market assessments
- Ensure the arts are visible and infused in branding, wayfinding, and imagery promoting the Summit County experience
- Strengthen relationships between the Arts & Culture sector and local businesses (lodging, restaurants, galleries, etc.) through pop-ups, sponsorships, and performances hosted within private businesses and resort bases
- Explore programming opportunities that sustainably support Arts & Culture tourism

IMPLEMENTATION PARTNERS	URGENCY
Chamber of Commerce, The Arts Council	Immediate

2.5 INCORPORATE CULTURAL WORKERS INTO WORKFORCE HOUSING

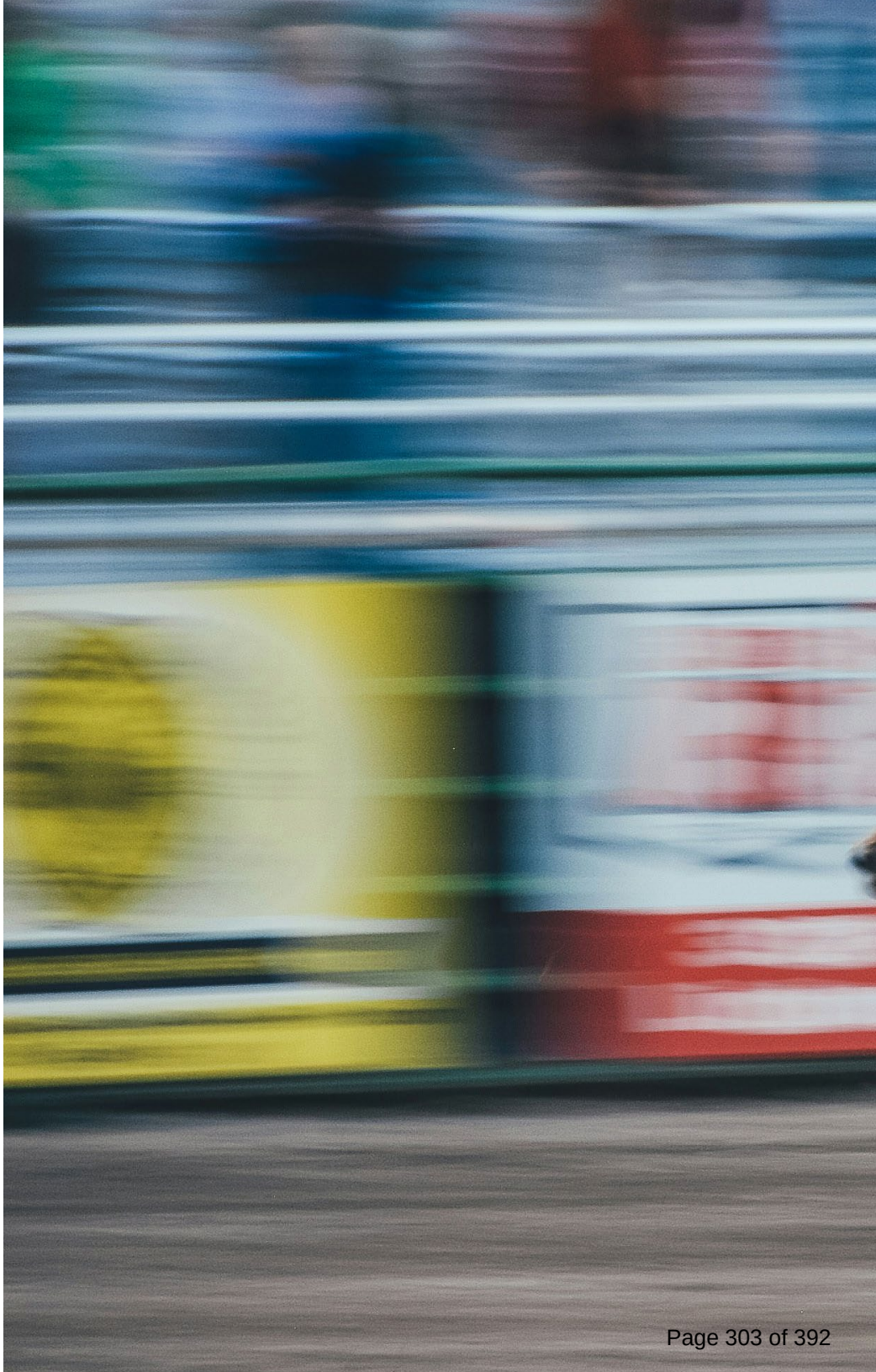
2.5 A - INCENTIVIZE DEVELOPERS AND PUBLIC ENTITIES TO CONSIDER UTILIZING LANGUAGE THAT SUPPORTS THE INCLUSION OF CULTURAL WORKERS

Artists, like many professions, are at risk due to the rising cost of living, making it difficult for creatives to reside and work in the areas they participate in as cultural creators. Including artists in affordable housing developments as an eligible audience for inclusion is a great way to ensure the creative workforce is secured. This is specifically allowable within IRC §42(g) of the IRS code governing LIHTC developments under the general public use requirement.

OPPORTUNITIES:

- Additional opportunities may arise to include artists in workforce housing through private–public partnerships or artist-in-residency programs (see recommendation 1.5).
- Residency programs may be facilitated in partnership with the Arts Council through administrative support
- Programs may include collaboration with the Kimball Art Center and alignment with their programming
- Other local cultural organizations may also seek to participate as partners in residency and housing initiatives

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities, Private Developers, Property Management Associations, The Arts Council, Local Arts Organizations, Mountainlands Community Housing Trust, Canyons Village Management Association	Mid-Term



KEY PRIORITY 3: FUNDING & CAPACITY BUILDING

FUNDING & CAPACITY BUILDING

A strong legacy of public investment has supported cultural tourism and arts activities across the county, this investment has historically come from a variety of public mechanisms and budget items, whether direct cash support or through the subsidy of public services, staff, and public contracts that support the operation of cultural events and programs. The recommendation of this plan is that public entities commit financial support in the form of general fund allocation and consider appropriating the relevant public subsidy of services to support and bolster the cultural sector and usher in a new era cultural resiliency and partnership among the public and non-profit sectors for community benefit, supporting in tandem with private and philanthropic investments. Through this continual investment, the public and non-profit sectors can strive to bring stability and sustainability to a substantial portion of the region's economy: Cultural Tourism.

A SUSTAINED FUNDING LANDSCAPE

In order to strengthen this legacy of cultural investment, Summit County and its municipal partners should also prioritize the development of long-term funding mechanisms that reduce volatility and enable multi-year planning for cultural organizations. Stable, predictable public support allows organizations to retain staff, expand programming, and leverage additional private sponsorships, grants, and philanthropic contributions. By emphasizing ongoing partnerships rather than one-time funding, local governments can help cultivate strategic growth through cultural facilities, public art, heritage interpretation, and creative workforce development. This approach not only nurtures the cultural ecosystem but reinforces a community identity rooted in creativity, history, and placemaking.

ARC'TERYX

3.1 COMMIT FINANCIAL SUPPORT TO GROW AND SUSTAIN ARTS & CULTURE COUNTYWIDE

3.1 A - CREATE AN ARTS & CULTURE GRANT FUND TO SUPPORT CULTURAL ORGANIZATIONS, ARTISTS, AND CREATIVE ENTREPRENEURS

This initiative establishes a comprehensive Arts & Culture Grant Fund aimed at providing direct financial support to local cultural organizations, individual artists, and creative entrepreneurs. This grant fund could consolidate support from multiple financial resources providing robust support to the Arts & Culture ecosystem. The Arts Council is positioned to effectively administer this fund, holding the designation as the state-designated Local Arts Agency for both Summit County and Park City Municipal Corporation. This would create the opportunity for a centralization of communications, promotion, and resources for the arts community as a whole, leveraging financial resources county-wide for greater impact.

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, The Park City Community Foundation, The Arts Council	Near-Term

3.1 B - ESTABLISH AN ARTS & CULTURE TOURISM FUND TO UTILIZE ARTS & CULTURE AS A KEY TOOL TO SUPPORT THE SUSTAINABLE TOURISM PLAN

Arts & Culture is a critical driver of economic development, this is evidenced by the impact generated within Summit County in the AEP6, Kem C. Gardner, and JS&A Benchmark Analysis. This plan recommends that local municipalities and the county identify opportunities to continue the public subsidy of services to Arts & Culture organizations to remedy gaps in the cultural tourism landscape. There are many models of this type of program across the country, including in peer cities like The Bend Cultural Tourism Fund (BCTF), the Aspen Cultural Fund, or similar programs run by the Salt Lake Arts Council.

OPPORTUNITIES:

- Pair cultural funding with measurable tourism outcomes—such as audience reach, visitor conversion rates, local spending, or overnight stays—to demonstrate return on investment and strengthen future appropriations
- Design a grant framework that prioritizes projects strengthening year-round visitation, expanding shoulder-season tourism, and elevating cultural programming outside of traditional winter recreation that places Arts & Culture at the center
- Encourage cross-sector applications that link cultural organizations with lodging partners, restaurants, retailers, or outdoor recreation entities to leverage shared audiences and co-develop destination-driving events

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, Property Management Associations, Chamber of Commerce, The Arts Council	Near-Term

3.1 C - PROVIDE GENERAL OPERATING SUPPORT TO THE ARTS COUNCIL TO EXPAND ARTS & CULTURE OPPORTUNITIES AND RESOURCES COUNTYWIDE

In many communities, Arts Councils receive direct funding support from local government as a departmental asset. Summit County's structure is unique—there are no formal Arts & Culture departments at either the City or County level. The Arts Council of Park City & Summit County is an independent 501-c-3 nonprofit entity.

Local government entities and other funders must provide stable financial support that can be used to strengthen the Arts & Culture sector at large. As a nonprofit, the Arts Council often must compete for the same funding sources as other local arts organizations. This creates further scarcity of resources within the sector and conflict between the Arts Council's mission of supporting the wider sector and its ability to maintain operations. By providing the Arts Council with direct operating support the council's staff time can be refocused from chasing local sources of funding to providing greater support for the sector as a whole.

OPPORTUNITIES:

- Consider leveraging arts administration through the Arts Council, similar to the structure of other local governments, to nurture and support the program by providing funding to direct staff support of the pathways and district program. Standard admin fee rates sit at 15% of total project or program budget

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, The Park City Community Foundation, The Arts Council	Near-Term

3.1 D - STABILIZE A SUMMIT COUNTY PUBLIC ART FUND AND CULTURAL SUPPORT THROUGH THE COUNTY'S ANNUAL OPERATING BUDGET

Summit County previously approved a 1% Public Percent-for-Art Policy, which sets aside 1% of the budget of county capital improvement projects for public art installation. The Summit County Public Art Advisory Board (SCPAAB) is administered by The Arts Council of Park City & Summit County (Arts Council), which manages the development of public art projects and supports the Board's fund development efforts, including the execution and oversight of the existing 1% policy alongside county staff. What is not currently reflected in Summit County's operating budget are the expenses related Arts & Culture including county staff and SCPAAB operating expenses. Earmarking future funding towards these efforts will ensure that the budget is reflective of the comprehensive support Summit County provides the arts.

IMPLEMENTATION PARTNERS	URGENCY
Summit County, The Arts Council	Near-Term

3.2 CREATE ART IN PRIVATE DEVELOPMENT

3.2 A - CONSIDER VOLUNTARY INCLUSIONARY ZONING PROGRAMS THAT ENCOURAGE INCLUSION OF ART IN PRIVATE DEVELOPMENT

Communities around the country incentivize the incorporation of Public Art in Private Development through a variety of mechanisms, including voluntary inclusion through land use controls. Within these Overlay Districts, developers undertaking new commercial or mixed-use projects exceeding a certain size (e.g., 50,000 sq. ft. or 20 residential units) are offered a set of zoning incentives if they voluntarily commit to including dedicated cultural spaces and amenities. This might include public art or amphitheaters. Additional opportunities might include engaging with artists and performers as part of the design process to identify opportunities for cultural amenities and creative placemaking.

OPPORTUNITIES:

- Density Bonus
- Expedited Permitting
- Parking Reductions
- Flexible Use Designations
- Access to Public Funding Opportunities
- The county may choose to take this one step further and formalize this program through an ordinance that identifies a dedicated percentage for inclusion based on the development valuation

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council, Private Developers	Mid-Term

3.2 B - PROMOTE THE INCLUSION OF CULTURAL INFRASTRUCTURE IN NEW DEVELOPMENT

Encourage local developers to incorporate affordable, creatively oriented commercial spaces into new and redeveloped projects, supporting artists and cultural entrepreneurs who often struggle to secure viable storefronts in high-demand areas. Incentives, design partnerships, and affordability strategies can help ensure that locally rooted creative businesses remain present in core districts, strengthening the cultural ecosystem and preventing displacement from rising commercial rents.

OPPORTUNITIES:

- These might include scaled-retail units, flexible studios, co-working and makers spaces
- This might also weave well within other Main Street and commercial core initiatives, especially through long-term lease agreements with stable rent, public-private partnerships that bring support to creative businesses, and subsidies that ensure creative enterprises remain viable in existing spaces and aren't displaced due to rising rent costs

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Property Management Associations, The Arts Council, The Chamber of Commerce, Private Developers, Historic Park City Alliance, Local Cultural Organizations	Mid-Term

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APPENDIX A:

A COMMUNITY INFORMED VISION

ENGAGEMENT SUMMARY

SURVEY:
289 RESPONSES

STAKEHOLDER INTERVIEWS:
21 ONE-ON-ONE INTERVIEWS

THOUGHT EXCHANGE WORKSHOPS:
7 WITH 80+ ATTENDEES

POP-UP COMMUNITY EVENTS:
5 WITH 150+ ATTENDEES

STEERING COMMITTEE MEETINGS:
6 MEETINGS OF THE 30-PERSON COMMITTEE

To gather comprehensive insights for the Summit County Arts & Culture Plan, the planning team undertook an extensive community engagement process from fall 2024 to winter 2025. This effort included one-on-one virtual stakeholder interviews with key representatives from diverse sectors like city government, local institutions, arts organizations, and cultural groups. Additionally, Thought Exchange Workshops were conducted to collectively develop a vision for future plan outcomes and explore community sentiments about Arts & Culture. Finally, several pop-up community events were held across Summit County, inviting broader participation on topics ranging from current ecosystem perceptions to investment priorities and placemaking.

The survey collected demographic information from participants including age, educational background, and zipcode of residence. Most notably, the findings identified that 43.8% of participants resided in 84098, 21.4% in 84060, and 11.4% in 84017, with the remaining participants spread across the county in no particular concentration.

