PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
September 17, 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/88515787464

CLOSED SESSION - 1:00 p.m.

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

STUDY SESSION

1:30 p.m. - Housing Study Session

WORK SESSION

3:00 p.m. - Golf Master Plan Discussion

4:30 p.m. - Discuss Proposed Rental Fees and Policies for The MINE at City Park, Park City Library, and Miner's Hospital

5:00 p.m. - Discuss the Basketball Court Wall at the MINE at City Park

5:15 p.m. - Break

REGULAR MEETING - 5:30 p.m.

I. ROLL CALL

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

III. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council Questions and Comments

Staff Communications Reports

1. Climate Smart Communities Initiative Grant for Scaling Biochar

IV. CONSIDERATION OF MINUTES

1. Consideration to Approve the City Council Meeting Minutes from September 3, 2026

V. CONSENT AGENDA

1. Request to Authorize the City Manager to Execute a Professional Services Agreement

with Raftelis, in a Form Approved by the City Attorney’s Office, Not to Exceed $89,850 to Conduct a Water Rate Study

2. Request to Execute a Construction Agreement with Envision Mechanical, in a Form Approved by the City Attorney's Office, Not to Exceed $259,353.36 for HVAC System Modifications at the 3Kings Water Treatment Plant

VI. 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.**

City Council Staff Report

Subject: Housing Study Session
Author: Ian Joyce, Sara Wineman, Chris Eggleton, Alec Barton, & Rebecca Ward
Department: Economic Development, Housing, & Planning
Date: September 17, 2026

Executive Summary

During the Council 2026 Strategic Planning Retreat[1] on May 22, 2026, the City Council identified affordable workforce housing as a continued priority for Park City and requested additional discussion regarding the City's housing priorities and strategies.

In response, Staff is proposing a series of Council study and work sessions to establish a clear framework for the City's current and future workforce housing efforts. These sessions will provide an opportunity for Council to discuss housing goals, priorities for current and future development opportunities, policy strategies, and other tools the City may consider as it evaluates the future of workforce housing in Park City. The intent is to use these discussions to establish clearer direction for Staff as the City evaluates future housing policies, development opportunities, and investments.

The first study session will establish the broader context for this effort by reviewing current housing conditions, the regional and State policy environment, 2025 General Plan[2] land-use considerations, and lessons from prior City housing efforts. The discussion is intended to help Council identify where the City should focus its attention and what additional information, tools, or analysis should inform subsequent study and work sessions and the upcoming Housing Needs Assessment.

Definitions

- AMI = Area Median Income
- MIHP = Moderate Income Housing Plan
- MPD = Master Planned Developments
- RUE = Residential Unit Equivalent

Background

Housing Resolution

In 1991, the City Council adopted Park City's first Housing Resolution. The Housing Resolution has been revised and updated over time to respond to changing community needs and housing conditions. It establishes the City's inclusionary zoning requirements, commonly referred to as housing obligations, which require Master

[1] Council 2026 Strategic Planning Retreat – May 22, 2026 Media; Minutes
[2] 2025 General Plan

Planned Developments (MPDs) to provide affordable housing based on the impacts generated by new development.

Under the Housing Resolution, residential and commercial development generate different housing obligations. Residential development is required to provide housing based on the amount of residential development proposed, while commercial development is required to provide housing to address a portion of the employees' housing needs generated by that development.

The current Housing Resolution[3], was adopted by the City Council on June 12, 2025[4], and requires MPD developers to provide:

- 20% of the project's total Residential Unit Equivalents (RUEs) as affordable workforce housing.
- Housing for at least 20% of the employees generated by new commercial development.

For purposes of the City's housing programs and goals, affordable workforce housing refers to income-qualified housing intended to provide housing opportunities for members of the local workforce. These units may be rental or ownership housing and serve households across a range of Area Median Income (AMI) levels.

City Council Affordable Workforce Housing Goal

In 2016, in response to escalating housing costs and a shortage of housing available to the local workforce, Park City established a goal of having 15% of workers live within Park City limits and creating 800 new housing units, for a total of 1,305 units, by Janurary 1st, 2026. At the end of 2025, the City had 731 total units in operation, which was only 56% of the goal set in 2016. The percentage of workers living within City limits had also declined to 12.1%[5], demonstrating that continued housing production would be necessary to increase the share of the workforce able to live in Park City.

At its February 13, 2025 City Council Retreat[6], the City Council reaffirmed the goal of having 15% of workers live within Park City limits by 2032. The estimated workforce projections discussed at the Retreat were developed using several Kem C. Gardner Policy Institute publications. The Park City Affordable Housing Analysis[7] provided the baseline, using the average annual employment reported in Table 7, for a total of 10,200 employees. This figure represents full-time employment in Park City. We then used the Utah Long-Term Planning Projection Summary for Summit County[8], specifically the projected Summit County Growth by Category from 2020–2060, to determine the estimated annual employment growth rate. We applied that growth rate to

[3] Resolution No. 12-2025
[4] City Council Meeting June 12, 2025 – Staff Report; Minutes pg 12
[5] Kem C. Gardner Park City Affordable Housing Analysis (December 2023), pg 2
[6] City Council Retreat February 13, 2025 – Staff Report; Exhibit A; Minutes pg 2
[7] Kem C. Gardner Park City Affordable Housing Analysis (December 2023)
[8] Kem C. Gardner Utah Long-Term Planning Projetion Summary for Summit County (February 2022)

the Park City employment baseline to determine future full-time workforce projection estimates for Park City, including the 2032 projection.

Based on this data, Park City is estimated to have more than 12,000 workers by 2032. To have 15% of those workers living within City limits, the City would need 1,864 affordable workforce housing units by 2032. This goal represents the total number of affordable workforce housing units needed, including units that are already in operation.

Current Workforce Housing Supply

As of August 2026, the City has 829 affordable workforce housing units in operation in Park City (Figures 1 and 2). These units provide a range of housing opportunities, including approximately 72% rental units and 28% ownership units, and serve households earning between 30% and 120% AMI.

The existing affordable workforce housing inventory continues to maintain high occupancy, averaging approximately 97%–99% occupied. The remaining 1%-3% generally reflects normal vacancy associated with unit turnover, cleaning and repairs, application processing, and other administrative activities. Studio Crossing, which opened at the end of November 2025, remains in its lease-up period.

An additional 172 affordable workforce housing units are currently under construction in Park City (Figure 3). Even with the 172 units currently under construction, the City will need to create approximately 863 additional units by 2032 to reach the City Council's goal of 1,864 total workforce housing units. This represents a significant continued need for housing production and highlights the importance of considering a range of tools, policies, and development opportunities to increase the supply of housing available to Park City's workforce.

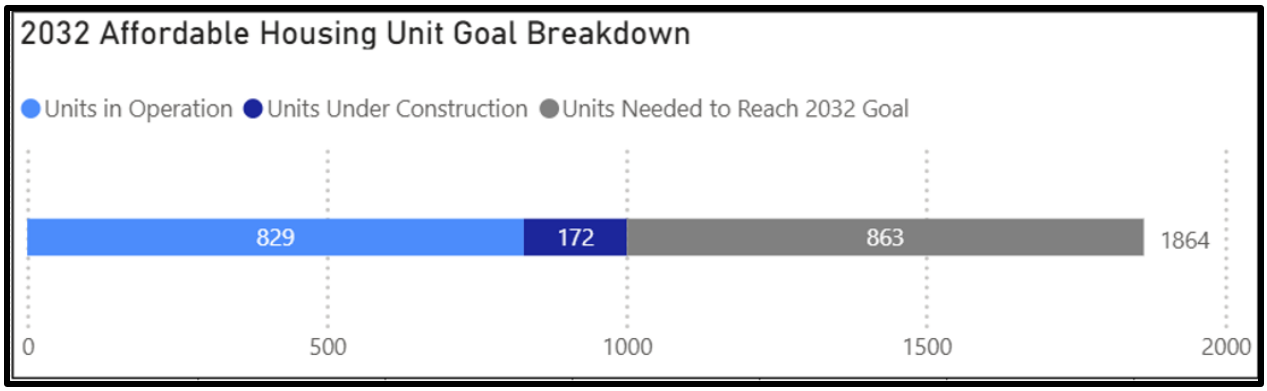
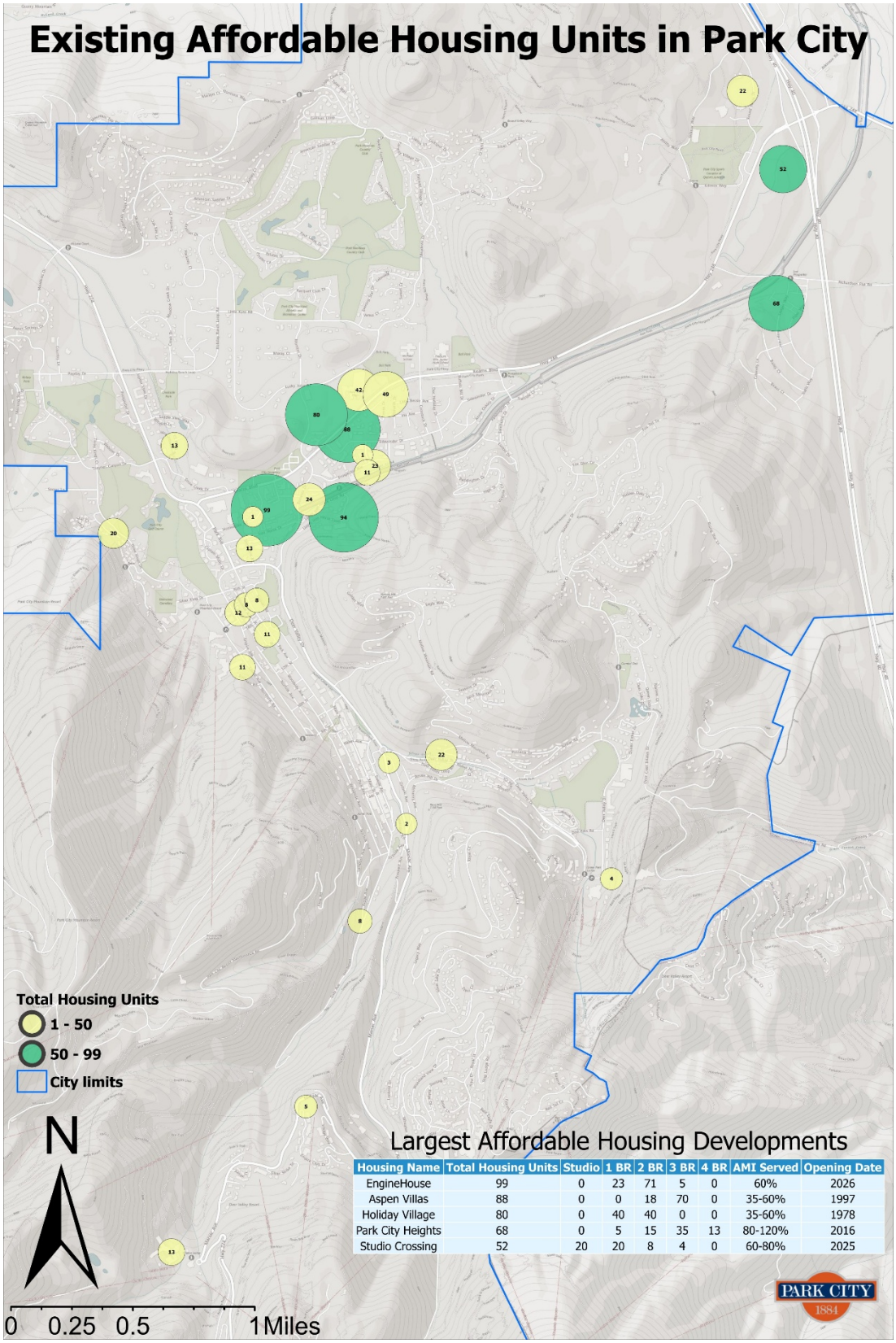


Figure 1: Progress Towards City Council's 2032 Affordable Workforce Housing Goal



Largest Affordable Housing Developments

Housing Name	Total Housing Units	Studio	1 BR	2 BR	3 BR	4 BR	AMI Served	Opening Date
EngineHouse	99	0	23	71	5	0	60%	2026
Aspen Villas	88	0	0	18	70	0	35-60%	1997
Holiday Village	80	0	40	40	0	0	35-60%	1978
Park City Heights	68	0	5	15	35	13	80-120%	2016
Studio Crossing	52	20	20	8	4	0	60-80%	2025

Figure 2: Existing Affordable Housing Units in Park City

Development	Total Units	Expected Completion
516 Marsac Ave	3	September 2026
Park City Heights	11	December 2026
Founders Place	2	August 2027
Studio Crossing	156	December 2027

Figure 3: Expected Completion for Units Under Construction

Housing Needs Assessment and State Moderate-Income Housing Plan

Staff is developing the scope for the City's next five-year Housing Needs Assessment and anticipates engaging third-party expertise to support the effort. The assessment will provide updated data and analysis to inform the City's housing policies and the annual Moderate Income Housing Plan (MIHP) submitted to the State of Utah. These are two distinct, but related efforts. The Housing Needs Assessment is the analytical work used to understand demand, gaps, population, affordability, geography, etc. The MIHP is the State-required planning and reporting framework, which is supported by the Housing Needs Assessment.

The City last submitted a full MIHP in 2025[9]; the full MIHP process was paused in 2026[10] while the State reassessed the information and reporting requirements included in the plans submitted by municipalities. The City is planning its next Housing Needs Assessment in 2027. The previous Housing Needs Assessment[11] was completed in 2021 and provided an important source of data for the City Council as it established its previous housing priorities and goals. See Exhibit B for the 2021 Housing Needs Assessment Scope of Services.

In developing the scope of work for the Housing Needs Assessment and evaluating opportunities to expand the analysis beyond the topics included in the 2021 assessment, Staff is considering additional analysis of attainable housing (81%–120% AMI) and the broader regional housing market, including housing conditions and workforce trends in Summit and Wasatch Counties. The goal is to provide Council with a more comprehensive understanding of Park City's housing needs, the populations being served by existing housing programs, and the regional factors that influence the local housing market, while continuing to meet the State's requirements for the MIHP.

Discussion and feedback from Council during this series of study and work sessions will help Staff refine the questions, data, and areas of analysis that should be included in the Housing Needs Assessment for 2027.

[9] 2025 Moderate Income Housing Plan
[10] Moderate Income Housing and Reporting – Recent Legislative Changes (March 2026)
[11] 2021 Housing Needs Assessment

Discussion for Council: What additional information, if any, would Council like to receive or better understand through the next Housing Needs Assessment as Staff continues developing its scope?

Exhibits

A *Land Use and Affordable Housing*
B *2021 Housing Needs Assessment Scope of Services*

Exhibit A

City Council
Staff Memo

Subject: **Land Use and Affordable Housing**
Author: **Planning Team**
Date: **September 17, 2026**
Type of Item: **Informational**

The Economic Development team requested that the Planning team provide background on land use and affordable housing projects in progress for the City Council's study session. Additionally, this memo summarizes information requested by the City Council on July 9, 2026, regarding City-owned properties considered for affordable housing and nightly rentals.

The following are summarized below:

(I) The General Plan and Moderate Income Housing Plan affordable housing goals in progress.
(II) City-owned properties considered for affordable housing.
(III) Nightly rentals.

(I) The General Plan and Moderate Income Housing Plan outline affordable housing goals in progress including:

(a) Affordable Master Planned Development updates,
(b) the Clark Ranch development,
(c) the Bonanza Park Mixed-Use District,
(d) Seasonal Housing clarifications, and
(e) Accessory Dwelling Unit updates.

The General Plan outlines two goals to support the Moderate Income Housing Plan:

Variety of Housing Options *– Park City will incentivize housing options for all residents.*

- *Strategy 1A: Provide a range of housing options at varying price levels that address a tiered approach (affordable, attainable) to provide diverse housing options of all ages and groups of the population.*

Workforce Housing *– Park City will prioritize housing for 15% of the total workforce within the City boundary.*

- *Strategy 2A: Facilitate workforce housing in the City and increase incentives for employment centers to incorporate workforce housing in new developments.*[1]

One of the challenges and considerations for affordable housing is that the City is nearly built out:

- Approximately 67% of the City is zoned Recreation and Open Space or

[1] General Plan *Moderate Income Housing*, p. 31

Protected Open Space.[2]

- Neighborhoods like Thaynes, Park Meadows, Masonic Hill, Prospector, Lower Deer Valley, and Upper Deer Valley are fully subdivided and are nearly built out.
- Many properties within the City are subject to Annexation Agreements or Master Planned Development Agreements that allocate total density within the area that may be more restrictive than the underlying Zoning District regulations.

As a result, the General Plan recommends focusing efforts on context-sensitive commercial, mixed-use, and housing development in key nodes that are proximate to transit, services, and amenities, that are well suited for infill development:

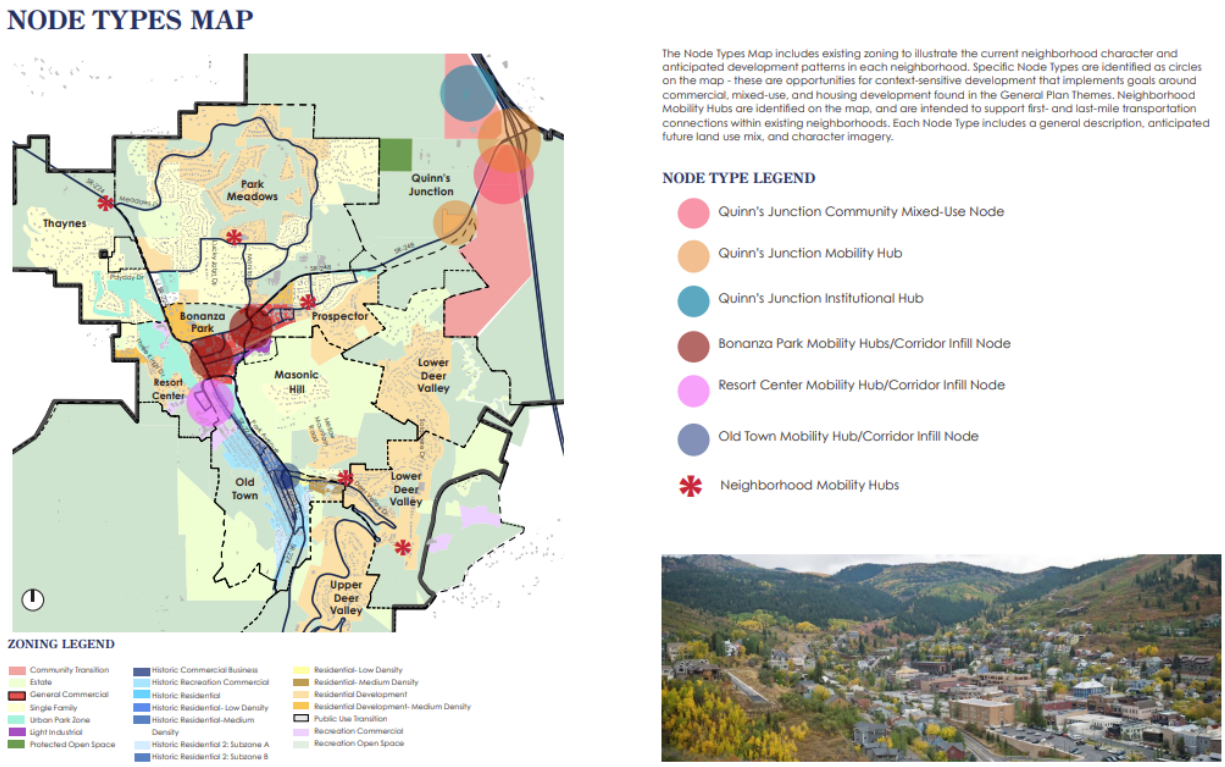


Figure 1: General Plan Nodes Type Map highlighting general neighborhoods where context-sensitive infill may be appropriate.

The Moderate Income Housing Plan (MIHP),[3] a component of the General Plan that the state requires "to provide a realistic opportunity to meet the need for additional moderate income housing within the municipality during the next five years"[4], further details the strategies to achieve those goals. Goal II focuses on land use regulations and a summary of progress on each area is provided below:

[2] The City contains 14,285.6 acres; approximately 9,550 acres (67%) of the City is zoned Open Space.
[3] Resolution No. 13-2025
[4] Utah Code Section 10-21-201 *Moderate income housing plan required*.

(a) The Affordable Master Planned Development Code is undergoing evaluation to reflect lessons learned and current market conditions.

MIHP Objective A: Continue on-going review of Affordable Master Plan [sic] Development code to identify ways to increase incentives for building affordable housing.

Since the 1980s, the Land Management Code (LMC) granted a bonus density for projects providing affordable housing. However, in 37 years, this was not enough to incentivize affordable housing development by a private developer or through a public-private partnership. After years of study, work sessions and public hearings with the Planning Commission, and consultant services for development feasibility analysis, in 2021, the City Council adopted Ordinance No. 2021-10 to establish a new Affordable Master Planned Development (AMPD) code for zones where Multi-Unit Dwellings are allowed that reduces setbacks and open space with a potential for reduced parking, and increased building height for development that includes at least 50% of the residential square footage as deed restricted affordable units. Later in 2021, the City Council extended these incentives to the Historic Commercial Districts (Ordinance No. 2021-18).

Since that time, the Planning Commission approved two AMPDs – EngineHouse at 1975 Homestake Drive and HOPA at 2200 Monitor Drive. Two applications are pending review. Through these reviews and lessons learned, there are opportunities to update the code.

On February 25, 2026, the City Council supported the Planning Commission's recommendations regarding updates to the AMPD standards to incorporate lessons learned, refine the code, and reflect today's market conditions (Packet, Work Session; Minutes, p. 4). These amendments are in progress. Over the summer, the Planning team conducted interviews with affordable housing specialists, developers, architects, advocates, and those who completed the AMPD process for input. Additionally, the Planning team is working with a financial consultant to evaluate the AMPD code under today's market conditions. The Planning Commission has been scheduled to discuss potential amendments (August 12, 2026 Packet, Item 6.A), and will be discussing potential amendments during a special Planning Commission meeting on September 30, 2026.

(b) The Clark Ranch affordable housing development on ten acres is undergoing Planning Commission review.

- ***MIHP State Strategy A: Rezone the City-owned land at [Clark Ranch] to provide higher density and reduced parking for the development of affordable and attainable housing.***

After completion of a Feasibility Study prepared by Stereotomic that evaluated infrastructure, site suitability, and affordable housing development within the Clark

Ranch area, the City Council selected The Alexander Company[5] as a development partner and recommended a medium density option with a mix of townhomes and Multi-Unit Dwellings.[6]

The developer proceeded through the Planning Commission review process.[7] As the project advanced from the feasibility study into design and entitlement, the site plan evolved from a smaller-building configuration to one that consolidated the Multi-Unit Dwellings into three larger buildings. The change raised additional considerations related to massing, site disturbance, and the requirements of the LMC. As a result, revisions were required.

On February 3, 2026, the Planning Commission and City Council conducted a joint work session and requested that the developer reduce the density and massing (Packet, Item V; Minutes, p. 10). The developer revised their plans and returned to the Planning Commission for a work session on June 10, 2026 (Packet, Item 5.A; Minutes, p. 2). The developer is working on continued revisions for review, and the project is anticipated to return to the Planning Commission for a public hearing on September 23, 2026.

(c) The Bonanza Park Mixed-Use District is drafted and requires additional consideration regarding overall density, the street network and traffic, and open space.

- ***MIHP State Strategy A: Rezone [Bonanza Park] to provide higher density and reduced parking for the development of affordable and attainable housing.***

On July 11, 2024, the City Council adopted the Bonanza Park Small Area Plan, which recommends creating a new mixed-use district that in part incentivizes affordable and workforce housing units.

From 2024 – 2025, the Planning Commission worked to draft a code for City Council consideration to:

- **Set the foundation for critical connections** – street types and sidewalk, trail, and signature trails are established for improved connectivity. Property owners dedicating critical connections may qualify for increased density.
- **Encourage vibrant streetscapes** – implement vertical zoning for vibrancy along internal neighborhood streets with active uses on the storefront level and residential and office uses on the upper stories.
- **Require pedestrian-oriented design** – outline design guidelines for mixed-use pedestrian-scale development that is walkable with community green spaces connected throughout.

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[5] January 9, 2025 Staff Report; Minutes, p. 1
[6] July 10, 2025 Staff Report; Minutes, p. 14
[7] September 10, 2025 (Packet, Item 5.A; Minutes, p. 2), September 24, 2025 (Packet, Item 6.B; Minutes, p. 7), October 8, 2025 (Packet, Item 4.A; Minutes, p. 1), October 22, 2025 (Packet, Item 7.B; Minutes, p. 4), and November 12, 2025 (Packet, Item 5.A; Minutes, p. 2).

- **Support multi-modal transportation** – encourage parking reductions and transportation demand management plans for increased transit ridership and pedestrian and bike infrastructure.

The draft mixed-use district incentivizes redevelopment:

- **Allows increased height** – exceptions may be granted up to 45 feet with increased density when project enhancements like affordable, attainable, and workforce housing are provided.
- **Allows for development of housing options for residents** – allows for mixed-use projects with a blend of residential units ranging from affordable to attainable to market-rate.

In 2025, the City Council reviewed the draft code. Outstanding questions regarding the increased density and residential units, the street network and traffic, and open space remain.[8]

(d) Pending code amendments bridge the gap for seasonal workforce housing allowed in the Housing Resolution but not in the Land Management Code.

- ***MIHP Objective D: Look for opportunities to increase height and density allowances for affordable housing development where appropriate. General Plan Strategy 2A Action: Create land use regulations for seasonal workforce housing typologies like single-room occupancy or dormitory-style projects that reflect best practices, provide quality amenities for tenants, and are compatible in scale, massing, and design.***

The City's Affordable Housing Resolution No. 12-2025 establishes criteria for dormitory and single-room occupancy seasonal housing units for development constructed to satisfy inclusionary zoning requirements. However, the LMC does not establish clarity on the zones where these may be allowed, the review process, or criteria to establish baseline requirements. On February 25, 2026, the City Council supported the Planning Commission's recommendation regarding updates to address this gap (Packet, Work Session; Minutes, p. 4). These amendments are in progress (August 12, 2026 Planning Commission Packet, Item 6.B).

(e) Accessory Dwelling Unit updates.

- ***MIHP Objective E: Change Land Management Code to incentivize development of affordable accessory dwelling units (ADUs) in appropriate neighborhoods and on sufficiently sized lots following the City's approval process.***

[8] July 10, 2025 Packet, Old Business Item 2; Minutes, p. 23

Since 1994, the City has allowed ADUs, defined as a habitable living unit added to, created within, or connected to a Single-Family Dwelling. In the City, ADUs are referred to as Accessory Apartments (LMC Section 15-4-7).

The General Plan recommends further evaluation of Accessory Apartments:

- *Evaluate Accessory Apartment regulations to understand obstacles to development.*
- *Study the incorporation of Accessory Apartments in residential neighborhoods where compatible to enable compact and efficient development in areas with existing infrastructure.*
- *Allow the creation of Accessory Apartments in residential neighborhoods when compatible with existing character and located proximate to transit, amenities, and services*.

In 2002 (Ordinance No. 02-07), 2007 (Ordinance No. 07-49), and most recently in 2021 (Ordinance No. 2021-51), the City updated and revised Accessory Apartment regulations specific to the City's neighborhoods and unique mountain town community.

In 2021, policy research and a community survey were completed regarding Accessory Apartments and potential LMC amendments to reduce barriers to and incentivize construction of these smaller rental units. On December 16, 2021, the City Council adopted Ordinance No. 2021-51 to:

- Reduce the minimum size allowed from 400 to 280 square feet.
- Remove a 300-foot radius buffer limiting Accessory Apartment development.
- Increase the required rental period from 30 to 90 days.
- Remove the requirement that the property owner live on site.
- Allow detached Accessory Apartments on lots 3,750 square feet or greater.
- Allow Accessory Apartments in the Park City Heights area.
- Allow staff-level rather than Planning Commission review.

Since 2021, the state has also preempted municipalities on certain types of Accessory Apartments. However, in many ways, the City's Accessory Apartment regulations are less restrictive than state preemption. For example, the City does not require that the main home be the primary residence of the owner. Also, the City allows tandem parking and other parking flexibility to support Accessory Apartments.

While preserving Accessory Apartment incentives, the City is required to provide allowances for Internal and Detached Accessory Dwelling Units to align with state regulations.

Internal Accessory Dwelling Units

In 2021, the Utah legislature adopted HB 82 *Single-Family Housing Modifications* creating Internal Accessory Dwelling Units (IADUs)—an ADU created within the footprint of a primary home—requiring municipalities to allow these in most residential zones. As a result, on September 23, 2021, the City Council adopted Ordinance No. 2021-38, creating LMC Section 15-4-7.1. Unlike Accessory Apartments, which establish

a maximum size of 1/3 the size of the home or 1,000 square feet, there is no size limitation for IADUs. In effect, large homes may be converted into duplexes through this code and once an IADU is created, it is not required to be rented.

Detached Accessory Dwelling Units
This year, the Utah legislature adopted SB 284 *Local Land and Water Modifications* requiring updates to Accessory Dwelling Unit (ADU) regulations. Effective October 1, all residential lots 11,000 square feet or larger may have a Detached Accessory Dwelling Unit (DADU). The state allows municipalities to regulate some components of DADUs.

In July, the Planning Commission started discussions on recommendations to incorporate the changes to DADU regulations to comply with state code[9] and will conduct a public hearing and forward a recommendation to the City Council on September 23, 2026. The recommendation is to enact the most restrictive code possible because unlike Accessory Apartments, size allowances through state preemption could result in very large DADUs and there is no requirement that the DADU be rented. These amendments are then scheduled to come to the City Council for consideration on October 1, 2026.

In addition to code amendments, the General Plan recommends the following action:

> *Consider an Accessory Apartment toolkit that establishes pre-approved plans and evaluates the potential for pre-fabrication and a pilot program for installations*.

Designing and constructing an ADU can be expensive. The Planning Commission reviewed potential pilot programs for recommendation to the City Council.

To help reduce costs, many communities have established pre-approved plans that property owners can use for construction of ADUs. These pre-approved plans allow for special consideration of community character and compatible infill. For example, Boise, Idaho provides eight pre-approved detached ADU plans that range from as small as 280 square feet to 695 square feet. Woodstock, Georgia provides pre-approved ADU plans for ADUs above a garage, ADUs attached to a garage, and detached ADUs. Montrose, Colorado provides three pre-approved ADU plans including tiny homes (The Retreat), ADUs above a garage (The Perch), and ADUs attached to existing SFDs (The Loft).[10]

Additionally, communities have created the following to support ADU installations:

- Establishment of an ADU Loan Program.
- Providing technical assistance to property owners to support ADU construction.
- Providing property owners with a financial incentive to install an ADU.
- Purchasing pre-fabricated ADUs in bulk to reduce costs and to install in partnership with participating property owners.

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[9] July 8, 2026 Packet, Item 5.H; Minutes, p. 52; August 26, 2026 Packet, Item 6.A; Meeting Media
[10] See also San Jose, California; New York, New York; Salt Lake City, Utah.

However, the Planning Commission has observed the following challenges with ADUs:

- Several Plat Amendment applications have been filed for Planning Commission review with a request to allow increased square footage or site disturbance areas to construct an ADU. However, upon information from applicants, these applications were filed with the intent to increase livable and usable areas for the residents, and not to provide a rental. There were therefore denied.
- Once constructed, there is no requirement that the ADU be rented. Rather, if it is rented, then the restrictions requiring a minimum 90-day rental lease apply.

If a pilot program is considered, the Planning Commission recommends evaluation of potential requirements regarding rental of the ADU and affordability.

(II) City-owned properties considered for affordable housing include:
(a) Woodside Park Phase II.
(b) Mine Bench.
(c) Sommer Parcel.

The City Council selected City-owned properties that spanned Old Town and the Resort Center neighborhoods where the former fire station and current senior center are located for a phased affordable housing project.

On August 23, 2017, the Planning Commission approved Woodside Park Phase I, which includes four single-family homes (two are historic: 1333 Park Avenue was rehabilitated and 1353 Park Avenue was relocated and reconstructed on site) and eight townhomes between Park and Woodside Avenues, across from City Park (Packet, p. 332; Minutes, p. 27). Woodside Park Phase I was completed in late 2019.

On May 22, 2019, the Planning Commission approved Woodside Park Phase II, spanning acreage between Woodside and Empire Avenue to:

- Construct 52 affordable and six market-rate units in a combination of townhomes and multi-unit dwellings with underground parking and approximately 30% open space in the Recreation Commercial Zoning District (Packet, Item VII.B; Minutes, p. 3).