STAKEHOLDER INTERVIEWS

The planning team conducted a series of one-on-one interviews with key community representatives during Summer and Fall 2024. These virtual Zoom conversations included stakeholders from city government, local institutions, Arts & Culture organizations, history and legacy groups, and artists and culture bearers throughout the community. Most stakeholders were identified by the project team and steering committee as individuals with essential perspectives on Summit County's Arts & Culture landscape, additional participants were identified by the Designing Local team as the discovery process evolved and new voices emerged. Stakeholder conversations gathered feedback from key Arts & Culture leaders about their current perception of the arts in Summit County and their vision for the future of its cultural sector.

1. What is your relationship with Arts & Culture in Park City/Summit County?
2. What are the biggest successes & challenges you think are faced in your specific sector of Arts & Culture or generally in the Arts & Culture ecosystem?
3. What is your vision for Arts & Culture in Park City/Summit County?
4. How, in your opinion, can Park City/Summit County expand its Arts & Culture presence? What are the opportunities?
5. How are people across Summit County best engaged?

ENGAGEMENT TAKEAWAYS

- Access and collaboration county-wide remain a critical challenge
- Supporting artists directly so that they may be able to afford to live and work in Summit County should be a major priority
- Raising awareness and the visibility of the arts across the county should be explored
- The county should have a more unified identity and approach to supporting the arts

THOUGHT EXCHANGE WORKSHOPS

The planning team conducted several Thought Exchange Workshops to collectively develop a vision for plan outcomes and gain deep insights into community perspectives. These workshops explored community sentiments about Arts & Culture, visions for Arts & Culture in Summit County, and ways the public and nonprofit sectors could help grow the local Arts & Culture ecosystem.

GENERAL

- What is your relationship with Art & Culture in the community?
- What do you consider to be the most important aspects of Art & Culture in Park City/Summit County?
- How do you currently engage with Art & Culture in the community?
- What barriers, if any, prevent you from engaging more fully with Art & Culture?

ARTS & CULTURE PROGRAMMING

- What types of Arts & Culture programs or events would you like to see more of?
- Are there any specific arts or cultural traditions that you would like to see celebrated or preserved?

ECONOMIC IMPACT OF ARTS & CULTURE

- What role can Arts & Culture play in supporting local businesses and entrepreneurs?

The findings from these conversations played a major role in shaping the key challenges and opportunities found on page 10.

POP-UP COMMUNITY EVENTS

In the winter of 2025, a series of pop-up events engaging community members in spaces across the county was conducted. Community members were asked to identify project priorities and their desires for plan outcomes. These events were held across Summit County.

ENGAGEMENT TAKEAWAYS

- Supporting family events and creating more accessible and dispersed cultural amenities
- Strengthening the availability of outdoor cultural experiences (e.g., through outdoor performance venues)
- Strong support for the Rail Trail's potential for public art integration and identity building across the county
- Strong sentiments regarding the investment in cultural assets and arts experiences in Eastern Summit County

YOUTH FORUM

In addition to artists and cultural creators, arts leadership, and the general public, specific outreach was targeted towards youth in the form of a student workshop. Young people were invited to weigh in on many of the same topics in a forum of their own.

ENGAGEMENT TAKEAWAYS

- Placing the arts on par with other extracurricular activities, such as sports and recreations
- Providing students and young people with opportunities to connect with Arts & Culture organizations, particularly within pathways that will help them development job and leadership skills
- Encouraging young creative to present their work in front of audiences

ARTS & CULTURE LEADERSHIP FORUM

As the community engagement series concluded, a group of arts leaders were convened to reflect on takeaways from these conversations and offer insights into how the arts and culture sector could rally to usher in its next chapter upon the departure of Sundance. As beneficiaries of the plan outcomes and cultural bearers for plan implementation, the insights provided by these leaders were critical to informing final plan recommendations and addressing key priorities to ensure the sector's future stability.

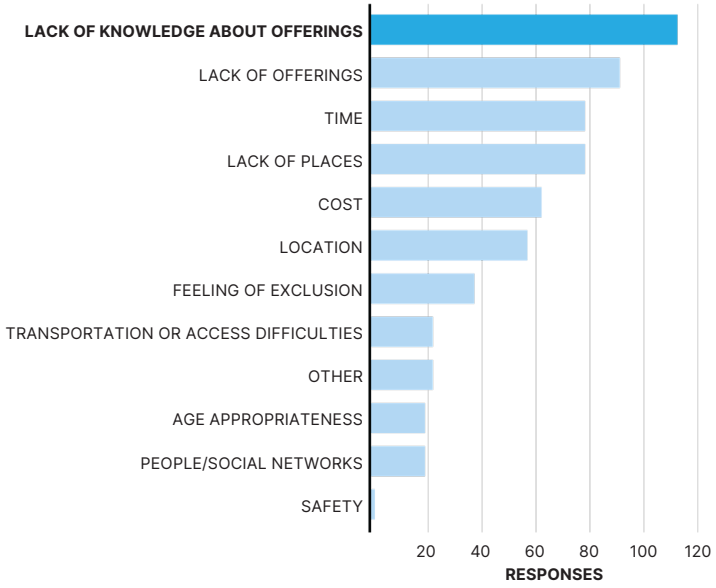
- What, in your opinion, is the most critical loss of the Sundance Festival relocation for Park City // Summit County? (Economic, Cultural, Legacy or something else...?)
- If we acknowledge the shifting dynamics locally and the opportunities this might present, what should the next investment in Arts & Culture look like? (What does the investment go towards: spaces, a signature event, direct support for Arts & Culture creators, legacy building investments) and how does this support filling the gap?
- If you had a magic wand to make something happen, what would it be?

ENGAGEMENT TAKEAWAYS

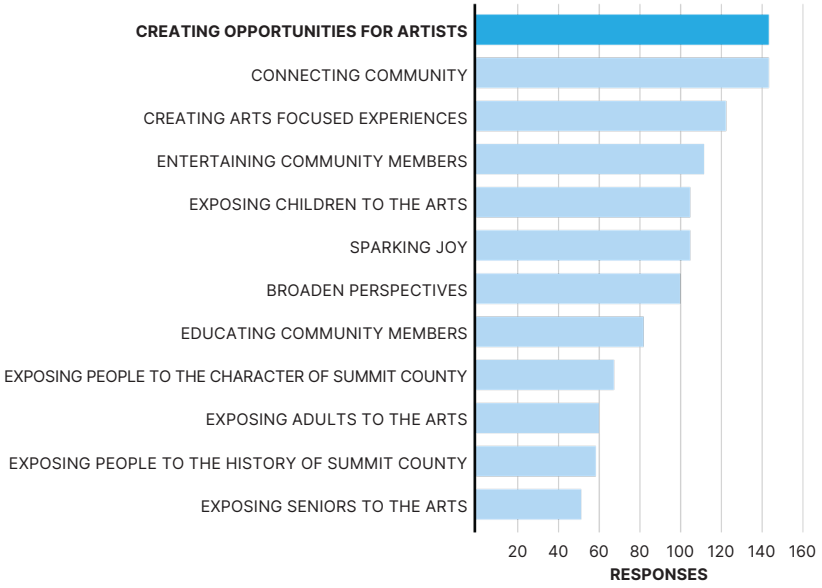
- Access to flexible, sustainable funding for Arts & Culture organizations, particularly for staffing and other operations
- The need to build an identity that stretches beyond signature events and festivals like Sundance, a sustained presence of the arts across Summit County
- Strong consensus around making arts participation a part of everyday life for community members and expanding routine opportunities for audiences across the county

SURVEY RESULTS SUMMARY

WHAT BARRIERS EXIST TO YOU PARTICIPATING IN ARTS & CULTURE ACTIVITIES WITHIN SUMMIT COUNTY?



THE ARTS & CULTURE IN SUMMIT COUNTY SHOULD ACCOMPLISH THE GOAL OF:



WHERE WOULD YOU LIKE TO EXPERIENCE ARTS & CULTURE IN SUMMIT COUNTY?

#1 PARK CITY

#2 THROUGHOUT THE COUNTY

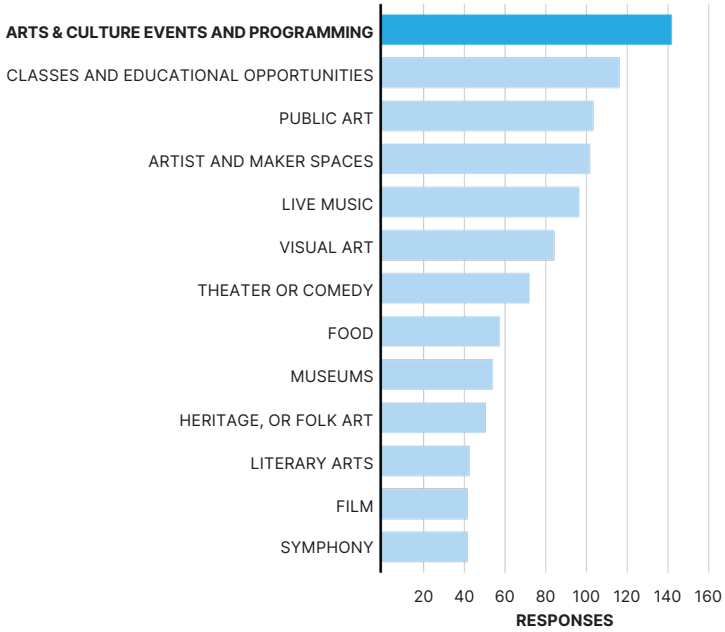
#3 PUBLIC AND OUTDOOR SPACES

#4 EASTERN SUMMIT COUNTY

#3 KIMBALL JUNCTION

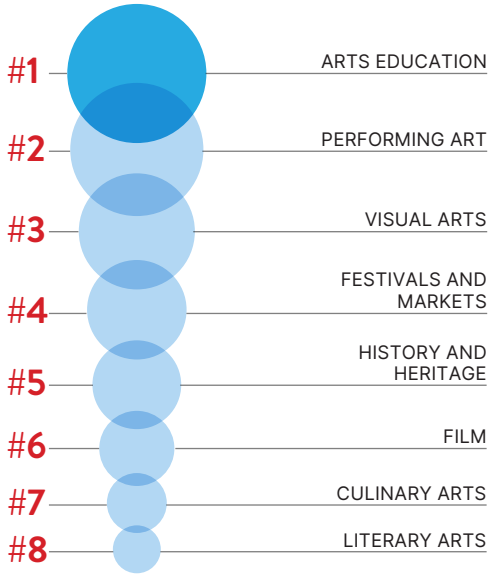
ARTS & CULTURE IN SUMMIT COUNTY SHOULD FEEL:

WHAT CULTURAL ACTIVITIES DO YOU WANT TO SEE MORE OF IN SUMMIT COUNTY?

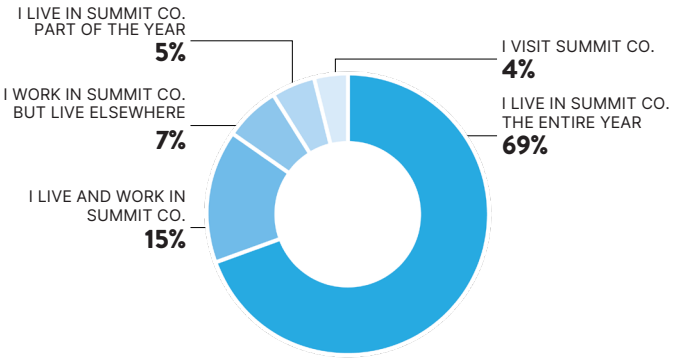


WHICH OF THESE MOTIVATIONS FOR EXPERIENCING THE ARTS DO YOU MOST STRONGLY ALIGN WITH?

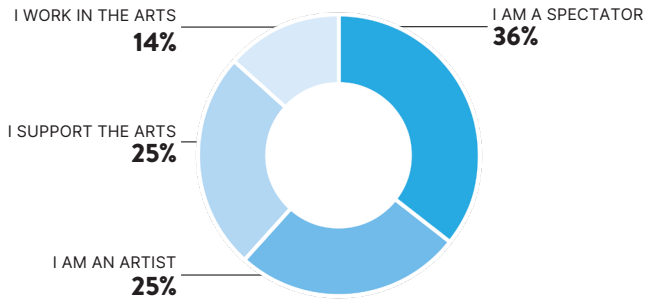
HOW WOULD YOU RATE THE IMPORTANCE OF THESE ARTS & CULTURE OFFERINGS?



WHAT IS YOUR RELATIONSHIP TO SUMMIT COUNTY?



WHAT IS YOUR RELATIONSHIP WITH THE ARTS?



APPENDIX B:

ARTS & CULTURE BENCHMARKING

ABOUT THIS CHAPTER

A strong Arts & Culture ecosystem supports a variety of arts activities, from built projects and community programs to cultural facilities and organizational operations. Funding Arts & Culture for the greatest impact requires offering a diverse array of funding sources and ensuring they are sustained and predictable. To build capacity at the local level, funding for organizational operations, projects and programming, facilities and cultural infrastructure, and artists and creative entrepreneurs is critical. When properly supported, the Arts & Culture ecosystem is a driver of economic impact and a revenue generator that empowers cultural creators to reinvest in the sector and their communities.

Across the United States, funding for Arts & Culture comes most predictably from:

Commonly Excised Sales Tax Measures, such as:

- Special Sales Tax
- Transient Room Tax
- Restaurant Tax
- Alcohol Tax

Commonly Issued Development Fees, such as:

- Percent for Art in Private Development
- Percent for Culture in Private Development

Sustained Public Budget Allocations, such as:

- General Fund Allocation
- Percent for Art in Capital Improvement

Arts & Culture activities, particularly one-time projects and programs, are often supported by the philanthropic community and granting organizations or through municipal budget allocations, such as one-time general fund support or a percentage of public capital improvement projects. Funding sources for the execution of projects and one-off community programs typically include:

Commonly Publicly-Funded Grants, such as:

- The National Endowment for the Arts
- National Trust for Public Spaces
- Federal Grants
- State Grants

Commonly Privately-Funded Grants, such as:

- The Mellon Foundation
- The Lilly Foundation
- The Levitt Foundation
- AARP
- Local philanthropic organizations

Private Partners & Sponsorships, such as:

- Private donations
- Private sponsorships
- Fundraising events
- Donor Advised Funds

BENCHMARKING BACKGROUND & PURPOSE

The Benchmark Analysis examines the relative size of Summit County's arts and cultural establishment supply, benchmarking each against eight comparable counties. The analysis also compares how Park City compares against the respective major towns in each county. These comparable cities and counties were selected for their similarities in size, tourism orientation, and prominence as outdoor recreation destinations. By comparing Summit County's Arts & Culture establishments and employment metrics, the analysis aims to identify opportunities for growth and strategies to enhance the region's arts and cultural assets.

BENCHMARK COMMUNITIES

1. Aspen, CO // Pitkin County
2. Bend, OR // Deschutes County
3. Boulder, CO // Boulder County
4. Breckenridge, CO // Summit County
5. Flagstaff, AZ // Coconino County
6. Jackson Hole, WY // Teton County
7. Ketchum, ID // Blaine County
8. Santa Fe, NM // Santa Fe County

METHODOLOGY & DATA SOURCES

This analysis uses an existing set of Arts & Culture–related NAICS codes (see Appendix for a full list of codes used for the analysis) developed for previous arts-related studies in Ogden to pull business and employment data for all entities registered under the associated NAICS codes. These "arts and cultural establishments" are for-profit or non-profit entities with a business registration location that falls within the limits of Park City or Summit County.

Benchmark communities were selected based on relatively similar high-tourism orientations, particularly for winter sport recreations, and similarly mountainous geographies in the Western United States. Benchmark communities represent the counties within which the benchmark cities/towns are located. ESRI Business Analyst was used to pull 2024 business and employment data. ESRI leverages business data sourced from Data Axle, a leading national economic and business data provider. Population data is based on 2022 U.S. Census American Community Survey estimates.

The per capita figures are calculated as the total number of jobs/establishments divided by the resident population (in units of 10,000). For example, a value of 50 indicates 50 establishments per 10,000 residents.

PARK CITY MOUNTAIN
Rentals
PARK CITY TICKETS
SUMO
CABIN
825-A2
FOR LEASE
Coca-Cola

BENCHMARK ANALYSIS SUMMARY - COUNTY

RANK	ESTABLISHMENTS PER CAPITA	ESTABLISHMENT TO COUNTY RATIO	SHARE OF ALL ESTABLISHMENTS	EMPLOYMENT PER CAPITA	
1	Pitkin Co., CO	Teton Co., WY	Santa Fe Co., NM	Teton Co., WY	
2	Teton Co., WY	Santa Fe Co., NM	Pitkin Co., CO	Pitkin Co., CO	
3	Santa Fe Co., NM	Deschutes Co., OR	Boulder Co., CO	Boulder Co., CO	
4	Summit Co., CO	Coconino Co., AZ	Teton Co., WY	Summit Co., CO	
5	Boulder Co., CO	Blaine Co., ID	Deschutes Co., OR	Blaine Co., ID	
6	Blaine Co., ID	Pitkin Co., CO	Summit Co., CO	Santa Fe Co., NM	
7	Summit Co., UT	Boulder Co., CO	Coconino Co., AZ	Deschutes Co., OR	
8	Deschutes Co., OR	Summit Co., UT	Blaine Co., ID	Summit Co., UT	
9	Coconino Co., AZ	Summit Co., CO	Summit Co., UT	Coconino Co., AZ	
METRIC					
DESCRIPTION	Number of arts and cultural establishments per 10,000 full-time residents.	The share of the countywide supply of arts and cultural establishments located within the city limits of the benchmark city. For example, a 50% ratio indicates that half of a county's arts and cultural establishments are located within its benchmark city.	The supply of arts and cultural establishments as a percentage of the overall number of registered businesses in the City/County.	Number of arts and cultural full-time and part-time jobs calculated per 10,000 full-time residents.	
VALUE	This metric gauges the size of the local Arts & Culture economy, relative to its residential population. A lower number relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for its population.	This metric helps assess the degree to which arts and cultural activity (using establishment count as a proxy) is concentrated in the major city of each benchmark community. A high ratio indicates that most arts and cultural activity is heavily concentrated in the major city, while a lower ratio (such as in Summit County, UT) indicates activity is more dispersed throughout the county. A more dispersed environment can indicate a greater need for countywide arts programs and support.	This metric helps assess the size of the arts and cultural economy (using establishment count as a proxy) relative to the overall economy. A lower share relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for the size of its overall economy.	This metric gauges the size of the local Arts & Culture economy (using employment as a proxy), relative to its residential population. A lower number relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for its population.	
DATA FOOTNOTE	Establishment counts include only registered with an official address in benchmark community. (ESRI Community Analyst, 2024)	Establishment counts include only registered with an official address in benchmark community. (ESRI Community Analyst, 2024)	Establishment counts include only registered with an official address in benchmark community. (ESRI Community Analyst, 2024)	Employment figures represent full-time and part-time employment. (ESRI Community Analyst, 2024)	

	EMPLOYMENT CITY TO COUNTY RATIO	SHARE OF ALL EMPLOYMENT	TOTAL RESIDENTIAL POPULATION	ANNUAL TOURISM SPENDING	GENERAL FUND REVENUE
	Teton Co., WY	Boulder Co., CO	Boulder Co., CO	Coconino Co., AZ	Boulder Co., CO
	Deschutes Co., OR	Deschutes Co., OR	Deschutes Co., OR	Teton Co., WY	Santa Fe Co., NM
	Santa Fe Co., NM	Blaine Co., ID	Santa Fe Co., NM	Summit Co., UT	Coconino Co., AZ
	Pitkin Co., CO	Santa Fe Co., NM	Coconino Co., AZ	Santa Fe Co., NM	Teton Co., WY
	Boulder Co., CO	Summit Co., CO	Summit Co., UT	Summit Co., CO	Deschutes Co., OR
	Coconino Co., AZ	Coconino Co., AZ	Summit Co., CO	Deschutes Co., OR	Summit Co., CO
	Blaine Co., ID	Teton Co., WY	Blaine Co., ID	Boulder Co., CO	Pitkin Co., CO
	Summit Co., UT	Pitkin Co., CO	Teton Co., WY	Pitkin Co., CO	Summit Co., UT
	Summit Co., CO	Summit Co., UT	Pitkin Co., CO	Blaine Co., ID	Blaine Co., ID
	The share of the countywide supply of arts and cultural full-time and part-time jobs located within the city limits of the benchmark city. For example, a 50% ratio indicates that half of a county's arts and cultural jobs are located within its benchmark city.	The supply of arts and cultural employment as a percentage of the overall number of jobs in the City/County.	The total residential population of the benchmark city or county.	Dollars spent by out-of-town visitors, including leisure and business travel.	FY 23-24 General Fund revenues.
	This metric helps assess the degree to which arts and cultural activity (using employment as a proxy) is concentrated in the major city of each benchmark community. A high ratio indicates that most arts and cultural activity is heavily concentrated in the major city, while a lower ratio (such as in Summit County, UT) indicates activity is more dispersed throughout the county. A more dispersed environment can indicate a greater need for countywide arts programs and support.	This metric helps assess the size of the arts and cultural economy (using employment as a proxy) relative to the overall economy. A lower share relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for the size of its overall economy.	Communities with similar residential populations generally have more similar economic and cultural conditions, making them stronger points of comparison and sources for best practices and case studies.	Tourism spending provides an additional metric to measure each benchmark community's overall similarity to Park City and Summit County, given Park City's tourism-centric economy.	This metric provides an additional metric to measure each benchmark community's overall similarity to Park City and Summit County, and their capacity to provide arts-specific funding. Benchmark communities with similar General Fund revenues are stronger points of comparison and sources for best practices and case studies.
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BENCHMARK ANALYSIS SUMMARY - CITY

RANK	ESTABLISHMENTS PER CAPITA	ESTABLISHMENT TO COUNTY RATIO	SHARE OF ALL ESTABLISHMENTS	EMPLOYMENT PER CAPITA	
1	Ketchum, ID	Jackson Hole, WY	Jackson Hole, WY	Jackson Hole, WY	
2	Jackson Hole, WY	Santa Fe, NM	Santa Fe, NM	Ketchum, ID	
3	Aspen, CO	Bend, OR	Boulder, CO	Aspen, CO	
4	Breckenridge, CO	Flagstaff, AZ	Ketchum, ID	Boulder, CO	
5	Santa Fe, NM	Ketchum, ID	Aspen, CO	Breckenridge, CO	
6	Park City, UT	Aspen, CO	Bend, OR	Bend, OR	
7	Boulder, CO	Boulder, CO	Breckenridge, CO	Park City, UT	
8	Bend, OR	Park City, UT	Flagstaff, AZ	Santa Fe, NM	
9	Flagstaff, AZ	Breckenridge, CO	Park City, UT	Flagstaff, AZ	
METRIC					
DESCRIPTION	Number of arts and cultural establishments per 10,000 full-time residents.	The share of the countywide supply of arts and cultural establishments located within the city limits of the benchmark city. For example, a 50% ratio indicates that half of a county's arts and cultural establishments are located within its benchmark city.	The supply of arts and cultural establishments as a percentage of the overall number of registered businesses in the City/County.	Number of arts and cultural full-time and part-time jobs calculated per 10,000 full-time residents.	
VALUE	This metric gauges the size of the local Arts & Culture economy, relative to its residential population. A lower number relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for its population.	This metric helps assess the degree to which arts and cultural activity (using establishment count as a proxy) is concentrated in the major city of each benchmark community. A high ratio indicates that most arts and cultural activity is heavily concentrated in the major city, while a lower ratio (such as in Summit County, UT) indicates activity is more dispersed throughout the county. A more dispersed environment can indicate a greater need for countywide arts programs and support.	This metric helps assess the size of the arts and cultural economy (using establishment count as a proxy) relative to the overall economy. A lower share relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for the size of its overall economy.	This metric gauges the size of the local Arts & Culture economy (using employment as a proxy), relative to its residential population. A lower number relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for its population.	
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	EMPLOYMENT CITY TO COUNTY RATIO	SHARE OF ALL EMPLOYMENT	TOTAL RESIDENTIAL POPULATION	ANNUAL TOURISM SPENDING	GENERAL FUND REVENUE
	Jackson Hole, WY	Boulder, CO	Boulder, CO	-	Boulder, CO
	Bend, OR	Bend, OR	Bend, OR	-	Santa Fe, NM
	Santa Fe, NM	Jackson Hole, WY	Jackson Hole, WY	-	Aspen, CO
	Aspen, CO	Ketchum, ID	Flagstaff, AZ	-	Bend, OR
	Boulder, CO	Aspen, CO	Jackson Hole, WY	-	Flagstaff, AZ
	Flagstaff, AZ	Flagstaff, AZ	Park City, UT	-	Park City, UT
	Ketchum, ID	Santa Fe, NM	Aspen, CO	-	Ketchum, ID
	Park City, UT	Flagstaff, AZ	Breckenridge, CO	-	Breckenridge, CO
	Breckenridge, CO	Park City, UT	Ketchum, ID	-	Jackson Hole, WY
	The share of the countywide supply of arts and cultural full-time and part-time jobs located within the city limits of the benchmark city. For example, a 50% ratio indicates that half of a county's arts and cultural jobs are located within its benchmark city.	The supply of arts and cultural employment as a percentage of the overall number of jobs in the City/ County.	The total residential population of the benchmark city or county.	Dollars spent by out-of-town visitors, including leisure and business travel.	FY 23-24 General Fund revenues.
	This metric helps assess the degree to which arts and cultural activity (using employment as a proxy) is concentrated in the major city of each benchmark community. A high ratio indicates that most arts and cultural activity is heavily concentrated in the major city, while a lower ratio (such as in Summit County, UT) indicates activity is more dispersed throughout the county. A more dispersed environment can indicate a greater need for countywide arts programs and support.	This metric helps assess the size of the arts and cultural economy (using employment as a proxy) relative to the overall economy. A lower share relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for the size of its overall economy.	Communities with similar residential populations generally have more similar economic and cultural conditions, making them stronger points of comparison and sources for best practices and case studies.	Tourism spending provides an additional metric to measure each benchmark community's overall similarity to Park City and Summit County, given Park City's tourism-centric economy.	This metric provides an additional metric to measure each benchmark community's overall similarity to Park City and Summit County, and their capacity to provide arts-specific funding. Benchmark communities with similar General Fund revenues are stronger points of comparison and sources for best practices and case studies.
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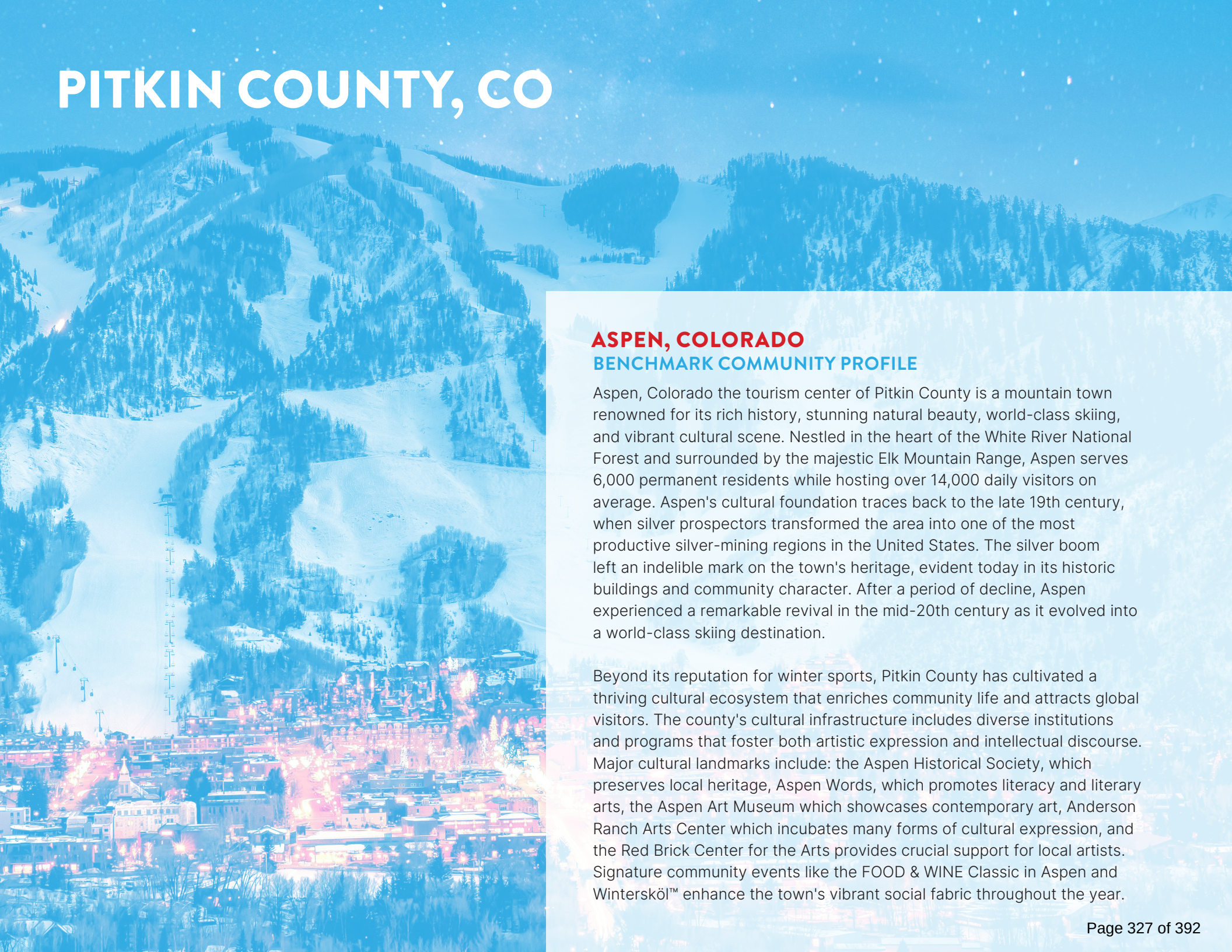
PITKIN COUNTY, CO



ASPEN, COLORADO
BENCHMARK COMMUNITY PROFILE

Aspen, Colorado the tourism center of Pitkin County is a mountain town renowned for its rich history, stunning natural beauty, world-class skiing, and vibrant cultural scene. Nestled in the heart of the White River National Forest and surrounded by the majestic Elk Mountain Range, Aspen serves 6,000 permanent residents while hosting over 14,000 daily visitors on average. Aspen's cultural foundation traces back to the late 19th century, when silver prospectors transformed the area into one of the most productive silver-mining regions in the United States. The silver boom left an indelible mark on the town's heritage, evident today in its historic buildings and community character. After a period of decline, Aspen experienced a remarkable revival in the mid-20th century as it evolved into a world-class skiing destination.