Exhibit A

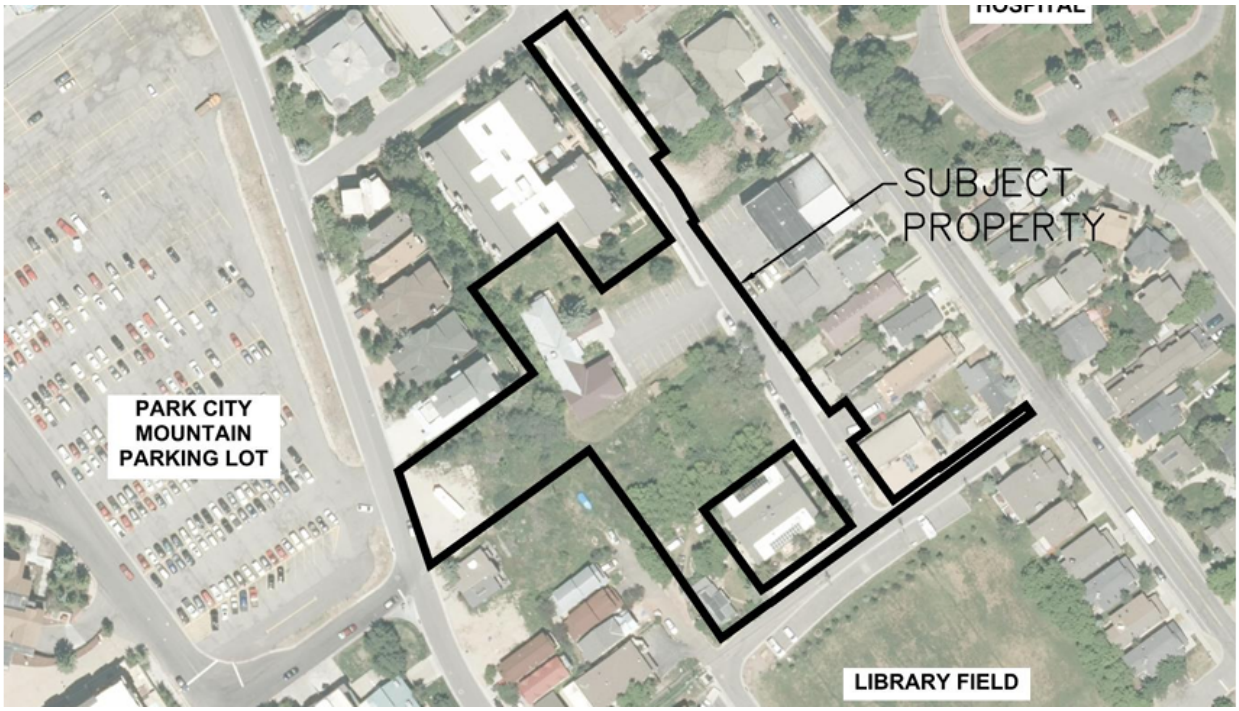

Figure 2: The unusual property boundary for Woodside Park Phase II included buildings along both Empire Avenue, Woodside Avenue, and an existing significant historic home along Norfolk Avenue and 13th Street.

Figure 3: Townhomes proposed along Woodside Avenue.

Figure 4: Multi-Unit Dwellings proposed behind the townhomes, and a public plaza area providing a throughway to connect Old Town with Park City Mountain.

The Planning Commission approval was appealed, and the project did not proceed.

(b) Mine Bench

The Mine Bench property is approximately 29 acres on the west side of Marsac Avenue just before Wheaton Way. The Jordanelle Special Service District owns approximately 2 acres within the site.

Exhibit A

Figure 5: The Mine Bench site is outlined in yellow dashes. The Jordanelle Special Service District ownership is outlined interior to the site.

Figure 6: The site when viewed from Marsac Avenue.

The City annexed the property in 1999 as part of the Flagstaff Annexation. In 2017, the City acquired the property in an exchange agreement with REDUS/Wells Fargo through foreclosure proceedings (Staff Report, p. 152; Minutes, p. 7). The purchase was for essential municipal uses, including office and storage space for Streets, Public Utilities, and Parks Departments. Other essential municipal services contemplated for the site include a satellite facility for snow removal and salt storage, emergency response equipment, and contractor staging for City Capital Improvement Projects.

The Talisker Club and Empire Pass Master Owners Association currently lease portions of the City-owned Mine Bench property. The Jordanelle Special Service District separately owns approximately two acres within the Mine Bench area and licenses a portion of its property to the City for the storage and occupancy of two tiny homes, providing limited and temporary housing within the broader Mine Bench area.

On March 17, 2022, the City Council supported drafting an RFP and scope of work for potential affordable housing entitlement and development on a portion of the Mine Bench site (Packet, Work Session; Minutes, p. 1).

- On May 12, 2022, the Housing team reviewed the Mine Bench Work Plan with Council and an overview of potential challenges of developing the site, unit affordability mix, and RFP scope (Packet, New Business Item 3; Minutes, p. 11).

- On July 14, 2022, the Housing team further discussed the Mine Bench Work Plan with Council (Packet, Work Session; Minutes, p. 1).

- On September 15, 2022, the Housing team provided an update on the project and requested input on an RFP (Packet, Work Session; Minutes, p. 5).

- On March 14, 2024, several Council members expressed support for the workforce housing objectives and elements of the proposed development model; however, a majority did not support proceeding with the proposal at Mine Bench, citing concerns primarily related to the location and site-specific impacts. (Packet, New Business Item VII.1; Minutes, p. 8).

(c) Sommer Parcel

The City approved the purchase of the 14.35-acre Sommer parcel for $500,000 in 2015 (Packet, p. 15; Minutes, p. 7). The parcel is a triangular lot south of the Rail Trail. The City paid part of the purchase price from the Housing Fund, with the expectation that affordable housing could potentially be developed on the property.

On May 27, 2021, the City Council reviewed the Sommer parcel as one of three City-owned properties identified for further affordable housing evaluation. Staff identified several development challenges, including the lack of direct access (it is landlocked), soil conditions, steep topography, Estate zoning, and an existing trail crossing the property. Council deferred additional work on the parcel at that time (Packet, Work Session; Minutes, p. 5).

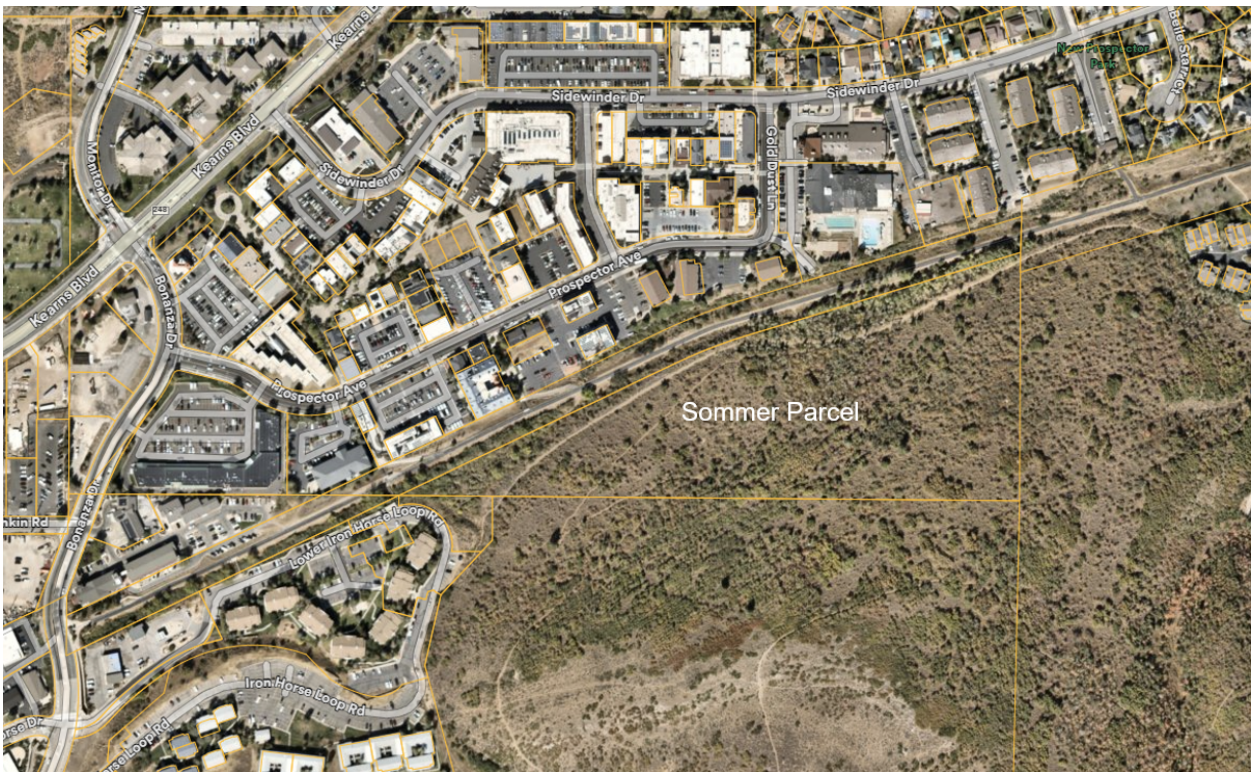

Figure 7: Excerpt from NearMap showing the triangular-shaped Sommer Parcel south of the Rail Trail.

(III) Nightly rentals.

Land Management Code (LMC) § 15-15-1 defines *Nightly Rental* as "[t]he rental of a Dwelling Unit or any portion thereof, including a Lockout Unit, for less than thirty (30) days to a single entity or Person. . ." Nightly rentals require a business license and are subject to the regulations in Municipal Code of Park City § 4-5-3, including management standards and noise and occupancy control. Nightly rentals are allowed in most residential Zoning Districts citywide, with a few exceptions (see the Nightly Rental map for more information):

Zoning District	Nightly Rentals
Historic Residential Low – Density	Prohibited in the McHenry neighborhood. Conditional Use Permit (CUP) required in the Lower Rossi Hill area (all five homes have obtained a CUP). Up to 12 CUPs may be issued in the Sampson Hill/Ridge Avenue area (no more remain available).
Historic Residential – 1	Allowed
Historic Residential – 2	Allowed
Historic Residential Medium	Allowed
Historic Recreation Commercial	Residential and nightly rental use is prohibited in Storefront Property but allowed elsewhere.
Historic Commercial Business	Residential and nightly rental use is prohibited in Storefront Property but allowed elsewhere.
Estate	Allowed
Single Family	Only allowed within the Prospector Village Subdivision; prohibited elsewhere.
Residential – 1	Allowed
Residential Development	Prohibited in April Mountain, Mellow Mountain Estates, Medows Estates Phases 1A and 1B, Fairway Meadows, Hidden Oaks at Deer Valley Phases 2 and 3, Chatham Crossing, and West Ridge and West Ridge Phase 2 Subdivisions. Allowed elsewhere.
Residential Development Medium	Allowed
Residential Medium Density	Allowed
Recreation Commercial	Allowed
General Commercial	Allowed
Light Industrial	Allowed

Community Transition	Prohibited[11]

Some of the exceptions in the table above were requests from property owners from 2014 – 2023 petitioning the City Council to amend the LMC to prohibit nightly rentals in their neighborhood or subdivision:

- Residents in the Historic Residential Low – Density Zoning District along McHenry Avenue (Ordinance No. 15-44).
- Fairway Meadows Subdivision (Ordinance No. 2021-16).
- Hidden Oaks Phases 2 and 3 Subdivisions (Ordinance No. 2021-52).
- Chatham Crossing and West Ridge Subdivisions (Ordinance No. 2023-16).

Currently, the City has 2,707 active nightly rental licenses. The City has in the past tracked nightly rental listings through a third-party to encourage licensing; generally only about 50% of the active nightly rentals obtain a City license.

On December 17, 2020, the City Council conducted a work session on nightly rentals regarding compliance, monitoring, and internal tracking of complaints (Staff Report; Minutes, p. 1). At that time, about 46% of housing units in the City were nightly rentals and less than half of those operated with a license.

Again, on July 13, 2023, the City Council received information from the Building, Economic Development, Finance, Housing, Parking, Planning, and Police Departments on nightly rentals (Packet, *Staff Communications – Community Resources for Transient Use Impacts*).https://parkcityut.portal.civicclerk.com/event/1188/files/agenda/2029https://parkcityut.portal.civicclerk.com/event/1188/files/agenda/2030

On February 9, 2024, the Finance Department terminated the contract with GovOS Monthly complaint hotline, monthly monitoring, rental identification, and compliance services because they were no longer able to offer the services outlined in the contract.

The City provides a nightly rental complaint form on the business licensing and code enforcement webpages. Complaints are sent to the City's code enforcement team who then forward the complaints to the appropriate department. Complainants are directed to contact Police if it is an emergency.

The Finance Department provides nightly rental compliant FAQs to guide complainants on where to go for help.

[11] LMC § 15-2.1-2(B)(1) (HRL); § 15-2.2-2(A)(3) (HR-1); § 15-2.3-2(A)(3) (HR-2); § 15-2.4-2(A)(6) (HRM); § 15-2.5-2(A)(6) (HRC); § 15-2.6-2(A)(6) (HCB); § 15-2.10-2(A)(6) (E); § 15-2.11-2(A)(5) (SF); § 15-2.12-2(A)(6) (R-1); § 15-2.13-2(A)(6) (RD); § 15-2.14-2(A)(7) (RDM); § 15-2.15-2(A)(7) (RM); § 15-2.16-2(A)(7) (RC); § 15-2.18-2(A)(4) (GC); § 15-2.19-2(A)(3) (LI); § 15-2.23-2 (CT)

Exhibit A

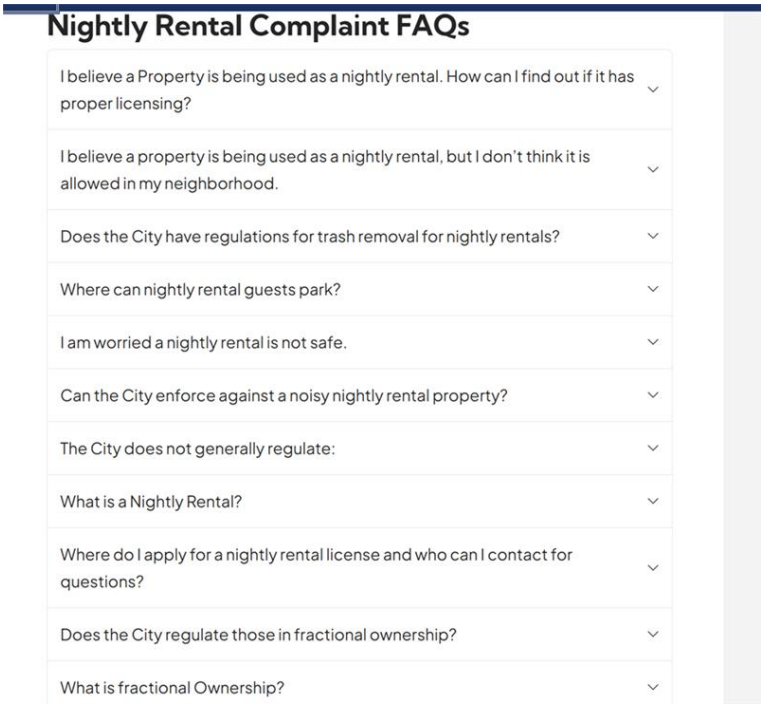

Figure 8:: Excerpt from parkcity.gov showing where to find nightly rental compliant FAQs

At the time, the Utah Legislature had enacted 2017 House Bill 253, prohibiting municipalities from enacting or enforcing and ordinance that prohibits an individual from listing or offering a nightly rental on a website, or to fine, charge, prosecute, or otherwise punish an individual solely for the act of listing or offering a nightly rental on a website.

However, in 2025, the Utah Legislature adopted House Bill 256, clarifying that municipalities that regulate nightly rentals may now use a listing or offering on a website as evidence for enforcement. Since this change, the City has not completed a nightly rental assessment to evaluate existing conditions, other than tracking currently licensed units.

Park City Municipal Corporation Service Provider Agreement/Minor

EXHIBIT "A"
SCOPE OF SERVICES

Scope of Housing Market Needs Assessment: Park City

The proposed study shall satisfy Utah Code section 10-9a- 408(2)(a) and will comply with the Utah State Division of Housing and Community Development's ("HCDD") guidelines for an affordable housing needs assessment. The study will be informed by various tools developed by HCDD and housing advocacy groups, e.g., the Guidebook for the Development of Workforce Housing, Utah Affordable Housing Forecast Tool, etc.

The housing needs assessment will be comprised of five (5) main tasks: (1) analysis of housing supply, characteristics, and trends, (2) analysis of housing demand, characteristics and trends, (3) determination of housing affordability and needs assessment, (4) conduct housing preference survey, and (5) summary of conclusions and key findings.

I. Housing Supply Analysis (Sources: Bureau of Economic and Business Research, University of Utah, Summit County Assessor's Office, Park City Board of Realtors)

a. Construction trends (2015-2020), current housing estimates, and characteristics of owner and renter occupied inventory.
b. Housing price trends by type of housing.
c. Inventory by type of housing; primary residences, second homes, time share, etc.
d. Workforce housing inventory, trends and characteristics and optimum share.
e. Rental market conditions; rental rates, vacancy rates, and development history.
f. Special needs housing inventory.
g. Affordable housing inventory: housing resolution and tax credit units.
h. Summary of current housing market conditions.

II. Housing Demand Analysis (Sources: U.S. Census Bureau, Utah Department of Workforce Services)

a. Population and households estimates and trends (2015-2020).
b. Age structure and minority population.
c. Changes in household relationship and household types.
c. Employment, wages, occupations and demand for labor.
d. Commuting into Park City from county and out-of-county.

III. Housing Affordability and Needs Assessment (Sources: HUD and James Wood)

a. Affordability calculations; establish income and price thresholds for affordability estimates.
b. Availability of affordable owner occupied and renter occupied housing; inventory of affordable housing for households with median income, moderate income (80% AMI), very low income (50% AMI), and extremely low income (30% AMI). Also, analysis of 100% & 120%.
c. Current affordability gap or mismatch; estimates of housing cost burdened households and housing needed to close affordability gap.
e. Five-year housing needs projection of additional affordable housing required to meet demographic growth in Park City.

V. Summary of Conclusions and Key Findings

Bullet points of key findings from each section; housing supply, housing demand, housing affordability and assessment, and worker preference survey.

City Council Staff Report

Subject: Golf Master Plan
Author: Vaughn Robinson & Dawn Wagner
Department: Golf
Date: September 17, 2026

Recommendation

City Council should review the golf architect's master plan for Park City Golf Club and determine the scope of support for potential improvements. Council should also discuss the level of support for funding the improvements outside of the Golf Enterprise Fund.

Executive Summary

On December 11, 2025, Council supported issuing an RSOQ to hire a golf course landscape architect to complete a master plan for potential renovations. There was also desire to further vet the costs to replacing the irrigation system. Following a competitive qualifications-based process, Beddo & Boyden golf design was selected and placed under contract in April 2026.

The recommendations in the master plan build upon prior golf course consultant's, True Club Solutions, assessment completed in 2025. The catalyst for evaluating potential course renovations is the need to replace the aging irrigation system that has reached the end of its useful life. The key recommendations all stem from a comprehensive replacement and modernization of the irrigation system, and that alone is estimated to cost approximately $5.4 million.

The other key recommendations include the following:

- Complete reconstruction of all 18 putting greens to current United States Golf Association (USGA) standards
- Renovation of all tee complexes
- Strategic renovation, relocation, addition, or removal of bunkers
- Targeted fairway and rough adjustments
- Drainage improvements
- Selective cart-path and circulation improvements
- An expanded short-game practice facility
- Increased use of lower-maintenance and water-conscious landscape
- Continued accommodation of winter Nordic operations

The master plan process included community engagement through an online survey with over 390 respondents and an open house attended by nearly 100 interested golfers. The open house highlighted the suggested hole-by-hole improvements. Overall, there is great support for this community asset with a desire to see the character of the course preserved while improvements to its infrastructure will allow for enhancements to play, maintenance, and other operational benefits.

Total investment to fund the proposed capital improvement strategy is approximately $15 million, spread across three fiscal years (FY27-FY29), and over two construction seasons.

Analysis
Golf staff worked with Beddo & Boyden to develop potential improvements and recommended renovations, thereby supporting the proposed direction identified in the master plan for the course. The plan responds to both the needs of Golf operations and maintenance, and customers while preserving the character of the course in the following manner:

- Irrigation system replacement is the top priority
    - Modernization for reliability and water efficiency
    - Overall improved turf management
- Other golf course improvements should be coordinated with this work so that there's not repeated disturbance to the course
- Preserving the overall structure of the golf course while concentrating improvements where they provide the greatest value
- Address targeted playability and operational improvements
- Preserve successful features while improving areas where change provides a clear and lasting benefit

The project team evaluated timelines for the proposed improvements and recommend a phased approach allowing half the course to remain open for play while the other half is closed for construction over two seasons of play. In addition, it's recommended to identify a pool of pre-qualified bidders following state and city procurement rules that can ultimately bid on the golf course project. This allows PCMC to contract with a firm that has golf course irrigation experience, resulting in higher-quality product while still maintaining a competitive bidding process.

Next steps after council direction in order to begin construction activities Spring 2028:
- Council approves design contracts - October 2026
- Design & construction documents - November 2026 to July 2027
- Prequalify bidders - August 2027
- Project out to bid - September 2027
- Council approves construction contract November 2027

This timeline allows for the most qualified contractors to be lined up well in advance of planned golf course work. Our goal is to put the full project out to bid in the Fall prior to the Spring start for more competitive pricing and availability of contractors.

Funding
The total investment necessary to implement the capital improvement strategy is approximately $15 million, of which $3 million is soft costs. Soft costs include items such as design fees, owner contingency, and testing. Of the $12 million construction cost, irrigation is the most significant with a range of $5,120,000 to $6,045,000. These costs are at the planning level as shown in the current master plan document on page 58 and will continue to be refined as design progresses.

The proposed phasing for CIP funding to execute the golf master plan:

- FY27 $1.5M
- FY28 $6.75M
- FY29 $6.75M

If council desires to proceed, then a budget adjustment is needed since the current capital program shows the following:

- FY27 $250K
- FY28 $3.35M
- FY29 $3.35M

This is a delta of approximately $8M that would be required to add to the CIP budget spread across the FY27-FY29.

Exhibits

A Park City Golf Club Master Plan

PARK CITY GOLF CLUB

MASTER PLAN

A Comprehensive Long-Range Plan for a Year-Round Community Recreation Asset

Prepared for:

PARK CITY MUNICIPAL CORPORATION

Prepared by:

BEDDO & BOYDEN GOLF DESIGN

August 2026

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Appendix A — Community Survey Results

1. EXECUTIVE SUMMARY

A Long-Range Plan for a Valued Community Asset

Park City Golf Club is a highly valued public recreational asset serving residents and visitors throughout the year. During the golf season, the course provides an accessible and enjoyable municipal golf experience within the heart of Park City. During the winter months, the property supports Nordic skiing and forms an important component of the City's year-round outdoor recreation system.

The Park City Golf Club Master Plan was initiated to evaluate the long-term needs of the golf course and establish a coordinated framework for future investment. A primary catalyst for this effort is the aging golf course irrigation system, which has reached the point where comprehensive replacement must be planned. Rather than considering irrigation replacement as an isolated infrastructure project, the City elected to use this opportunity to evaluate the golf course as a whole and identify improvements that can be coordinated with this significant future investment. This coordinated approach also provides an opportunity to address localized drainage deficiencies, aging infrastructure, and selected golf course improvements as part of a single comprehensive capital improvement program.

The recommended renovation is comprehensive with respect to the golf course's primary playing features. All 18 putting greens are to be renovated and reconstructed to current USGA recommendations, providing modern root-zone and drainage construction intended to support healthy turf, consistent growing conditions, dependable playing quality, and a service life measured in decades. All tee complexes are to be renovated or reconstructed to provide level, consistent, properly aligned teeing surfaces with appropriate sizing, drainage, irrigation coverage, and turf performance. Every bunker is to be evaluated individually for its strategic purpose, location, visibility, size, form, drainage, maintainability, and relationship to modern lines and distances of play; each bunker will then be rebuilt, modified, relocated, or removed as appropriate so that it is in the right location and plays as intended.

The resulting Master Plan provides a long-range framework for addressing aging infrastructure, improving water-use efficiency, resolving selected agronomic and operational challenges, enhancing playability, improving practice opportunities, and positioning Park City Golf Club to continue serving the community for decades to come.

Preserve What Works. Improve What Can Be Better.

The Master Plan is not intended to fundamentally change the identity of Park City Golf Club.

The existing routing, walkability, accessibility, mountain setting, welcoming character, and ability to provide an enjoyable experience for golfers of varying abilities are among the course's greatest strengths. The recommendations contained within this plan seek to preserve those qualities while addressing areas where thoughtful improvements can provide meaningful long-term benefit.

Preserve what people value about Park City Golf Club while thoughtfully improving those areas where change provides a clear and lasting benefit.

This approach avoids change for change's sake. Each proposed improvement is intended to address an identifiable need or opportunity related to infrastructure, playability, pace of play, agronomy, maintenance efficiency, safety, water conservation, practice opportunities, or long-term operational sustainability.

A Collaborative Planning Process

Development of the Master Plan included evaluation of existing golf course conditions, coordination with Park City staff, review of infrastructure needs, development of design alternatives, community engagement, an online survey, and a public open house.

Feedback received throughout the process reinforced several consistent themes. The community strongly values the existing character of Park City Golf Club and does not seek wholesale change. At the same time, there is recognition that aging infrastructure must be addressed and that targeted improvements can strengthen the golf experience and improve long-term course conditions.

Public input also emphasized the importance of maintaining accessibility, preserving walkability, improving practice opportunities, addressing course-condition concerns, and ensuring that future investment is made thoughtfully and responsibly. These priorities have helped guide development of the

Master Plan.

Key Master Plan Recommendations

- Comprehensive replacement and modernization of the golf course irrigation system.
- Complete reconstruction of all 18 putting greens to current USGA recommendations, together with associated green-surround improvements.
- Renovation or reconstruction of all tee complexes to provide level, consistent and properly aligned teeing surfaces while improving playing options for golfers of differing abilities.
- Strategic individual bunker evaluation and reconstruction, relocation, addition, or removal where appropriate.
- Targeted fairway and rough adjustments intended to improve playability, strategy, turf management, and pace of play.
- Drainage improvements in areas where existing conditions negatively affect turf performance or course operations.
- Selective cart-path and circulation improvements.

- Development of an expanded short-game practice facility to provide improved opportunities for practice, instruction, junior golf, and player development.
- Increased use of lower-maintenance and water-conscious landscape treatments where appropriate.
- Continued accommodation of winter Nordic operations as an integral component of the property's year-round recreational use.

Implementation

The Master Plan is intended to provide a framework for future decision-making and does not, by itself, authorize construction or commit Park City to implementing every improvement shown.

Two primary implementation approaches have been considered: an accelerated program in which the majority of construction occurs during one primary construction season, and a phased approach in which improvements are implemented over two primary construction seasons.

Both approaches are feasible and warrant further evaluation as design, cost, funding, contractor availability, and operational considerations become better defined.

At this stage, the project team recommends that Park City plan around a two-season phased implementation strategy, while maintaining the flexibility to accelerate portions of the work should circumstances make that advantageous.

Importantly, even an accelerated one-season construction program would extend operationally into a second growing season. Newly established turf and renovated areas would require continued grow-in and maturation following winter before all improvements could reasonably be expected to return to normal playing conditions.

The fundamental difference between the alternatives is therefore not whether a second growing season will be affected, but how construction impacts, course availability, revenue exposure, construction risk, and turf establishment are managed.

Opinion of Probable Construction Cost

A preliminary planning-level Opinion of Probable Construction Cost has been developed in conjunction with the Master Plan and currently totals approximately $12.5 million.

The current estimate is based upon preliminary Master Plan quantities and unit costs and includes a preliminary irrigation allowance of approximately $6.0 million. This allowance will be refined as the irrigation consultant completes the preliminary system recommendations and cost assessment.

Because the Master Plan remains at the conceptual planning level, all cost information should be considered preliminary and intended for long-range capital planning. Quantities, unit costs, contingencies, and implementation assumptions will continue to be refined during subsequent phases of design.

Moving Forward

This Master Plan is intended to provide Park City Municipal Corporation with a clear framework for evaluating future investment in Park City Golf Club. It is also intended to remain flexible.

Individual improvements may be refined as additional technical information becomes available, priorities may evolve over time, and implementation may occur in phases as funding allows.

Protect the qualities that make Park City Golf Club special while making thoughtful investments that allow the facility to serve the community successfully for the next generation.

MASTER PLAN — FOR PLANNING AND DISCUSSION PURPOSES

The concepts illustrated in this Master Plan represent long-range planning recommendations. Final improvements are subject to further design development, technical evaluation, cost analysis, funding authorization, and future approval by Park City Municipal Corporation.

2. INTRODUCTION & MASTER PLAN OBJECTIVES

Planning for the Next Generation

Park City Golf Club occupies a unique position within the City's recreational system. Located within the community rather than at its edge, the property provides an important area of public recreation and open space while serving residents and visitors during multiple seasons of the year.

The golf course has evolved over many decades and continues to provide an enjoyable municipal golf experience. Its routing, walkability, setting, accessibility, and straightforward character contribute significantly to its popularity.

At the same time, important elements of the facility are aging.

Most significantly, the existing irrigation system has reached the stage where comprehensive replacement must be planned. As with any major infrastructure investment, replacement of the irrigation system will require significant disturbance throughout portions of the golf course.

Replacement of the irrigation system presents both a challenge and a significant opportunity for Park City Golf Club.

Rather than replacing underground infrastructure and later returning to disturb many of the same areas for future golf course improvements, the Master Plan coordinates irrigation replacement with carefully selected improvements throughout the property. This approach maximizes the value of public investment while minimizing future disruption to golf course operations.

This coordinated approach can reduce unnecessary future disturbance, maximize the value of public investment, and establish a clear framework for future capital improvements.

Purpose of the Master Plan

The purpose of the Park City Golf Club Master Plan is to establish a thoughtful and flexible long-range vision for the golf course and its supporting infrastructure.

- Document existing conditions and identify significant infrastructure, agronomic, operational, and playability issues.
- Establish priorities for replacement and modernization of the golf course irrigation system.
- Identify opportunities to improve water-use efficiency and long-term turf management.
- Evaluate the existing golf course and identify targeted improvements that enhance playability without unnecessarily altering its established character.
- Improve the experience for higher-handicap, beginning, senior, junior, and recreational golfers while introducing appropriate strategic interest for accomplished players.
- Identify opportunities to improve pace of play.
- Address selected drainage, turf, bunker, tee, green, and circulation issues.
- Improve practice and player-development opportunities.
- Identify opportunities to reduce unnecessary maintained turf and associated water and maintenance requirements where appropriate.
- Maintain compatibility with winter Nordic operations and year-round recreational use.
- Establish a practical implementation and phasing strategy.
- Develop a planning-level Opinion of Probable Construction Cost to support future capital planning.

A Long-Range Framework — Not a Construction Document

The Master Plan should be understood as a long-range planning document. It establishes design intent, identifies priorities, and provides a framework for future investment. It is not intended to provide the level of engineering or construction detail required to build the improvements shown.

Prior to implementation, proposed improvements will require additional design development, engineering, irrigation design, permitting where applicable, construction documentation, cost refinement, and coordination with Park City staff.

The value of the Master Plan is that it allows future individual decisions to be made within the context of an established overall vision. Improvements can therefore be implemented over time without losing sight of how each project contributes to the long-term function and character of the entire property. The Master Plan also establishes a framework for prioritizing future capital improvements as funding becomes available, allowing Park City to implement projects over time while maintaining a consistent long-term vision.

Master Plan Objectives

1. Preserve the Character of Park City Golf Club

The Master Plan should protect the fundamental qualities that make the golf course successful today, including its walkability, accessibility, setting, routing, and welcoming character.

2. Address Aging Infrastructure

Replacement of the irrigation system and improvement of other aging infrastructure should provide greater reliability, improved operational flexibility, improved water management, enhanced turf performance, and a foundation capable of serving the golf course for decades.

3. Improve Playability and Golfer Experience

Improvements should provide appropriate challenge for accomplished golfers without making the course unnecessarily difficult for the majority of players. Where possible, hazards should create strategic decisions rather than simply penalize less-skilled players.

The course should continue to provide an enjoyable experience for golfers across a wide range of abilities while incorporating subtle strategic interest that rewards thoughtful play.

4. Improve Stewardship and Operational Efficiency

Water, turf, labor, and maintenance resources should be managed responsibly and efficiently. Opportunities to improve irrigation efficiency, drainage, turf performance, landscape management, and maintenance efficiency should be incorporated throughout the Master Plan.

The goal is not simply to improve appearance, but to create improvements that perform well, can be maintained efficiently, and provide lasting value.

5. Protect Year-Round Recreational Value

The objective is not to create a different golf course. The objective is to make a good golf course function better—for golfers, maintenance staff, Nordic users, and the Park City community.

Park City Golf Club serves the community beyond the golf season. Future improvements and construction planning should recognize and accommodate the importance of winter Nordic operations and the property's broader role as a year-round recreational asset.

Where appropriate, golf course improvements, infrastructure planning, grading, circulation, and construction sequencing should be coordinated with winter operations to protect the property's continued recreational value throughout the year.

Park City Golf Club's established routing, walkability, central location, and mountain setting are fundamental characteristics that the Master Plan seeks to preserve.

3. EXISTING CONDITIONS EVALUATION

Understanding the Course Today

The existing conditions evaluation provides the foundation for the Park City Golf Club Master Plan by identifying the infrastructure, agronomic, operational, and playability issues that support the recommendations contained throughout this report. Its purpose is to identify the qualities that should be preserved, the infrastructure and playing features that require comprehensive renewal, and the locations where targeted improvements can provide meaningful long-term value.

Park City Golf Club remains fundamentally sound in its routing, setting, walkability, community identity, and year-round recreational value. The Master Plan therefore does not propose wholesale redesign. It does recommend comprehensive renewal of the irrigation system and the course's primary playing features, together with targeted improvements to drainage, surrounds, approaches, turf limits, circulation, practice facilities, and other areas where improvement is warranted.

The course-wide renovation program is based upon three clear commitments: all 18 putting greens will be reconstructed to current USGA recommendations; all tee complexes will be renovated or reconstructed to provide level, consistent and properly aligned teeing surfaces; and every bunker will be evaluated individually and then rebuilt, modified, relocated, added, or removed as appropriate so that it is in the right location and performs as intended.

3.1 Irrigation System

The existing irrigation system represents the most significant infrastructure need at Park City Golf Club and is the primary catalyst for the Master Plan. Many components of the existing system are approaching or have exceeded their expected service life. As a result, the course experiences increasing maintenance demands, reduced operational flexibility, inconsistent irrigation performance in some areas, and a growing need for ongoing repairs. These conditions support the need for comprehensive replacement rather than continued incremental repairs.

A modern system should improve reliability, coverage, control, water-use efficiency, maintenance flexibility, and the ability of golf course staff to respond to changing turf and weather conditions. Irrigation replacement should be coordinated directly with the golf course renovation so newly installed infrastructure is not later disturbed by reconstruction of greens, tees, bunkers, drainage, or related golf features.

The final irrigation program should address pumping and delivery infrastructure, mainline and lateral piping, heads, valves, central control, communication systems, electrical requirements, practice areas, drainage coordination, and associated restoration.

3.2 Putting Greens

The Master Plan recommends complete reconstruction of all 18 putting greens. In addition, the two existing practice greens should be re-sodded or improved as part of the overall project if full practice-area enhancements are not implemented.

Each green should be rebuilt from the ground up with appropriate root-zone materials, internal drainage, gravel and construction components, irrigation coordination, finish grading, and turf establishment. This course-wide program provides the opportunity to correct inconsistencies in drainage, growing conditions and surface performance while preserving the individual architectural character of each green.

The reconstructed greens should:

- Provide consistent construction and growing conditions from green to green.
- Improve internal drainage and root-zone performance.
- Support healthy, resilient turf and dependable agronomic performance.
- Produce more consistent putting quality throughout the golf course.
- Create more consistent playing conditions through uniform turfgrass establishment and maintenance.
- Refine contours where appropriate for modern green speeds and daily play.
- Improve entrances, surrounds, recovery areas and maintenance access where needed.
- Coordinate completely with the new irrigation system.
- Provide durable, high-quality putting surfaces intended to serve Park City Golf Club beautifully for the next 30 years and beyond.

The objective is not to make every green look or play the same. Each should retain an individual relationship to its hole while benefiting from a consistent modern construction standard beneath the surface.

3.3 Tee Complexes

The Master Plan recommends renovation or reconstruction of every tee complex so the teeing grounds meet modern expectations for construction quality, playability, consistency, drainage, and long-term maintenance.

Each tee complex should be evaluated and rebuilt as appropriate to:

- Establish level and consistent teeing surfaces.
- Provide adequate usable teeing area for expected traffic and maintenance rotation.
- Improve surface drainage and reduce localized wet conditions that affect turf quality and playability.
- Improve alignment with the intended line of play.
- Coordinate grades with drainage, circulation and the new irrigation system.
- Improve turf establishment and long-term turf performance.
- Evaluate forward and alternate tee locations where they improve enjoyment for a broader range of golfers.
- Provide consistent quality of construction and presentation throughout the course.

The final size, location and orientation of each tee should respond individually to the strategy and physical character of its hole. These improvements will also provide greater flexibility for tee placement, improve turf recovery, and enhance the overall golfer experience.

3.4 Bunkers

Every bunker should be evaluated individually as part of the overall improvement program.

The bunker program should not assume that every existing bunker must simply be rebuilt in its present location and configuration. Each bunker should be reviewed for:

- Strategic purpose and relationship to the intended line of play.
- Location relative to modern playing distances and landing areas.
- Visibility and golfer understanding.
- Size, shape, depth and character.
- Relationship to surrounding grades and green complexes.
- Drainage, sand consistency and irrigation interaction.
- Maintenance access and long-term maintainability.

- Compatibility with Nordic operations where applicable.

Where a bunker continues to serve the hole appropriately, it should be rebuilt to a modern and consistent construction standard. Where it no longer contributes positively to strategy, playability, maintenance or presentation, its location, form, size or continued need should be reconsidered.

The final program may rebuild, modify, relocate, add or remove individual bunkers so that each is in the right location and performs the intended role within the hole.

3.5 Green Surrounds, Approaches & Related Golf Features

Reconstruction of the greens, tees and bunkers provides an opportunity to bring the primary playing features of Park City Golf Club up to modern standards as one coordinated program. Green surrounds and approaches should be reviewed individually for drainage, surface movement, recovery options, maintenance, turf performance, golfer circulation and their relationship to the reconstructed greens.

- Refine green entrances and approach contours where appropriate.
- Improve drainage and surface runoff.
- Provide suitable recovery options for a broad range of players.
- Coordinate bunker tie-ins and surrounding grades.
- Refine maintained turf limits and restore affected turf.
- Improve maintenance access and golfer circulation where needed.
- Preserve the individual character and strategic intent of each hole.

3.6 Fairways, Rough & Maintained Turf

The established fairway corridors are fundamental to the character of Park City Golf Club and are generally retained. Targeted adjustments to fairway lines, landing areas, rough limits and maintained turf should be considered where they improve strategy, playability, turf performance, maintenance efficiency or water use.

Lower-input landscape treatments may be appropriate in selected peripheral areas where maintained turf provides limited benefit to golf, provided those areas remain intentional in appearance and do not create unnecessary pace-of-play or Nordic-operation concerns.

3.7 Drainage & Agronomic Conditions

Localized drainage and agronomic issues should be addressed as part of detailed design, particularly where existing conditions affect turf quality, playability, maintenance or the performance of reconstructed golf features.

Drainage improvements should be coordinated with green construction, tee construction, bunker work, irrigation installation, surrounding grading and turf restoration so the renovated course performs as a complete system.

3.8 Cart Paths & Circulation

Cart paths and golfer circulation should be reviewed where existing conditions create wear, safety concerns, awkward movement, conflicts with golf features or maintenance problems. Improvements should generally be targeted to locations affected by the renovation or where a clear operational benefit can be achieved.

3.9 Practice Facilities

The existing practice facilities provide important value but offer limited opportunities for dedicated short-game practice. The Master Plan identifies an opportunity to create an expanded short-game practice facility near the clubhouse and Holes No. 1 and No. 9.

Because the existing driving range is relatively short and functions primarily as an irons-oriented facility, Park City should also evaluate the future feasibility of a simulator and indoor instruction facility capable of supporting instruction, club fitting, practice and winter-league use.

3.10 Trees & Landscape

Trees and landscape contribute significantly to the identity and setting of Park City Golf Club. Future management should balance visual character, safety, turf health, irrigation efficiency, maintenance requirements and the long-term health of the landscape.

Tree work should be selective and based upon condition, safety, agronomic impact, strategic relevance and compatibility with golf and Nordic operations.

3.11 Winter Nordic Operations

Park City Golf Club functions as a year-round community recreational asset, and winter Nordic skiing is an established and important use of the property.

Golf course design, grading, drainage, irrigation infrastructure, landscape treatments and construction sequencing should be coordinated with Nordic operations. Every reasonable effort should be made to minimize disruption during construction and to ensure that completed improvements continue to support successful winter use.

3.12 Existing Conditions Summary & Master Plan Direction

The existing-conditions evaluation confirms that Park City Golf Club remains fundamentally sound. The established routing, walkability, setting and overall character provide a strong foundation for the future.

The Master Plan direction is therefore clear:

Preserve the established routing and character of Park City Golf Club while comprehensively renewing its irrigation infrastructure, all 18 putting greens, all tee complexes and the bunker system—and making targeted improvements elsewhere where they provide meaningful long-term value.

4. COMMUNITY ENGAGEMENT — WHAT WE HEARD

Community Input as a Foundation for the Master Plan

Community engagement was an important component of the Park City Golf Club Master Plan process.

Because Park City Golf Club is a public facility with a long history of community use, the planning process was structured to provide golfers, residents, staff, and other stakeholders with opportunities to share their experiences, priorities, and concerns.

Engagement included coordination with Park City staff and golf course personnel, an online community survey, development and review of preliminary concepts, and a public open house where community members were able to review proposed improvements and discuss the Master Plan directly with the project team.

The purpose of this process was not simply to measure support for individual design concepts. More importantly, it helped identify the characteristics of Park City Golf Club that the community values most, the issues golfers believe warrant attention, and the priorities that should guide future investment.

The public engagement process confirmed a consistent theme throughout the community: Park City Golf Club is highly valued for its walkability, mountain setting, accessibility, and welcoming municipal character. While respondents supported targeted improvements to infrastructure and course conditions, the overwhelming message was to preserve the qualities that make the course unique.

This principle became an important foundation of the Master Plan.

4.1 Community Survey

An online survey was conducted as part of the Master Plan process to better understand how the golf course is used, what golfers value most about the facility, and where they believe improvements would provide the greatest benefit.

The survey generated nearly 400 responses and comments, providing substantial input from golfers, residents, and other community members familiar with the golf course and its operations.

Rather than interpreting individual comments in isolation, the project team evaluated the overall patterns and recurring themes within the responses.

Several consistent priorities emerged from the survey results and public comments.

Preserve the Character of the Golf Course

Respondents generally expressed appreciation for the existing character, routing, setting, accessibility, and enjoyable nature of Park City Golf Club.

This feedback reinforced the project team's recommendation to pursue a strategy of targeted improvement rather than comprehensive redesign, preserving the character of Park City Golf Club while addressing aging infrastructure and operational needs.

Address Course Condition and Infrastructure Needs

Course conditions and infrastructure were recurring themes within survey responses.

The need to address the aging irrigation system, drainage concerns, turf conditions, bunkers, tees, and other aging components of the facility was recognized as an important long-term priority.

Maintain Accessibility for a Broad Range of Golfers

Park City Golf Club serves golfers with widely varying levels of experience and ability.

Survey respondents consistently identified the aging irrigation system, drainage concerns, turf conditions, bunkers, tee complexes, and other aging infrastructure as important long-term priorities for future investment.

Improve Practice Opportunities

Practice facilities emerged as an important area of opportunity.

Expanded short-game practice, improved opportunities for instruction, and additional space for putting, chipping, pitching, and bunker practice can provide benefits extending beyond golfers playing a full round.

These improvements can also support junior golf, player development, instructional programs, lessons, and opportunities for new golfers to enter the game.

Invest Thoughtfully

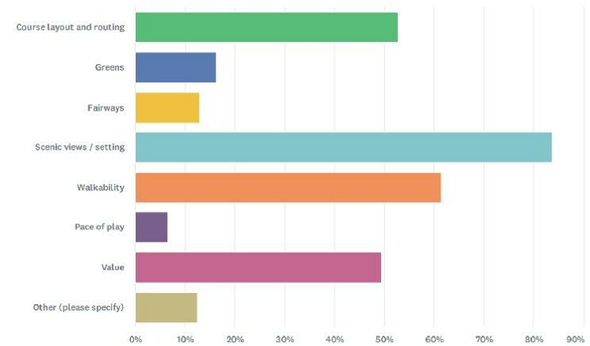
Perhaps most importantly, the survey demonstrated that community members care deeply about the future of Park City Golf Club.

While opinions naturally varied regarding individual improvements, the overall feedback supported an approach based on responsible investment, preservation of the course's established strengths, and targeted improvements that provide identifiable long-term value.

Park City Golf Club Potential Improvements

Q3 184 responses

What do you enjoy most about the golf course (Select up to 3)



Answer Choices	Percentage	Responses
Course layout and routing	52.72%	97
Greens	16.30%	30
Fairways	13.04%	24
Scenic views / setting	83.70%	154
Walkability	61.41%	113
Pace of play	6.52%	12
Value	49.46%	91
Other (please specify)	12.50%	23
Total		544

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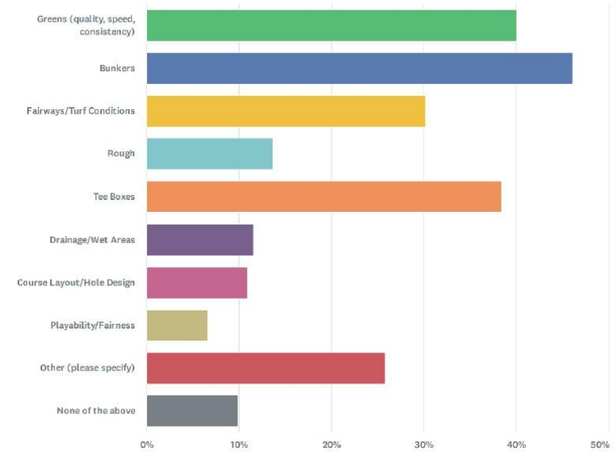
Park City Golf Club Potential Improvements

Q4 182 responses

What aspects of the course most need improvement? (Select up to 3)



Answer Choices	Percentage	Responses
Greens (quality, speed, consistency)	40.11%	73
Bunkers	46.15%	84
Fairways/Turf Conditions	30.22%	55
Rough	13.74%	25
Tee Boxes	38.46%	70
Drainage/Wet Areas	11.54%	21
Total		425

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Selected survey comments are incorporated throughout this Master Plan to illustrate recurring community themes. Complete survey results and comments are included in Appendix A.

4.2 Public Open House

A public open house was conducted to provide community members with an opportunity to review preliminary Master Plan concepts and discuss the proposed improvements directly with the project team and Park City representatives.

Rather than relying solely on written descriptions, the open house presented visual plans illustrating proposed improvements throughout the golf course.

This format allowed participants to review individual holes, ask questions, understand the reasoning behind proposed changes, and provide direct feedback.

The open-house process was particularly valuable because it allowed the project team to explain an important distinction:

The Master Plan is intended to improve Park City Golf Club—not reinvent it.

Many proposed changes are deliberately modest.

Some address infrastructure or agronomic conditions that may not be immediately apparent to golfers. Others adjust tees, bunkers, fairway limits, green surrounds, drainage, or circulation to improve the way individual holes function.

More significant recommendations are limited to locations where the project team believes a larger change provides a correspondingly significant long-term benefit.

Feedback received during the open house was carefully considered and incorporated, where appropriate, as the Master Plan concepts continued to be refined.

Community Voice

"I play up to three times a week because I can walk the course. So rare nowadays."

The public open house provided an opportunity for golfers and community members to review preliminary concepts, ask questions, and provide direct feedback to Park City staff and the project team.

4.3 What We Heard — How the Master Plan Responds

Community input is most useful when it can be connected directly to planning decisions.

The following summary illustrates several of the primary themes heard during the engagement process and how those themes are reflected in the Master Plan.

WHAT WE HEARD	HOW THE MASTER PLAN RESPONDS
Preserve the character of Park City Golf Club.	The established routing and overall identity of the golf course are retained. Improvements are targeted rather than comprehensive.
Do not make changes simply for the sake of change.	Proposed improvements are tied to identifiable infrastructure, agronomic, playability, maintenance, safety, or operational benefits.
Address aging course infrastructure.	Comprehensive irrigation replacement is a primary recommendation and is coordinated with other long-term improvements.
Maintain an enjoyable golf course for a broad range of abilities.	Tee, fairway, hazard, and green-complex recommendations seek to provide strategic interest without creating unnecessary difficulty.
Improve course conditions.	Irrigation replacement, reconstruction of all greens and tee complexes, individual bunker evaluation, drainage improvements, and targeted turf enhancements address recurring condition, maintenance, and long-term infrastructure needs.
Improve practice opportunities.	The Master Plan proposes a significantly expanded short-game practice facility.
Maintain walkability and accessibility.	The existing routing remains intact, with selected circulation improvements intended to support efficient movement through the course.
Use water and maintenance resources responsibly.	Irrigation modernization and selective reduction of maintained turf support improved resource efficiency.
Protect the qualities that make the course enjoyable today.	Preservation of the golf course's setting, character, accessibility, and community identity remains a central planning principle.
Recognize year-round use of the property.	Nordic operations are specifically considered within Master Plan recommendations and future implementation planning.

4.4 Community Input and Design Decision-Making

Public engagement does not mean that every individual suggestion can or should be incorporated into a Master Plan.

Golf course improvements must also consider agronomy, drainage, safety, infrastructure, maintenance, construction feasibility, cost, pace of play, long-term operations, and the relationship between individual improvements and the golf course as a whole.

For this reason, community input was considered alongside professional evaluation and input from Park City staff.

Where public priorities aligned with identified operational or design needs, those priorities strongly influenced the Master Plan.

Where opinions differed, the project team sought solutions that best supported the long-term interests of the facility while remaining consistent with the fundamental objectives established for the project.

The resulting plan therefore represents a balance between community input, operational requirements, infrastructure needs, responsible stewardship, and professional golf course planning.

4.5 Community Engagement — Key Takeaway

The engagement process reinforced an important conclusion:

Park City Golf Club does not need to become something different in order to become better.

The community values the golf course's existing identity.

The opportunity is to preserve that identity while addressing aging infrastructure, improving course conditions, modernizing the irrigation system, expanding practice opportunities, strengthening long-term resource efficiency, and making targeted improvements that allow the facility to continue serving future generations.

That direction is reflected throughout the Master Plan recommendations that follow.

5. MASTER PLAN OVERVIEW

A Plan Built on Preservation and Purposeful Improvement

The Park City Golf Club Master Plan establishes a long-range framework for improvements to the golf course, its infrastructure, practice facilities, and supporting recreational uses.

The plan is intentionally evolutionary rather than transformational, building upon the golf course's existing strengths while addressing its most significant infrastructure and operational needs.

Park City Golf Club already possesses many of the qualities that successful municipal golf facilities strive to achieve: an established and walkable routing, a scenic mountain setting, convenient community access, an enjoyable scale, and a golf experience that accommodates a broad range of players.

The purpose of the Master Plan is not to replace those qualities with a different vision, but to preserve and strengthen them through thoughtful, coordinated investment.

It is to strengthen them.

The proposed improvements focus investment where it can provide the greatest long-term value while preserving the fundamental identity of the golf course.

5.1 Master Plan Design Principles

Preserve the Existing Routing

The established routing of Park City Golf Club remains fundamentally sound and is retained.

Proposed changes occur within the framework of the existing golf course rather than through wholesale rerouting. This approach preserves familiarity, walkability, existing relationships between holes, and the character that generations of golfers have come to value.

Make Every Change Serve a Purpose

The Master Plan does not recommend change simply to make the golf course look different.

Each significant recommendation responds to an identifiable opportunity or need related to playability, strategy, agronomy, drainage, maintenance, infrastructure, safety, pace of play, practice opportunities, or long-term operational efficiency.

Where existing conditions function well, the Master Plan generally leaves them alone.

Provide Options Rather Than Penalties

Good golf architecture creates decisions.

The Master Plan seeks to provide golfers with multiple ways to successfully play a hole whenever practical. Strategic features are intended to reward thoughtful positioning and confident execution without unnecessarily penalizing players who choose a more conservative route.

This philosophy allows the same golf hole to remain enjoyable for recreational golfers while providing greater interest and challenge for accomplished players.

Improve the Experience for a Broad Range of Golfers

Park City Golf Club serves players with widely differing abilities, swing speeds, ages, and expectations.

The Master Plan considers these differences through appropriate tee locations, reasonable carry distances, accessible approaches, thoughtful hazard placement, recovery options, and improved practice opportunities.

The objective is not to make the course easier or harder.

The objective is to make it more interesting, more playable, and more enjoyable for more golfers.

Coordinate Improvements with Infrastructure Investment

Replacement of the irrigation system will require substantial construction activity throughout the golf course.

Where practical, proposed golf course improvements should be coordinated with irrigation replacement so that grading, drainage, turf restoration, and feature construction can occur efficiently while minimizing repeated disturbance to the golf course.

This coordination is one of the most important implementation principles contained within the Master Plan.

Improve Long-Term Stewardship

Water, labor, and maintenance resources are increasingly valuable, making efficient irrigation, drainage, and turf management essential to the long-term stewardship of Park City Golf Club.

The Master Plan identifies opportunities to improve irrigation efficiency, drainage, turf performance, maintenance access, and the allocation of maintained turf.

Lower-maintenance landscape treatments may be appropriate in selected areas where maintained turf provides limited benefit to golf.

These changes should be implemented thoughtfully so that improvements in resource efficiency also reinforce the visual character and playability of the golf course.

Protect Year-Round Recreation

Park City Golf Club is not exclusively a summer recreational facility.

Winter Nordic operations are an important component of the property's community value and have been considered in development of the Master Plan.

Future design development and construction sequencing should continue to coordinate golf improvements with Nordic trail routing, grooming requirements, access, grading, infrastructure, and seasonal operations.

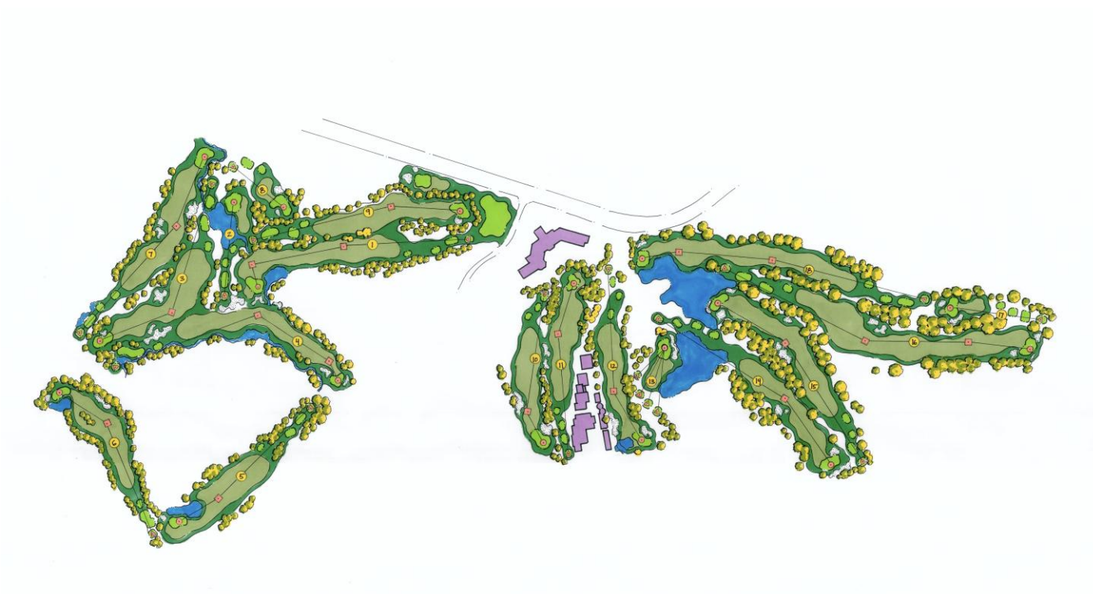
5.2 Overall Master Plan

The overall Master Plan retains the established 18-hole routing while introducing targeted improvements throughout the property.

The most significant recommendations include:

- Comprehensive replacement and modernization of the golf course irrigation system.
- Complete reconstruction of all 18 putting greens to current USGA recommendations, together with associated green-surround improvements.
- Renovation or reconstruction of all tee complexes to provide level, consistent and properly aligned teeing surfaces.
- Strategic renovation, relocation, addition, or removal of bunkers.
- Targeted adjustment of fairway limits and maintained turf.
- Drainage and agronomic improvements in recurring problem areas.
- Selected cart-path and circulation improvements.
- Development of a significantly expanded short-game practice facility.
- Improved integration of water-conscious and lower-maintenance landscape areas where appropriate.
- Continued accommodation of Nordic skiing and winter recreational use.

Collectively, these recommendations provide a framework for improving the function and experience of the golf course without sacrificing the qualities that define Park City Golf Club today.



The Golf Course Master Plan retains the established routing of Park City Golf Club while introducing targeted improvements to infrastructure, irrigation, drainage, golf features, practice facilities, maintained turf areas, and supporting recreational uses.

5.3 Existing and Proposed Conditions

One of the most effective ways to understand the Master Plan is to compare the proposed improvements directly with the existing golf course.

In many locations, the differences are intentionally subtle.

The overall routing remains familiar, while individual features are adjusted to improve function and strengthen the golf experience.

The reconstruction of all greens and tee complexes, the individual evaluation of every bunker, and the proposed short-game practice area represent the principal course-wide improvements. Additional hole-specific changes remain targeted to locations where the anticipated long-term benefit justifies the investment.

The existing/proposed overlay illustrates this philosophy clearly:

Preserve the overall structure of the golf course while concentrating improvements where they provide the greatest value.

5.4 Major Master Plan Improvements at a Glance

The following categories summarize the principal improvements contained within the Master Plan.

IMPROVEMENT CATEGORY	MASTER PLAN DIRECTION	PRIMARY BENEFIT
Irrigation	Comprehensive system replacement and modernization	Reliability, water efficiency, improved turf management
Greens & Surrounds	Reconstruct all 18 greens to current USGA recommendations; refine surrounds as appropriate	Playability, strategy, drainage and agronomic performance
Tees	Renovate or reconstruct all tee complexes for level, consistent and properly aligned surfaces	Improved playing options, alignment and turf quality
Bunkers	Evaluate every bunker individually; rebuild, modify, relocate, add or remove as appropriate	Improved strategy, appearance and maintenance efficiency
Fairways & Rough	Selective adjustment of maintained turf limits	Playability, strategy, water use and maintenance efficiency
Drainage	Targeted improvements in recurring problem areas	Turf performance, playability and maintenance
Cart Paths & Circulation	Selective repair and realignment	Safety, access, turf protection and operational efficiency
Practice Facilities	Expanded short-game practice area	Instruction, junior golf, player development and community use
Landscape	Selective lower-maintenance and water-conscious treatments	Resource efficiency and visual character
Nordic Operations	Continued accommodation and coordination	Protection of year-round recreational use

5.5 A Coordinated Approach

The individual recommendations shown on the Master Plan should not be viewed as unrelated projects.

The greatest opportunity lies in coordinating them.

For example, reconstruction of a tee may require irrigation modifications, drainage, grading, turf establishment, and path adjustments. Completing those improvements simultaneously with nearby irrigation replacement can reduce duplicated construction activity and provide a more efficient use of project resources.

The same principle applies to greens, bunkers, fairways, drainage improvements, and practice facilities.

This coordinated approach does not require every Master Plan recommendation to be constructed at the same time.

Rather, it means that each improvement should be implemented with an understanding of the long-term plan so that work completed today does not unnecessarily conflict with improvements anticipated tomorrow.

5.6 Master Plan Priorities

Priority 1 — Essential Infrastructure

Replace and modernize the aging irrigation system and address related critical infrastructure needs.

Priority 2 — Coordinated Golf Course Improvements

Complete improvements that should logically occur in conjunction with irrigation installation, grading, drainage, and turf restoration.

Priority 3 — Playability and Operational Improvements

Address targeted opportunities that improve golfer experience, pace of play, maintenance efficiency, agronomic performance, and circulation.

Priority 4 — Practice and Player Development

Expand short-game practice opportunities to increase the recreational, instructional, and community value of the facility.

Priority 5 — Long-Term Enhancements

Implement additional improvements over time as priorities, funding, and operational conditions allow.

5.7 The Master Plan Vision

The Master Plan ultimately seeks to accomplish something straightforward:

Maintain the qualities that make Park City Golf Club successful today while making the investments necessary for it to remain successful tomorrow.

The proposed plan does not depend upon dramatic change.

Its strength lies in coordinated, purposeful improvements that preserve the character of Park City Golf Club while modernizing the infrastructure needed to support its future.

A modern irrigation system, improved water management, better drainage, thoughtful golf course refinements, expanded practice opportunities, responsible turf management, and continued accommodation of year-round recreation together create a stronger and more sustainable future for Park City Golf Club.

The following Hole-by-Hole Recommendations describe how that overall vision is applied throughout the golf course.

6. HOLE-BY-HOLE RECOMMENDATIONS

Course-Wide Baseline: All 18 putting greens and all tee complexes are included in the comprehensive renovation program, every bunker will be evaluated individually, and the two practice greens will also be improved as part of the overall project where appropriate.

Targeted Improvements Within an Established Routing

The Park City Golf Club Master Plan retains the existing 18-hole routing while recommending targeted improvements to individual holes.

The recommendations vary intentionally in scale. On some holes, existing conditions function well and relatively little change is proposed. On others, opportunities exist to address specific playability, agronomic, drainage, safety, maintenance, or strategic issues through more meaningful modification.

This selective approach reflects one of the central principles of the Master Plan:

Preserve successful features. Improve those areas where change provides a clear and lasting benefit.

The following hole-by-hole recommendations describe the design intent behind the proposed improvements. The plans should be understood as conceptual Master Plan recommendations rather than final construction documents. Individual features, dimensions, grading, drainage, irrigation, and limits of disturbance will continue to be refined during subsequent phases of design.

HOLE NO. 1

A Stronger Opening Hole and an Opportunity to Improve Practice

The opening hole establishes the character and expectations of a golf course. At Park City Golf Club, Hole No. 1 also occupies an important area adjacent to the clubhouse and practice facilities, making improvements here particularly visible and valuable.

The Master Plan preserves the fundamental character and playing corridor of the existing hole while refining the relationship between the teeing area, fairway, green complex, and adjacent practice space.

Proposed Improvements

- Reconfigure selected teeing areas to improve alignment, usable teeing space, and playing options.
- Refine fairway limits to better define the intended line of play and improve the visual presentation of the opening hole.
- Modify selected features surrounding the green to improve strategy, playability, and presentation.
- Coordinate proposed improvements with development of the expanded short-game practice facility.
- Incorporate irrigation, drainage, and turf improvements as part of the coordinated construction effort.

Design Intent

The objective is to create a welcoming but interesting opening hole that remains playable for a broad range of golfers. Improvements should provide a clear visual introduction to the course while allowing stronger players to consider position and angle rather than simply distance. The relationship between Hole No. 1 and the proposed practice improvements is particularly important. By coordinating these areas as a single planning effort, the Master Plan can improve both the opening golf experience and the usefulness of the practice facility.

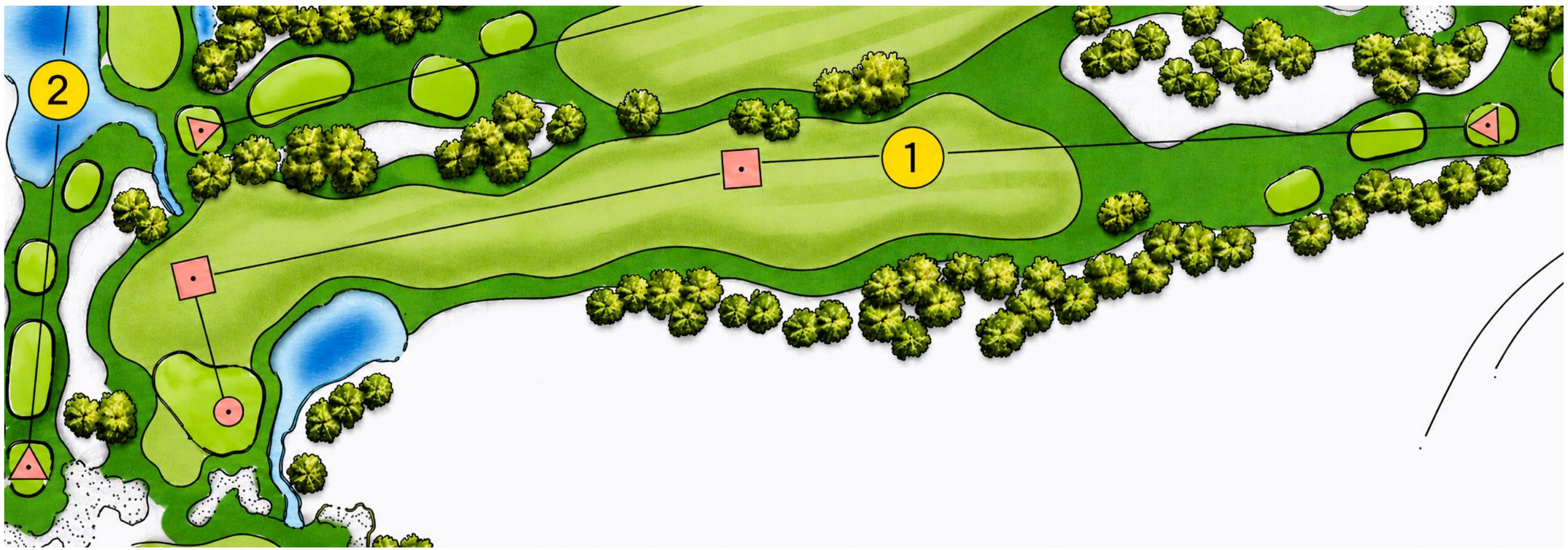


Figure 6.1 — Hole No. 1 Master Plan

HOLE NO. 2

Refining Strategy While Preserving a Familiar Golf Hole

Hole No. 2 remains within its established playing corridor, with targeted improvements intended to strengthen strategy and improve the relationship between the landing area, hazards, and approach to the green.

The Master Plan seeks to retain the familiarity of the hole while making individual features more purposeful.