Beyond its reputation for winter sports, Pitkin County has cultivated a thriving cultural ecosystem that enriches community life and attracts global visitors. The county's cultural infrastructure includes diverse institutions and programs that foster both artistic expression and intellectual discourse. Major cultural landmarks include: the Aspen Historical Society, which preserves local heritage, Aspen Words, which promotes literacy and literary arts, the Aspen Art Museum which showcases contemporary art, Anderson Ranch Arts Center which incubates many forms of cultural expression, and the Red Brick Center for the Arts provides crucial support for local artists. Signature community events like the FOOD & WINE Classic in Aspen and Wintersköl™ enhance the town's vibrant social fabric throughout the year.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	70	59
ESTABLISHMENTS CITY TO COUNTY RATIO	55%	55%
SHARE OF ALL ESTABLISHMENTS	4.3%	5.1%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	70	446
EMPLOYMENT CITY TO COUNTY RATIO	68%	68%
SHARE OF ALL EMPLOYMENT	3.2%	3.2%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	6,952	17,325
ANNUAL TOURISM SPENDING	-	$873,300,000
COUNTY GENERAL FUND REVENUE	$64,098,999	$55,521,287

KEY ARTS & CULTURAL INITIATIVES

The Aspen Institute: Founded to combine art, philosophy, and civil dialogue, the Aspen Institute promotes a free, just, and equitable society through various programs. Notable initiatives include the Harman/Eisner Artist in Residence Program and the Arts Track at the Aspen Ideas Festival. The Institute promotes what has become known as the "Aspen Idea" — a holistic approach to community development that integrates intellectual, physical, and spiritual well-being.

City Arts & Culture Grants: The City of Aspen demonstrates strong financial commitment to its cultural sector through robust grant programming that supports both nonprofit organizations and individual artists. In 2024, the city allocated $941,900 in grants to local Arts & Culture organizations. Notable grant programs include:

- Cultural Vibrancy Fellowship ($60,000) — Provides direct support to local artists for their creative pursuits while fostering relationship building within the artistic community.
- Asset & Acquisition Assistance Grant ($250,000) — Helps eligible arts and cultural nonprofits optimize their facilities and acquire necessary equipment to enhance community programming.

Public Art Plan: Aspen is currently developing its first comprehensive Public Art Plan which seeks to prioritize: provoking meaningful discussion, creating memorable spaces, celebrating cultural heritage, and strengthening community connections.

Events and Festivals: Aspen hosts internationally acclaimed gatherings, art exhibitions, performances, and lectures. Examples of signature events include the FOOD & WINE Classic in Aspen and Wintersköl™. The Aspen Ideas Festival also provides a platform for convening and engaging in meaningful dialogue.

Dispersed Cultural Assets: Ongoing collaboration between the County, Aspen Institute, and local nonprofits ensures that creative activity reaches smaller communities throughout the Roaring Fork Valley. The Anderson Ranch Arts Center in Snowmass Village serves as a regional anchor for arts education and residencies, attracting artists nationwide.

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	$48,894,906

WHAT MAKES ASPEN // PITKIN COUNTY DIFFERENT?

Aspen and Pitkin County function as a single creative engine: the City's marquee institutions like the Aspen Music Festival & School, Aspen Art Museum, and festival circuit which are reinforced by countywide assets like Anderson Ranch Arts Center in Snowmass Village and programming that reaches schools and neighborhoods up and down the Roaring Fork Valley. Joint marketing through tourism partners, land-use support for cultural campuses, and cross-jurisdiction collaborations with the Aspen Institute make the arts visible well beyond downtown venues. Together, city and county convert visitor energy into year-round learning, residencies, and community participation.

DESCHUTES COUNTY, OR

BEND, OREGON
BENCHMARK COMMUNITY PROFILE

Deschutes County is celebrated for its stunning natural landscape of pristine lakes, majestic mountains, and a dormant volcano. Beyond these breathtaking views, the city thrives as a dynamic center for Arts & Culture. The artistic scene flourishes through galleries, public art installations, and cultural festivals including the Bend Film Festival and First Friday Art Walk. The historic Tower Theatre hosts live performances, while the Tin Pan Alley Art Collection brings creativity into everyday spaces. A vibrant community of artists, musicians, and makers contributes to the city's rich cultural identity.

With nearly 100,000 residents and more than 1 million annual visitors, Bend emphasizes community engagement and provides numerous opportunities for residents to shape the city's future. The cultural landscape is enhanced by a thriving craft beer and cannabis industry, a lively music scene, and locally owned restaurants and bars that serve as creative hubs. While outdoor enthusiasts are drawn to world-class skiing, climbing, and mountain biking, Deschutes County's ability to blend adventure with artistic expression creates a uniquely inspiring environment for residents and visitors.

The County’s creative identity extends far beyond Bend’s city limits. Redmond’s downtown revitalization efforts, La Pine’s emerging arts programs, and Sisters’ long-running folk and quilting festivals each contribute to a countywide network of cultural experiences rooted in both community and artistry.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	26	19
ESTABLISHMENTS CITY TO COUNTY RATIO	70%	70%
SHARE OF ALL ESTABLISHMENTS	4.0%	3.6%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	379	230
EMPLOYMENT CITY TO COUNTY RATIO	82%	82%
SHARE OF ALL EMPLOYMENT	6.5%	5.1%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	99,442	199,352
ANNUAL TOURISM SPENDING	-	$1,111,000,000
COUNTY GENERAL FUND REVENUE	$31,472,908	$58,338,006

KEY ARTS & CULTURAL INITIATIVES

Art in Public Places (AiPP): A nonprofit organization committed to bringing permanent, world-class art installations to public spaces in Bend. AiPP commissions art that enhances natural landscapes and enlivens public spaces, judged on artistic excellence, interactivity, innovative qualities, originality, and durability. The community can participate in the selection process by viewing design renderings of finalists and providing input.

Bend Cultural Tourism Fund (BCTF): A grant program created to enhance Bend's economy through cultural tourism. It supports cultural opportunities that draw visitors to Bend, such as musical productions, art exhibits, and film festivals. The BCTF is funded by Visit Bend using typically 10% of the organization's annual public funding received from the City of Bend through their Transient-Room-Tax.

Bend Foundation: This foundation donates funds to support new public art, collaborating with the City of Bend and Art in Public Places to enhance a thriving and creative community in Central Oregon. One recent project was to place large-scale sculptures in several roundabouts in the city.

First Friday Art Walk: Galleries and shops open their doors, bands play in the street, and carts offer food and drinks.

Festivals: Downtown Bend hosts festivals such as Oktoberfest and Winterfest. Bend Fall Festival, Bend Christmas Parade, Pole Pedal Paddle, July 4th Pet Parade & Old-Fashioned Festival, Bite of Bend, Balloons Over Bend and Night Glow & Children's Festival are some yearly traditions.

Beyond Bend: The Deschutes Cultural Coalition, funded through the Oregon Cultural Trust, ties the multitude of creative efforts together: providing small grants, convening partners, and ensuring that arts funding reaches both urban centers and rural communities. This cooperative model demonstrates how a geographically balanced approach to cultural investment an expand participation and distribute cultural opportunity throughout a growing region.

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	$48,894,906

WHAT MAKES BEND // DESCHUTES COUNTY DIFFERENT?

Bend's cultural gravity extends across Deschutes County through a network that includes Redmond's downtown events, Sisters' long-running Folk Festival and Quilt Festival, and La Pine's emerging arts programs. The Deschutes Cultural Coalition (funded by the Oregon Cultural Trust) keeps resources circulating beyond the urban core, while libraries and parks host countywide exhibitions and workshops. City investments in venues and placemaking pair with county micro-grants and creative convenings to create a shared ecosystem where craft, music, and maker culture connect rural communities to Bend's creative economy.

ATHLETA

BOULDER COUNTY, CO

BOULDER, COLORADO
BENCHMARK COMMUNITY PROFILE

Boulder, Colorado, shines as a vibrant community deeply rooted in artistic heritage and cultural appreciation. The area's stunning natural beauty, with preserved open spaces, trails, and abundant sunshine, provides an inspiring backdrop for its thriving creative ecosystem. Since the 19th century, Boulder County has attracted a diverse array of artists, from painters and photographers to musicians and performers, establishing a strong foundation for its cultural identity. Today, the city boasts a dynamic business environment and a diverse marketplace, home to over 130 cultural organizations and numerous venues offering a wide range of artistic disciplines and events.

Boulder County's commitment to community well-being is evident in its focus on creativity as a cornerstone for resident prosperity and joy. The City of Boulder actively champions Arts & Culture through initiatives like the Public Art Program, the Community Cultural Plan, and Cultural Grants, fostering a supportive environment for artists and creative professionals. Recognizing affordability challenges, the city collaborates with stakeholders to address livability concerns and provide professional development, enhancing the business and leadership skills of its creative workforce. Through these efforts, Boulder cultivates an environment where residents and visitors alike can engage with a rich tapestry of cultural experiences and contributes to a thriving, inclusive community.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	40	24
ESTABLISHMENTS CITY TO COUNTY RATIO	54%	54%
SHARE OF ALL ESTABLISHMENTS	5.5%	4.8%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	712	403
EMPLOYMENT CITY TO COUNTY RATIO	57%	57%
SHARE OF ALL EMPLOYMENT	6.8%	6.9%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	106,598	328,658
ANNUAL TOURISM SPENDING	-	$962,000,000
COUNTY GENERAL FUND REVENUE	$200,500,000	$255,715,652

KEY ARTS & CULTURAL INITIATIVES

Public Art Program: The city of Boulder aims to commission innovative artworks of enduring value, reflecting diverse artistic expressions and enhancing public spaces. The Public Art Program allocates 1% of capital improvement project budgets exceeding $100,000 for public art. The city also seeks community input for the selection of public art projects.

Cultural Grants: Both the Boulder County Cultural Council and City of Boulder Office of Arts & Culture provides funding opportunities focused on organizational sustainability and capacity building for local cultural organizations.

Community Cultural Plan: A nine-year plan to integrate creativity into the community's social, physical, and cultural environment. Key programs include General Operating Support grants for cultural organizations and public art programs. A one-time enhancement of $165,250 will update the Community Cultural Plan, aligning the Office of Arts + Culture's operations with community cultural priorities. Additional one-time funding includes $40,000 for Community Connectors-in-Residence programming and $1.4 million for University Hill streetscape renovations that integrate artistic elements.

Regional Support Network: Boulder County is one of seven Colorado counties that participate in the Scientific and Cultural Facilities District (SCFD), a regional model that demonstrates how multi-county coordination can sustain a robust arts and culture ecosystem. At the regional level, the Scientific and Cultural Facilities District (SCFD) provides a steady source of regional arts funding supported by a small sales tax, benefiting organizations large and small throughout Boulder County.

University Presence: The University of Colorado Boulder further anchors the county's creative identity through public performances, exhibitions, and research initiatives. Together, these institutions highlight the county's comprehensive approach—linking education, funding, and cultural infrastructure across jurisdictions.

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	$33,879,769
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Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	$48,894,906

WHAT MAKES BOULDER // BOULDER COUNTY DIFFERENT?

The City of Boulder's galleries, venues, and public art are interlocked with a county framework that steers predictable, voter-approved support through the SCFD 0.1% sales tax and the Boulder County Cultural Council. That regional mechanism scales from major presenters to neighborhood nonprofits, while CU Boulder adds museums, performance series, and research collaborations that serve the entire county. The result is layered governance: city, county, and regional systems that fund creation, asset distribution, and access.

SUMMIT COUNTY, CO

BRECKENRIDGE, COLORADO

BENCHMARK COMMUNITY PROFILE

Breckenridge is a premier mountain destination that seamlessly blends rich history, outdoor adventure, and a vibrant cultural scene situated in Summit County Colorado. Summit County welcomes visitors year-round with world-class skiing, scenic hiking and biking trails, and a charming downtown filled with unique, locally owned establishments. Beyond outdoor recreation, the region offers lively après-ski culture, diverse culinary experiences, and energetic nightlife, making it an ideal destination for both adventure and relaxation.

Arts & Culture is deeply woven into the community's identity, showcased through an engaging public art collection and the renowned Breckenridge Arts District. The town of Breckenridge public art program features thoughtfully selected pieces that reflect local history and the surrounding mountain environment, fostering community engagement and dialogue. Located within restored historic buildings, the Breckenridge Arts District hosts workshops, exhibits, and artist-in-residence programs, inviting visitors to participate in hands-on creative experiences from ceramics to painting.

Today Summit County’s arts landscape continues to expand through the Summit County Arts Council and regional venues like the Dillon Amphitheater. These county-supported efforts connect east- and west-side towns, illustrating how coordinated programming can strengthen cultural participation countywide. the area continues evolving as a cultural hub, ensuring art remains integral to the county's character.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	56	27
ESTABLISHMENTS CITY TO COUNTY RATIO	33%	33%
SHARE OF ALL ESTABLISHMENTS	3.7%	3.6%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	534	289
EMPLOYMENT CITY TO COUNTY RATIO	30%	30%
SHARE OF ALL EMPLOYMENT	3.8%	3.9%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	5,017	30,955
ANNUAL TOURISM SPENDING	-	$1,196,000,000
COUNTY GENERAL FUND REVENUE	$33,879,769	$56,034,606

KEY ARTS & CULTURAL INITIATIVES

BreckCreate: This organization supports and promotes arts, culture, and creative experiences through performances, visual arts, workshops, festivals, and historic tours. BreckCreate manages cultural arts venues which house much of Breckenridge's non-profit sector and arts community. BreckCreate typically receives $2 million per year in public funding through a general fund allocation.

Public Art Program and Master Plan: Breckenridge has a public art program that includes a permanent collection, temporary and ephemeral installations, and public art-related programming. The public art collection engages locals and visitors and inspires conversation about the town's environment and history. The collection is supported by a Public Art Plan which was last updated in 2016.

Breckenridge Social Equity Advisory Commission Grant: The town of Breckenridge funds $2,500 grants to organizations working to uphold goals within community building, equity growth, and advocacy.

A Growing Arts Region: Summit County's creative ecosystem extends beyond Breckenridge. The Summit County Arts Council connects cultural efforts across Silverthorne, Dillon, and Frisco, while facilities like the Dillon Amphitheater host events that draw regional audiences. The county also supports the Colorado Creative Industries Creative District certification program, helping to unify arts, culture, and economic development across multiple municipalities.

Breckenridge Arts District: Considered the region's epicenter of creativity, it brings together studios, galleries, performance spaces, historic landmarks, public art, restaurants, cafes, and other creative businesses. It is a lively arts campus of renovated historic structures that function as studio spaces for classes, workshops, affordable rentals by local artists, and visiting artist-in-residence programs. The Breckenridge Arts District is a Certified District in the Colorado Creative Industries Creative District Program.

Film: Breck Film delivers film experiences year-round through the Breck Film Society and the annual Breck Film Festival. The Breck Film Festival is held in September and celebrates the art of filmmaking.

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	$48,894,906

WHAT MAKES BRECKENRIDGE // SUMMIT COUNTY DIFFERENT?

Breckenridge anchors a countywide creative network that links the mountain towns of Dillon, Silverthorne, and Frisco through shared venues, festivals, and collaborative programming. The Breckenridge Arts District provides year-round studios, exhibitions, and classes that attract both residents and visitors, while the Summit County Arts Council connects organizations through joint marketing, rotating events, and advocacy. County support for facilities like the Dillon Amphitheater and coordinated tourism initiatives help sustain a cohesive cultural economy. Together, the City and County demonstrate how interdependent communities can build a unified arts identity.

THE BLUE FISH
SKI
TUNING & BOOT FITTING

COCONINO COUNTY, AZ

FLAGSTAFF, ARIZONA

BENCHMARK COMMUNITY PROFILE

Flagstaff, Arizona, located in Coconino County captivates audiences with its year-round cool weather, ideal stargazing conditions, and stunning natural landscapes. The vibrant city of 76,000 welcomes more than six million visitors annually, many of whom are drawn to its rich cultural institutions and historical monuments. Coconino County's lively community embraces Arts & Culture, with downtown Flagstaff serving as a central hub, boasting historic buildings that house art galleries, theaters, museums, and cultural centers.

The City of Flagstaff's commitment to public art is evident in the 40+ pieces scattered throughout the city, each narrating a unique story and reflecting the area's heritage. These pieces, ranging from university murals to abstract steel installations, find inspiration in the natural surroundings and culture of Coconino County and northern Arizona. The county is home to a variety of cultural institutions, including the Museum of Northern Arizona, which houses an impressive collection of more than five million Southwestern artifacts. The county's cultural calendar is filled with festivals and events that celebrate its diversity and artistic talent.

Coconino County’s cultural identity reaches beyond Flagstaff’s downtown, encompassing tribal nations, rural heritage, and major institutions like the Museum of Northern Arizona and Lowell Observatory. County programs collaborate with Indigenous communities to preserve cultural traditions and expand access to arts and heritage experiences across the region, making Coconino a model for place-based cultural inclusion.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	16	13
ESTABLISHMENTS CITY TO COUNTY RATIO	70%	70%
SHARE OF ALL ESTABLISHMENTS	3.7%	3.6%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	191	180
EMPLOYMENT CITY TO COUNTY RATIO	56%	56%
SHARE OF ALL EMPLOYMENT	3.4%	3.7%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	76,177	144,705
ANNUAL TOURISM SPENDING	-	$1,832,100,000
COUNTY GENERAL FUND REVENUE	$89,940,758	$80,083,586

KEY ARTS & CULTURAL INITIATIVES

Public Art Program: Coordinated by the City of Flagstaff Beautification and Public Art Commission, this program features over forty pieces of public art that visually represent the area's heritage, drawing inspiration from the natural surroundings and local culture. This program draws funding through a dedicated Bed, Board & Beverage tax. A Public Art Map is available for those wishing to explore these installations.

Lead Arts Agency and Grantmaking Agencies: The City of Flagstaff invites Statements of Qualifications (SOQ) for an organization(s) to serve as the Lead Arts Agency for the City and the grantmaking agency for the City's Arts, Science and Culture community grant funding. These agencies utilize revenues from a 2% local tax on hotel and restaurant businesses to enhance the arts, science, and culture sectors. This funding is used for direct activities and grants to non-profits and creatives, with the goal of developing artistic opportunities and establishing Flagstaff as a place of beauty and culture.

Beautification in Action Grants: This mini-grant program supports streetscape art and beautification projects like landscape projects, offering grants up to $7,500. Applications are accepted bi-annually. Publicly Accessible Art Restoration Grants: This mini-grant program is for the restoration of publicly accessible art projects.

Cultural Events and Festivals: Flagstaff hosts a variety of festivals throughout the year, celebrating its cultural diversity and artistic talent. These include the First Friday ArtWalk, Flagstaff Folk Festival, the Flagstaff Mountain Film Festival, the Heritage Festival at the Museum of Northern Arizona, Flagstaff Art in the Park, Hopi Festival of Arts & Culture, and the Celtic Festival.

Tribal Relationships Strengthen Cultural Exchange & Access: Coconino County partners with tribal governments and cultural institutions such as the Museum of Northern Arizona to preserve and promote Indigenous and regional heritage. County cultural grants and collaborative programming ensure that arts access extends well beyond Flagstaff's downtown core.

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	$33,879,769
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Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	$48,894,906

WHAT MAKES FLAGSTAFF // COCONINO COUNTY DIFFERENT?

This community distinguishes itself through a vibrant and unique arts and cultural scene deeply rooted in its history, diverse community, and striking natural environment. Coconino County fosters a strong sense of community, supported by numerous local artists, musicians, and cultural organizations. City museums and Lowell Observatory pair with county-level partnerships that support the Museum of Northern Arizona and programming developed with Hopi and Navajo communities. The city's BBB (Bed, Board & Beverage) tax and the Beautification & Public Art Commission seed public art and placemaking, while county collaborations extend access to rural communities. The combined effect is a single cultural map that honors place, science, and living traditions.

TETON COUNTY, WY

JACKSON HOLE, WYOMING

BENCHMARK COMMUNITY PROFILE

Jackson serves as the cultural center of Teton County, combining a small-town community base with a nationally recognized arts presence. The county's creative ecosystem is supported through coordinated public investment, anchored by the Center for the Arts, a shared campus that houses more than 20 arts and cultural organizations.

Jackson Hole is a breathtaking valley that encompasses the town of Jackson and its surrounding communities, serving as a gateway to both Yellowstone and Grand Teton National Parks. More than 2.6 million visitors arrive each year to experience its rugged beauty, where dense forests, pristine lakes and rivers, and towering peaks provide endless outdoor recreation opportunities. From world-class skiing and mountain biking to fishing and wildlife viewing, the region offers adventures for every season.

Beyond its natural wonders, Jackson Hole boasts a thriving Arts & Culture scene. The valley is home to a world-class symphony, community theaters, renowned museums, and diverse art galleries that celebrate both Western heritage and contemporary creativity. Annual events like the Fall Arts Festival and Old West Days further enrich the cultural landscape, drawing artists, filmmakers, and performers from around the country.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	88	40
ESTABLISHMENTS CITY TO COUNTY RATIO	99%	99%
SHARE OF ALL ESTABLISHMENTS	6.4%	4.2%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	903	482
EMPLOYMENT CITY TO COUNTY RATIO	86%	86%
SHARE OF ALL EMPLOYMENT	6.1%	3.5%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	10,748	23,346
ANNUAL TOURISM SPENDING	-	$1,700,000,000
COUNTY GENERAL FUND REVENUE	$31,472,908	$76,261,134

KEY ARTS & CULTURAL INITIATIVES

Arts for All Grant: Teton County and the Town of Jackson provide Arts for All funding to local Arts & Culture organizations and individual artists. These grants support art programs, broaden public access to the arts, enhance arts education, support the production and presentation of new works, and provide ongoing operating assistance. JH Public Art facilitates the Arts for All grant process.

Center for the Arts: The Center for the Arts is a 78,000 square foot arts campus located in Jackson Hole originally envisioned and planned for in 1991. Following a five-year planning process including, a needs assessment, an existing facilities assessment, a site selection study, a feasibility study, and an economic impact study all supported the need for an art center in Jackson, the facility was funded and established as a 501(c)3 non-profit organization which operates the campus today. Now the facility is home to over 20 Arts & Culture organizations providing arts experiences and resources to the community and is the region's primary third space for the arts.

County Support: Teton County's cultural ecosystem is reinforced by the County Lodging Tax Board, which allocates a portion of tourism revenue to arts and events throughout the valley. County participation helps sustain organizations housed within the Center for the Arts and ensures cultural investment reaches smaller communities beyond the town of Jackson.

Cultural Events and Festivals: Jackson hosts cultural events and festivals such as the Fall Arts Festival and Old West Days. The Fall Arts Festival is a premier cultural event in the Rocky Mountain West. Old West Days celebrates the spirit and culture of the West and Jackson Hole.

Public Art Program: Public art is integrated into the environment through Jackson Hole Public Art, which partners to include art in public design and produces artist-driven, community-minded projects. Jackson Hole Public Art places temporary and permanent artworks and produces community-minded, artist-driven projects for public spaces.

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	$48,894,906

WHAT MAKES JACKSON HOLE // TETON COUNTY DIFFERENT?

Jackson and Teton County operate a seamless cultural economy fueled by tourism reinvestment: the Lodging Tax supports valley-wide festivals and events, and shared marketing connects downtown venues with outlying stages and trail-adjacent installations. The Center for the Arts houses multiple organizations under one roof, while Jackson Hole Public Art and county partners commission works that travel across the valley. Municipal resources and county funding work in tandem so creativity shows up from the Town Square to rural gathering points county-wide.

BLAINE COUNTY, ID

KETCHUM, IDAHO

BENCHMARK COMMUNITY PROFILE

The neighboring towns of Ketchum and Sun Valley, nestled in Idaho's scenic Wood River Valley, offer a captivating blend of outdoor adventure and cultural richness to visitors and their combined population of about 5,200.

Sun Valley is known for being America's first destination ski resort, drawing visitors year-round for world-class skiing, hiking, and mountain biking. Beyond the slopes a vibrant arts scene thrives, with more than a dozen galleries, several live theater companies, and marquee cultural events like the Sun Valley Film Festival and free summer symphony concerts at the Sun Valley Pavilion. Anchoring the region's artistic landscape is the Sun Valley Museum of Art (SVMoA), Idaho's oldest arts organization and one of only five institutions in the state accredited by the American Alliance of Museums. SVMoA offers diverse programs spanning visual arts, music, film, and the humanities, fostering deep connections between visitors and contemporary artists.

Ketchum shares this commitment to the arts, featuring a dynamic array of public art and cultural programming. The Ketchum Arts Commission curates rotating exhibitions and performances, free to the public, enriching the town's creative spirit. Performance Art exhibitions further showcase the town's thriving gallery and theater scene. Together, Ketchum and Sun Valley offer a unique blend of natural beauty and artistic expression.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	92	23
ESTABLISHMENTS CITY TO COUNTY RATIO	59%	59%
SHARE OF ALL ESTABLISHMENTS	5.1%	3.50%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	857	260
EMPLOYMENT CITY TO COUNTY RATIO	47%	47%
SHARE OF ALL EMPLOYMENT	5.4%	4.50%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	3,490	24,248
ANNUAL TOURISM SPENDING	-	$468,400,000
COUNTY GENERAL FUND REVENUE	$36,067,548	$22,840,503

KEY ARTS & CULTURAL INITIATIVES

Percent for Art Ordinance: Ketchum's Percent for Art Ordinance, enacted at the municipal level, dedicates a percentage of the cost of certain public works projects to public art. The current ordinance, updated in 2014, stipulates that 5% of public works project costs be dedicated to public art.

Sun Valley Museum of Art (SVMoA): SVMoA connects people to contemporary art and artists through exhibitions, education, programs, and projects, serving as the cultural anchor of the Wood River Valley with year-round programming in visual arts, music, film, and the humanities. Founded in 1971, SVMoA offers free admission.

Ketchum Arts Commission Projects & Events: The Ketchum Arts Commission, a city commission, oversees initiatives ranging from exhibiting and maintaining the city's art collection to curating rotating exhibitions and performances that are free and open to the public.

Creative Through Land Use: The city is underwent a Comprehensive Plan and Code Update ("Cohesive Ketchum") adopted Sept 11 2025, which articulates arts & culture, design review, and creative-economy elements tied to future development and infrastructure. Specifically outlined through the below policies:

Policy ART-1.1: Diversify facilities and programs "Continue to enhance the City's cultural and historical resources ... Maintain and upgrade the City's facilities (indoor and outdoor) to improve accessibility and accommodate a variety of performing and visual arts activities."

Policy ART-2.2: Arts and cultural identity "Advertise Ketchum's identity as an arts and cultural destination and increase the visibility of arts and cultural opportunities in its marketing efforts."

Policy ART-3.3: Art in public places "Continue to promote the inclusion of art installations as an integral part of public infrastructure, including but not limited to civic buildings, streetscapes, parks, and civil structures (such as bridges or trails)."