Proposed Improvements

- Refine selected tee and fairway relationships where appropriate.
- Adjust bunker configuration and positioning to improve strategic relevance.
- Evaluate fairway limits and maintained turf to strengthen the intended line of play.
- Improve selected green-surround conditions where warranted.
- Address drainage and turf-performance concerns in conjunction with irrigation replacement.

Design Intent

The intent is to give golfers meaningful choices without making the hole unnecessarily difficult. Hazards should influence decision-making and reward good positioning while still allowing less-skilled players a reasonable path through the hole.

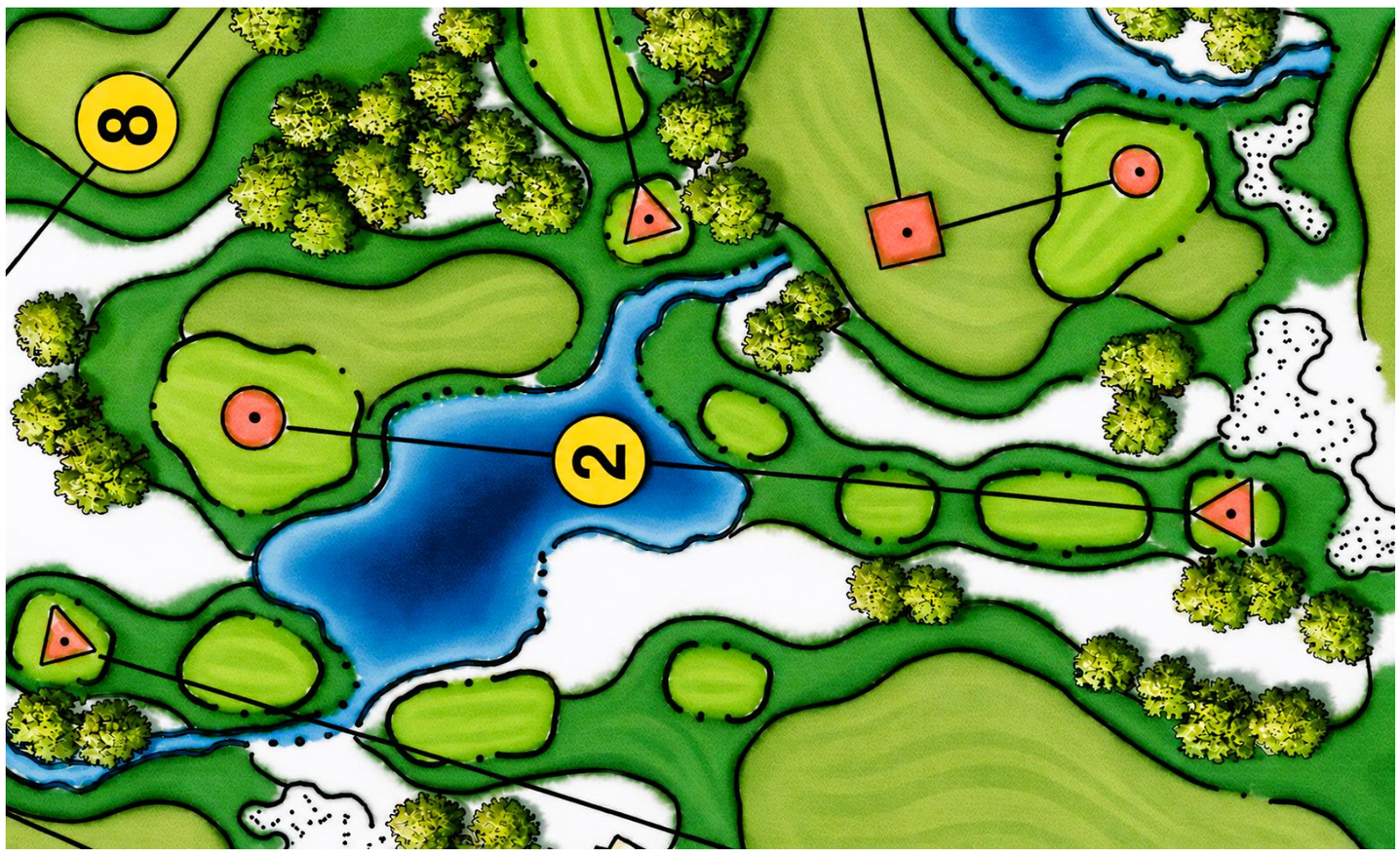


Figure 6.2 — Hole No. 2 Master Plan

HOLE NO. 3

Improving Definition, Playability and Strategic Interest

The Master Plan recommendations for Hole No. 3 focus on improving the definition of the hole and strengthening the relationship between the tee shot and the approach.

Selected feature modifications create clearer strategic choices while maintaining an appropriate level of playability for the municipal golfer.

Proposed Improvements

- Refine teeing areas and alignment where appropriate.
- Adjust fairway configuration to improve visual definition and strategic positioning.
- Modify selected bunker locations and/or configuration.
- Improve the relationship between the approach and green complex.
- Incorporate drainage, irrigation, and turf restoration as required.

Design Intent

The proposed improvements are intended to make the hole more visually understandable from the tee while providing greater interest for players who successfully position their tee shot. The result should remain approachable for the recreational golfer while rewarding thoughtful play.

Figure 6.3 — Hole No. 3 Master Plan

HOLE NO. 4

Strengthening a Memorable Par Five

Par-Five holes provide an opportunity to create variety and memorable moments within a round.

The Master Plan recommendations for Hole No. 4 focus on improving teeing options, visual presentation, and the relationship between the putting surface and surrounding features.

Proposed Improvements

- Improve or expand selected teeing areas to provide appropriate playing distances.
- Refine the green surrounds and adjacent hazards where appropriate.
- Improve visual definition from the tee.
- Address drainage, irrigation, and turf conditions as part of future construction.

Design Intent

The objective is to create a par five that remains approachable from the appropriate tee while providing greater strategic and visual interest. The putting surface and surrounding features should offer multiple recovery options rather than relying solely on penal hazards.

Figure 6.4 — Hole No. 4 Master Plan

HOLE NO. 5

Improving the Relationship Between Strategy and Playability

Hole No. 5 provides an opportunity to strengthen strategic interest through targeted modifications to the playing corridor and green complex.

The Master Plan preserves the established routing while improving the way golfers encounter and navigate the principal features of the hole.

Proposed Improvements

- Refine selected teeing and landing areas.
- Modify fairway limits where appropriate to improve strategic options.
- Adjust bunker configuration and positioning.
- Improve selected green and green-surround conditions.
- Coordinate drainage and irrigation improvements with proposed construction.

Design Intent

The intent is to encourage thoughtful positioning while preserving an accessible route for golfers who choose to play more conservatively. The hole should reward good decision-making without requiring every golfer to challenge the same hazards.

Figure 6.5 — Hole No. 5 Master Plan

HOLE NO. 6

Targeted Improvement Without Unnecessary Change

The existing character of Hole No. 6 remains fundamentally successful.

Accordingly, Master Plan recommendations are focused on targeted improvements rather than substantial alteration.

Proposed Improvements

- Retain the fundamental playing corridor.
- Refine selected tee, fairway, bunker, or green-surround features where warranted.
- Address drainage and turf-performance issues identified during subsequent design.
- Coordinate all improvements with irrigation replacement.

Design Intent

Hole No. 6 demonstrates the Master Plan's broader philosophy that areas functioning successfully do not require substantial change. Improvements should focus on correcting identifiable issues and enhancing long-term performance while preserving the character golfers already recognize.

Figure 6.6 — Hole No. 6 Master Plan

HOLE NO. 7

Improving Definition and Playing Options

The Master Plan recommendations for Hole No. 7 are intended to improve visual definition and provide golfers with clearer strategic options.

Selected adjustments to golf features can strengthen the hole while maintaining reasonable playability.

Proposed Improvements

- Refine teeing options and alignment as appropriate.
- Adjust fairway and rough limits to better define the playing corridor.
- Evaluate bunker positioning and configuration.
- Improve selected approach and green-surround conditions.
- Incorporate drainage and irrigation improvements where required.

Design Intent

The objective is to create a hole that communicates its strategy clearly. Golfers should be able to identify a conservative route while stronger players are provided opportunities to challenge features in exchange for a more favorable position.

Figure 6.7 — Hole No. 7 Master Plan

HOLE NO. 8

Preserving Character While Refining the Details

Hole No. 8 remains within its established routing and character.

The Master Plan focuses on selective refinements that improve feature definition, playability, and long-term maintenance.

Proposed Improvements

- Retain the fundamental routing and playing character.
- Refine selected tees and fairway limits.
- Evaluate bunker configuration for strategic and maintenance value.
- Improve selected green-surround conditions.
- Address drainage, irrigation, and turf needs as part of coordinated construction.

Design Intent

The proposed work should feel like a refinement of the existing hole rather than a replacement of it. The goal is to strengthen the qualities that already work while correcting features that no longer provide sufficient strategic, agronomic, or maintenance value.

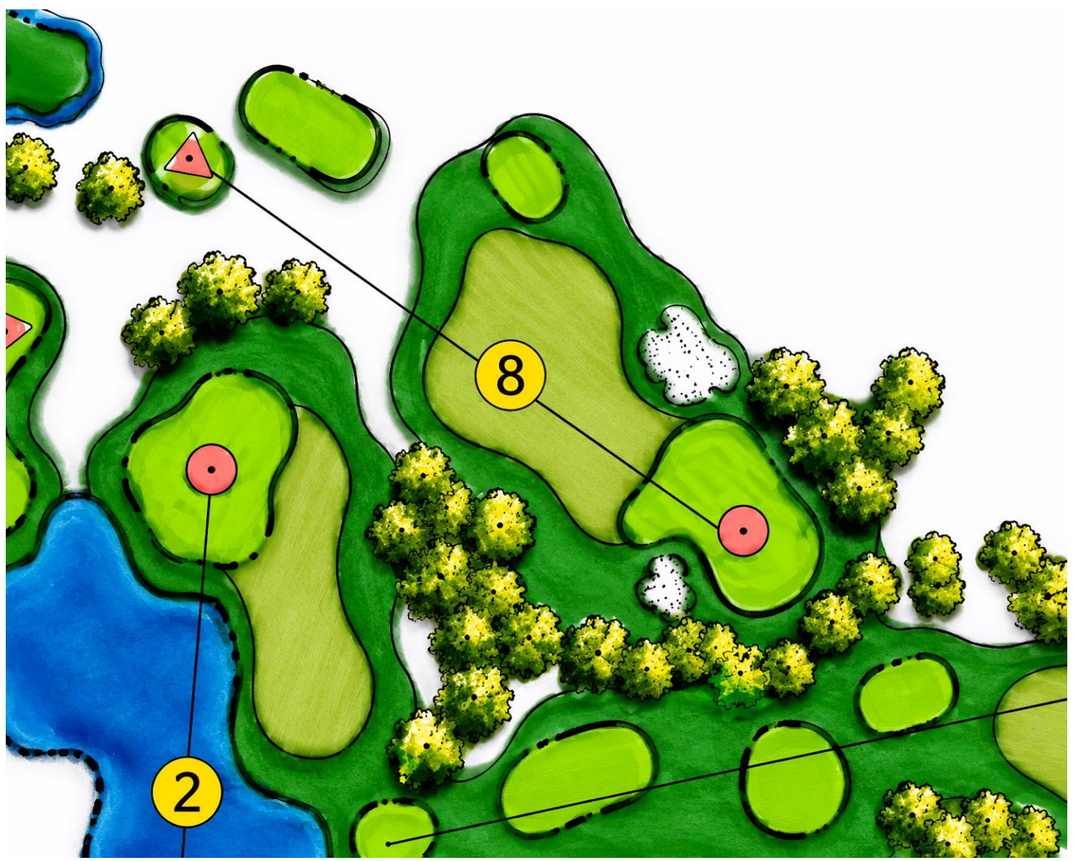


Figure 6.8 — Hole No. 8 Master Plan

HOLE NO. 9

Completing the Front Nine and Strengthening the Clubhouse Experience

Hole No. 9 occupies an important location as golfers return toward the clubhouse and practice area.

The Master Plan considers the hole not only as an individual golf experience, but also as part of the larger relationship between the golf course, clubhouse, practice facilities, and circulation.

Proposed Improvements

- Refine selected tee and fairway features.
- Improve the strategic and visual relationship of hazards to the intended line of play.
- Modify selected green-surround conditions where appropriate.
- Coordinate improvements with the proposed short-game practice facility.
- Improve circulation and transitions where warranted.
- Integrate irrigation, drainage, and turf improvements.

Design Intent

The objective is to create a strong conclusion to the front nine while improving the overall organization of this important portion of the property. Coordination between Hole No. 9 and the proposed practice improvements allows the Master Plan to make more efficient use of available space while improving the experience for both golfers on the course and those using the practice facilities.

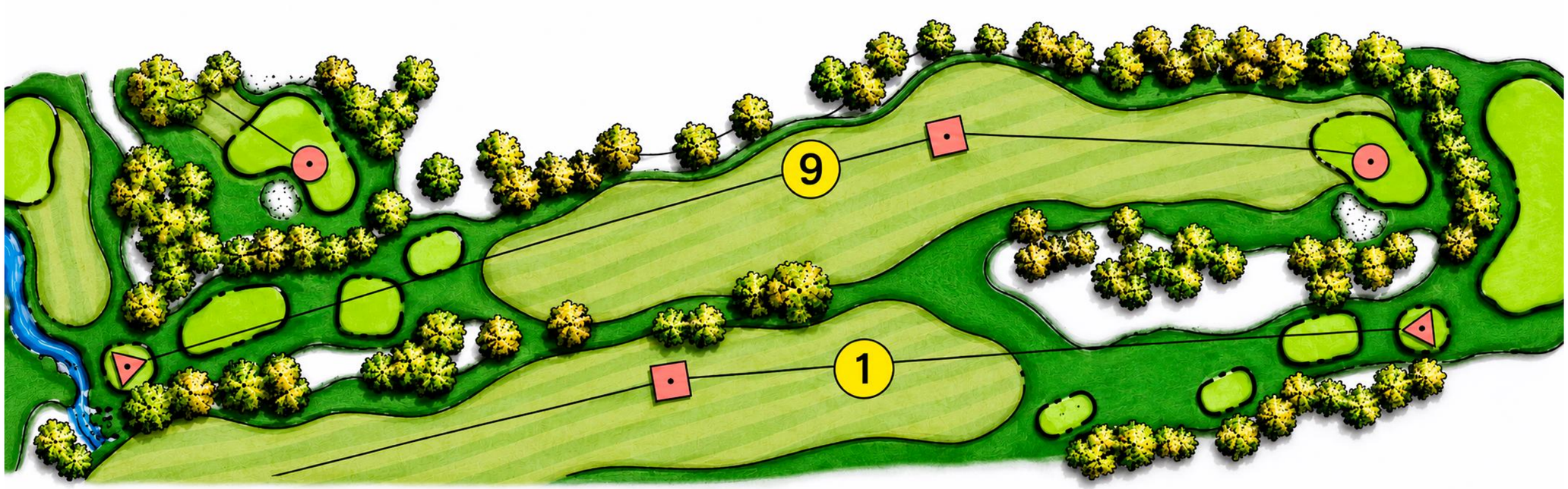


Figure 6.9 — Hole No. 9 Master Plan

FRONT NINE — DESIGN SUMMARY

The Front Nine Master Plan demonstrates the overall philosophy of targeted improvement.

The established routing remains intact, while individual improvements address:

- Tee alignment and playing options.
- Strategic bunker placement.
- Fairway definition.
- Green and green-surround opportunities.
- Drainage improvements and long-term turf performance.
- Irrigation modernization.
- Circulation.
- Practice-facility expansion.

The result is intended to remain recognizable with Park City Golf Club while functioning better for golfers, maintenance operations, and long-term infrastructure needs.

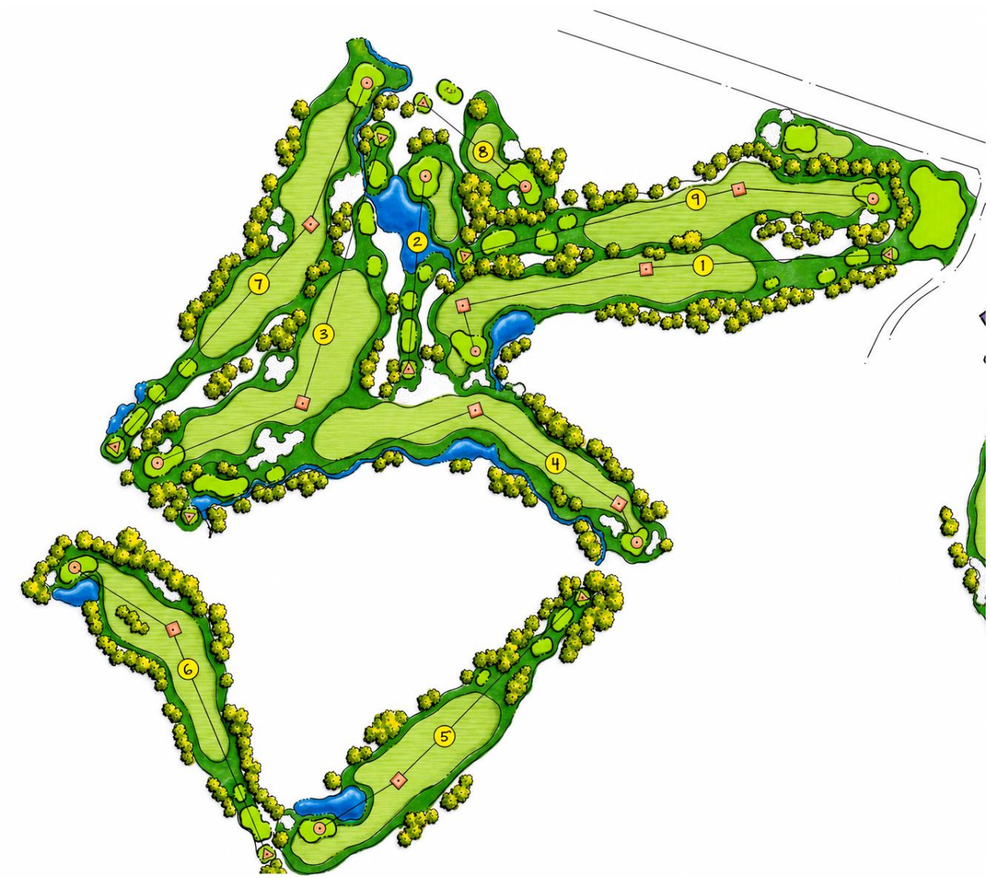


Figure 6.10 — Front Nine Master Plan

HOLE NO. 10

A Strong Start to the Back Nine

Hole No. 10 provides the transition into the second nine and should establish a clear and engaging beginning to the inward half.

The Master Plan retains the established corridor while refining selected features to improve strategy, visual definition, and playability.

Proposed Improvements

- Refine selected teeing areas and alignment.
- Adjust fairway limits where appropriate.
- Evaluate bunker positioning and configuration.
- Improve selected green-surround features.
- Address drainage, irrigation, and turf conditions in conjunction with future construction.

Design Intent

The objective is to provide a confident and enjoyable start to the Back Nine while creating strategic choices appropriate for players of differing abilities.

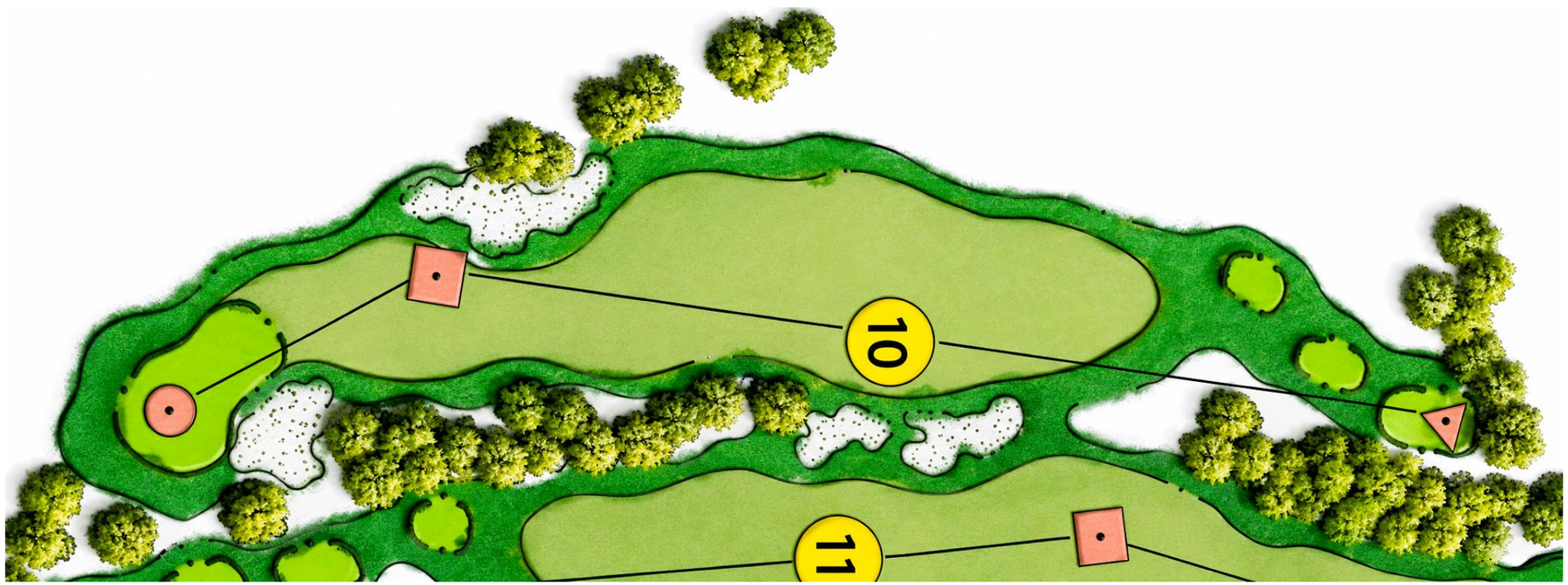


Figure 6.11 — Hole No. 10 Master Plan

HOLE NO. 11

Strategic Refinement Within the Existing Corridor

The Master Plan recommendations for Hole No. 11 focus on improving the strategic relationship between the tee shot, landing area, and approach.

Proposed Improvements

- Retain the fundamental routing.
- Refine selected tee and fairway relationships.
- Modify bunker configuration or positioning where appropriate.
- Improve approach and green-surround conditions.
- Coordinate drainage and irrigation improvements with proposed work.

Design Intent

The hole should provide a clear route for the recreational golfer while rewarding stronger players who successfully challenge strategically positioned features.

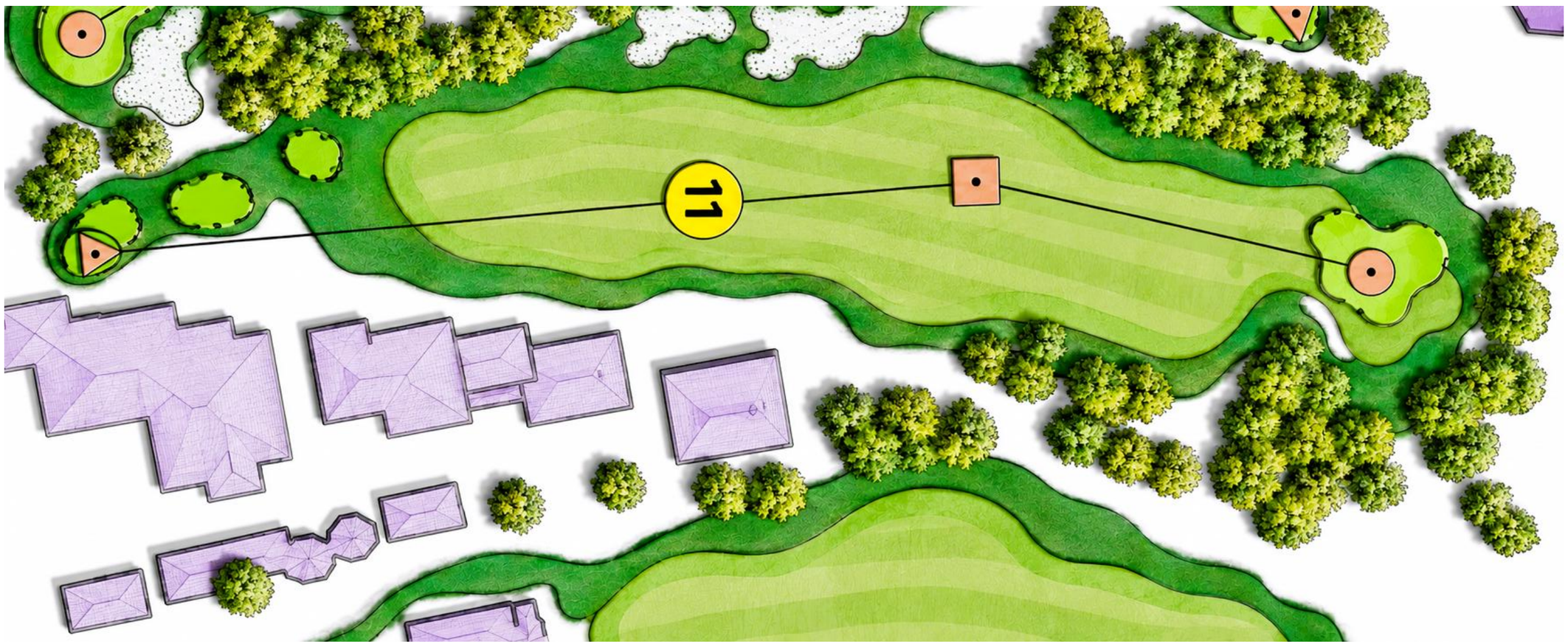


Figure 6.12 — Hole No. 11 Master Plan

HOLE NO. 12

Improving Playability and Visual Definition

The Master Plan recommendations for Hole No. 12 focus on improving the visual organization of the hole and strengthening the relationship between its principal golf features.

Proposed Improvements

- Refine selected teeing areas.
- Improve fairway definition.
- Preserve and enhance the pond and existing rock outcropping as important visual and strategic features of the hole.
- Evaluate bunker configuration and strategic relevance.
- Improve selected green-surround conditions.
- Address drainage and turf-performance needs.

Design Intent

The proposed improvements should make the intended strategy more apparent while maintaining a reasonable and enjoyable route for less-accomplished golfers.

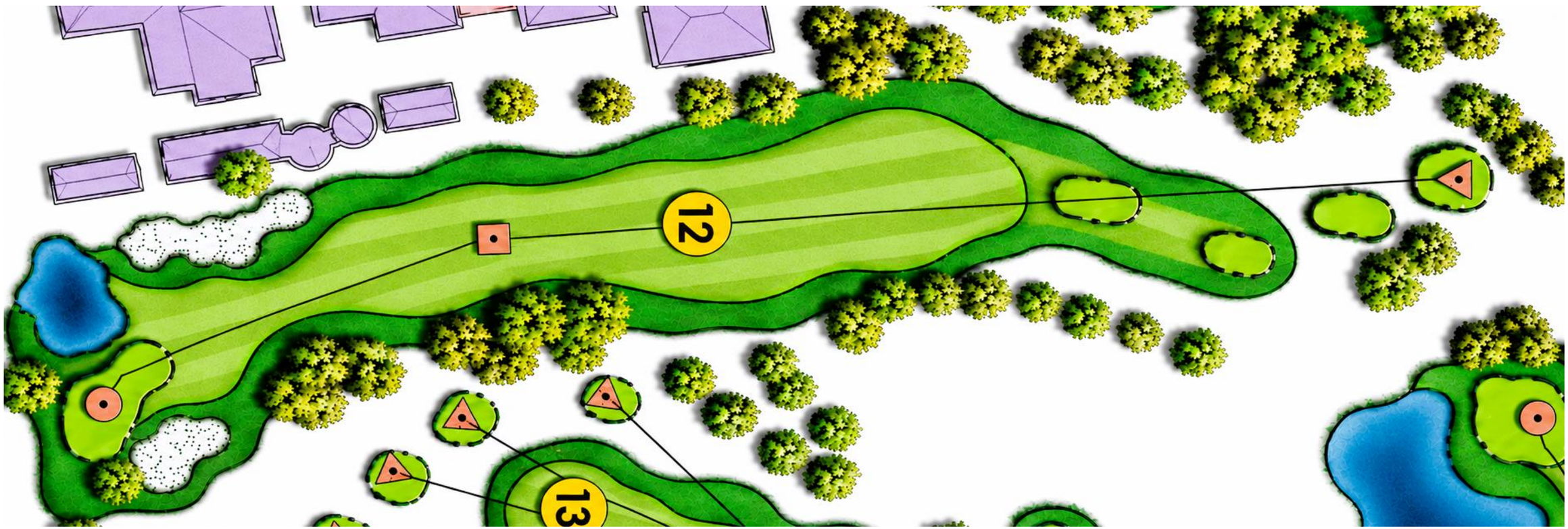


Figure 6.13 — Hole No. 12 Master Plan

HOLE NO. 13

Preserving Strengths and Correcting Specific Issues

Hole No. 13 is another example of the Master Plan's selective approach.

Where existing features remain successful, they are retained. Proposed changes focus on identifiable opportunities to improve performance, strategy, or maintenance.

Proposed Improvements

- Preserve successful existing features.
- Refine selected tee, fairway, bunker, or green-surround elements.
- Address identified drainage or agronomic concerns.
- Coordinate improvements with irrigation replacement.

Design Intent

The objective is not to make the hole substantially different, but to make its individual components function more effectively and consistently.

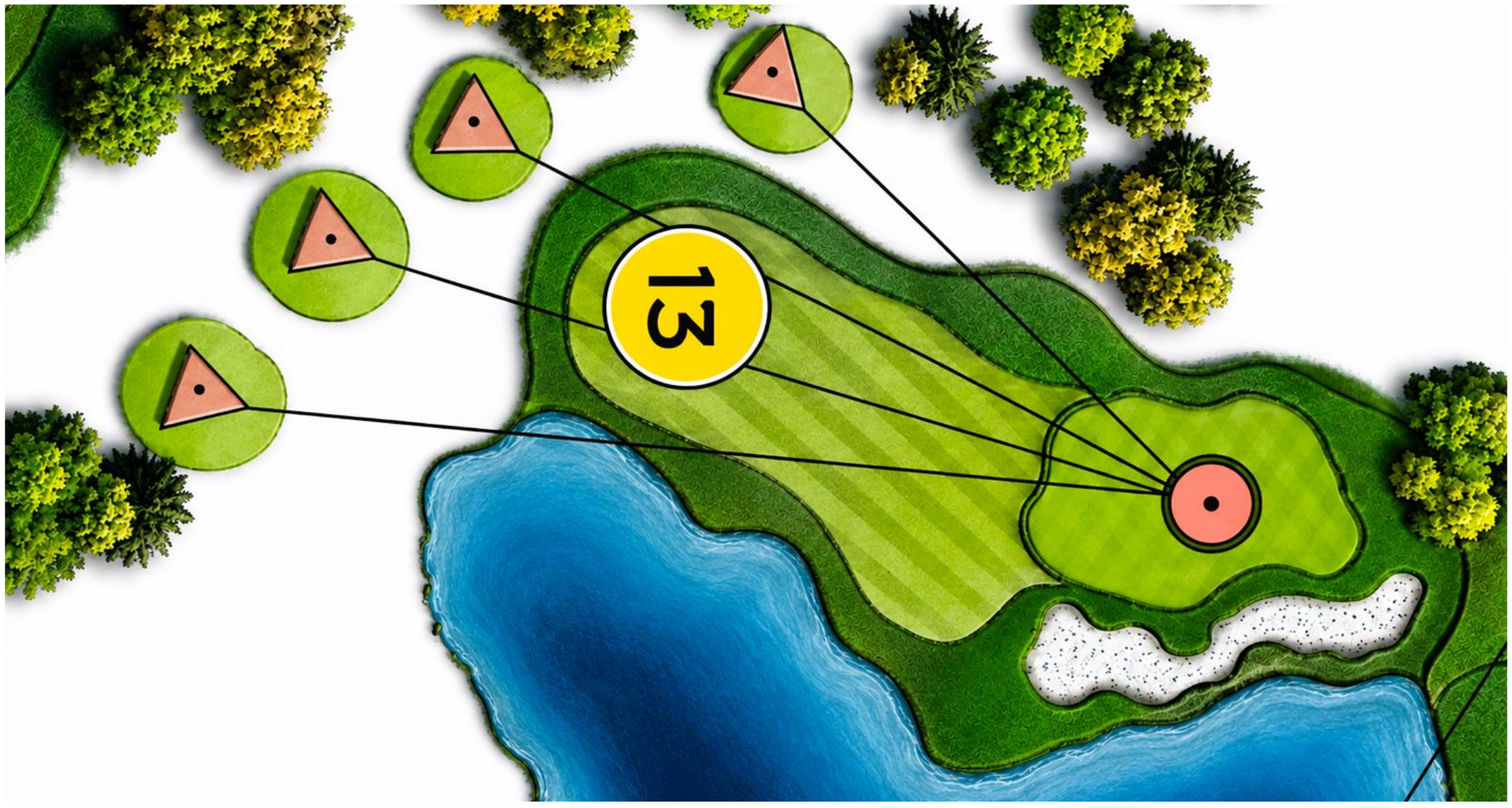


Figure 6.14 — Hole No. 13 Master Plan

HOLE NO. 14

Enhancing Strategy Through Targeted Feature Improvements

The Master Plan identifies opportunities on Hole No. 14 to strengthen strategic interest through selective modifications to tees, hazards, fairway limits, and/or the green complex.

Proposed Improvements

- Improve selected teeing options and alignment.
- Refine fairway configuration.
- Adjust bunker placement or configuration where appropriate.
- Improve selected approach and green-surround conditions.
- Integrate drainage, irrigation, and turf restoration.

Design Intent

The intent is to create strategic choices that remain understandable and fair. Golfers choosing a more aggressive route may gain an advantage, while a more conservative option should remain available.

Figure 6.15 — Hole No. 14 Master Plan

HOLE NO. 15

Strengthening Playability and Course Character

The Master Plan recommendations for Hole No. 15 seek to strengthen the hole's identity while addressing selected playability and operational opportunities.

Proposed Improvements

- Refine teeing areas and alignment where warranted.
- Adjust fairway and rough limits.
- Evaluate bunker placement and maintenance value.
- Improve selected green-surround features.
- Address drainage, irrigation, and turf conditions.

Design Intent

Improvements should strengthen the visual and strategic character of the hole while maintaining the broad accessibility expected of Park City Golf Club.

Figure 6.16 — Hole No. 15 Master Plan

HOLE NO. 16

Refining a Late-Round Golf Experience

As the round moves toward its conclusion, Hole No. 16 provides an opportunity for thoughtful refinement without disrupting the established rhythm of the course.

Proposed Improvements

- Retain the established playing corridor.
- Improve selected teeing and landing-area relationships.
- Refine bunker and green-surround features where warranted.
- Address drainage and agronomic issues.
- Coordinate improvements with irrigation replacement.

Design Intent

The objective is to preserve the familiarity of the hole while improving the purpose and performance of its individual features.

Figure 6.17 — Hole No. 16 Master Plan

HOLE NO. 17

Creating Interest Without Creating Unnecessary Difficulty

Hole No. 17 plays an important role late in the round and should provide interest and challenge while remaining appropriate for the full range of golfers using the facility.

Proposed Improvements

- Refine teeing options as appropriate.
- Improve visual definition from the tee.
- Evaluate hazard placement and configuration.
- Improve selected green and green-surround conditions.
- Incorporate drainage, irrigation, and turf improvements.

Design Intent

The Master Plan seeks to create interest through positioning and decision-making rather than excessive difficulty. Appropriate tee selection should allow golfers of differing abilities to experience the hole as intended.

Figure 6.18 — Hole No. 17 Master Plan

HOLE NO. 18

A Memorable Finish

The finishing hole provides the final impression of the golf experience and occupies an important relationship with the clubhouse and surrounding activity.

The Master Plan seeks to strengthen this conclusion while preserving the established character of the hole.

Proposed Improvements

- Refine selected tee and fairway relationships.
- Improve the strategic relevance and presentation of hazards.
- Enhance selected approach and green-surround conditions.
- Improve circulation and transitions where warranted.
- Coordinate irrigation, drainage, and turf improvements with future construction.

Design Intent

The objective is to provide a memorable but playable finishing hole. Strategic features should create decisions for accomplished golfers while maintaining a reasonable path to the green for recreational players. The final approach should provide a strong visual and experiential conclusion to the round and reinforce the overall character of Park City Golf Club.

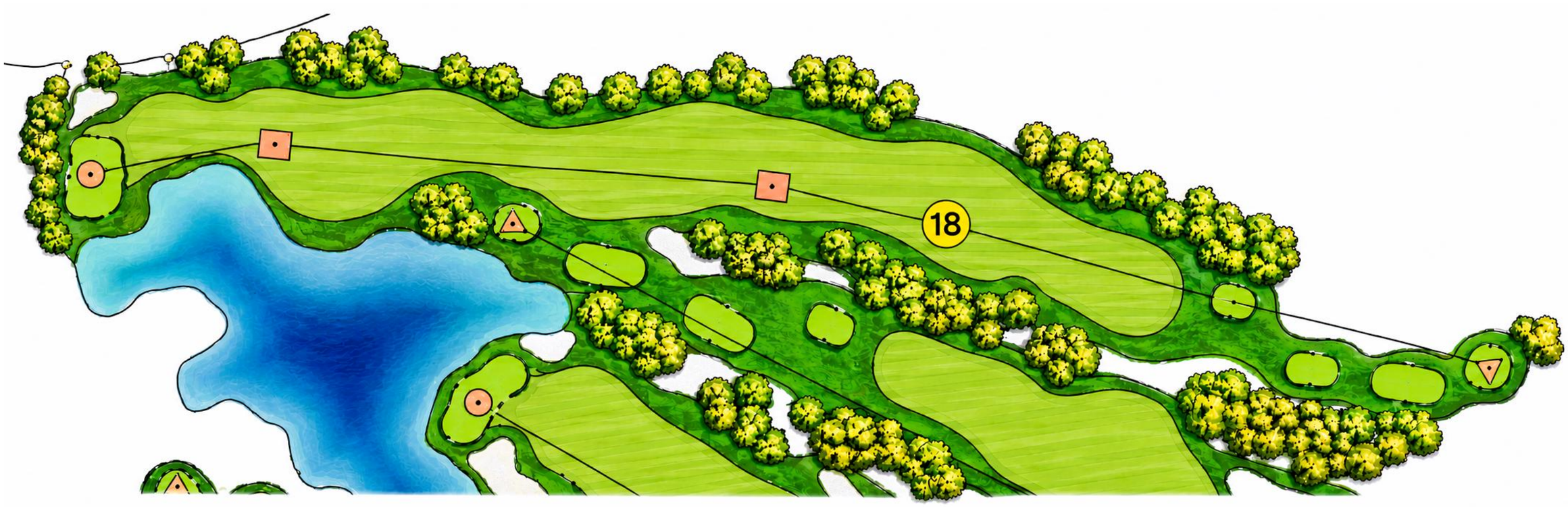


Figure 6.19 — Hole No. 18 Master Plan

BACK NINE — DESIGN SUMMARY

As with the Front Nine, the Back Nine Master Plan retains the established routing while introducing targeted improvements intended to strengthen playability, strategy, infrastructure, agronomic performance, and long-term maintenance.

The proposed improvements are deliberately varied in scale.

Some holes receive meaningful feature modifications, while others require only modest refinement.

Together, the recommendations create a more consistent golf experience while preserving the established identity and walkable character of Park City Golf Club.

Figure 6.20 — Back Nine Master Plan

7. PRACTICE & PLAYER DEVELOPMENT FACILITIES

Expanding Opportunities for Practice, Instruction and Year-Round Golf

Practice facilities are an important component of a successful municipal golf operation and provide value well beyond preparation for an 18-hole round.

Well-designed practice facilities can support individual practice, professional instruction, junior golf, beginner programs, player development, clinics, and recreational use by golfers who may not have the time or desire to play a complete round.

Park City Golf Club currently provides practice opportunities; however, the physical constraints of the property limit the range of shots that can be safely accommodated. The existing driving range is relatively short and functions primarily as an iron-practice facility rather than a full-length driving range.

The Master Plan recognizes this limitation while also recognizing that significant expansion of the existing driving range is constrained by the surrounding golf course, adjacent development, and available property.

Rather than attempting to force a conventional full-length range into a site that may not reasonably accommodate one, the Master Plan identifies two complementary opportunities for improving practice and player development:

- Development of an expanded outdoor short-game practice facility.
- Evaluation of the long-term feasibility of a future golf simulator and indoor instruction facility in the vicinity of the existing driving range.

Together, these improvements could significantly expand the range of practice, instructional, and recreational opportunities available at Park City Golf Club while making more effective use of the existing property.

7.1 Existing Driving Range

The existing driving range provides an important practice and warm-up function but is limited by its relatively short length.

For many golfers, the range functions primarily as an irons-only practice environment and does not provide the opportunity to comfortably practice the full range of clubs typically used during a round.

The surrounding golf course and established development pattern limit opportunities for substantial physical expansion.

The Master Plan therefore recommends retaining and improving the existing range where practical while recognizing that its fundamental dimensional limitations are unlikely to be completely resolved through conventional expansion.

Future improvements should consider opportunities to enhance:

- Tee condition and usable hitting area.
- Target definition.
- Irrigation and drainage.
- Turf quality.
- Safety and containment.
- Professional instruction.
- Circulation and golfer access.

The range should continue to serve an important outdoor warm-up and practice function while complementary facilities are considered to address activities that cannot reasonably be accommodated within its existing footprint.

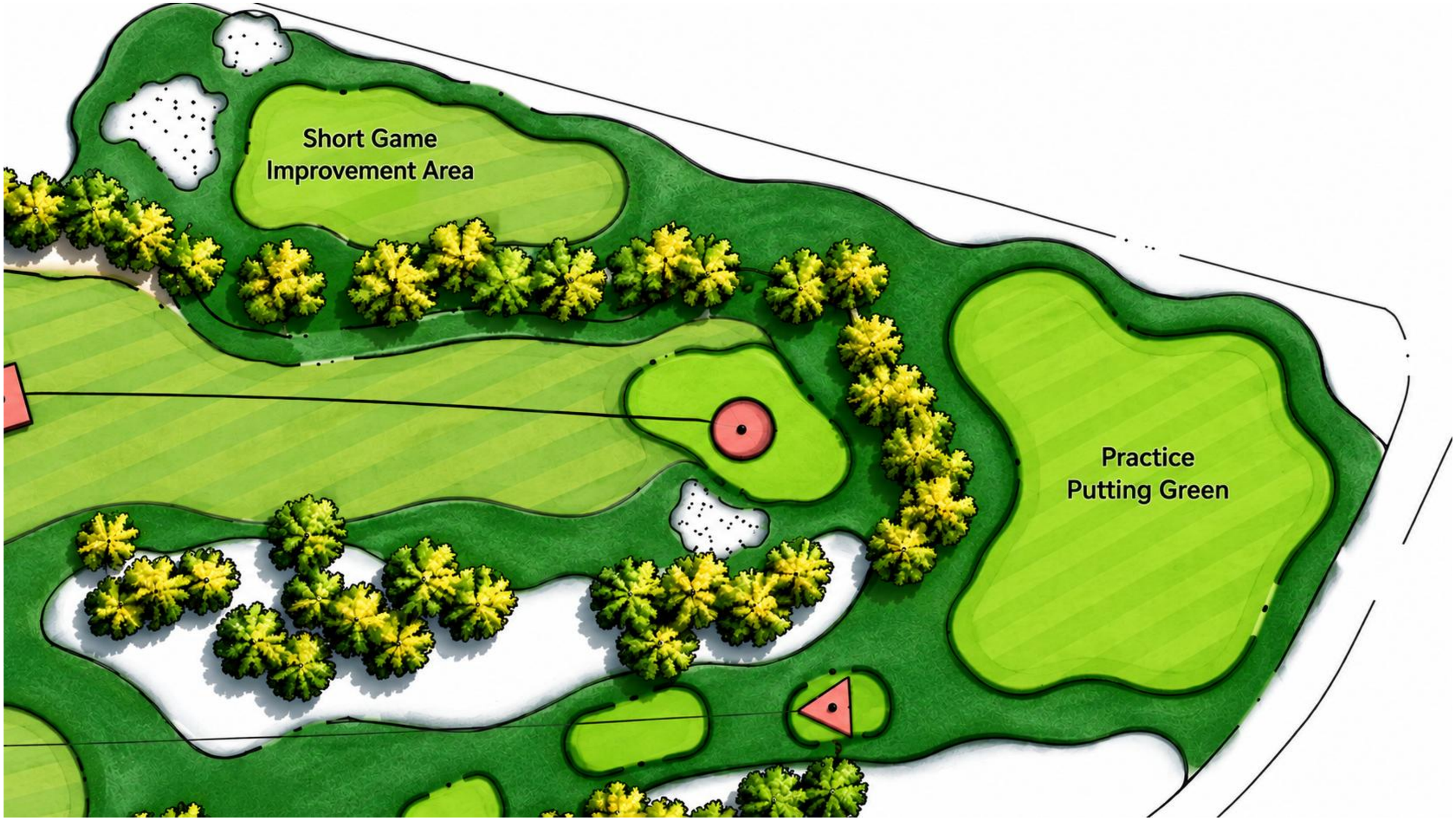
7.2 Proposed Short-Game Practice Facility

The Master Plan identifies an opportunity to significantly expand dedicated short-game practice near the clubhouse and the existing first and ninth holes.

Rather than creating a single-purpose putting green, the concept is intended to function as a flexible practice environment capable of accommodating putting, chipping, pitching, bunker play, and a variety of recovery shots.

The proposed facility should include, as space and final design allow:

- A generously sized practice putting and/or chipping green.
- Multiple hole locations to accommodate simultaneous use and reduce concentrated wear.
- Varied green contours capable of providing realistic putting and short-game practice.
- Closely mown approach and recovery areas allowing golfers to practice chips, pitches, bump-and-run shots, and other shots from varying distances.
- Practice bunker opportunities that allow golfers to rehearse typical greenside bunker shots.
- Appropriate rough and intermediate turf conditions around portions of the facility.
- Convenient circulation and access from the clubhouse and existing practice areas.
- Irrigation and drainage designed specifically for the practice facility.
- Appropriate separation between practice activity, adjacent golf holes, pedestrian circulation, and other uses.



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The proposed short-game facility expands the range of outdoor practice opportunities available at Park City Golf Club while making productive use of space near the clubhouse and existing golf course.

7.3 A Facility for More Than Warm-Up

The value of the proposed practice improvements extends beyond golfers preparing to play.

A dedicated short-game facility can provide an important setting for:

INDIVIDUAL PRACTICE

Golfers can work independently on putting, chipping, pitching, bunker play, and other scoring shots.

PROFESSIONAL INSTRUCTION

Golf professionals can provide short-game lessons without competing for limited space or interfering with golfers preparing for their rounds.

JUNIOR GOLF

The facility can support junior clinics and player-development programs in a controlled environment near the clubhouse.

BEGINNER PROGRAMS

New golfers can learn basic skills in an approachable setting before transitioning onto the golf course.

CLINICS AND GROUP INSTRUCTION

The increased practice area provides greater flexibility for group programming and community golf activities.

CASUAL RECREATIONAL USE

The facility can provide value to golfers who may have limited time but still want an opportunity to practice and enjoy the property.

7.4 Future Golf Simulator & Instruction Facility

Because physical expansion of the existing driving range is constrained, the Master Plan recommends that Park City evaluate the feasibility of developing a golf simulator and indoor instruction facility in the vicinity of the existing range. Modern golf simulator technology provides an opportunity to supplement—not replace—the existing outdoor practice facilities.

A simulator facility could allow golfers to practice the full range of clubs, including the driver and longer clubs that are difficult to accommodate on the existing range.

The facility could potentially support multiple functions, including:

- Professional golf instruction.
- Club fitting and swing analysis.
- Individual practice.
- Junior golf instruction and player development.
- Indoor golf during periods of inclement weather.
- Winter golf leagues.
- Organized events and recreational programming.
- Year-round utilization of the golf operation.

The concept may be particularly appropriate for Park City because of the community's extended winter season and the importance of maintaining year-round recreational opportunities. During months when conventional outdoor golf activity is limited, an indoor simulator facility could provide an opportunity for golfers to remain engaged with the game while creating an additional year-round recreational offering at Park City Golf Club.

A winter league environment could also provide a social and competitive golf experience during the offseason and potentially generate incremental winter-season activity and revenue.

7.5 Simulator Facility — Future Feasibility Study

The simulator facility illustrated or discussed within the Master Plan should be considered a future opportunity rather than a currently defined construction project.

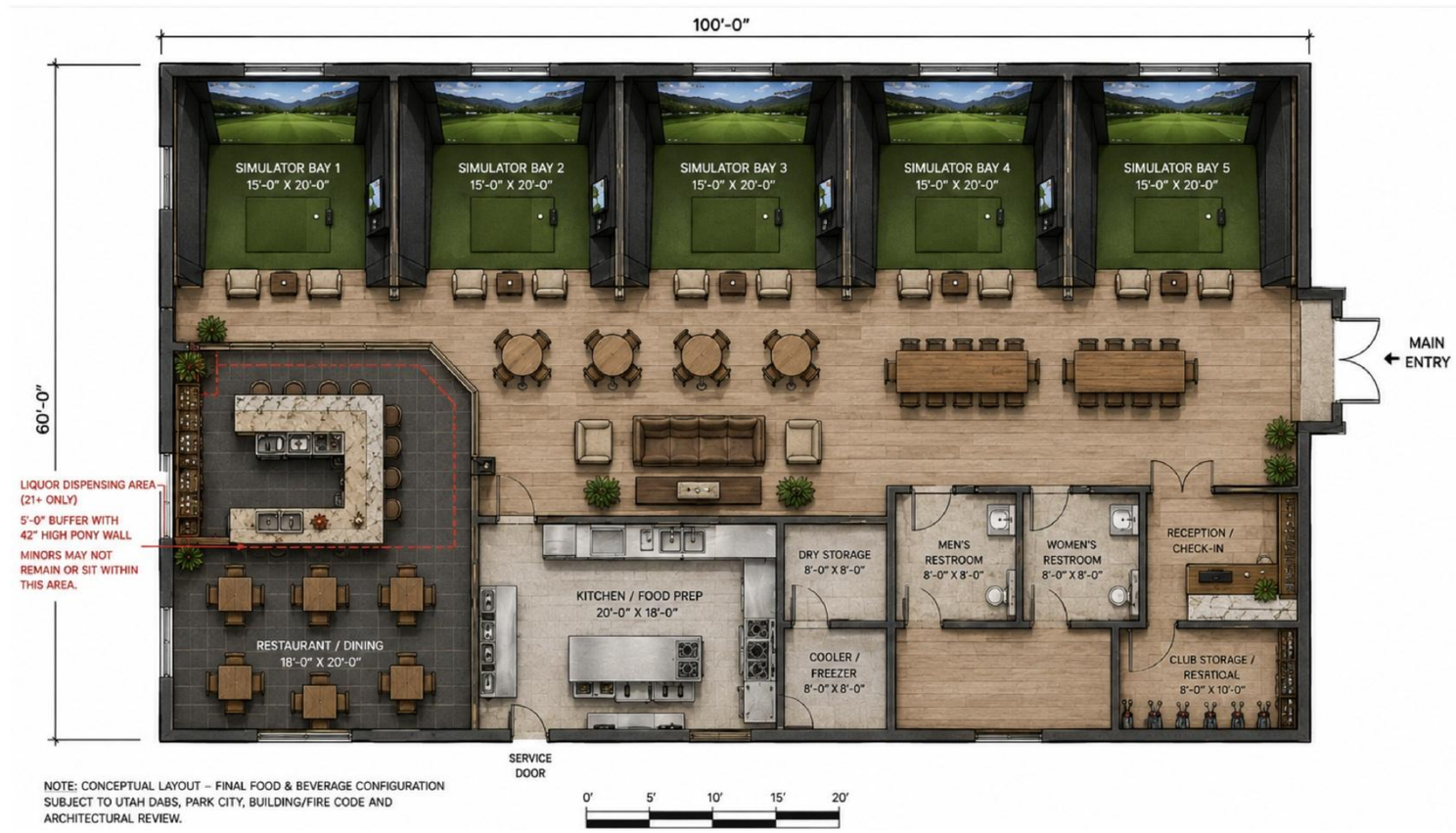
Prior to implementation, Park City should undertake additional feasibility and programming analysis to determine:

- Appropriate building location.
- Number of simulator bays.

- Building size and configuration.
- Relationship to the existing driving range and golf operations.
- Utility requirements.
- Parking and access.
- Staffing and operational requirements.
- Capital cost.
- Potential user demand.
- Instructional programming.
- Winter league and recreational programming opportunities.
- Potential revenue and operating expenses.
- Compatibility with surrounding golf and Nordic operations.

The feasibility study should also evaluate whether the facility is best developed as a stand-alone structure, an addition associated with existing golf operations, or as part of a future broader clubhouse or practice-area improvement.

This evaluation will allow Park City to determine whether the anticipated recreational, instructional, and financial benefits justify future capital investment.



The Master Plan recommends further evaluation of a potential simulator and indoor instruction facility near the existing driving range. The location and configuration shown should be considered conceptual and subject to future feasibility analysis.

7.6 Design and Operational Considerations

The outdoor practice improvements shown in the Master Plan establish the general design intent and approximate area for the proposed improvements.

Final configuration should be developed during subsequent design phases in coordination with Park City golf staff.

Particular attention should be given to:

- Safety and separation between practice activities and active golf holes.
- Visibility and supervision from golf operations areas.
- Convenient golfer access.
- Maintenance access.
- Drainage and snowmelt conditions.
- Irrigation efficiency.
- Turf durability and recovery from concentrated use.
- The ability to rotate practice areas and hole locations to manage wear.
- Compatibility with adjacent golf course improvements.
- Compatibility with winter Nordic operations.

Because practice facilities experience concentrated traffic, turf selection, drainage, irrigation, grading, and maintenance access will be particularly important to long-term performance.

7.7 Coordination with Holes No. 1 and No. 9

One of the strengths of the Master Plan concept is the ability to coordinate the short-game practice facility with proposed improvements to the surrounding golf course.

The areas surrounding Holes No. 1 and No. 9, the clubhouse, existing driving range, and existing practice facilities should be considered together during subsequent design development.

This coordinated approach allows the project team to evaluate:

- Golf-hole safety and separation.
- Practice-facility size and orientation.
- Golf and pedestrian circulation.
- Cart movement.
- Drainage.
- Irrigation.
- Grading relationships.
- Turf limits.
- Maintenance access.
- Potential future simulator/instruction facilities.
- Overall visual organization of the clubhouse and practice area.

By considering these elements together rather than as isolated projects, Park City can maximize the usefulness of the available property while avoiding improvements that conflict with one another.

7.8 Implementation

The proposed short-game facility should be coordinated with the broader golf course construction program rather than constructed as an isolated project if the timing of available funding permits.

Construction of the outdoor practice improvements will likely include:

- Clearing and site preparation.
- Earthwork and shaping.
- Drainage installation.
- Irrigation installation.
- Green construction.
- Bunker construction.
- Turf establishment.
- Path and circulation improvements.
- Landscape restoration.

Coordinating this work with nearby irrigation replacement and improvements to Holes No. 1 and No. 9 can reduce duplicated mobilization and disturbance while allowing the entire clubhouse/practice area to be completed as a cohesive project.

The outdoor short-game facility should also be included as a separate line item within the Master Plan Opinion of Probable Construction Cost so that Park City can evaluate its cost independently and retain flexibility regarding implementation timing.

Because the proposed simulator/instruction facility requires additional programming and feasibility analysis, it should initially be identified separately from the primary golf course construction OPCC unless sufficient information becomes available to establish a reasonable planning allowance.

7.9 Practice & Player Development Recommendation

Community Voice

"The practice area needs to be improved, especially opportunities for chipping and bunker practice."

The Master Plan recommends a two-part approach to improving practice and player-development opportunities at Park City Golf Club.

First, develop the proposed expanded outdoor short-game practice facility to provide substantially improved opportunities for putting, chipping, pitching, bunker practice, instruction, junior golf, and player development.

Second, evaluate the feasibility of a future golf simulator and indoor instruction facility near the existing driving range to supplement the physical limitations of the existing range and potentially expand golf programming throughout the year.

Together, these recommendations recognize the realities of the site while providing a practical path toward a more complete practice and player-development program.

The existing range can continue to provide valuable outdoor iron practice and warm-up opportunities. The proposed short-game facility can substantially improve outdoor scoring-game practice. A future simulator facility could provide access to full-swing practice, instruction, and recreational golf during periods when those activities cannot reasonably be accommodated outdoors.

Taken together, these improvements have the potential to transform the practice experience at Park City Golf Club without requiring the land area necessary for a conventional full-length driving range.

They also provide an opportunity to extend the value of the golf operation beyond the traditional golf season—supporting instruction, player development, winter leagues, and year-round engagement with the Park City golf community.

8. IRRIGATION, WATER MANAGEMENT & INFRASTRUCTURE

Investing in the Long-Term Performance of Park City Golf Club

The long-term success of Park City Golf Club depends not only upon the quality of its golf features, but also upon the infrastructure that supports them.

Of these infrastructure needs, replacement and modernization of the golf course irrigation system represents the most significant and immediate capital priority identified through the Master Plan process.

The existing system has provided decades of service but is approaching the end of its practical service life. Aging components, limitations in system control, increasing maintenance demands, and the growing importance of efficient water management all support the need for comprehensive modernization.

Replacement of the irrigation system also creates an important opportunity.

Installation of a new system will require construction activity throughout much of the golf course. By coordinating that work with the improvements identified in this Master Plan, Park City can address infrastructure, drainage, golf features, turf conditions, and other needs as part of a comprehensive improvement program rather than repeatedly disturbing the course through separate projects.

The objective is straightforward:

Invest once, coordinate the work carefully, and establish infrastructure capable of supporting Park City Golf Club for decades to come.

8.1 Existing Irrigation System

The existing irrigation system represents one of the most significant limitations affecting the long-term operation of Park City Golf Club.

As irrigation infrastructure ages, golf facilities typically experience increasing challenges associated with:

- Pipe and fitting failures.
- Valve reliability.
- Irrigation head performance.
- Electrical and communication components.
- Control-system limitations.
- Inconsistent water distribution.
- Increasing repair frequency.
- Difficulty obtaining replacement components for older equipment.
- Increasing maintenance labor associated with system operation and repair.
- Reduced ability to apply water precisely where and when it is needed.

These issues affect more than system reliability.

Irrigation performance directly influences turf quality, water consumption, maintenance efficiency, playing conditions, and the ability of golf course staff to respond effectively to changing weather and soil conditions.

For these reasons, continued incremental repair of an aging system eventually becomes less effective than comprehensive replacement.

The Master Plan recommends that Park City proceed toward complete modernization of the golf course irrigation system as a fundamental component of the long-term improvement program.

8.2 Irrigation Master Plan

The project irrigation consultant is evaluating the existing system and developing recommendations for the future irrigation infrastructure at Park City Golf Club.

The final irrigation recommendations should address the system comprehensively, including, as appropriate:

- Water source and delivery requirements.
- Pump station requirements.
- Mainline and lateral piping.
- Isolation capabilities.
- Irrigation head layout and spacing.

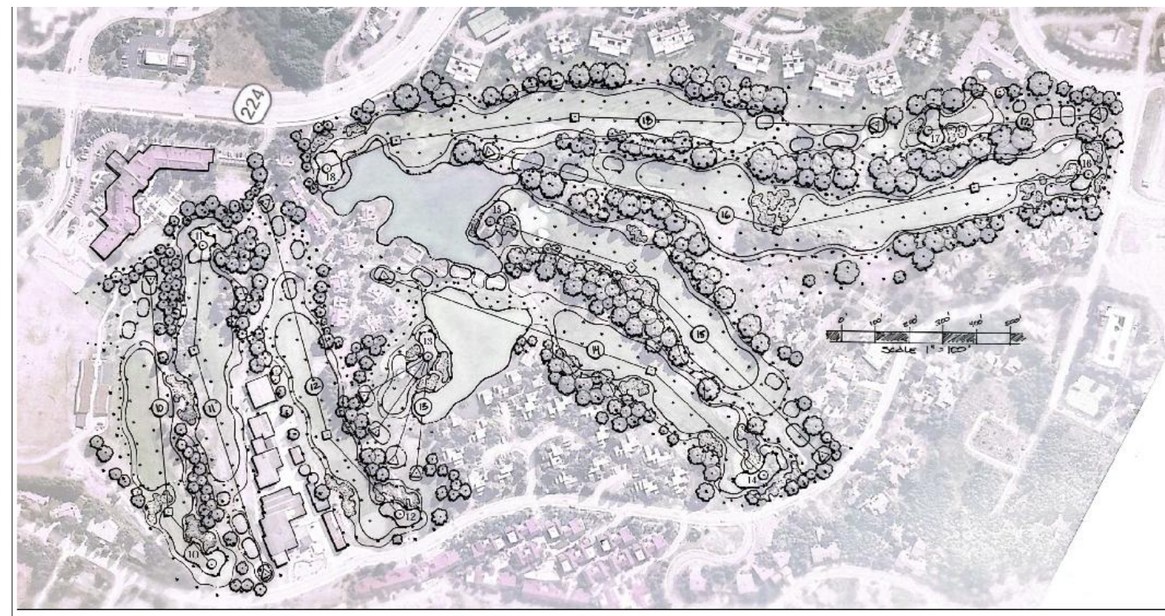
- Individual head control.
- Central control system.
- Field communication systems.
- Weather and environmental monitoring.
- Electrical requirements.
- Appropriate irrigation coverage for greens, tees, fairways, rough, practice areas, and other maintained turf.
- Irrigation requirements associated with proposed Master Plan improvements.
- Water-use efficiency.
- Long-term serviceability and system maintenance.

The future irrigation system should be designed around the proposed Master Plan configuration of the golf course, rather than simply replacing the existing system in its current locations.

This distinction is important.

Installing new irrigation infrastructure around golf features that are subsequently reconstructed can result in unnecessary expense, relocation of newly installed components, and compromises in irrigation coverage.

Golf course design and irrigation design should therefore proceed together during subsequent phases.



Park City Golf Course
Preliminary Irrigation Layout
Holes: 10 thru 18
Full Circle Heads = 579
Part Circle Heads = 226

The final irrigation system should provide reliable, flexible and efficient water distribution while supporting the long-term configuration of the golf course established by the Master Plan.

8.3 Water Management & Efficiency

Water is one of the most important resources required to maintain a golf course in Park City's climate.

Modern irrigation technology provides significantly greater control over where, when, and how much water is applied than was available when many older golf course irrigation systems were originally installed.

The objective of irrigation modernization should therefore extend beyond replacing aging equipment.

The new system should provide golf course staff with improved tools to manage water efficiently and respond to varying conditions throughout the property.

Potential benefits include:

- More precise application of irrigation water.
- Improved individual-head control.
- Better response to variations in soil, exposure, slope, and turf conditions.
- Reduced unnecessary irrigation outside intended turf areas.
- Improved ability to respond to weather conditions.
- Reduced overwatering associated with limitations of older system configurations.
- Improved turf consistency.
- Better management information through modern central-control technology.

The Master Plan also recommends evaluating maintained turf limits throughout the golf course in coordination with irrigation modernization and long-term maintenance objectives.

In locations where maintained turf provides limited benefit to golf, selected areas may be appropriate for conversion to lower-input landscape treatments.

The combination of modern irrigation technology and thoughtful turf allocation provides a stronger long-term water-management strategy than either measure alone.

8.4 Turf Reduction & Lower-Input Landscape Areas

The Master Plan does not recommend reducing maintained turf simply to achieve an arbitrary acreage target.

Maintained turf is fundamental to the function and character of a golf course.

However, not every irrigated area necessarily contributes equally to the golf experience.

Selected peripheral locations may provide opportunities to reduce irrigation, mowing, fertilizer, and labor requirements without negatively affecting play.

Potential areas should be evaluated based upon:

- Relationship to normal patterns of play.
- Visibility.
- Pace-of-play considerations.
- Ability to locate errant golf balls.
- Irrigation requirements.
- Maintenance access.
- Existing vegetation.
- Weed management.
- Fire considerations where applicable.
- Nordic operations.
- Overall landscape character.

Naturalized or lower-input landscape areas should be deliberately designed and actively managed rather than simply left unmowed.

The goal should be to create landscape areas that appear intentional, reinforce the mountain setting of the course, and reduce long-term inputs without compromising playability.

Strategic adjustments to maintained turf limits can complement irrigation modernization by directing water and maintenance resources toward those areas that provide the greatest recreational and operational value.

8.5 Drainage Improvements

Effective drainage is closely related to irrigation performance and overall turf management.

Localized wet areas can result from a combination of surface drainage, subsurface conditions, irrigation patterns, snowmelt, grading, and aging or inadequate drainage infrastructure.

These conditions can negatively affect:

- Turf health.
- Playing conditions.
- Cart traffic.
- Maintenance access.
- Mowing operations.
- Irrigation efficiency.
- Length of the golf season.

The Master Plan recommends addressing known drainage problem areas as part of the overall improvement program.

Where proposed golf improvements require grading or reconstruction, drainage should be evaluated simultaneously rather than treated as a separate issue after construction.

Potential improvements may include:

- Surface grading.
- Catch basins and inlets.
- Subsurface drainage.
- Collector piping.
- Drainage associated with greens and bunkers.
- Improvements to low-lying turf areas.
- Drainage associated with paths and circulation.
- Management of snowmelt and spring runoff.

Final drainage recommendations should be developed during subsequent design and engineering phases based upon field investigation, grading design, and existing utility conditions.

8.6 Bunker Infrastructure

Bunker performance is influenced not only by shape and strategic location but also by the infrastructure beneath the sand.

As bunkers age, drainage systems can become less effective and contamination of bunker sand can reduce performance.

Where bunkers are retained or reconstructed under the Master Plan, improvements should include appropriate modern construction techniques.

Depending upon final design and available budget, improvements may include:

- New bunker drainage.
- Appropriate bunker sand.
- Improved subgrade preparation.
- Separation or liner systems where warranted.
- Improved surface drainage around bunker edges.
- Configuration that reduces unnecessary washouts and maintenance.

Bunker reconstruction should be coordinated with irrigation, drainage, shaping, and turf restoration so that each area is completed as part of a unified construction process.

8.7 Cart Paths & Circulation

The existing cart-path network generally supports golf operations but includes areas where repair, replacement, or realignment should be considered.