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	$48,894,906

WHAT MAKES KETCHUM // BLAINE COUNTY DIFFERENT?

Ketchum's galleries and events are amplified by Blaine County assets, notably the Sun Valley Museum of Art (SVMoA), county-supported arts education that reach Hailey and Bellevue, and tourism partnerships that stabilize shoulder-season programming. City placemaking and venue activation pair with county grants and school collaborations so that exhibits, residencies, and performances circulate through the entire Wood River Valley, not just the resort core.

ICONO
CLAST
BOOKS
Spruce Ave

SANTA FE COUNTY, NM

SANTA FE, NEW MEXICO

BENCHMARK COMMUNITY PROFILE

Santa Fe, nestled in the foothills of the Rocky Mountains, stands as the oldest and highest capital city in the United States. Established by Spanish colonists in the early 17th century, the city played a pivotal role in trade and expansion through the Santa Fe Trail, connecting it to the eastern United States. Today, Santa Fe is a vibrant cultural destination, renowned for its rich artistic heritage, distinctive architecture, and dynamic culinary scene. The city's commitment to preserving its roots is evident in its signature "Santa Fe Style," which draws inspiration from traditional adobe dwellings and defines its unique aesthetic.

With a wealth of museums and a thriving gallery scene, Santa Fe is an internationally recognized arts hub. Visitors can explore world-class institutions like the Georgia O'Keeffe Museum, the Museum of International Folk Art, and contemporary art spaces celebrating both local and global creativity. The city's art markets, including the renowned Santa Fe Indian Market and Spanish Market, showcase Indigenous and Hispanic traditions, further solidifying its status as a cultural epicenter. Beyond the arts, Santa Fe is a culinary destination, offering a diverse range of flavors, from traditional New Mexican cuisine to globally inspired dishes.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	43	13
ESTABLISHMENTS CITY TO COUNTY RATIO	80%	70%
SHARE OF ALL ESTABLISHMENTS	5.9%	3.6%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	312	180
EMPLOYMENT CITY TO COUNTY RATIO	73%	56%
SHARE OF ALL EMPLOYMENT	3.7%	3.7%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	87,617	144,705
ANNUAL TOURISM SPENDING	-	$1,200,000,000
COUNTY GENERAL FUND REVENUE	$131,774,432	$80,083,586

KEY ARTS & CULTURAL INITIATIVES

An International Scene: Santa Fe's creative scene thrives on the collision of deep tradition and bold experimentation. The city's museums and markets honor centuries of Indigenous, Hispanic, and contemporary craft, while a younger generation of artists continues to redefine what cultural production looks like. The most visible example is Meow Wolf—born from a collective of local artists who transformed a warehouse into a multi-sensory art experience that grew into a national phenomenon. Its success embodies the city's independent spirit and demonstrates the catalytic power of grassroots collaboration. Across Santa Fe and its surrounding county, hundreds of small studios, cooperatives, and cultural nonprofits sustain this creative ecosystem—proof that the city's influence comes as much from its community networks as from its institutions.

Art in Public Places Program: Established in 1985, this program allocates a percentage of capital construction project costs towards the acquisition of public art. In 2006, this allocation was increased to two percent. The program's goals are to enrich the visual environment, celebrate Santa Fe's historical and cultural identity, boost community involvement in the arts, enhance Santa Fe's reputation as an arts hub, and stimulate economic growth. The Arts & Culture Department manages the program. The city's Public Art Collection consists of more than 80 artworks.

Culture Connects: This initiative emphasizes equity, inclusion, and access in the arts, reflecting Santa Fe's diverse cultural beliefs, heritage, traditions, and artistic expressions. It aims to foster strong, culturally rich, and vibrant neighborhoods.

Community Youth Mural Program: From 1995 to 2001, this program engaged young people in creating murals on city buildings in collaboration with artists.

Youth Arts: The Arts & Culture Department supports a range of opportunities for young people to benefit from the community's cultural resources. This includes ensuring access to in-school and after-school arts education programs, and fostering mentoring programs.

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
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Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	$48,894,906

WHAT MAKES SANTA FE // COCONINO COUNTY DIFFERENT?

Santa Fe's international arts reputation is sustained by a county partnership that ensures creativity reaches every corner of the region. The City's museums, galleries, and landmark institutions—along with the rise of Meow Wolf from a local collective to a national phenomenon—anchor a global cultural identity. Meanwhile, the Santa Fe County Arts & Culture Department invests in public art, heritage preservation, and grant programs that serve rural communities and pueblos. Together, the City and County operate as a single creative ecosystem: one that celebrates innovation and tradition, supports artists across geography, and keeps the region's cultural legacy both inclusive and forward-looking.

ARTS COUNCIL
PARK CITY
SUMMIT COUNTY

ARTS COUNCIL
PARK CITY
SUMMIT COUNTY

PARK CITY & SUMMIT COUNTY

ARTS & CULTURE MASTER PLAN

STEERING COMMITTEE

ALDY MILLIKEN, KIMBALL ART CENTER

ANNA NIZHONI, SUNDANCE INSTITUTE, VISUAL ARTIST

BECCA GERBER, CHAMBER OF COMMERCE & VISITORS BUREAU

BRIAN RICHARDS, MOUNTAIN TOWN MUSIC

CANICE HARTE, SUMMIT COUNTY

CASEY METZGER, ARTS COUNCIL BOARD MEMBER, TOP SHELF SERVICES

CHRIS EGGLETON, PARK CITY MUNICIPAL

DAN COMPTON, SUMMIT COUNTY

DIEGO ZEGARRA, PARK CITY COMMUNITY FOUNDATION

EMBER CONLEY, PARK CITY PERFORMING ARTS

GINGER WICKS, HPCA, PARK CITY AREA RESTAURANT ASSOCIATION

HANNAH TYLER, DEER VALLEY

HEATHER SNEDDON, PARK CITY MUNICIPAL

JENNY DIERSEN, PARK CITY MUNICIPAL

JOHN SIMMONS, CANYONS VILLAGE MANAGEMENT ASSOCIATION

KATE WYNN, KAMAS VALLEY HISTORY

KATIE STELPFLUG, BLUE JAYNE STUDIO, ARTIST

KATY WANG, PARK CITY FILM

LAURICE MARIER, SUNDANCE INSTITUTE

LYNN WOOD, COALVILLE CITY COUNCIL, NORTH SUMMIT UNITE

MADLYN MCDONOUGH, SUMMIT COUNTY

MITCH BEDKE, PARK CITY ARTIST ASSOCIATION

MORGAN PIERCE, PARK CITY MUSEUM

RANDY BARTON, EGYPTIAN THEATRE

REBECA GONZALES, PARK CITY EDUCATION FOUNDATION

SARA HUEY, PARK CITY MOUNTAIN

SARAH PEARCE, PARK CITY MUNICIPAL

SHAYNE SCOTT, SUMMIT COUNTY

VIRGINIA SOLOMON, U OF U ART HISTORIAN, SUMMIT PRIDE

WHITNEY RYAN, CANYONS VILLAGE MANAGEMENT ASSOCIATION

PLANNING GOALS

This plan casts a collective vision for Arts & Culture in Summit County that builds upon the foundation local organizations and creatives have established through prior planning efforts such as Project ABC (Arts, Beauty, Culture) and the Sustainable Tourism Plan. A community-driven process to develop plan recommendations focused attention on elevating the local Arts & Culture sector, making it more visible, and helping develop its capacity.

ENGAGE THE COMMUNITY

The plan reflects a broad range of perspectives from the cultural community and the general public, fostering collective ownership over plan outcomes.

CREATE A VISION FOR THE FUTURE

The plan articulates a community-created vision grounded in local conditions and supported by economic and data-driven findings that reflect Summit County's unique character.

ALIGN WITH OTHER PLANS

The plan advances key local initiatives, such as those in the Sustainable Tourism Plan, while ensuring Arts & Culture development supports broader community goals.

REFINE CURRENT STRATEGIES

The plan celebrates the impact of Arts & Culture in the community, solidifying its position as a local priority and demonstrating its value to residents and stakeholders.

PROVIDE VISIBILITY & PRIORITIZATION

The plan solidifies Arts & Culture as a local priority in order to celebrate and strengthen its impact.

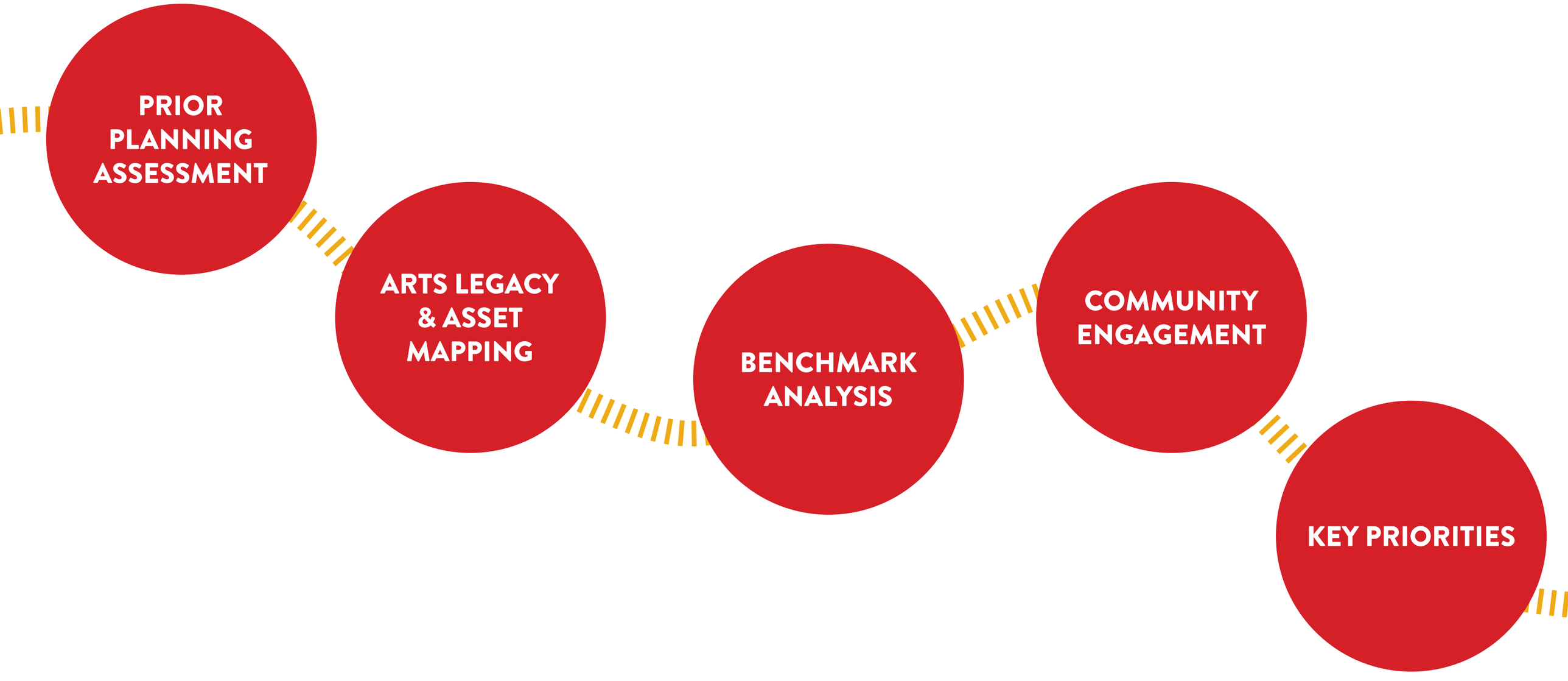
SPUR MOMENTUM & GROWTH

The plan generates excitement and anticipation that will power growth across the local Arts & Culture landscape.

BUILD CAPACITY

The plan identifies systems, processes, policies, and funding mechanisms that will expand capacity within the Arts & Culture sector.

ROADMAP


PRIOR PLANNING ASSESSMENT
ARTS LEGACY & ASSET MAPPING
BENCHMARK ANALYSIS
COMMUNITY ENGAGEMENT
KEY PRIORITIES

BENCHMARK ANALYSIS

ASPEN, CO // PITKIN COUNTY
BEND, OR // DESCHUTES COUNTY
BOULDER, CO // BOULDER COUNTY
BRECKENRIDGE, CO // SUMMIT COUNTY
FLAGSTAFF, AZ // COCONINO COUNTY
JACKSON HOLE, WY // TETON COUNTY
KETCHUM, ID // BLAINE COUNTY
SANTA FE, NM // SANTA FE COUNTY

METRICS

ESTABLISHMENTS / CAPITA

RANK: 6 // 7

EMPLOYMENT / CAPITA

RANK: 7 // 8

EMPLOYMENT CITY TO COUNTY RATIO

RANK: 7 // 8

ANNUAL TOURISM SPENDING

RANK: N/A // 3

ESTABLISHMENT TO COUNTY RATIO

RANK: 8 // 8

ESTABLISHMENT TO COUNTY RATIO

RANK: 8 // 8

SHARE OF ALL EMPLOYMENT

RANK: 9 // 9

GENERAL FUND REVENUE

RANK: 6 // 8

SHARE OF ALL ESTABLISHMENTS

RANK: 9 // 9

SHARE OF ALL ESTABLISHMENTS

RANK: 9 // 9

TOTAL RESIDENTIAL POPULATION

RANK: 6 // 5

FUNDING TYPES, GOVERNANCE MODELS, & KEY PROGRAMS

KEY INSIGHTS

- INVESTMENTS IN CULTURAL INFRASTRUCTURE
- ARTIST RESIDENCIES, HOUSING, & ENTREPRENEURSHIP PROGRAMS
- COMMUNITY-FOCUSED PUBLIC ART PLANNING & IMPLEMENTATION
- ECONOMIC IMPACT & OPPORTUNITIES
- EMPOWERED LOCAL ARTS AGENCIES INCREASE COORDINATION & IMPACT
- ART IN THE BUILT ENVIRONMENT
- CELEBRATING LOCAL IDENTITY & HERITAGE
- INTERWOVEN WITH TOURISM
- DIVERSIFIED & SUSTAINED FUNDING SOURCES
- CULTURAL HUBS & DISTRICTS
- DIVERSE OFFERINGS OF FESTIVALS & EVENTS
- INSPIRATION FROM LANDSCAPE

COMMUNITY ENGAGEMENT

THOUGHT EXCHANCE WORKSHOPS
(7 W/ 80+ PEOPLE)

POP-UP EVENTS
(5 W/ 150+ PEOPLE)

SURVEY
(289)

STAKEHOLDER INTERVIEWS
(21)

KEY INSIGHTS

- Community members want equitable, year-round access to Arts & Culture experiences
- Smaller, community-serving experiences were valued as much as major events
- The community values local history, authenticity, and culturally reflective storytelling
- Strong demand for youth programming and multicultural representation
- Access and collaboration across the county is a critical challenge
- Direct artist support should be a priority
- Strong potential for the rail trail and other outdoor art experiences
- Strong desire for a centralized community-focused arts hub and/or center
- Bring more art engagement into daily life
- Cost of living and economic opportunity are a challenge
- Celebrate local history and cultural heritage

VISION

IN SUMMIT COUNTY, ARTS & CULTURE BELONGS TO EVERYONE: SPARKING CURIOSITY, INVITING CREATIVITY, AND STRENGTHENING COMMUNITY. OUR FUTURE IS SHAPED BY OUR CREATIVE LENS AND UNDERSCORED BY OUR CULTURAL IDENTITY, DRIVING COLLECTIVE GROWTH, AND PROSPERITY FOR ALL.