The Master Plan does not recommend wholesale replacement of every path solely because other golf improvements are occurring.

Instead, path work should focus on locations where existing conditions warrant investment or where proposed improvements require modification.

Priorities may include:

- Deteriorated pavement.
- Poor drainage.
- Awkward transitions.
- Areas of concentrated turf wear.
- Safety concerns.
- Locations affected by proposed tee, green, bunker, or practice-facility improvements.
- Improved maintenance access.
- Improved golfer circulation.

Where path replacement is required, final design should consider durability, drainage, appearance, accessibility requirements, and compatibility with the overall character of the golf course.

8.8 Bridges, Crossings & Other Site Infrastructure

Bridges, culverts, crossings, retaining conditions, utilities, and other site infrastructure should be evaluated as subsequent design work progresses.

These features are particularly important because they may serve multiple users and functions.

A crossing used by golfers during the summer may also need to accommodate:

- Golf course maintenance equipment.
- Irrigation construction.
- Emergency or service access.
- Nordic grooming equipment.
- Winter recreational users.

Where infrastructure requires replacement or modification, it should therefore be designed with year-round operations in mind.

Particular attention should be given to load capacity, width, grades, drainage, safety, and seasonal accessibility.

8.9 Coordination with Nordic Operations

Infrastructure decisions made for summer golf operations can directly affect winter use of the property.

Irrigation components, drainage structures, grading changes, paths, bridges, landscape treatments, and other improvements should therefore be evaluated for compatibility with Nordic operations.

Important considerations include:

- Maintaining established Nordic trail continuity where practical.
- Providing adequate width and load capacity for grooming equipment at crossings.
- Avoiding abrupt grades or infrastructure conflicts along established winter routes.
- Considering snowmaking or winter infrastructure requirements where applicable.
- Protecting irrigation and drainage components from winter operations.
- Coordinating construction and turf establishment with the beginning of the Nordic season.

This coordination is addressed more fully in the following Nordic Operations section of the Master Plan.

8.10 Coordinating Infrastructure & Golf Course Construction

Perhaps the most important recommendation of this section is that infrastructure and golf course improvements be designed and constructed as one coordinated program.

Irrigation replacement alone will require extensive work throughout the golf course.

At the same time, many Master Plan recommendations require:

- Earthwork.
- Drainage.
- Irrigation relocation.
- Turf removal.
- Turf establishment.
- Construction access.
- Mobilization of equipment and contractors.

Completing these activities independently can result in duplicated cost and repeated disturbance.

Where practical, Park City should therefore coordinate irrigation replacement with the golf improvements scheduled within the same portion of the property.

For example, it makes little sense to install new irrigation around a tee complex that is planned for reconstruction shortly afterward.

Similarly, a bunker or green-surround improvement requiring substantial grading should ideally be completed before final irrigation layout and turf establishment in that area.

The sequencing of work should therefore be developed jointly by the golf course architect, irrigation consultant, City staff, golf course maintenance staff, and ultimately the selected contractor.

8.11 Irrigation Opinion of Probable Construction Cost

The current planning-level OPCC includes an irrigation allowance of approximately $6,000,000. This allowance is supported by the current irrigation system takeoff and planning-level cost assessment and includes the anticipated system replacement, associated mobilization, irrigation design, field staking, as-built documentation, system programming, and related work. Final quantities and costs will continue to be refined through detailed design and contractor pricing.

PARK CITY GOLF CLUB
IRRIGATION REPLACEMENT OPCC

PARK CITY GOLF CLUB
MASTER PLAN

IRRIGATION COMPONENT	QUANTITY / BASIS	LOW ESTIMATE	HIGH ESTIMATE
Golf Course Irrigation System *Complete replacement of irrigation heads and system*	**ACTUAL PLAN TAKEOFF:** **1,562 heads** (1562 Total Golf Heads) **BUDGET CONTINGENCY:** **48 heads** (For budgeting purposes) **TOTAL FOR BUDGETING:** **1,610 heads** (805 Front 9 + 805 Back 9) @ $2,500 – $3,000 / head	**$4,025,000**	**$4,830,000**
Pump Station No. 1 – Front 9 *Complete replacement*	Allowance	**$325,000**	**$375,000**
Pump Station No. 1 Enclosure	Allowance	**$70,000**	**$70,000**
Pump Station No. 1 Wet Well / Intake	Allowance	**$150,000**	**$150,000**
Pump Station No. 2 – Back 9 *Existing building / wet well retained*	Allowance	**$325,000**	**$375,000**
Road Crossings	Allowance	**$45,000**	**$65,000**
Irrigation Designer *Irrigation System Design, Field Staking, As-Built Drawing and System Programming*	Allowance	**$180,000**	**$180,000**
TOTAL IRRIGATION REPLACEMENT		**$5,120,000**	**$6,045,000**
MASTER PLAN BUDGET ALLOWANCE		**$5,400,000** *(Rounded Planning Value)*	

OPCC NOTE:

Irrigation replacement costs are based upon preliminary system quantities and unit-cost allowances provided by the irrigation consultant. Final costs will be refined during irrigation system design. Estimate assumes approximately 1,610 golf irrigation heads, two pump stations, associated pump infrastructure and required roadway crossings. Lake liner improvements are excluded.

- 2 Season irrigation install, (most likely) Mobilization, de-mobilization, mobilization
- No Lake Liner in Irrigation $ Costings

8.12 Infrastructure Implementation Priorities

PRIORITY 1 — IRRIGATION SYSTEM REPLACEMENT

Proceed toward comprehensive modernization of the irrigation system as the primary infrastructure investment.

PRIORITY 2 — COORDINATED DRAINAGE IMPROVEMENTS

Address known drainage and wet-area conditions in conjunction with irrigation and golf course construction.

PRIORITY 3 — INFRASTRUCTURE AFFECTED BY MASTER PLAN IMPROVEMENTS

Complete path, crossing, utility, drainage, and related infrastructure modifications necessary to support proposed golf course improvements.

PRIORITY 4 — TARGETED EXISTING INFRASTRUCTURE REPLACEMENT

Repair or replace deteriorated paths and other infrastructure where condition, safety, or operational benefit warrants investment.

PRIORITY 5 — LONG-TERM RESOURCE EFFICIENCY

Continue evaluating opportunities to improve water management, turf allocation, maintenance efficiency, and lower-input landscape areas.

8.13 Infrastructure Recommendation

The infrastructure recommendations contained within the Master Plan represent more than replacement of aging equipment.

They provide an opportunity to establish the physical foundation upon which Park City Golf Club can operate for the next several decades.

A modern irrigation system can improve reliability, water management, turf conditions, and operational control.

Improved drainage can enhance turf performance, improve playability, and reduce maintenance disruption throughout the golf course.

Thoughtful turf allocation can direct resources toward the areas that matter most to golf.

Targeted path and infrastructure improvements can improve circulation, maintenance, and year-round use.

Most importantly, these investments can be coordinated with the golf course improvements identified throughout the Master Plan.

The opportunity is not simply to replace what has worn out. It is to use necessary infrastructure investment as the foundation for a more efficient, resilient, playable, and sustainable Park City Golf Club.

9. NORDIC OPERATIONS & YEAR-ROUND RECREATION

Protecting Year-Round Recreation Through Thoughtful Coordination

Park City Golf Club serves an important recreational role that extends well beyond the traditional golf season.

During the winter months, the property becomes an integral component of Park City's Nordic skiing network, providing an important recreational opportunity during a period when conventional golf operations are suspended.

This seasonal transition is one of the qualities that makes the property particularly valuable as a community recreational asset.

The Master Plan recognizes this dual use and has been developed with the objective of minimizing impacts to established Nordic operations while improving the long-term functionality of the golf course.

Importantly, the Master Plan retains the established 18-hole golf course routing and does not propose wholesale reconstruction of the property. Most recommendations consist of targeted improvements to existing golf features and infrastructure.

As a result, the overall physical framework that currently accommodates Nordic skiing is expected to remain substantially intact.

Where proposed golf improvements interact with established Nordic routes or winter operations, every reasonable effort should be made during design and construction to preserve trail continuity, grooming access, crossings, and the overall functionality of the Nordic system.

The guiding principle is straightforward:

Improve the golf course while protecting the ability of the property to continue serving Park City as a successful year-round recreational asset.

9.1 Existing Nordic Operations

During the winter season, portions of Park City Golf Club are utilized for groomed Nordic skiing.

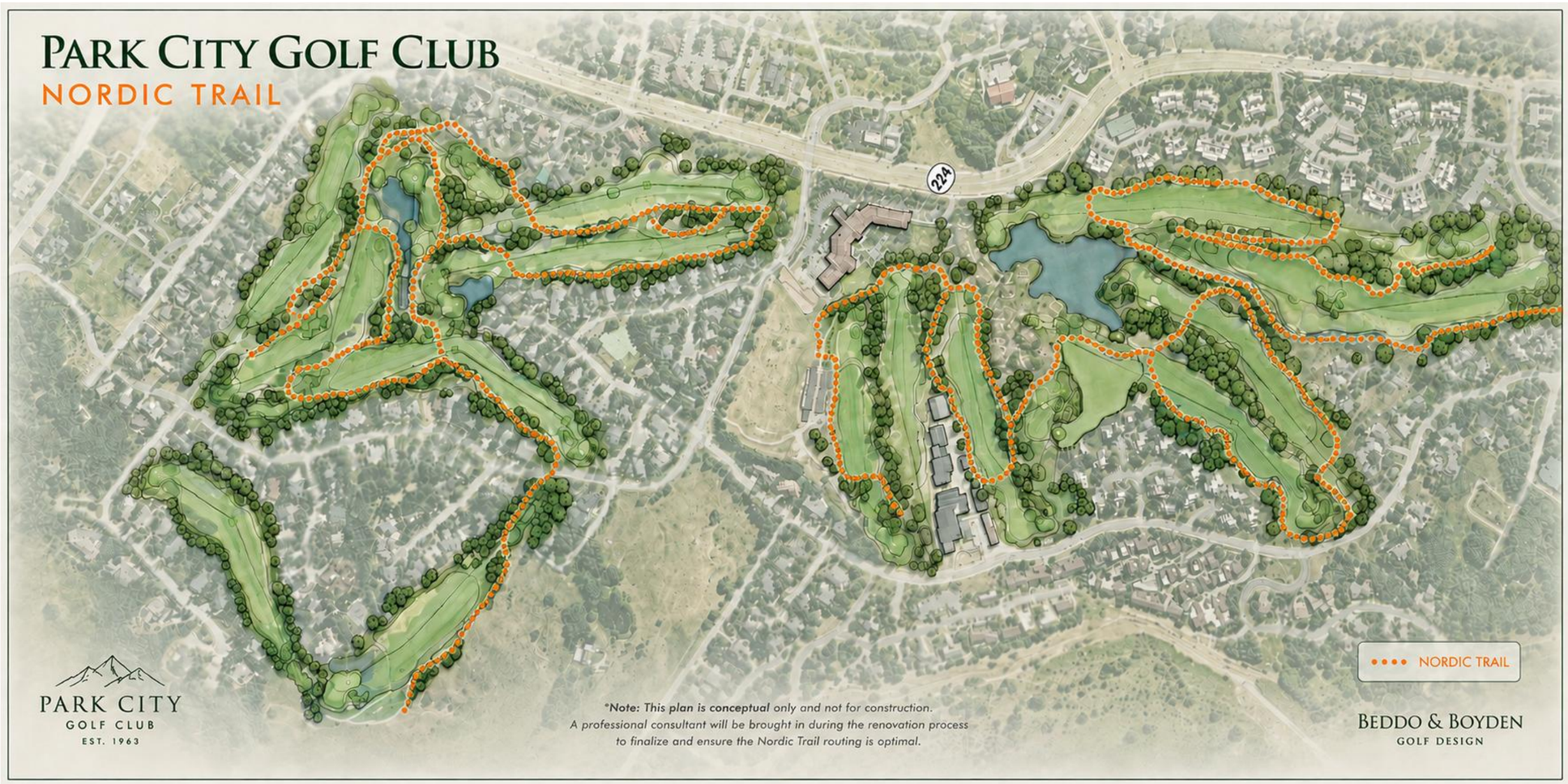
The relatively open character of the golf course, established circulation corridors, varied terrain, and proximity to the community make the property well suited to this seasonal use.

Nordic operations rely upon several important physical and operational characteristics, including:

- Trail continuity.
- Appropriate trail grades.
- Adequate groomable width.
- Grooming equipment access.
- Bridge and crossing conditions.
- Snow accumulation and retention.
- Drainage and snowmelt.
- Safe interaction with adjacent uses.
- Operational access.
- Efficient seasonal setup and transition.

The Master Plan intends to preserve these fundamental relationships wherever practical.

Because the existing golf routing is being retained, most proposed golf improvements should occur within already established golf corridors. This approach inherently reduces the potential for significant impacts to the overall Nordic trail system.



Park City Golf Club serves as an important setting for winter Nordic recreation. The Master Plan seeks to preserve this successful seasonal relationship while allowing necessary golf course and infrastructure improvements to move forward.

9.2 Minimizing Impacts from Golf Course Improvements

A fundamental objective of future design and construction should be to minimize disruption to Nordic operations.

The proposed golf improvements are generally targeted in nature and are not intended to substantially alter the overall land-use pattern of the property.

Nevertheless, localized improvements involving tees, greens, bunkers, drainage, irrigation, paths, and grading may occasionally intersect or influence established Nordic routes.

When these situations occur, the project team should first seek solutions that allow the existing Nordic operation to continue with little or no meaningful change.

This may involve relatively minor adjustments to:

- Final grading.
- Feature limits.
- Trail transitions.
- Crossing locations.
- Landscape treatments.
- Drainage structures.
- Irrigation components.
- Construction sequencing.

The objective should be to accommodate the golf improvement while maintaining the established functionality of the Nordic system wherever reasonably practical.

Relocation of existing Nordic trails should not be the default response to a potential conflict.

Instead, design refinement should first determine whether the golf improvement can be adjusted in a manner that avoids or minimizes the conflict.

9.3 Trail Continuity

Maintaining practical trail continuity should be one of the primary considerations where proposed golf course improvements occur near established Nordic routes.

A trail that functions successfully as part of a larger Nordic loop can be affected by relatively minor changes to grade, width, crossings, or surrounding infrastructure.

Future design development should therefore identify locations where golf improvements intersect or closely parallel existing Nordic routes.

At these locations, every reasonable effort should be made to:

- Maintain existing trail corridors.
- Preserve sufficient groomable width.
- Avoid unnecessary pinch points.
- Maintain practical grades for grooming equipment and skiers.
- Preserve logical connections between trail segments.
- Avoid unnecessary conflicts with permanent golf infrastructure.
- Maintain suitable snow-covered travel surfaces where practical.

Where modifications are unavoidable, they should be limited to the minimum extent necessary and coordinated with appropriate City and Nordic representatives.

9.4 Grading & Landform

Golf course renovation frequently involves localized grading associated with tees, greens, bunkers, drainage, and fairway improvements.

Because the Master Plan retains the existing routing, these grading operations are expected to be concentrated primarily within existing golf areas rather than representing broad changes to the property.

Where grading occurs adjacent to Nordic routes, the final design should seek to preserve existing winter functionality.

Consideration should be given to:

- Cross slopes.
- Abrupt elevation transitions.

- Steep grades.
- Drainage swales.
- Drop-offs.
- Retaining conditions.
- Snow accumulation.
- Grooming equipment maneuverability.

In many cases, relatively small adjustments during detailed design can preserve a successful Nordic route without materially affecting the intended golf improvement.

This type of coordination should be incorporated into the normal design-development process.

9.5 Bridges, Culverts & Crossings

Bridges and crossings represent important shared infrastructure within a year-round recreational facility.

Where existing bridges, culverts, or crossings currently accommodate Nordic operations, golf course improvements should seek to preserve that functionality.

If a crossing requires modification or replacement as part of the renovation, consideration should be given to:

- Existing Nordic use.
- Required groomable width.
- Grooming-equipment loads.
- Approach grades.
- Turning requirements.
- Drainage.
- Snow accumulation.
- Seasonal safety.

Where practical, reconstructed crossings should accommodate both summer golf operations and winter Nordic use.

This approach minimizes the need for separate infrastructure and ensures that necessary capital improvements continue to support year-round recreation.

9.6 Drainage, Snowmelt & Winter Conditions

Drainage improvements are an important component of the overall golf course renovation and can potentially provide benefits during both summer and winter operations.

Localized wet conditions, poor drainage, and uncontrolled snowmelt can negatively affect turf during the golf season while also creating difficult winter or shoulder-season conditions.

Proposed drainage improvements should therefore consider:

- Snowmelt patterns.
- Spring runoff.
- Areas susceptible to icing.
- Existing Nordic trail locations.
- Drainage inlet locations.
- Surface swales.
- Culvert crossings.
- Low areas that may retain water beneath snow.
- Protection of drainage structures from grooming equipment.

Where possible, drainage improvements should be designed so that they improve golf course conditions without creating new obstacles or operational concerns for Nordic skiing.

9.7 Irrigation Infrastructure & Winter Use

Replacement of the golf course irrigation system will require extensive underground construction throughout the property.

Once completed, however, most of this infrastructure will have little visible effect on winter operations.

Final irrigation design should nevertheless consider established Nordic routes where surface-access components occur.

Valve boxes, quick couplers, irrigation heads, control components, and other features should be located and finished appropriately to minimize potential interference with grooming equipment and skiing.

The objective should be for the completed irrigation system to operate essentially unnoticed within the winter recreational environment.

9.8 Landscape & Naturalized Areas

The Master Plan identifies potential opportunities to introduce lower-input landscape treatments in selected areas where maintained turf provides limited benefit to golf.

These areas should be planned with Nordic operations in mind.

Where established Nordic trails pass through or adjacent to these areas, adequate corridors should be preserved for grooming and skiing.

Consideration should also be given to vegetation height, snow distribution, visibility, and seasonal access.

The intent is not to allow landscape modifications associated with golf course water conservation to create unnecessary impacts to winter recreation.

Instead, the two objectives should be coordinated so that improvements in water and maintenance efficiency remain compatible with Nordic use.

9.9 Practice Facilities & Winter Operations

The proposed short-game practice improvements should similarly be developed with consideration for winter operations.

Grading, landscape treatments, paths, and infrastructure associated with the practice facility should be designed to minimize impacts to established Nordic circulation.

If determined to be feasible, a future golf simulator and instruction facility would provide an additional opportunity for year-round recreation.

If ultimately determined to be feasible, an indoor simulator facility could allow golf instruction, practice, league play, and recreational golf to continue during the winter while Nordic skiing occurs outdoors.

The result could provide two complementary recreational opportunities at Park City Golf Club during the winter season:

- Outdoor Nordic skiing.
- Indoor golf practice, instruction, league play, and recreational use.

This potential reinforces the broader Master Plan objective of viewing Park City Golf Club as a year-round community recreational facility.

9.10 Minimizing Construction Impacts

Construction itself represents the period when the greatest potential disruption to Nordic operations could occur.

For that reason, construction planning should place particular emphasis on minimizing impacts to the transition between the golf and Nordic seasons.

Every reasonable effort should be made to schedule and sequence golf course renovation so that areas required for Nordic operations are stabilized, restored, and accessible before the winter season begins.

Construction planning should consider:

- Timing of major earthwork.
- Irrigation installation.
- Turf establishment.
- Temporary stabilization.
- Erosion control.
- Construction access.
- Removal or securing of construction materials.
- Restoration of Nordic trail corridors.
- Grooming-equipment access.
- Completion of critical crossings.
- Public safety.

Where construction must continue across multiple golf seasons, the work should be divided into logical phases that allow completed portions of the property to return to normal seasonal use as quickly as practical.

The intent should be to avoid unnecessary disruption to a Nordic season through thoughtful construction sequencing and timely restoration of affected areas.

This consideration will be particularly important in determining the ultimate construction phasing strategy.

9.11 Turf Establishment & Seasonal Transition

Turf establishment deserves particular attention when coordinating golf construction with Nordic operations.

Newly seeded or sodded areas require adequate establishment before they are subjected to significant traffic or grooming equipment.

Consequently, construction completion does not necessarily mean that an area is immediately ready for unrestricted winter use.

The project schedule should provide appropriate time for:

- Seed germination.
- Sod rooting.
- Turf establishment.
- Soil stabilization.
- Final grading stabilization.
- Drainage-system completion.
- Removal of temporary construction controls.

This is another reason that construction phasing should be evaluated carefully.

A more controlled implementation schedule may provide greater certainty that renovated areas can be properly established and returned to winter use without compromising either the investment in new turf or Nordic operations.

9.12 Continued Coordination

The Master Plan recommends continued coordination between golf course operations, City representatives, the design team, and appropriate Nordic operations personnel as the project advances.

Coordination should occur at several key stages:

DESIGN DEVELOPMENT

Review proposed grading, infrastructure, crossings, paths, and landscape changes against established Nordic routes and identify potential conflicts early.

CONSTRUCTION DOCUMENTS

Confirm critical trail corridors, crossings, grooming access, and seasonal considerations before documents are finalized.

PRECONSTRUCTION

Review the contractor's proposed schedule and determine how work will transition from the golf construction season into Nordic operations.

CONSTRUCTION

Monitor temporary conditions and restoration of areas affecting Nordic use.

PRE-WINTER TRANSITION

Conduct a coordinated review of completed and active construction areas before grooming and Nordic operations begin.

This approach does not require Nordic considerations to complicate every aspect of golf course design.

Rather, it provides a straightforward process for identifying potential conflicts early enough that they can usually be resolved through relatively simple adjustments.

9.13 Future Nordic Opportunities

The primary purpose of this Master Plan is to address the long-term needs of the golf course and its supporting infrastructure.

It is not intended to redesign the existing Nordic trail system.

Accordingly, the Master Plan does not propose substantial changes to established Nordic operations.

However, if opportunities are identified during future design where relatively modest improvements could benefit Nordic use without materially increasing project cost or compromising golf operations, those opportunities should be considered.

Examples might include:

- Improved trail transitions.
- Improved grooming access.
- Wider or more functional crossings.
- Minor grade adjustments.
- Improved drainage in recurring problem areas.

These opportunities should be evaluated collaboratively as the golf improvements move into detailed design.

Any significant expansion or redesign of Nordic facilities should remain the subject of a separate planning process involving appropriate City staff, Nordic operators, users, and stakeholders.

9.14 Nordic & Year-Round Recreation Recommendation

Park City Golf Club is an important community recreational asset throughout the year.

The Master Plan recognizes the importance of established Nordic operations and recommends that every reasonable effort be made to minimize impacts from golf course renovation both during construction and after improvements are completed.

Retaining the existing golf routing provides an important foundation for achieving this objective.

The proposed golf improvements are primarily targeted modifications within established golf corridors rather than wholesale changes to the property.

As the Master Plan advances into detailed design, potential conflicts with Nordic operations should be identified early and resolved whenever practical through modest adjustments to grading, infrastructure, crossings, landscape treatments, or construction sequencing.

During construction, particular attention should be given to completing, stabilizing, and restoring areas required for winter operations before the Nordic season begins.

The goal is not simply to accommodate two separate recreational activities.

It is to recognize that golf and Nordic skiing are established seasonal uses of the same important community property and that successful long-term planning should allow both to continue with as little disruption as reasonably possible.

Through careful design, coordination, and construction phasing, Park City Golf Club can receive the infrastructure and architectural improvements necessary for its long-term future while preserving its successful role as a year-round recreational asset.

10. IMPLEMENTATION STRATEGY & CONSTRUCTION PHASING

Turning the Master Plan into a Practical Improvement Program

The Park City Golf Club Master Plan establishes a long-term vision for improving the golf course, replacing critical infrastructure, strengthening practice facilities, and protecting the property's important role as a year-round recreational asset.

Successful implementation will depend not only upon what is constructed, but also upon how and when the work occurs.

Golf course renovation presents a unique construction challenge. Unlike many conventional capital projects, construction occurs within a living recreational environment where turf must be protected or reestablished, golf operations must be considered, seasonal weather limits the construction window, and portions of the property transition into Nordic use during the winter.

For these reasons, construction phasing should be considered an integral part of the Master Plan rather than simply a contractor scheduling exercise.

The implementation strategy should be guided by several fundamental objectives. Implementation should also remain flexible. The phasing concepts presented in this Master Plan are intended to illustrate reasonable approaches to construction sequencing rather than prescribe a single required methodology. Final phasing should be developed during subsequent design in collaboration with Park City, the design team, and the selected contractor.

Implementation planning should assume a course-wide renewal of the primary playing features: reconstruction of all 18 greens to current USGA recommendations, renovation/reconstruction of all tee complexes, and individual evaluation and appropriate reconstruction of every bunker. Phasing should therefore coordinate these improvements directly with irrigation replacement, drainage, surrounding grading, turf restoration, and grow-in.

- Complete the improvements efficiently and economically.
- Coordinate golf course renovation with irrigation replacement.
- Minimize disruption to golf operations and associated revenues.
- Maintain as much golf availability as reasonably practical during construction.
- Minimize disruption to Nordic operations.
- Provide adequate time for turf establishment and grow-in.
- Protect the quality of the completed improvements.
- Provide flexibility to respond to funding, contractor availability, weather, and unforeseen conditions.
- Avoid unnecessary duplication of construction mobilization and restoration.

The guiding implementation principle should be:

Every reasonable effort should be made to minimize disruption to both golf and Nordic operations while completing the improvements in an efficient, coordinated, and responsible manner.

10.1 Construction Window

Park City's climate creates a relatively defined period during which major golf course construction can reasonably occur.

Snow cover, frozen ground, spring moisture, turf-growth requirements, and the beginning of winter recreation all influence the practical construction season.

Major work will generally need to occur during the warmer months when:

- Earthwork can be performed efficiently.
- Irrigation piping can be installed.
- Drainage can be constructed.
- Greens, tees, bunkers, and other golf features can be shaped.
- Sod and seed can be installed.
- Turf can establish before winter.

The actual construction window will vary from year to year based upon weather and site conditions.

Consequently, the project schedule should include appropriate flexibility rather than assuming that every construction activity can proceed according to an ideal calendar.

10.2 Construction While Maintaining Golf Operations

A primary objective should be to maintain as much golf availability as reasonably practical throughout construction.

Complete closure of the golf course can allow a contractor to work more efficiently, but it also creates the greatest disruption to golfers and potentially the greatest impact to operating revenue.

Conversely, attempting to maintain unrestricted 18-hole play throughout construction can substantially reduce contractor efficiency, increase safety concerns, extend the construction schedule, and potentially increase project cost.

The preferred strategy should therefore seek an appropriate balance.

Potential operational approaches may include:

- Maintaining 18-hole play where construction activities allow.
- Temporary closure of individual holes or groups of holes.
- Temporary routing modifications.
- Nine-hole operation during periods of concentrated construction.
- Temporary tees or greens where appropriate.
- Sequencing work so completed areas can reopen while construction advances elsewhere.
- Scheduling particularly disruptive activities during periods of historically lower golf demand where practical.

The final operating plan should be developed jointly by Park City, golf course operations, the golf course architect, irrigation consultant, and selected contractor.

10.3 Coordinating Irrigation & Golf Course Renovation

Replacement of the irrigation system represents the primary infrastructure driver for the overall improvement program.

Because irrigation construction will affect virtually every portion of the golf course, it should be closely coordinated with the architectural improvements identified in the Master Plan.

The sequencing principle should generally be:

Complete significant grading and golf-feature reconstruction before final irrigation installation and turf establishment within the affected area whenever practical.

This reduces the possibility of:

- Installing new irrigation that must subsequently be relocated.
- Damaging newly installed infrastructure during golf construction.
- Repeatedly disturbing newly established turf.
- Duplicating mobilization and restoration costs.
- Compromising irrigation coverage around reconstructed golf features.

Golf course architecture, irrigation design, drainage design, and construction phasing should therefore advance as a coordinated process.

10.4 One-Season Implementation Option

One potential approach would be to complete the majority of the golf course renovation and irrigation replacement during a single primary construction season.

Under this scenario, substantial contractor resources would be mobilized and construction would proceed simultaneously in multiple areas of the golf course.

Potential advantages include:

- Shorter overall construction duration.
- Fewer major mobilization periods.
- Earlier completion of the majority of capital improvements.
- Reduced length of time that golfers experience active construction.
- Potential efficiencies associated with concentrated construction.

However, the one-season approach also carries significant challenges.

These may include:

- Greater disruption to golf operations during the construction season.
- Increased likelihood of partial or complete course closure.
- Greater pressure on contractor staffing and equipment resources.
- Increased coordination requirements between golf construction and irrigation installation.
- Greater exposure to weather-related schedule impacts.
- Less schedule flexibility if unforeseen conditions are encountered.
- Large areas requiring simultaneous turf establishment.
- Increased pressure to complete restoration before winter.
- Greater potential impact to the transition into Nordic operations.

A single-season approach would therefore require substantial preconstruction planning and a contractor—or combination of contractors—with sufficient resources to execute multiple work fronts simultaneously.

10.5 A "One-Season" Project Still Requires Grow-In

An important distinction should be made between construction completion and golf-course readiness.

Even if the majority of physical construction is completed during a single season, newly constructed golf features and restored turf require time to establish.

Depending upon the timing and method of turf establishment, portions of the golf course may require continued grow-in into the following spring and early summer.

This is particularly relevant for:

- Seeded fairways and rough.
- All newly reconstructed USGA putting greens.
- Tee surfaces.
- Green surrounds.
- Areas disturbed by irrigation installation.
- Drainage restoration.
- Naturalized or lower-input landscape areas.
- Other areas receiving substantial grading.

Accordingly, a project described as a one-season construction program should not be interpreted as a project with no impacts extending into the following year.

In practical terms, even an aggressive one-season construction program is likely to extend across portions of two calendar years when turf establishment and reopening are considered.

This is particularly important for the 18 reconstructed putting greens. Their long-term success depends upon proper construction, establishment, maturation, and maintenance rather than simply reaching substantial completion. The schedule should protect the grow-in period necessary to develop healthy, consistent putting surfaces before reopening.

The same sequencing discipline applies to reconstructed tees and bunkers. Tee complexes require proper finish grading and turf establishment to produce level, durable, consistent playing surfaces. Bunkers require coordinated shaping, drainage, sand installation, and surrounding turf restoration so that they perform and present consistently throughout the golf course.

10.6 Two-Season Implementation Option

A second approach would divide the improvements into two primary golf construction seasons.

Under this scenario, the golf course would be divided into logical construction phases, allowing work to proceed intensively within one portion of the property while greater golf availability is maintained elsewhere.

Potential advantages include:

- Reduced concentration of disruption during any single golf season.
- Greater ability to maintain partial golf operations.
- More manageable construction zones.
- Better contractor access and separation from golfers.
- Greater flexibility in responding to weather.
- More controlled coordination of irrigation and golf construction.

- Smaller areas requiring simultaneous turf establishment.
- Greater opportunity for completed work to establish before reopening.
- Improved ability to coordinate with Nordic operations.
- Reduced schedule pressure approaching winter.
- Greater flexibility to incorporate lessons learned during the first phase into subsequent work.

The principal disadvantages include:

- A longer overall implementation period.
- Additional mobilization and temporary-condition costs.
- Golfers experiencing construction activity over portions of two golf seasons.
- The need to carefully coordinate the interface between phases.

Despite these considerations, a two-season implementation provides significantly greater flexibility in managing construction risk and ongoing recreational operations.

10.7 Recommended Implementation Approach

At the Master Plan level, two implementation approaches appear reasonable for Park City Golf Club: (1) an accelerated one-season construction program, or (2) a phased two-season construction program. Based on the current understanding of the project, a two-season approach appears to offer greater flexibility for maintaining golf operations, accommodating Nordic recreation, and managing construction risk. However, the final implementation strategy should be determined during subsequent design after further evaluation of funding, contractor capabilities, operational priorities, and market conditions.

This approach should be considered the baseline planning strategy rather than an absolute requirement.

During subsequent design and contractor procurement, Park City may determine that sufficient contractor resources, favorable pricing, construction methods, or operational considerations make a more aggressive schedule practical.

The Master Plan therefore recommends preserving flexibility to evaluate both approaches.

However, from a planning and risk-management standpoint, the two-season approach provides several meaningful advantages:

Greater operational flexibility.

Reduced construction congestion.

More manageable turf establishment.

Better coordination with Nordic operations.

Reduced exposure to a single shortened construction season.

Greater ability to maintain some level of golf availability.

Improved ability to prioritize construction quality rather than simply schedule speed.

For these reasons, the two-season approach provides the most prudent basis for initial planning.

10.8 Illustrative Two-Season Phasing Concept

The precise division of construction should be determined during subsequent design development.

However, a conceptual two-season approach could generally divide the property into two major work areas.

PHASE 1 — PRIMARY CONSTRUCTION SEASON 1

Potential work could include:

- Irrigation installation within the Phase 1 area.
- Golf-feature improvements within the same construction zone.
- Drainage improvements.
- Associated path and infrastructure work.
- Turf restoration and establishment.

- Selected practice-facility work if compatible with operations and contractor access.

Following substantial completion, Phase 1 areas would enter grow-in and establishment.

WINTER TRANSITION

Prior to commencement of Nordic operations:

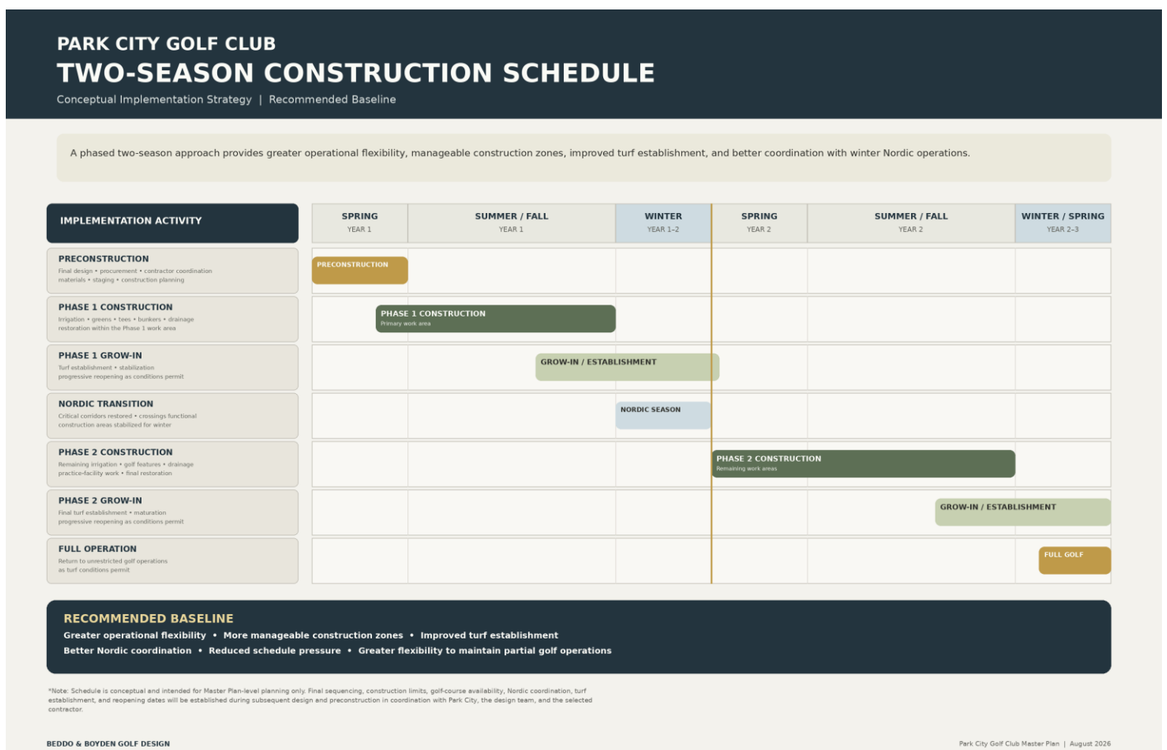
- Construction areas should be stabilized.
- Critical Nordic corridors should be restored.
- Crossings should be functional.
- Construction materials and equipment should be removed or secured.
- Areas subject to grooming should be evaluated for readiness.

PHASE 2 — PRIMARY CONSTRUCTION SEASON 2

The contractor would return to complete:

- Remaining irrigation replacement.
- Remaining golf-feature improvements.
- Remaining drainage.
- Remaining path and infrastructure work.
- Practice-facility improvements not completed during Phase 1.
- Final restoration.

Meanwhile, successfully established portions of Phase 1 could return to golf use as conditions allow.



The conceptual phasing plan should divide construction into logical work areas that balance contractor efficiency with continued golf availability, turf establishment, and Nordic operations.

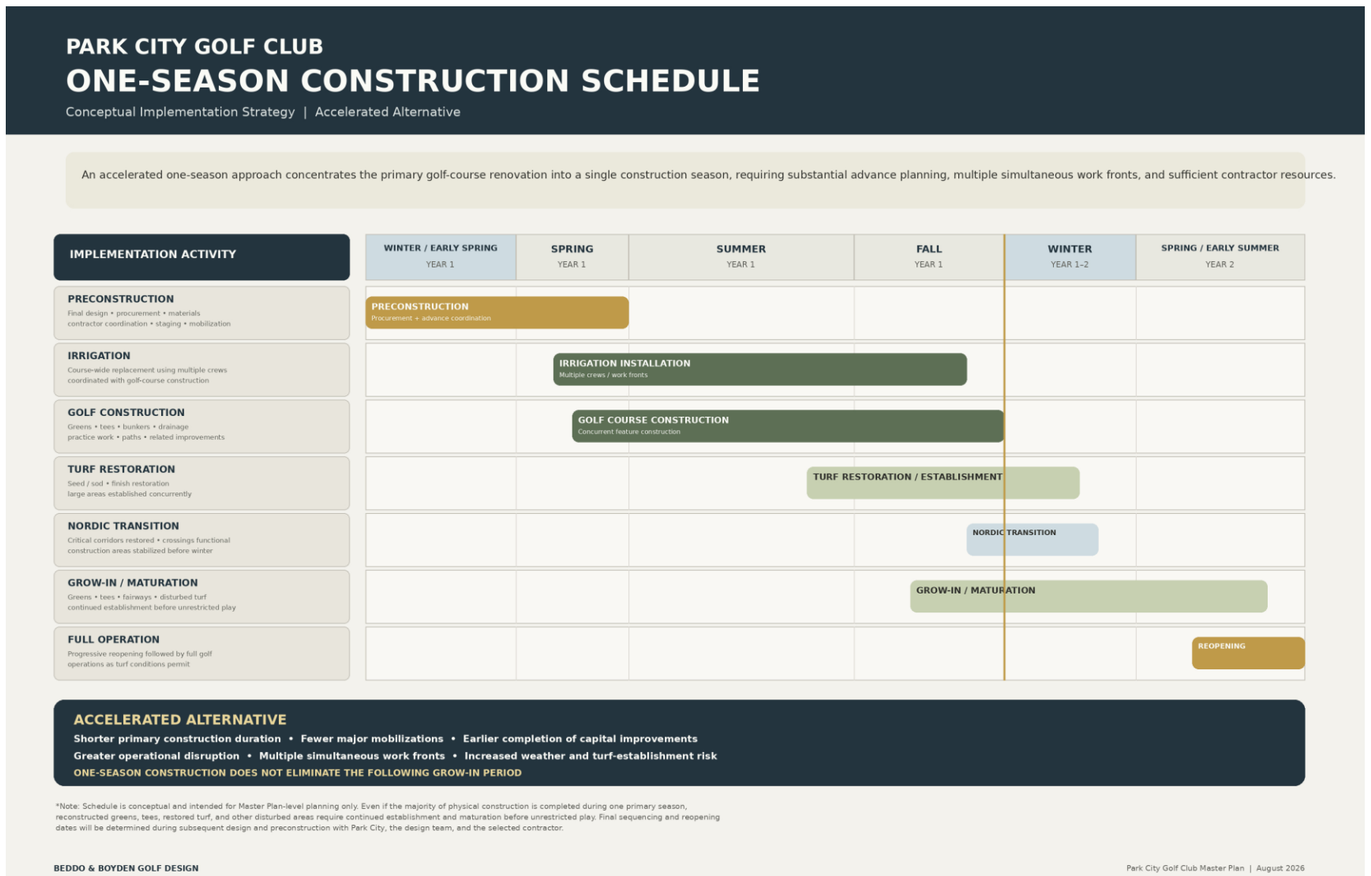
10.9 Illustrative One-Season Phasing Concept

If Park City elects to pursue a more aggressive single-primary-season construction program, substantial advance coordination will be required.

Prior to construction, the City should confirm:

- Adequate contractor staffing and equipment.
- Availability of irrigation materials.
- Availability of turf materials.
- Ability to operate multiple construction crews simultaneously.
- Construction access and staging.
- Golf-course closure or temporary-routing strategy.
- Turf-establishment schedule.
- Nordic transition requirements.
- Contingency planning for weather delays.
- Financial capacity to fund the accelerated construction program.

The feasibility of this approach should ultimately be evaluated with the selected contractor during preconstruction.



An accelerated single-season program may be feasible with sufficient contractor resources and advance planning, but would likely result in greater concentrated disruption and would still require subsequent turf grow-in before all areas are fully ready for play.

10.10 Practice Facility Phasing

The proposed short-game practice facility should be coordinated carefully with improvements to Holes No. 1 and No. 9 and with irrigation replacement in the clubhouse area.

Where possible, these improvements should be completed as a coordinated construction package.

This approach can:

- Reduce duplicated mobilization.
- Improve construction access.
- Coordinate drainage and irrigation.
- Avoid reconstruction of recently completed areas.
- Provide a cohesive final result.

Depending upon the golf operating plan, the practice facility may also provide flexibility during periods when portions of the golf course are unavailable.

The future simulator/instruction facility should be considered separately because additional feasibility analysis, building programming, permitting, utilities, and capital planning will be required.

Its implementation does not need to occur concurrently with the golf course renovation.

10.11 Minimizing Revenue Impact

Golf-course renovation inevitably creates some level of operational disruption.

However, thoughtful phasing can help reduce the financial impact.

Potential strategies include:

- Maintaining partial golf operations where safe and practical.
- Maintaining practice facilities whenever possible.
- Reopening completed areas as soon as turf conditions permit.
- Concentrating disruptive work into defined construction zones.
- Providing golfers with clear advance communication regarding temporary conditions.
- Coordinating work with periods of lower anticipated play where practical.
- Avoiding unnecessary closure of unaffected portions of the golf course.

The City should evaluate construction savings associated with accelerated work against potential revenue impacts associated with greater course closure.

The lowest construction cost does not necessarily represent the lowest overall cost to the City if it results in substantially greater lost golf revenue.

10.12 Construction Quality & Contractor Selection

The success of the Master Plan will ultimately depend upon the quality of its implementation.

Golf course construction is specialized work requiring experience in shaping, drainage, irrigation, turf establishment, and the sequencing of construction within an operating golf environment.

Contractor selection should therefore consider more than initial construction price.

Qualifications should include:

- Relevant golf course renovation experience.
- Irrigation installation experience.
- Proven ability to construct greens, tees, bunkers, and golf features.
- Turf-establishment experience.
- Appropriate equipment and staffing.
- Experience working around active golf operations.
- Ability to meet Park City's seasonal construction requirements.
- Demonstrated quality of completed work.

- Ability to coordinate effectively with the design team and City staff.

Where appropriate, early contractor involvement may provide valuable input regarding constructability, phasing, schedule, material availability, and cost.

10.13 Flexibility During Implementation

The Master Plan establishes a framework rather than an inflexible construction mandate.

Conditions will continue to evolve.

Funding may become available in different increments.

Construction pricing may change.

Contractor availability may affect schedule.

Weather conditions may influence individual construction seasons.

Additional information may be discovered during design or construction.

For these reasons, Park City should retain flexibility in how individual Master Plan components are packaged and implemented.

However, modifications to phasing should continue to follow the broader Master Plan objectives so that short-term decisions do not compromise long-term improvements.

10.14 Implementation Evaluation Framework

Before selecting the final construction strategy, Park City should evaluate the following factors:

Consideration	One-Season	Two-Season
Golf Operations	Higher disruption	Lower disruption
Construction Efficiency	Higher	Moderate
Schedule Flexibility	Lower	Higher
Turf Establishment	Greater risk	Lower risk
Nordic Coordination	More challenging	Easier
Overall Construction Duration	Shorter	Longer

This comparison demonstrates that neither strategy is without tradeoffs.

A single-season program emphasizes speed.

A two-season program emphasizes control and flexibility.

For Park City Golf Club, the Master Plan recommends that quality, operational continuity, turf establishment, and protection of year-round recreation carry significant weight in the final decision.

10.15 Implementation Recommendation

The Master Plan recommends that Park City continue evaluating both implementation strategies during subsequent design. Based on the information currently available, a phased two-season approach appears to provide the greatest flexibility for managing construction quality, golf operations, Nordic recreation, and long-term project risk.

This approach provides the City with a realistic and defensible implementation framework without prematurely limiting future options.

Regardless of the ultimate schedule selected, several principles should remain constant:

Coordinate irrigation and golf improvements.

Minimize unnecessary disruption to golf operations.

Protect Nordic operations and seasonal transition.

Allow adequate time for turf establishment.

Maintain safe separation between construction and recreational users.

Select contractors based upon golf-construction capability as well as cost.

Prioritize quality and long-term value over schedule alone.

The renovation of Park City Golf Club represents a significant investment in an important community asset.

The objective should therefore not simply be to complete construction as quickly as possible.

The objective should be to complete the improvements efficiently, responsibly, and to a level of quality that allows Park City Golf Club to serve the community successfully for decades to come. As additional design information, cost estimates, contractor input, and funding strategies become available, Park City will be well positioned to select the implementation approach that best balances construction efficiency, operational continuity, and long-term value.

11. OPINION OF PROBABLE CONSTRUCTION COST

Establishing a Planning-Level Capital Framework

A preliminary Opinion of Probable Construction Cost has been prepared to establish the anticipated magnitude of the capital investment associated with implementation of the Park City Golf Club Master Plan.

Based upon the current planning assumptions, the preliminary construction program is approximately $12,449,250.

This figure is a Master Plan-level planning estimate intended to support long-range capital planning. It is not a contractor bid or guaranteed construction price. Irrigation, drainage, and several other work items remain planning-level allowances, and quantities and costs will continue to be refined through design, engineering, phasing development, and contractor pricing.

11.1 Basis of Preliminary Estimate

The estimate reflects the current Master Plan direction and preliminary quantities for the principal elements of the renovation:

- Reconstruction of all 18 course putting greens to current USGA recommendations.
- An approximately 20,000-square-foot short-game green/practice component within the green-development allowance.
- Renovation or reconstruction of tee complexes using a preliminary allowance of 54 teeing areas averaging approximately 600 square feet.
- Individual evaluation of all bunkers, with a preliminary allowance based upon approximately 40 bunkers averaging approximately 750 square feet.
- Comprehensive irrigation-system replacement carried as an approximately $6.0 million planning allowance based upon the current irrigation takeoff and consultant cost assessment, subject to refinement through detailed design and contractor pricing.
- Preliminary drainage allowances pending detailed design.
- Shaping, topsoil, erosion and safety controls, turf preparation, establishment, restoration and miscellaneous circulation/infrastructure allowances.

These quantities are planning assumptions and do not predetermine the final size, location, configuration or treatment of individual golf features.

11.2 Preliminary OPCC Summary

PARK CITY GOLF CLUB

MASTER PLAN OPCC SUMMARY

BEDDO & BOYDEN GOLF DESIGN

Planning-level construction cost • Current Master Plan scope, quantities and cost assumptions

ITEM	DESCRIPTION	PRELIMINARY COST
A	Mobilization	$40,000
B	Drainage — Preliminary Allowances	$517,500
C	Golf Course Shaping & Finishing	$270,000
D	Golf Course Features — Greens, Tees & Bunkers	$2,641,750
E	**Irrigation System — Master Plan Budget Allowance**	$5,400,000
F	Soil Preparation / Fertilizing	$980,000
G	**Complete Turf Establishment / Regrassing**	$2,500,000
H	Bridges, Pathways & Steps — Allowance	$100,000
PRELIMINARY CONSTRUCTION PROGRAM TOTAL		**$12,449,250**

IRRIGATION	TURF	SOD	SEED
$5.40M	$2.50M	$1.15 / SF	$0.30 / SF
Master Plan planning allowance	Complete regrassing allowance	36 acres + all tees	Remaining fairways & rough

Master Plan planning estimate only. Excludes contingency, escalation, professional design and consulting fees, surveying, testing, permitting, inspection, project management and other Owner costs. Final quantities and unit costs will be refined through design development, construction documents, phasing and contractor pricing.

PARK CITY GOLF CLUB

TURF ESTABLISHMENT / REGRASSING OPCC

BEDDO & BOYDEN
GOLF DESIGN

Complete course re-establishment • Sod concentrated at tees, surrounds, steep slopes and priority restoration areas

TURF COMPONENT	AREA	ESTABLISHMENT METHOD	UNIT COST	PLANNING COST
Course Greens	130,000 SF	Seeded putting-green turf; USGA construction carried separately.	**$0.50 / SF**	**$65,000**
Short-Game Green	20,000 SF	Seeded putting-green turf.	**$0.50 / SF**	**$10,000**
Tees	115,500 SF	100% sod to accelerate establishment and reopening.	**$1.15 / SF**	**$132,825**
Green/Bunker Surrounds, Steep Slopes & Misc.	36.0 AC 1,568,160 SF	Sod allowance — 2 acres per golf hole for surrounds, slopes, tie-ins and high-priority restoration.	**$1.15 / SF**	**$1,803,384**
Remaining Fairways & Rough	31.81 AC 1,385,840 SF	Seed / hydroseed. Sod acreage is deducted from the overall fairway and rough regrassing quantity.	**$0.30 / SF**	**$415,752**
MASTER PLAN TURF ESTABLISHMENT / REGRASSING ALLOWANCE				**$2,500,000**

PLANNING ASSUMPTIONS

- OPCC assumes complete re-establishment of maintained golf-course turf following the comprehensive renovation.
- Greens are assumed seeded; all teeing surfaces are assumed sodded.
- An allowance of 2 acres of sod per golf hole (36 acres total) is included for green surrounds, bunker surrounds, steep slopes, tie-ins, erosion-sensitive areas and locations where faster establishment is desirable.
- The 36-acre sod allowance is deducted from the fairway/rough seeding quantity to avoid double-counting.
- Remaining fairway and rough turf is assumed to be established by seed/hydroseed.
- Planning unit costs: sod $1.15/SF; seed/hydroseed $0.30/SF; putting-green establishment $0.50/SF.
- Unit costs assume finish soil preparation is carried separately under Soil Preparation / Fertilizing.
- Final sod and seed limits will be determined during detailed design, construction phasing and contractor pricing.

11.3 Current Planning Basis

PARK CITY GOLF CLUB

11.3 CURRENT PLANNING BASIS

BEDDO & BOYDEN GOLF DESIGN

Planning quantities and scope assumptions supporting the Master Plan Opinion of Probable Construction Cost

COMPONENT	CURRENT PLANNING BASIS	COST
Mobilization	Mobilization of golf-construction equipment and personnel.	**$40,000**
Drainage	15,000 LF of 4" perforated pipe; 15,000 LF of 6" solid pipe; 75 catch basins/grates; and 75 stand-alone standpipe sumps. Planning allowance pending detailed drainage design.	**$517,500**
Shaping & Finishing	Feature and finish grading for the 18-hole renovation and short-game area, topsoil replacement, and erosion/safety controls.	**$270,000**
Green Development	130,000 SF of course greens based upon the Master Plan area takeoff plus approximately 20,000 SF for the short-game green/practice component. Course greens proposed for reconstruction to current USGA recommendations.	**$1,425,000**
Tee Development	115,500 SF of teeing surfaces based upon the Master Plan area takeoff. All tee complexes proposed for renovation or reconstruction.	**$519,750**
Bunker Development	104,500 SF of bunker area based upon the Master Plan area takeoff. Final treatment, configuration and construction requirements to be determined individually during detailed design.	**$697,000**
Irrigation System	Complete irrigation-system replacement. Budget basis includes 1,562 actual plan heads plus 48 contingency heads (1,610 heads for budgeting), two pump stations, associated pump infrastructure, roadway crossings and irrigation design.	**$5,400,000**
Soil Preparation / Fertilizing	Planning allowance for soil preparation and fertilizing associated with reconstructed golf features and complete turf re-establishment following construction.	**$980,000**
Turf Establishment / Regrassing	Complete re-establishment of maintained golf-course turf. Greens assumed seeded; tees sodded; 36-acre sod allowance (2 acres per hole) for surrounds, steep slopes and priority restoration; remaining fairway and rough established by seed/hydroseed.	**$2,500,000**
Bridges, Pathways & Steps	Planning allowance pending final layout and detailed design.	**$100,000**
PRELIMINARY CONSTRUCTION PROGRAM TOTAL		**$12,449,250**

MASTER PLAN BASIS • Quantities and costs are planning-level assumptions intended for capital planning. Final quantities, construction methods and pricing will be refined through detailed design, construction phasing and contractor pricing.

11.4 Scope Clarifications

All 18 putting greens are proposed for reconstruction to current USGA recommendations. All tee complexes are proposed for renovation or reconstruction. Every bunker will be evaluated individually; the preliminary allowance of 40 bunkers is not a final bunker count.

The proposed simulator and indoor instruction facility remain a future planning opportunity requiring additional feasibility analysis and are not included in the current Opinion of Probable Construction Cost.

11.5 Contingency, Escalation & Owner Costs

The $12,449,250.00 total is the current preliminary construction planning estimate rather than a complete all-in project budget. The City should separately consider construction contingency, escalation to the anticipated year of construction, professional design and consulting fees, surveying, testing, permitting, inspection, project management and other Owner costs.

The estimate should be updated at design development, construction-document, pre-bid and contractor-pricing milestones.

11.6 OPCC Recommendation

The preliminary OPCC provides a reasonable starting point for capital planning. It should now be refined through coordinated golf course and irrigation design, confirmation of quantities, evaluation of turf-establishment methods, development of the final phasing strategy and updated market pricing.

The objective is not simply to identify the lowest-cost path forward, but to establish a responsible capital investment strategy that balances construction quality, operational needs, long-term stewardship, and value for the Park City community.

12. PRIORITIES & CAPITAL IMPROVEMENT STRATEGY

Translating the Master Plan into an Actionable Program

The Park City Golf Club Master Plan establishes a comprehensive long-term vision for the golf course and its supporting infrastructure.

Implementation of that vision does not necessarily require that every recommendation be completed at the same time.

Funding availability, irrigation-system needs, construction costs, operational considerations, contractor availability, and other City priorities may influence when individual improvements can be undertaken.

For this reason, the Master Plan should function not only as a design document, but also as a flexible capital-planning framework that allows Park City to make improvements logically over time while protecting the integrity of the overall vision.

The priorities presented in this chapter are intended to provide a flexible framework for future decision-making rather than a rigid sequence of implementation. Actual priorities may evolve as funding, design, operational needs, and construction opportunities become better defined.

For capital-planning purposes, the complete green, tee, and bunker program should be treated as part of the core golf course renewal associated with the irrigation project. These are not isolated aesthetic upgrades; they are coordinated long-term investments in the course's primary playing surfaces and features.

- Address critical infrastructure before failure forces emergency action.
- Coordinate golf course improvements with irrigation replacement wherever practical.
- Avoid constructing improvements that will later need to be disturbed or reconstructed.
- Prioritize improvements that provide the greatest combined benefit to playability, maintenance, operations, water management, and the golfer experience.
- Minimize unnecessary disruption to golf and Nordic operations.
- Package construction efficiently.
- Maintain flexibility to respond to available funding.
- Preserve the ability to implement the complete Master Plan over time.

The guiding principle should be:

Complete the right improvements at the right time—and coordinate them so that each investment contributes toward the long-term vision for Park City Golf Club.

12.1 Priority 1 — Critical Infrastructure

The highest capital priority identified through the Master Plan is comprehensive modernization of the golf course irrigation system.

The existing irrigation system is approaching the end of its practical service life and represents a fundamental operational risk to the golf course.

Unlike many architectural improvements, irrigation replacement cannot reasonably be deferred indefinitely.

Continued reliance upon aging infrastructure can result in:

- Increasing repair requirements.
- Greater maintenance labor.
- Reduced system reliability.
- Difficulty obtaining replacement components.
- Inconsistent irrigation coverage.
- Reduced water-management capability.
- Increased potential for significant system failures.
- Greater risk to turf quality and golf operations.

Accordingly, irrigation-system replacement should serve as the primary infrastructure driver for implementation of the Master Plan.

Other critical infrastructure needs identified during final design—including drainage, crossings, utilities, or other systems whose condition requires attention—should be coordinated with the irrigation program where practical.

12.2 Priority 2 — Improvements Directly Affected by Irrigation Construction

The second priority includes golf course improvements that should logically be completed in conjunction with irrigation replacement.

Installation of a new irrigation system will require excavation and construction activity throughout much of the golf course.

It would be inefficient to install new irrigation around a golf feature that is scheduled for reconstruction shortly thereafter.

Similarly, constructing a new green complex, tee, bunker, or drainage improvement after installation of the irrigation system may require relocation or modification of newly installed components.

For this reason, improvements involving significant grading should be carefully coordinated with irrigation design.

These may include:

- Reconstruction of all 18 putting greens to current USGA recommendations and associated green-surround modifications.
- Tee reconstruction or relocation.
- Complete reconstruction of all bunkers, including confirmation and refinement of location, form, drainage, and intended strategic function.
- Fairway and approach grading.
- Drainage improvements.
- Turf-limit modifications.
- Cart-path modifications associated with golf improvements.
- Practice-facility improvements.

Where these improvements occur within the same construction area as irrigation replacement, completing them together will generally provide the greatest construction efficiency and long-term value.

The objective should be to disturb each portion of the golf course once whenever reasonably practical.

Because all 18 putting greens are proposed for reconstruction to current USGA recommendations, green reconstruction should be treated as a core coordinated component of the capital program rather than as an optional or isolated architectural enhancement. This work should be sequenced with irrigation, drainage, surrounding grading, and turf establishment so each green complex is rebuilt efficiently and returned to play only after successful grow-in.

Complete reconstruction of the tee complexes and bunkers should likewise be treated as part of the core coordinated golf improvement program. Tee work should provide level, consistent playing surfaces and appropriate alignment. Bunker work should confirm that each hazard is in the right location, drains and maintains properly, is visible where appropriate, and influences play in the manner intended by the Master Plan. These improvements should be coordinated with irrigation, drainage, grading, and turf restoration so the course is not repeatedly disturbed.

12.3 Priority 3 — High-Value Golf Course Improvements

Following critical infrastructure and directly related construction, priority should be given to improvements that provide significant benefit to the daily operation and enjoyment of Park City Golf Club.

These improvements may address:

- Pace of play.
- Playability.
- Strategic interest.
- Safety.
- Maintenance efficiency.
- Agronomic conditions.
- Drainage.
- Golfer circulation.
- Turf performance.
- Overall presentation and character.

The Master Plan intentionally focuses on targeted improvements rather than change for the sake of change.

Park City Golf Club already possesses a strong identity and established routing.

The objective is to build upon those strengths by correcting weaknesses and improving areas where thoughtful investment can provide meaningful long-term benefit.

Priority should therefore be placed upon improvements that solve identifiable problems or substantially improve the golfer experience rather than simply increasing the amount of construction.

12.4 Priority 4 — Practice & Player Development

The proposed short-game practice facility represents an important opportunity to expand the recreational and instructional value of Park City Golf Club.

Practice facilities serve a broader range of users than the golf course alone.

They provide opportunities for:

- Golf instruction.
- Junior golf.
- Beginning golfers.
- Player development.
- Short-game practice.
- Warm-up before play.
- Recreational practice for golfers who may not have time to play a complete round.

For these reasons, the proposed short-game facility should be considered an important component of the long-term Master Plan.

Where practical, construction should be coordinated with improvements to Holes No. 1 and No. 9 and irrigation replacement within the clubhouse/practice area.

This coordination can reduce duplicated construction costs and allow the entire area to function as a more cohesive golf and instructional environment.

12.5 Priority 5 — Longer-Term Opportunities

Certain Master Plan recommendations provide meaningful long-term value but do not necessarily need to be implemented as part of the initial golf course construction program.

These opportunities may be pursued as funding, demand, and operational priorities evolve.

Examples may include:

- Future simulator and indoor instruction facilities.
- Additional clubhouse-area improvements.
- Expanded player-development opportunities.
- Supplemental landscape improvements.
- Additional lower-input landscape conversions.
- Other recreational or operational enhancements identified through future planning.

These improvements should remain consistent with the overall Master Plan but may proceed independently when appropriate.

Deferring these items does not compromise the primary objectives of irrigation replacement and golf course renovation.

12.6 Recommended Capital Improvement Priorities

CORE IMPROVEMENTS

Projects necessary to protect the long-term operation of the facility or that should be completed as part of unavoidable infrastructure construction.

Examples include:

- Irrigation-system replacement.
- Critical drainage improvements.
- Infrastructure required for reliable golf course operation.
- Reconstruction of all 18 putting greens, renovation/reconstruction of all tee complexes, and the bunker program where these improvements must be completed before or concurrently with new irrigation.
- Restoration associated with infrastructure construction.

These improvements form the core capital program.

COORDINATED IMPROVEMENTS

Improvements that provide significant value and should be completed where funding allows, particularly when they can be efficiently coordinated with the core construction program.

Examples include:

- Targeted fairway, approach and green-surround improvements beyond the comprehensive green reconstruction program.
- Cart-path and circulation improvements associated with construction areas.
- Additional drainage, landscape and turf-limit improvements beyond the core construction needs.
- Pace-of-play improvements.
- Targeted fairway and approach improvements.
- Cart-path improvements associated with construction areas.
- Short-game practice improvements.

These improvements represent opportunities to maximize the value of the City's infrastructure investment.

FUTURE OPPORTUNITIES

Improvements that provide additional long-term benefit but can be implemented independently or deferred without compromising the core renovation.

Examples may include:

- Indoor simulator / instruction facility.
- Additional landscape enhancements.
- Supplemental player-development amenities.
- Other future recreational improvements.

This framework allows Park City to respond to funding conditions while maintaining a clear understanding of which investments are essential, which are strongly recommended, and which represent future opportunities.

12.7 Capital Improvement Decision Matrix

The following evaluation framework is intended to supplement—not replace—the recommended capital improvement priorities described above.

EVALUATION FACTOR	HIGHER PRIORITY WHEN…
Infrastructure Condition	Failure or declining reliability creates operational risk
Irrigation Coordination	Improvement would disturb or conflict with new irrigation if deferred
Construction Efficiency	Work can be completed economically with adjacent construction
Playability	Improvement solves a significant recurring golf issue
Pace of Play	Improvement reduces delays or improves golfer circulation
Maintenance	Improvement reduces recurring maintenance demands
Water Management	Improvement improves irrigation or reduces unnecessary water use
Drainage / Agronomy	Improvement addresses recurring turf or drainage problems
Safety	Improvement addresses an identifiable golfer or operational concern
Revenue / User Experience	Improvement strengthens the value and attractiveness of the facility
Nordic Compatibility	Improvement can be completed while maintaining winter operations
Deferrability	Delaying the work would create little future cost or disruption

This decision framework provides the City with a consistent method for evaluating future capital decisions while maintaining alignment with the Master Plan.

12.8 Coordinated Implementation

Although the Master Plan provides flexibility, implementation should avoid becoming unnecessarily fragmented.

Completing isolated projects without considering future improvements can result in:

- Duplicated mobilization.
- Repeated turf disturbance.
- Relocation of recently installed irrigation.
- Conflicting drainage improvements.
- Increased construction cost.
- Additional operational disruption.
- Inconsistent design character.

The City should therefore evaluate individual projects within the context of the complete Master Plan before authorizing construction.

This does not mean every improvement must occur simultaneously.

Rather, it means that each project should be designed and constructed with an understanding of what comes next.

12.9 Illustrative Capital Improvement Packages

Once design and cost information become more developed, improvements should be grouped into logical construction packages.

PACKAGE A — CORE IRRIGATION & INFRASTRUCTURE

- Irrigation-system replacement.
- Critical drainage.
- Associated restoration.
- Infrastructure directly affected by irrigation construction.

PACKAGE B — COORDINATED GOLF COURSE IMPROVEMENTS

- All 18 putting greens reconstructed to current USGA recommendations, together with associated green surrounds.
- All tee complexes reconstructed to provide level, consistent teeing surfaces and appropriate alignment.
- All bunkers reconstructed and evaluated for proper location, form, drainage, and intended play.
- Fairway and approach modifications.
- Drainage associated with golf features.
- Related paths and circulation.

PACKAGE C — PRACTICE FACILITY

- Short-game practice area.
- Associated irrigation and drainage.
- Paths and circulation.
- Landscape restoration.

PACKAGE D — FUTURE FACILITY OPPORTUNITIES

- Simulator / indoor instruction facility.
- Future building-related improvements.
- Other long-term recreational enhancements.

The actual construction packaging may combine these categories depending upon funding, procurement, phasing, and contractor availability.

The purpose of the framework is to ensure that related work is considered together.

12.10 Funding Scenarios

FULL PROGRAM FUNDING

If sufficient funding is available to implement the complete golf course and irrigation program, Park City should proceed with coordinated design and construction of the primary Master Plan improvements.

This provides the greatest opportunity for construction efficiency and a cohesive final result.

PARTIAL PROGRAM FUNDING

If available funding is insufficient to complete the entire program, priority should be given to critical irrigation and infrastructure while incorporating golf improvements that would be inefficient or costly to defer.

Remaining improvements can then be implemented in subsequent capital phases.

INCREMENTAL FUNDING

If funding becomes available gradually, Park City should establish logical construction packages that can function successfully on their own while remaining consistent with the complete Master Plan.

Under any scenario, short-term funding limitations should not result in decisions that unnecessarily compromise long-term implementation.

12.11 Protecting the City's Investment

One of the primary purposes of the Master Plan is to help Park City avoid making isolated capital decisions that may need to be undone later.

Before undertaking significant golf course construction, the City should confirm that the proposed work:

- Is consistent with the Master Plan.
- Is compatible with the future irrigation system.
- Does not interfere with future golf improvements.
- Is compatible with drainage requirements.
- Supports golf and maintenance operations.
- Considers Nordic operations.
- Can be incorporated logically into future construction phases.

This relatively simple review can help protect the City's investment and reduce unnecessary future reconstruction.

12.12 Capital Planning & Periodic Master Plan Review

The Master Plan should remain an active planning document after its initial adoption.

As projects are completed, conditions change, or new opportunities emerge, Park City should periodically review the plan.