PROVIDING DIVERSE, SUSTAINABLE FUNDING FOR ARTS ORGANIZATIONS & ARTISTS

Guiding Pillar

DEVELOPING & PROMOTING CULTURAL HUBS

Guiding Pillar

UNDERSCORING SIGNATURE EVENTS & EXPANDING COMMUNITY PROGRAMMING

Guiding Pillar

CULTIVATING TALENT & CULTURAL APPRECIATION

Guiding Pillar

KEY PRIORITIES

ARTS IN THE EVERYDAY

SPACES & PLACES

FUNDING & CAPACITY

ARTS IN THE **EVERYDAY**

A critical gap currently exists in the programming and cultural experiences offered around the county — the lack of routine, everyday opportunities for audiences to experience Arts & Culture outside of major institutions and flagship events, no matter where they live in the county, their stage of life, or level of artistic experience. Stakeholders throughout this process called for “Arts in the Everyday” projects and programs that integrate creative expression into daily life and shared spaces across Summit County. These recommendations focus on nurturing local talent and expanding access and support for the arts through ongoing county-wide participation and investment.

1.1 DEVELOP CAPACITY TO INCREASE CULTURAL PROGRAMMING, ACTIVITIES, AND ORGANIZATIONS IN NORTH AND SOUTH SUMMIT

1.1 A - SUPPORT THE DEVELOPMENT OF CULTURAL NONPROFITS IN NORTH & SOUTH SUMMIT

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Mid-Term

1.1 B - DIRECT FUNDING SUPPORT TO ARTISTS & CULTURAL PROGRAMMING ON THE EASTERN SIDE OF THE COUNTY

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Mid-Term

1.1 C - INVEST IN CREATIVE ENTERPRISES (E.G., CULINARY ARTS, ART STUDIOS) TO FOSTER CREATIVE ECONOMIC GROWTH AND ACTIVITY ON THE EASTERN SIDE OF THE COUNTY

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Near-Term

1.2 STRENGTHEN SUPPORT FOR ARTISTS & CULTURAL ORGANIZATIONS TO INCREASE THE QUANTITY, FREQUENCY, QUALITY & VISIBILITY OF YEAR-ROUND ARTS & CULTURE PROGRAMMING

1.2 A - FORMALIZE AN ARTS & CULTURE LEADERSHIP COHORT

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Summit County, Local Municipalities, Local Arts Organizations, Local Artists	Immediate

1.2 B - CONTINUE TO STUDY THE ECONOMIC & SOCIAL IMPACT OF THE ARTS & CULTURE SECTOR IN SUMMIT COUNTY

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities, Chamber of Commerce, Utah Cultural Alliance, Utah Division of Arts & Museums, Arts Council	Near-Term

1.3 SUPPORT THE DEVELOPMENT OF CULTURAL EXPERIENCES THAT UNDERSCORE & PRESERVE HISTORY & HERITAGE

1.3 A - DETERMINE THE FUTURE OF THE SUMMIT COUNTY HISTORICAL MUSEUM

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Arts Organizations, Local Historians, The Summit County Museum at the Coalville Courthouse, Summit County Heritage and Landmark Commission	Near-Term

1.3 B - EXPLORE OPPORTUNITIES TO PRESERVE & INVEST IN KEY HISTORICAL LANDMARKS, BUILDINGS & FACILITIES THROUGHOUT SUMMIT COUNTY

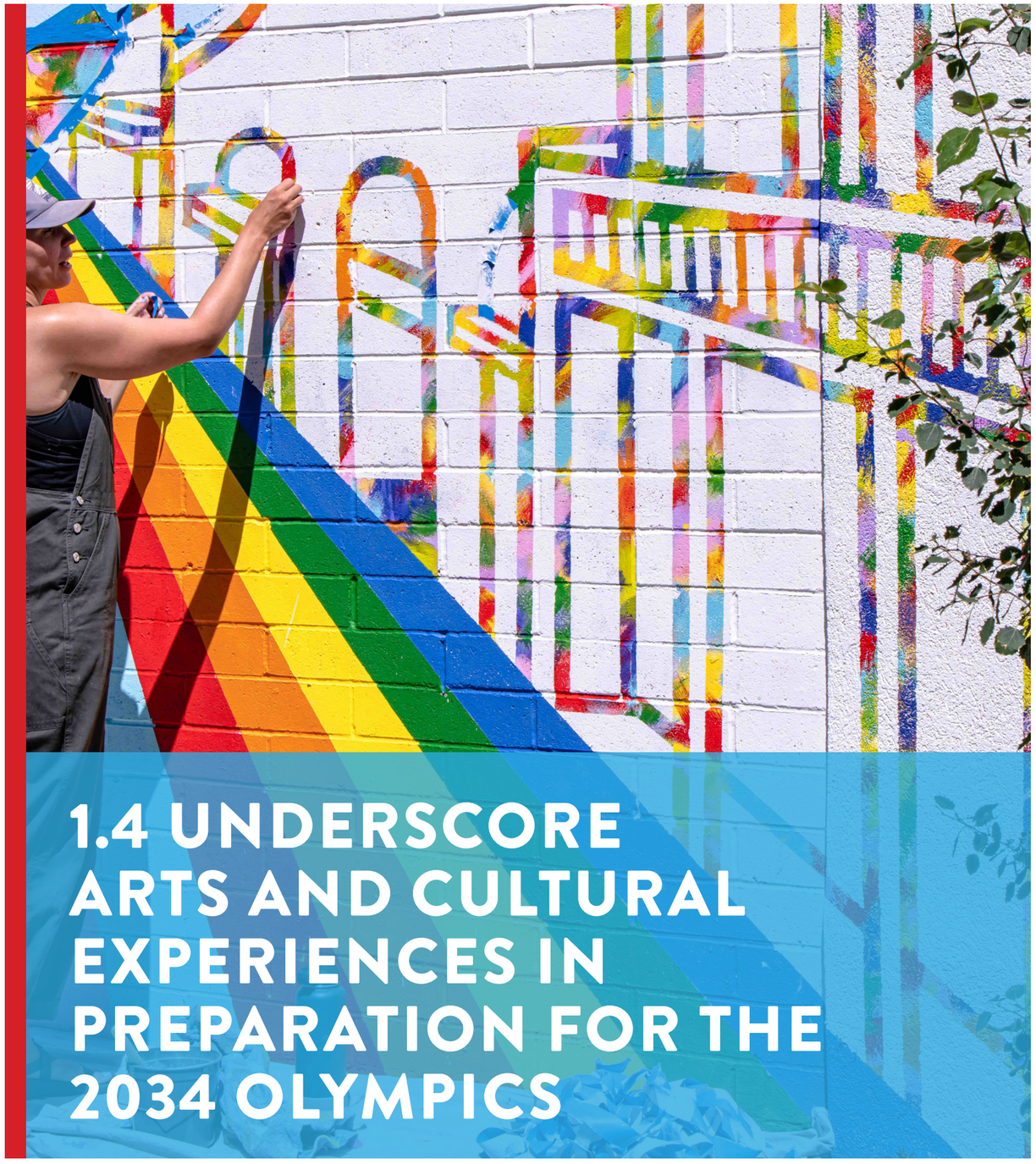
IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Arts Organizations, Summit County Heritage and Landmark Commission, Friends of Ski Mountain Mining History, Kamas Valley History Group, Park City Historic Preservation Board, Park City Museum, Alf Engen Ski Museum, Local Historians	Near-Term

1.3 C - PURSUE ADDITIONAL OPPORTUNITIES FOR FUNDING MECHANISMS THAT SUPPORT PROGRAMMING AND CAPITAL IMPROVEMENTS TIED TO HISTORIC PRESERVATION

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, The Arts Council, Local Arts Organizations, Local Historians, Local Municipalities	Mid-Term

1.3 D - DEEPEN RELATIONSHIPS BETWEEN PUBLIC ART BOARDS AND HISTORIC PRESERVATION BOARDS TO ALIGN STORYTELLING AND APPROPRIATELY INTEGRATE HISTORY INTO RELEVANT PUBLIC ART PROJECTS

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, The Arts Council, Local Arts Organizations, Local Historians, Local Municipalities, Public Art Advisory Board, Summit County Public Art Advisory Board	Mid-Term



1.4 UNDERSCORE ARTS AND CULTURAL EXPERIENCES IN PREPARATION FOR THE 2034 OLYMPICS

1.4 A - ADOPT A PUBLIC ART STRATEGY SPECIFIC TO THE OLYMPICS TO DIRECT INVESTMENT, PUBLIC ART PLACEMENT, AND COLLECTION THEMES IN ALIGNMENT WITH THE UNIQUE CHARACTERISTICS OF COMMUNITIES ACROSS SUMMIT COUNTY

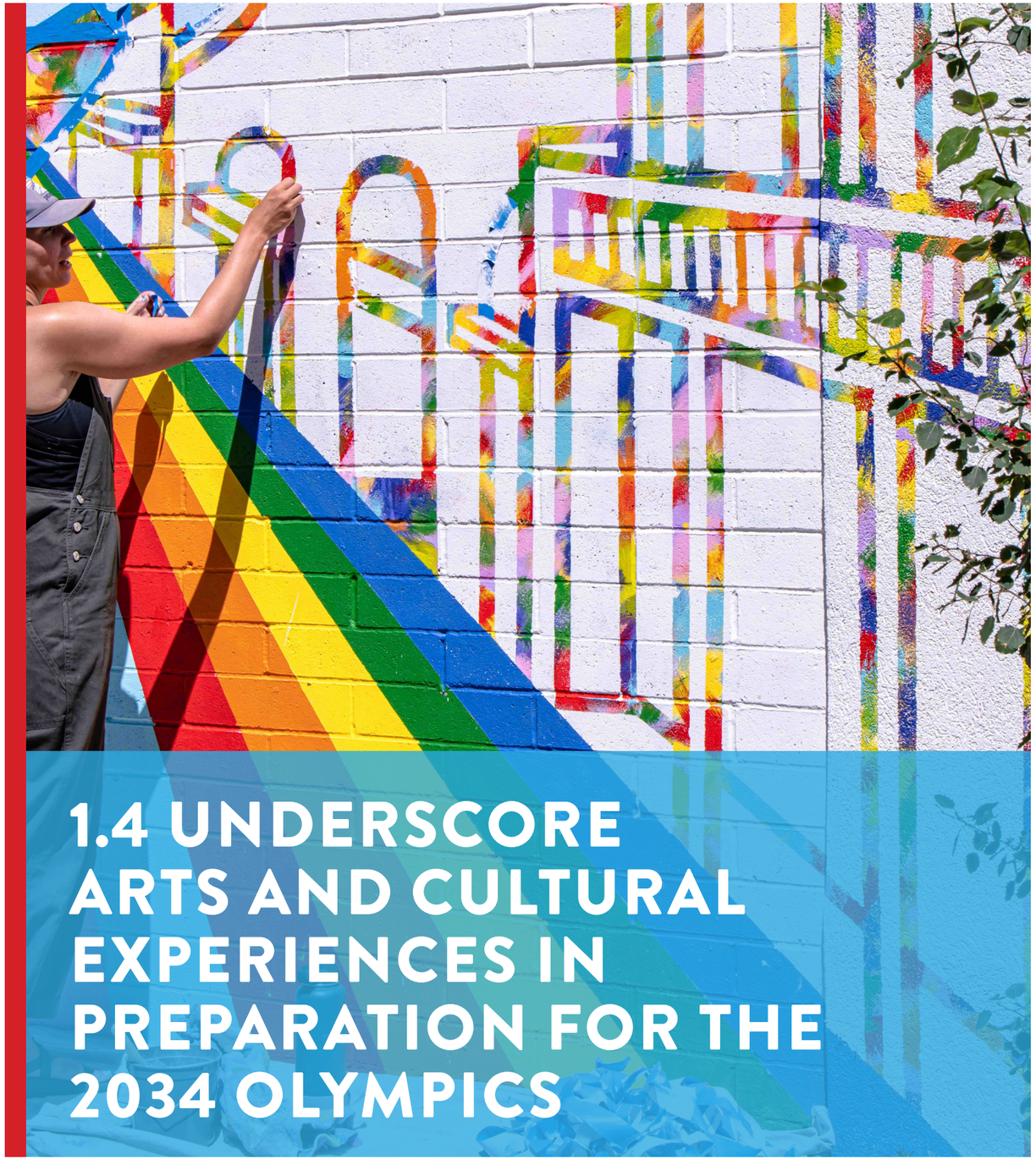
IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, The Arts Council Park City Public Art Advisory Board, Summit County Public Art Advisory Board, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Near-Term

1.4 B - IDENTIFY FUNDING SOURCES AND STRATEGIC INVESTMENT OPPORTUNITIES IN CONJUNCTION WITH THE OLYMPICS THAT SUPPORTS THE DEVELOPMENT OF CULTURAL EXPERIENCES AND INFRASTRUCTURE LIKE FACILITIES AND MUSEUMS

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations, Wasatch County Arts	Mid-Term

1.4 C - UTILIZE THE OLYMPICS AS A WORKFORCE DEVELOPMENT AND CAREER-ADVANCEMENT OPPORTUNITY TO BENEFIT LOCAL ARTISTS AND CULTURAL ORGANIZATIONS

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Mid-Term



1.4 UNDERSCORE ARTS AND CULTURAL EXPERIENCES IN PREPARATION FOR THE 2034 OLYMPICS

1.4 D - ORGANIZE A OLYMPIC ARTS PLANNING COALITION JOINTLY WITH REGIONAL ARTS PARTNERS TO IDENTIFY WAYS TO INVEST IN ARTS & CULTURE IN PREPARATION FOR THE GAMES

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations, Wasatch County Arts Council	Mid-Term

1.4 E - ENSURE ARTS & CULTURE IS UTILIZED AND SEEN AS A CENTRAL PART OF SUMMIT COUNTY'S IDENTITY THROUGH KEY STORYTELLING OPPORTUNITIES, INFRASTRUCTURE INVESTMENTS, PUBLIC ART DISPLAYS, AND OLYMPIC PROGRAMMING (I.E. OPENING/CLOSING CEREMONIES)

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Mid-Term

1.5 LEVERAGE SURPLUS LODGING TO CREATE AN ARTIST-IN-RESIDENCY PROGRAM

1.5 A - UTILIZE WORKFORCE AND OTHER VACANT HOUSING/LODGING DURING SLOWER SEASONS AS SHORT-TERM ARTIST HOUSING TIED TO FORMALIZED ARTIST-IN-RESIDENCY PROGRAMS

IMPLEMENTATION PARTNERS	URGENCY
Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Mid-Term

1.5 B - WORK WITH LOCAL ARTISTS, CULTURAL ORGANIZATIONS, PUBLIC ART BOARDS, AND SCHOOLS TO CREATE OPPORTUNITIES FOR COLLABORATION AND PROGRAMMING RELATED TO ARTIST-IN-RESIDENCY PROGRAMS

IMPLEMENTATION PARTNERS	URGENCY
Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Mid-Term

1.6 EXPAND THE PUBLIC ART COLLECTIONS AS A KEY PLACEMAKING STRATEGY ACROSS THE COUNTY

1.6 A - CREATE AND ADOPT LONG-RANGE PUBLIC ART PLANS THAT STRATEGICALLY GUIDE PUBLIC ART INSTALLATIONS, POLICIES, AND FUNDING MECHANISMS

IMPLEMENTATION PARTNERS	URGENCY
Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council	Mid-Term

1.6 B - INTEGRATE PUBLIC ART THROUGHOUT THE RAIL TRAIL

IMPLEMENTATION PARTNERS	URGENCY
Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Local Municipalities, Park City Municipal,	Mid-Term

1.6C - WORK WITH PRIVATE DEVELOPERS AND RESORT BASES TO ENSURE THAT PUBLIC ART REMAINS A CONSIDERATION OF CULTURAL FEATURES WITH PARTICULAR EMPHASIS ON LOCAL ARTISTS

IMPLEMENTATION PARTNERS	URGENCY
Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Park City Mountain Resort, CVMA, Deer Valley Resort, Private Developers	Mid-Term

SPACES AND **PLACES**

Community stakeholders frequently cited a desire for a centralized public gathering space that would invite a variety of arts activities and participants. Specifically a space that goes beyond consumption of Arts & Culture but provides local artists for a platform to share their works, community members with a spaces to gather and participate in cultural exchange, and a variety of arts organizations with the necessary office and meetings spaces to support growth, innovation, and collaboration across the sector.

2.1 INVEST IN NEW ARTS & CULTURE FACILITIES AND VENUES COUNTYWIDE

2.1 A - CREATE A MULTI-DISCIPLINARY CULTURAL FACILITY THAT PRIORITIZES COMMUNITY BENEFIT

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park County Municipal, Local Municipalities, The Arts Council, Local Cultural Organizations	Mid-Term

2.2 INVEST IN CULTURAL HUBS AND DISPERSE CULTURAL RESOURCES ACROSS THE COUNTY

2.2 A - DIVERSIFY AND EXPAND CULTURAL FACILITIES AND INFRASTRUCTURE TO SUPPORT THE UNIQUE NEEDS OF COMMUNITIES THROUGHOUT SUMMIT COUNTY

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Long-Term

2.2 B - IDENTIFY OPPORTUNITIES FOR NEW PERFORMING ARTS SPACES ACROSS SUMMIT COUNTY TO ADDRESS NEEDS RELATED TO AUDIENCE CAPACITY, FUNCTION, STORAGE, AND ACCESSIBILITY

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Long-Term

2.2 C - COMMIT TO ENSURING ARTS & CULTURE IS WOVEN INTO PUBLIC AND PRIVATE DEVELOPMENT PROJECTS

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Near-Term

2.3 ESTABLISH A HISTORICAL & CULTURAL DISTRICTS PROGRAM

2.3 A CREATE A PROGRAM TO SUPPORT EMERGING AND ESTABLISHED CULTURAL HUBS TO RECEIVE DISTRICT DESIGNATION

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, Local Municipalities, The Arts Council, Park City Historic Preservation Board, Summit County Heritage and Landmark Commission	Near-Term

2. 3 B - IDENTIFY BRANDING AND PROMOTIONAL OPPORTUNITIES WITHIN AND BETWEEN CULTURAL DISTRICTS

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, Local Municipalities, The Arts Council	Mid-Term

2.4 EXPAND CULTURAL TOURISM MARKETING, PROGRAMMING, AND ASSETS TO LEVERAGE INCREASED ARTS CAPACITY

2.4 A - FORMALIZE A PARTNERSHIP BETWEEN THE ARTS COUNCIL AND THE CHAMBER TO STRENGTHEN AND SUSTAIN CULTURAL TOURISM EFFORTS COUNTYWIDE

IMPLEMENTATION PARTNERS	URGENCY
Chamber of Commerce, The Arts Council	Immediate

2.4 B - INCREASE THE PROMOTION OF ARTS & CULTURE ASSETS AND PROGRAMS AS A KEY PART OF SUMMIT COUNTY'S STORY TO ATTRACT VISITORS YEAR ROUND IN SUPPORT OF THE SUSTAINABLE TOURISM PLAN

IMPLEMENTATION PARTNERS	URGENCY
Chamber of Commerce, The Arts Council	Immediate

2.5 INCORPORATE CULTURAL WORKERS INTO WORKFORCE HOUSING

2.5 A - INCENTIVIZE DEVELOPERS AND PUBLIC ENTITIES TO CONSIDER UTILIZING LANGUAGE THAT SUPPORTS THE INCLUSION OF CULTURAL WORKERS

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities, Private Developers, Property Management Associations, The Arts Council, Local Arts Organizations, Mountainlands Community Housing Trust, Columbus Pacific Development, Canyons Village Management Association	Mid-Term

FUNDING & **CAPACITY**

A strong legacy of public investment has supported cultural tourism and arts activities across the county, this investment has historically come from a variety of public mechanisms and budget items, whether direct cash support or through the subsidy of public services, staff, and public contracts that support the operation of cultural events and programs.

The recommendation of this plan is that public entities commit financial support in the form of general fund allocation and consider appropriating the relevant public subsidy of services to support and bolster the cultural sector.

3.1 COMMIT FINANCIAL SUPPORT TO GROW AND SUSTAIN ARTS & CULTURE COUNTYWIDE

3.1 A - CREATE AN ARTS & CULTURE GRANT FUND TO SUPPORT CULTURAL ORGANIZATIONS, ARTISTS, AND CREATIVE ENTREPRENEURS

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, The Park City Community Foundation, The Arts Council	Near-term

3.1 B - ESTABLISH AN ARTS & CULTURE TOURISM FUND TO UTILIZE ARTS & CULTURE AS A KEY TOOL TO SUPPORT THE SUSTAINABLE TOURISM PLAN

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, Property Management Associations, The Arts Council	Near-term

3.1 C - PROVIDE GENERAL OPERATING SUPPORT TO THE ARTS COUNCIL TO EXPAND ARTS & CULTURE OPPORTUNITIES AND RESOURCES COUNTYWIDE

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, The Park City Community Foundation, The Arts Council	Near-term

3.1 D - STABILIZE A SUMMIT COUNTY PUBLIC ART FUND AND CULTURAL SUPPORT THROUGH THE COUNTY'S ANNUAL OPERATING BUDGET

IMPLEMENTATION PARTNERS	URGENCY
Summit County, The Arts Council	Near-term

3.2 CREATE ART IN PRIVATE DEVELOPMENT

3.2 A - CONSIDER VOLUNTARY INCLUSIONARY ZONING PROGRAMS THAT ENCOURAGE INCLUSION OF ART IN PRIVATE DEVELOPMENT

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Mid-Term

3.2 B - PROMOTE THE INCLUSION OF CULTURAL INFRASTRUCTURE IN NEW DEVELOPMENT

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Property Management Associations, The Arts Council, The Chamber of Commerce, Private Developers, Historic Park City Alliance, Local Cultural Organizations	Mid-Term

DISCUSSION & NEXT STEPS

EARLY PLAN IMPLEMENTATION ACTIONS:

→Seeking resolution of support from both Summit County Council and Park City Council

→Plan to be promoted to the community and partners (in process)

→Arts Council to begin implementation by connecting with and convening partners

THANK YOU!

Resolution No. HA 01-2026

A RESOLUTION ESTABLISHING A REGULAR MEETING DATE, TIME, AND LOCATION FOR 2026 MEETINGS AND APPOINTING OFFICERS OF THE BOARD OF DIRECTORS OF THE HOUSING AUTHORITY OF PARK CITY, UTAH

BE IT RESOLVED by the Housing Authority of Park City:

SECTION 1. REGULAR MEETING DATE. The regular meeting of the Housing Authority shall be held on January 8, 2026, and thereafter as determined by the board at the Marsac Municipal Building in Council Chambers at 445 Marsac Avenue, Park City. Meetings will also be available online and may have options to listen, watch, or participate virtually. For more information on attending virtually, please go to www.parkcity.gov.

SECTION 2. NOTICE OF PUBLIC MEETINGS. Notice shall be given, including the agenda, date, time, and place of the meeting. The agenda will be posted at the Marsac Municipal Building at least twenty-four (24) hours prior to each regular meeting, and delivered to the local news media. The agenda for special or emergency meetings shall be noticed in the best manner practicable. The Board of Directors may meet socially at an announced location after the meeting, but City business will not be conducted.

SECTION 3. WORK SESSIONS. Work sessions are open informational meetings, where new items are introduced or regular meeting agenda items are discussed for clarification prior to action. Typically, no formal action is scheduled or taken during a work session, but formal actions may be made to conduct the Board's business, if it is deemed to be in the best interest of the public.

SECTION 4. CLOSED MEETINGS. Every meeting and work session is open to the public, unless closed pursuant to Sections 52-4-204 and 52-4-205 of the Utah Code. A closed meeting may be held if a quorum is present and upon the affirmative vote of two-thirds of the members of the public body present at an open meeting for which notice is given pursuant to Section 52-4-202. No closed meeting is allowed except for purposes expressly allowed under Section 52-4-205; provided no ordinance, resolution, rule, regulation, contract, or appointment shall be approved at a closed meeting. A record of closed meetings shall be created and maintained in accordance with Section 52-4-206 of the Utah Code, as amended.

SECTION 5. SPECIFIC MEETING DATES. The meeting schedule for the Housing Authority in 2026 is as follows: January 8, 2026, at 5:30 p.m. and thereafter as determined by the board.

SECTION 6. APPOINTMENT OF OFFICERS. The officers of the Board of Directors of the Housing Authority of Park City, Utah shall be as follows: The elected Mayor shall be the Chairperson; the Mayor Pro Tempore shall be the Vice-Chairperson; the Alternate Mayor Pro Tempore shall be the Alternate Vice-Chairperson; the City Manager

shall be the Executive Director; the City Recorder shall be the Secretary; and the Deputy City Recorder shall be the Deputy Secretary.

PASSED AND ADOPTED this 8th day of January, 2026.

PARK CITY HOUSING AUTHORITY

_____
Chair Ryan Dickey

ATTEST:

_____
Michelle Kellogg, Secretary

Approved as to form:

_____
City Attorney's Office

Resolution No. RDA 01-2026

A RESOLUTION ESTABLISHING A REGULAR MEETING DATE, TIME, AND LOCATION FOR 2026 MEETINGS AND APPOINTING OFFICERS OF THE BOARD OF DIRECTORS OF THE REDEVELOPMENT AGENCY OF PARK CITY, UTAH

BE IT RESOLVED by the Redevelopment Agency of Park City:

SECTION 1. REGULAR MEETING DATE. The regular meeting of the Redevelopment Agency shall be held on January 8, 2026, and thereafter as determined by the board at the Marsac Municipal Building in Council Chambers at 445 Marsac Avenue, Park City. Meetings will also be available online and may have options to listen, watch, or participate virtually. For more information on attending virtually, please go to www.parkcity.gov.

SECTION 2. NOTICE OF PUBLIC MEETINGS. Notice shall be given, including the agenda, date, time, and place of the meeting. The agenda will be posted at least twenty-four (24) hours prior to each regular meeting, and delivered to the local news media. The agenda for special or emergency meetings shall be noticed in the best manner practicable. The Board of Directors may meet socially at an announced location after the meeting, but City business will not be conducted.

SECTION 3. WORK SESSIONS. Work sessions are open informational meetings, where new items are introduced or regular meeting agenda items are discussed for clarification prior to action. Typically, no formal action is scheduled or taken during a work session, but formal actions may be made to conduct the Agency's business, if it is deemed to be in the best interest of the public.

SECTION 4. CLOSED MEETINGS. Every meeting and work session is open to the public, unless closed pursuant to Sections 52-4-204 and 52-4-205 of the Utah Code. A closed meeting may be held if a quorum is present and upon the affirmative vote of two-thirds of the members of the public body present at an open meeting for which notice is given pursuant to Section 52-4-202. No closed meeting is allowed except for purposes expressly allowed under Section 52-4-205; provided no ordinance, resolution, rule, regulation, contract, or appointment shall be approved at a closed meeting. A record of closed meetings shall be created and maintained in accordance with Section 52-4-206 of the Utah Code, as amended.

SECTION 5. SPECIFIC MEETING DATES. The meeting schedule for the Redevelopment Agency in 2026 is as follows: January 9, 2026, at 5:30 p.m. and thereafter as determined by the board.

SECTION 6. APPOINTMENT OF OFFICERS. The officers of the Board of Directors of the Redevelopment Agency of Park City, Utah shall be as follows: The elected Mayor shall be the Chairperson; the Mayor Pro Tempore shall be the Vice-Chairperson; the Alternate Mayor Pro Tempore shall be the Alternate Vice-Chairperson; the City Manager

shall be the Executive Director; the City Recorder shall be the Secretary; and the Deputy City Recorder shall be the Deputy Secretary.

PASSED AND ADOPTED this 8th day of January, 2026.

PARK CITY REDEVELOPMENT AGENCY

_____
Chair Ryan Dickey

ATTEST:

_____
Michelle Kellogg, Secretary

Approved as to form:

_____
City Attorney's Office