Periodic review may consider:

- Completed improvements.
- Remaining capital needs.
- Irrigation-system performance.
- Golf course maintenance conditions.
- Changes in golf participation.
- Practice-facility demand.
- Water-management objectives.
- Nordic operations.
- Construction costs.
- Available funding.
- New technologies or recreational opportunities.

Minor adjustments to individual recommendations may be appropriate over time.

However, future modifications should continue to support the fundamental principles established through this Master Plan.

12.13 Illustrative Capital Improvement Roadmap

STEP 1 — ADOPT THE MASTER PLAN
Establish the Master Plan as the guiding framework for future golf course and infrastructure improvements.

STEP 2 — CONFIRM FUNDING STRATEGY
Determine available capital, potential funding sources, and anticipated timing.

STEP 3 — ADVANCE IRRIGATION & GOLF DESIGN TOGETHER
Proceed with detailed golf course and irrigation design as a coordinated effort.

STEP 4 — REFINE THE OPCC
Update quantities and costs as design progresses.

STEP 5 — CONFIRM CONSTRUCTION PHASING
Evaluate the one-season and two-season alternatives using current pricing, contractor input, operational considerations, and funding.

STEP 6 — DEVELOP CONSTRUCTION DOCUMENTS
Prepare coordinated golf course, irrigation, drainage, and related construction documents.

STEP 7 — PROCURE QUALIFIED GOLF COURSE CONSTRUCTION
Select contractors with demonstrated experience appropriate to the work.

STEP 8 — IMPLEMENT THE IMPROVEMENTS
Construct the project according to the approved phasing strategy while minimizing impacts to golf and Nordic operations.

STEP 9 — COMPLETE TURF ESTABLISHMENT & GROW-IN
Provide sufficient time and resources for successful establishment before renovated areas return to unrestricted play.

STEP 10 — MONITOR & CONTINUE THE MASTER PLAN
Evaluate completed improvements and continue implementing remaining priorities as funding and operational needs allow.

12.14 Capital Improvement Strategy Recommendation

The Park City Golf Club Master Plan should be viewed as a long-term capital investment framework rather than an all-or-nothing construction program.

Critical infrastructure—particularly irrigation replacement—should establish the foundation for implementation.

Golf course improvements that interact directly with that infrastructure should be coordinated and constructed at the same time whenever practical.

High-value architectural improvements should then be prioritized according to their ability to improve playability, pace of play, maintenance, drainage, water management, and the overall golfer experience.

Practice and player-development improvements should be incorporated where funding and construction efficiency allow.

Longer-term opportunities can remain available for future implementation without compromising the core renovation.

This approach provides Park City with both direction and flexibility.

It establishes what should be accomplished while allowing the City to determine the most appropriate timing based upon funding, construction conditions, and community priorities.

Most importantly, it ensures that individual capital investments work together rather than against one another.

The success of the Master Plan should ultimately be measured not by how quickly every recommendation is constructed, but by how effectively each investment contributes to the long-term stewardship, recreational value, and financial sustainability of Park City Golf Club.

13. CONCLUSIONS & NEXT STEPS

Protecting What Works. Improving What Matters. Planning for the Next Generation.

Park City Golf Club is more than an 18-hole municipal golf course.

It is a long-standing community recreational asset, an important component of Park City's open-space character, a gathering place for residents and visitors, and a property that successfully serves the community throughout both the golf and Nordic seasons.

The purpose of this Master Plan has always been to preserve the qualities that make Park City Golf Club successful while thoughtfully addressing the infrastructure and operational needs that will shape its future.

The plan does, however, recommend comprehensive renewal of the course's primary playing features. Every green will be reconstructed to current USGA recommendations; every tee complex will be renovated or reconstructed to provide level and consistent teeing surfaces; and every bunker will be evaluated individually and appropriately rebuilt, modified, relocated, or removed so that it contributes correctly to the strategy, playability, maintenance, and presentation of its hole.

Instead, the planning process has focused on understanding what already works, identifying the challenges that should be addressed, and determining where thoughtful improvements can position the facility for continued success over the next several decades.

The need to replace the aging irrigation system provides the catalyst for this investment.

It also provides an opportunity.

Rather than simply replacing infrastructure and returning the golf course exactly to its existing condition, Park City has the opportunity to coordinate that necessary work with targeted improvements that address playability, pace of play, drainage, maintenance, water management, practice opportunities, and the overall golfer experience.

The result can be a golf course that remains distinctly Park City Golf Club while functioning better for the people who play it, maintain it, and enjoy the property throughout the year.

At the heart of that renewal is a comprehensive rebuilding of the course's primary playing features: all 18 putting greens to current USGA recommendations, all tee complexes to create level and consistent teeing surfaces, and all bunkers so their location, form, drainage, and strategic role are correct for the way each hole is intended to play.

13.1 A Plan Built Around the Existing Strengths of Park City Golf Club

One of the most important conclusions of the Master Plan process is that Park City Golf Club does not require wholesale redesign.

The existing routing has endured because it works.

The golf course occupies its property efficiently, provides an enjoyable recreational experience, and has developed an identity that is familiar and valued by generations of golfers.

Accordingly, the Master Plan retains the established 18-hole routing and focuses instead on targeted improvements where meaningful benefit can be achieved.

A central component of that improvement program is the complete reconstruction of all 18 putting greens to current USGA recommendations. Rebuilding the greens from the ground up provides Park City with the opportunity to renew the most important playing surfaces on the course, improve drainage and root-zone performance, and establish consistent construction and growing conditions from green to green. Properly constructed and maintained, the rebuilt greens are intended to provide durable, high-quality putting surfaces capable of serving Park City Golf Club beautifully for the next 30 years and beyond.

This same comprehensive approach will be applied to the tee complexes and bunkers. All tee complexes are recommended for reconstruction so that teeing surfaces are level, consistent, appropriately sized, and properly aligned with the intended line of play. Every bunker is recommended for individual evaluation. Bunkers retained or proposed in the final plan should be reconstructed to a consistent modern standard, while individual bunkers may be modified, relocated, added or removed so that each is positioned correctly and plays as intended. Together, the rebuilt greens, tees, and bunkers will renew the course's principal playing features as one coordinated long-term investment.

These improvements are intended to:

- Improve playability for a broad range of golfers.
- Introduce thoughtful strategic interest for accomplished players.
- Improve pace of play.
- Address selected agronomic and drainage concerns.
- Improve maintenance efficiency.
- Modernize irrigation and water management.
- Rebuild all 18 putting greens to current USGA recommendations and improve the reconstructed tee complexes and individually evaluated bunkers, green surrounds, and other golf features.

- Strengthen practice and player-development opportunities.
- Preserve compatibility with Nordic operations.
- Improve the long-term resilience and sustainability of the facility.

This approach represents improvement without unnecessary change.

13.2 The Irrigation Project as an Opportunity

Replacement of the existing irrigation system is the most immediate and significant infrastructure need identified through the Master Plan.

The new system will provide Park City Golf Club with the opportunity to improve:

- System reliability.
- Irrigation control.
- Water-use efficiency.
- Turf consistency.
- Maintenance efficiency.
- Long-term operational flexibility.

Because installation of the irrigation system will require construction activity throughout the golf course, it also creates a logical opportunity to complete related golf improvements at the same time.

Coordinating the work can reduce duplicated disturbance, avoid relocating newly installed infrastructure, improve construction efficiency, and provide greater long-term value from the City's capital investment.

The irrigation replacement should therefore be viewed not simply as an infrastructure project, but as the foundation upon which the broader improvement program can be built.

The complete reconstruction of all 18 greens should be coordinated with this work. Pairing new irrigation infrastructure with new USGA-recommended green construction allows the City to address two of the golf course's most important long-term infrastructure needs as part of one coordinated improvement program.

13.3 A Golf Course for a Broad Range of Players

As a municipal facility, Park City Golf Club must successfully serve golfers with widely varying abilities.

The Master Plan has therefore been developed around the principle that challenge and playability do not have to be competing objectives.

A well-designed golf course can allow the higher-handicap golfer to find a reasonable path forward while presenting stronger players with decisions involving position, angles, distance, and risk.

The proposed improvements seek to accomplish this through thoughtful design rather than excessive difficulty.

Where possible, the Master Plan provides:

- More forgiving options for the recreational golfer.
- Improved forward-tee opportunities.
- Better visibility and understanding of intended lines of play.
- Strategic choices for accomplished players.
- Improved recovery options.
- Reduced unnecessary difficulty.
- Improvements intended to support pace of play.

The objective is not to make Park City Golf Club easier or harder.

The objective is to make it better.

13.4 Stewardship & Long-Term Efficiency

The future of Park City Golf Club must also be considered from the perspective of responsible resource management.

Modern irrigation technology, improved drainage, thoughtful turf allocation, targeted landscape treatments, and more maintainable golf features can collectively reduce unnecessary inputs while improving playing conditions.

The Master Plan therefore approaches sustainability as an operational principle rather than simply a visual or environmental objective.

Responsible stewardship includes:

- Efficient use of irrigation water.
- Directing maintenance resources toward areas that provide the greatest recreational value.
- Reducing unnecessary turf where appropriate.
- Improving drainage and turf performance.
- Designing golf features that can be maintained efficiently.
- Protecting the City's long-term capital investment.
- Planning infrastructure for decades of useful service.

These improvements can help Park City Golf Club remain both environmentally responsible and operationally sustainable.

13.5 A Year-Round Community Asset

Park City Golf Club serves the community beyond the golf season.

Nordic skiing represents an established and important winter use of the property.

The Master Plan recognizes this relationship and recommends that every reasonable effort be made to minimize disruption to Nordic operations during both design and construction.

Because the existing golf routing is being retained and improvements are generally targeted within established golf corridors, the overall framework supporting winter recreation is expected to remain substantially intact.

Future design development should continue to coordinate grading, crossings, drainage, infrastructure, landscape treatments, and construction sequencing with established Nordic operations.

The goal is straightforward:

Improve summer golf while protecting the successful winter recreational use of the property.13.6 Implementation with Flexibility

The Master Plan establishes a direction for Park City Golf Club, but it intentionally provides flexibility in how that direction is implemented.

The City may ultimately choose to construct the primary improvements during one aggressive construction season or divide the work across two primary seasons.

Funding may allow the complete program to proceed at once or require improvements to be implemented in logical phases.

Construction pricing, contractor availability, weather, and operational considerations will continue to influence those decisions.

For these reasons, the Master Plan should be used as a framework rather than an inflexible construction mandate.

Regardless of the ultimate implementation strategy, several principles should remain constant:

Coordinate golf and irrigation design.

Avoid unnecessary duplication of construction.

Minimize disruption to golf operations.

Minimize disruption to Nordic operations.

Provide adequate time for turf establishment.

Protect construction quality.

Use available capital efficiently.

Keep individual decisions consistent with the long-term Master Plan.

13.7 Suggested Next Steps

1. CONFIRM MASTER PLAN DIRECTION

Establish the Master Plan as the guiding framework for future golf course and infrastructure improvements.

2. COMPLETE IRRIGATION PLANNING

Finalize irrigation-system recommendations, system requirements, and the associated planning-level OPCC.

3. CONFIRM CAPITAL FUNDING

Determine the anticipated funding available for irrigation replacement, golf improvements, practice facilities, and related infrastructure.

4. ADVANCE GOLF & IRRIGATION DESIGN TOGETHER

Proceed into detailed design with the golf course architect and irrigation consultant working as a coordinated team.

5. REFINE THE OPCC

Update quantities and costs as the design becomes more detailed and current market information becomes available.

6. REFINE THE IMPLEMENTATION STRATEGY

Evaluate the one-season and two-season implementation approaches using updated design information, contractor input, funding, operational priorities, Nordic considerations, and construction risk before selecting the preferred implementation strategy.

7. PREPARE CONSTRUCTION DOCUMENTS

Develop coordinated plans and specifications for golf course architecture, irrigation, drainage, and associated infrastructure.

8. PROCURE QUALIFIED CONSTRUCTION SERVICES

Select contractors with demonstrated golf course construction and irrigation experience appropriate to the scope of work.

9. IMPLEMENT THE MASTER PLAN

Proceed with construction according to the approved phasing strategy while maintaining close coordination between the City, golf operations, design team, contractor, and Nordic operations.

10. COMPLETE GROW-IN & RETURN TO FULL OPERATION

Provide the time, staffing, and resources necessary to properly establish renovated turf and golf features before unrestricted play resumes.

13.8 Looking Forward

Park City Golf Club has served the community successfully for generations.

The decisions made today should allow it to continue doing so for generations to come.

The Master Plan provides an opportunity to address infrastructure that has reached the point where significant reinvestment is necessary while making thoughtful improvements that strengthen the golf course without sacrificing its identity.

The recommendations are intentionally measured.

They do not seek change simply for the sake of change.

They seek to solve identifiable problems, improve the golfer experience, strengthen infrastructure, improve operational efficiency, support responsible water management, and prepare the facility for the future.

Just as importantly, the Master Plan recognizes that Park City Golf Club belongs to its community.

Its success should be measured not only by the quality of the golf course, but also by its accessibility, recreational value, responsible stewardship, year-round use, and ability to continue serving residents and visitors well into the future.

13.9 Final Recommendation

Park City now has the opportunity to make a coordinated investment in one of its important community recreational assets.

The need for irrigation replacement provides the reason to act.

The Master Plan provides the roadmap for making that investment wisely.

By coordinating infrastructure replacement with targeted golf course improvements, Park City can avoid unnecessary future disturbance, maximize the value of available capital, improve water and maintenance efficiency, enhance the golfer experience, and preserve the character that has made Park City Golf Club successful.

Reconstructing every putting green to current USGA recommendations is a cornerstone of that investment. It gives Park City the opportunity to reset the course's most critical playing surfaces with modern drainage and root-zone construction so the greens can grow more consistently, perform more consistently, and provide beautiful, dependable playing conditions for the next 30 years and beyond.

Rebuilding the tee complexes and bunkers completes that renewal of the course's primary playing features. Level and consistent tees will improve presentation, setup flexibility, and the quality of the starting position on each hole. Properly located and reconstructed bunkers will reinforce the intended strategy of the golf course, improve consistency and drainage, and ensure that each bunker contributes positively to both play and presentation rather than simply remaining because of its existing location.

The recommended path forward is one of thoughtful stewardship and coordinated investment. By preserving what makes Park City Golf Club unique while modernizing the infrastructure that supports it, the City can strengthen one of its most valued recreational assets for future generations.

Protect what works. Improve what matters. Invest where the greatest long-term value can be achieved. Above all, ensure that Park City Golf Club remains an enjoyable, sustainable, accessible, and distinctly Park City community asset for generations to come.

It is thoughtful evolution.

Protect what works.

Improve what matters.

Invest where the greatest long-term value can be achieved.

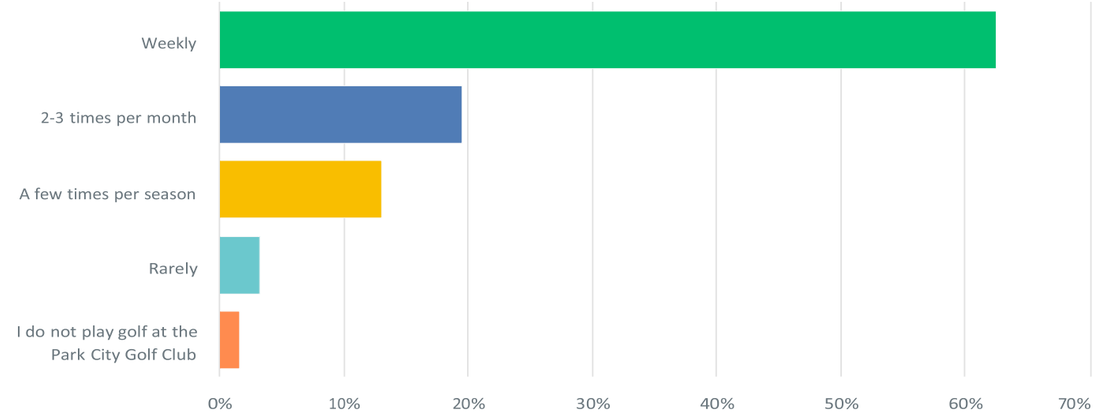
And above all:

Ensure that Park City Golf Club remains an enjoyable, sustainable, accessible, and distinctly Park City community asset for the next generation and beyond.

APPENDIX A: GOLF SURVEY OF PARK CITY RESIDENTS

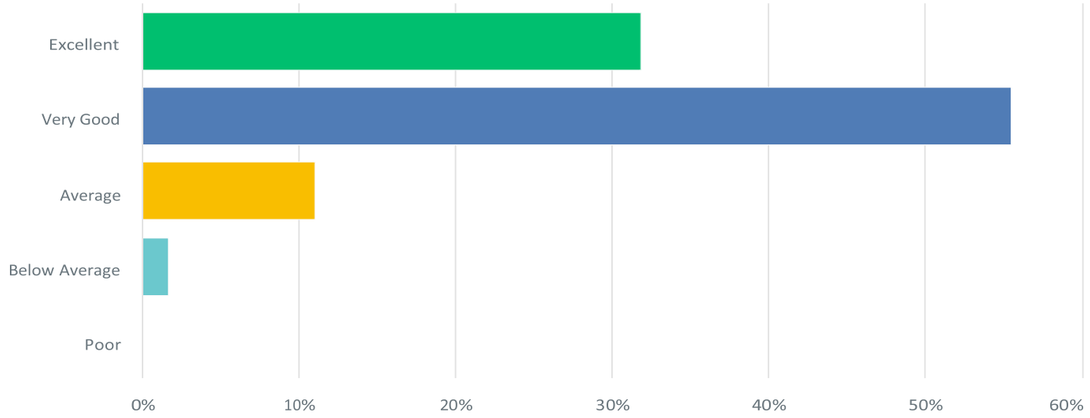
Q1 184 responses

How often do you play golf at the Park City Golf Club each season?



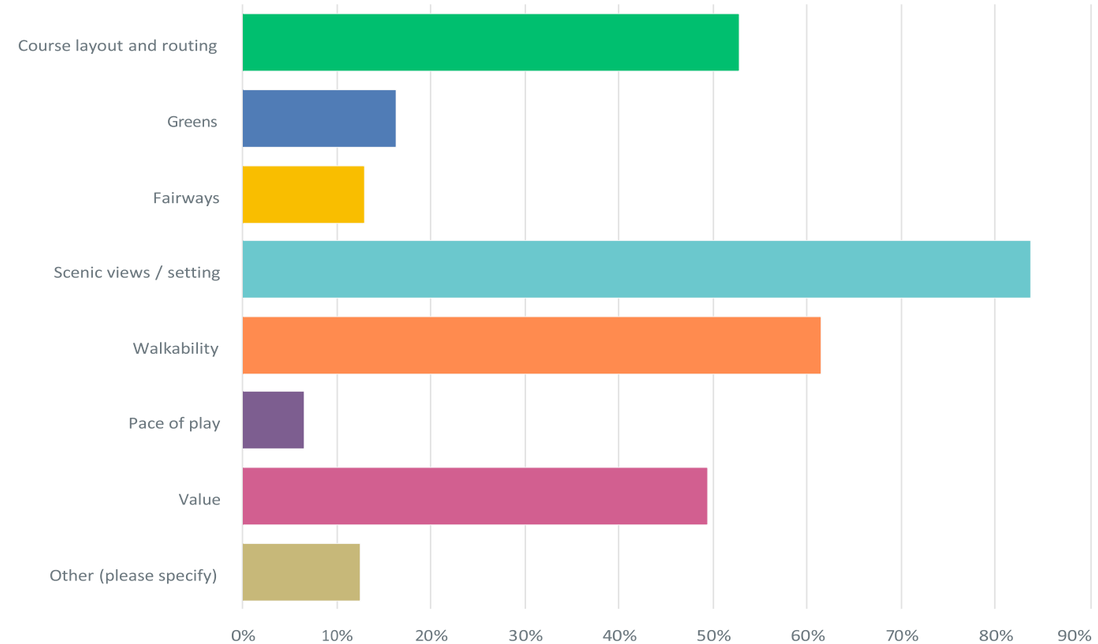
Q2 182 responses

Overall, how would you rate your experience at the Park City Golf Club?



Q3 184 responses

What do you enjoy most about the golf course (Select up to 3)



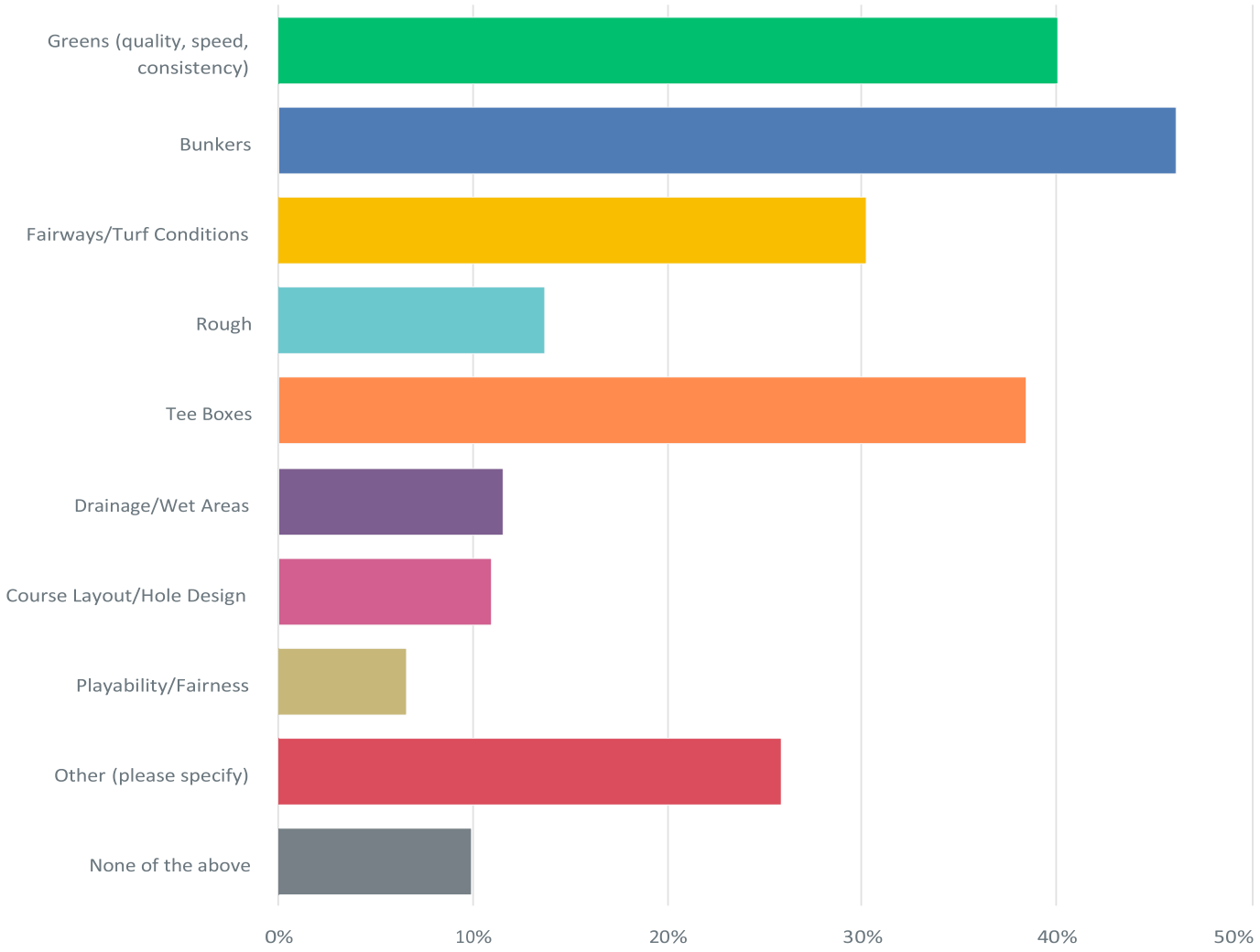
Answer Choices	Percentage	Responses
Course layout and routing	52.72%	97
Greens	16.30%	30
Fairways	13.04%	24
Scenic views / setting	83.70%	154
Walkability	61.41%	113
Pace of play	6.52%	12
Value	49.46%	91
Other (please specify)	12.50%	23
Total		544

#	OTHER (PLEASE SPECIFY)	DATE
1	Nordic skiing	6/22/2026 11:59 AM
2	Familiarity	6/6/2026 8:39 PM
3	Proximity to my home!	6/5/2026 4:42 PM
4	Accessibility	5/30/2026 7:26 PM
5	The people in the pro shop	5/28/2026 9:44 PM
6	My friends	5/23/2026 10:49 PM
7	Outside activity	5/21/2026 8:10 AM
8	Chill atmosphere	5/20/2026 8:40 PM
9	Great staff	5/20/2026 7:06 PM
10	The great team that runs the place!	5/20/2026 10:46 AM
11	Accessibility of tee times	5/19/2026 3:23 PM
12	Variety of holes	5/18/2026 9:51 AM
13	local	5/11/2026 10:07 AM
14	Everyone that works there is so nice. Feels like a local club.	5/11/2026 8:47 AM
15	Women's 9 Hole League	5/9/2026 1:44 PM
16	Close to home	5/9/2026 8:18 AM
17	Staff	5/9/2026 7:42 AM
18	I play upto three times a week because I can walk the course. So rare nowdays	5/9/2026 6:44 AM
19	staff	5/8/2026 7:55 PM
20	The people	5/8/2026 7:44 PM
21	the guys in the pro shop!! they are the best.	5/8/2026 7:35 PM
22	The leadership staff has been great. The mens league and events are great.	5/8/2026 7:22 PM
23	Staff	5/8/2026 6:51 PM

Q4 182 responses

What aspects of the course most need improvement? (Select up to 3)

Park City Golf Club Potential Improvements



Answer Choices	Percentage	Responses
Greens (quality, speed, consistency)	40.11%	73
Bunkers	46.15%	84
Fairways/Turf Conditions	30.22%	55
Rough	13.74%	25
Tee Boxes	38.46%	70
Drainage/Wet Areas	11.54%	21
Total		425

Answer Choices	Percentage	Responses
Course Layout/Hole Design	10.99%	20

Playability/Fairness	6.59%	12
Other (please specify)	25.82%	47
None of the above	9.89%	18
Total		425

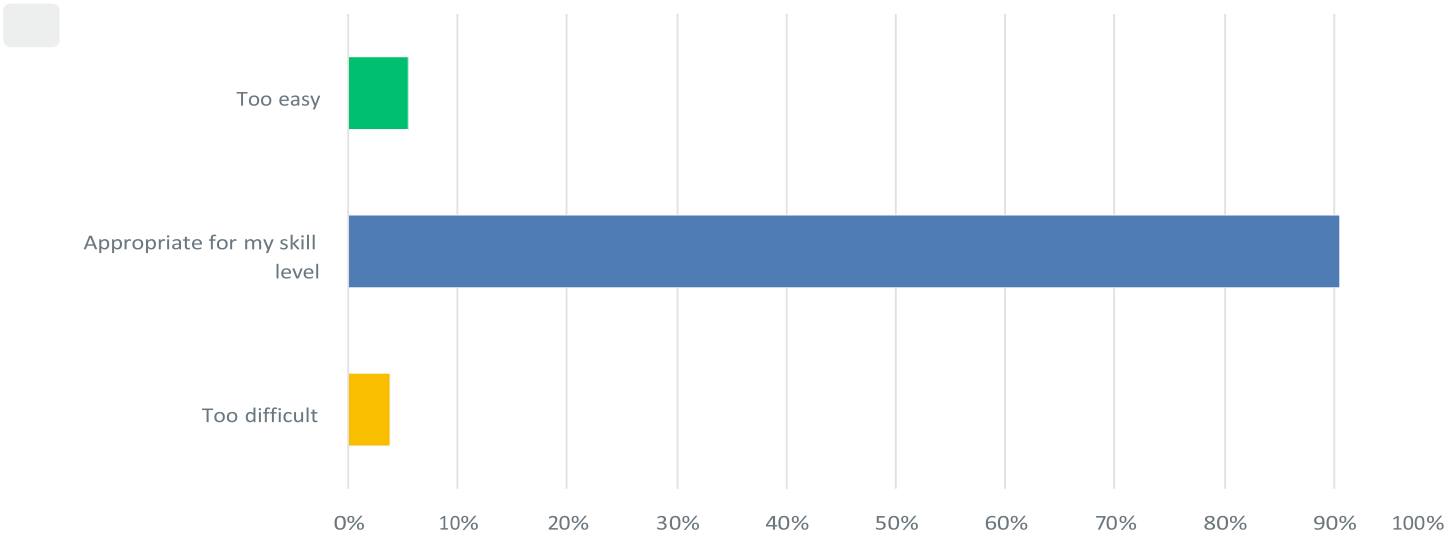
#	OTHER (PLEASE SPECIFY)	DATE
1	trim tree low branches	6/30/2026 10:18 AM
2	pace of play	6/30/2026 6:42 AM
3	Hole 14 green needs resloped. Hole 18 fairway needs leveling	6/23/2026 10:50 PM
4	Pace of play	6/23/2026 2:57 PM
5	snow making for Nordic skiiing - MORE PARKING	6/22/2026 11:59 AM
6	Pace of play	6/15/2026 8:33 AM
7	Some bunkers need new sand	6/5/2026 4:42 PM
8	Cart paths	6/4/2026 11:48 PM
9	especially the womens tees	6/2/2026 9:13 AM
10	Layout needs modernization	5/30/2026 7:26 PM
11	Pace of play; The front nine is a little tight; back nine is better	5/30/2026 1:09 PM
12	Overpaid staff	5/26/2026 3:17 PM
13	driving range - should not limit to irons	5/25/2026 2:47 PM
14	1. Get rid of the water fowl that tear up the 13th green and defecate all over the 14th tee boxes 2. Dandelion control in the rough. It is hard to find a white ball hit into the white seed puffs of the plants and shots from the dandelions are unpredictable. Both slow play considerably.	5/25/2026 10:50 AM
15	Parking, Local status including all PC residents not just 84060	5/24/2026 11:30 AM
16	Pace of play	5/24/2026 5:15 AM
17	pace of play	5/23/2026 10:11 AM
18	the trees around the course must be trimmed up for better play. The low branches are not consistent with quality golf courses. Please trim branches up for golf shots to pass by verses unplayable shots	5/23/2026 10:10 AM
19	cart paths	5/22/2026 8:37 AM
20	Pace of play	5/21/2026 10:50 PM
21	The food options. Bandanas is terrible.	5/21/2026 9:38 PM

22	need a fabulous practice area for chipping and sand	5/21/2026 3:32 PM
23	Tree ground clearance	5/21/2026 9:31 AM
24	18th tee boxes directly in line with condo patios. Many broken windows and dented awnings, stucco, and patio furniture. Would be great if tee boxes could be angled away from the Park Avenue condos. Thanks for your consideration.	5/20/2026 11:34 PM
25	Amenities	5/20/2026 10:12 PM
26	Would be sick to have a bar/lounge/snackbar. Could even be outdoors like a pavilion but something that could just be a little more of a social component. Could just be open on the weeekends.	5/20/2026 8:40 PM
27	Pace of play	5/20/2026 4:38 PM
28	A cart GIRL!! D	5/19/2026 4:36 PM
29	Rough and fairways are really hard. Sand is very hard. Basically anywhere on the course you need a low bounce wedge. Almost like hitting off artificial turf. Also put up a net at the back of the range so we can practice driver. Also improve range so we can hit off grass.	5/19/2026 11:06 AM
30	Sand traps - better sand quality	5/14/2026 11:00 AM
31	Cheap food options at the turn.	5/11/2026 8:47 AM
32	There are a lot of trees that need to be removed or trimmed up.	5/10/2026 5:35 PM
33	Trees along fairways should be trimmed up a bit	5/10/2026 5:22 PM
34	Snow mold (not so bad this year) is generally horrible in the spring. Need to address this even if it means chemicals.	5/10/2026 8:46 AM
35	Better system for removal of geese poop	5/9/2026 1:44 PM
36	Practice areas need to be professionally designed e.g. the area next to 1st fairway.	5/9/2026 10:46 AM
37	I have never seen a golf course with trees that you had to crawl under to hit your ball.	5/9/2026 9:46 AM
38	Driving Range Net	5/9/2026 9:44 AM
39	I am a beginner and I don't know about golf courses to comment on this one.	5/9/2026 8:05 AM
40	The course is too long for seniors and needs more tee boxes to shorten the cours.	5/9/2026 7:48 AM
41	Fairway leveling	5/9/2026 7:42 AM
42	Find a solution to the geese poop on the course. Other courses I play, notably Wasatch Lake, do not have this issue to the extent Park City's course has.	5/9/2026 7:25 AM
43	It is tough to find a flat spot on some of the tee boxes	5/9/2026 6:44 AM
44	Some of the greens don't have flat pin positions. Number 14.	5/8/2026 10:42 PM
45	Cart paths	5/8/2026 10:10 PM
46	No 14 Green needs to be leveled to allow more hole locations.	5/8/2026 7:17 PM
47	Raise the gully in front of 11 so it's flat and place bunkers in front of the green on the right and left. Move up the black trees box on 17. It's too far back and brings the branches on the left too much into play. Level out the green on hole 14 more. It's a bad hole because of the slope. Move the tee box on 4 further left. Level out the fairway on 1 so everything doesn't run into the tress on the right. Kills pace of play on 1.	5/8/2026 6:54 PM

Q5 180 responses

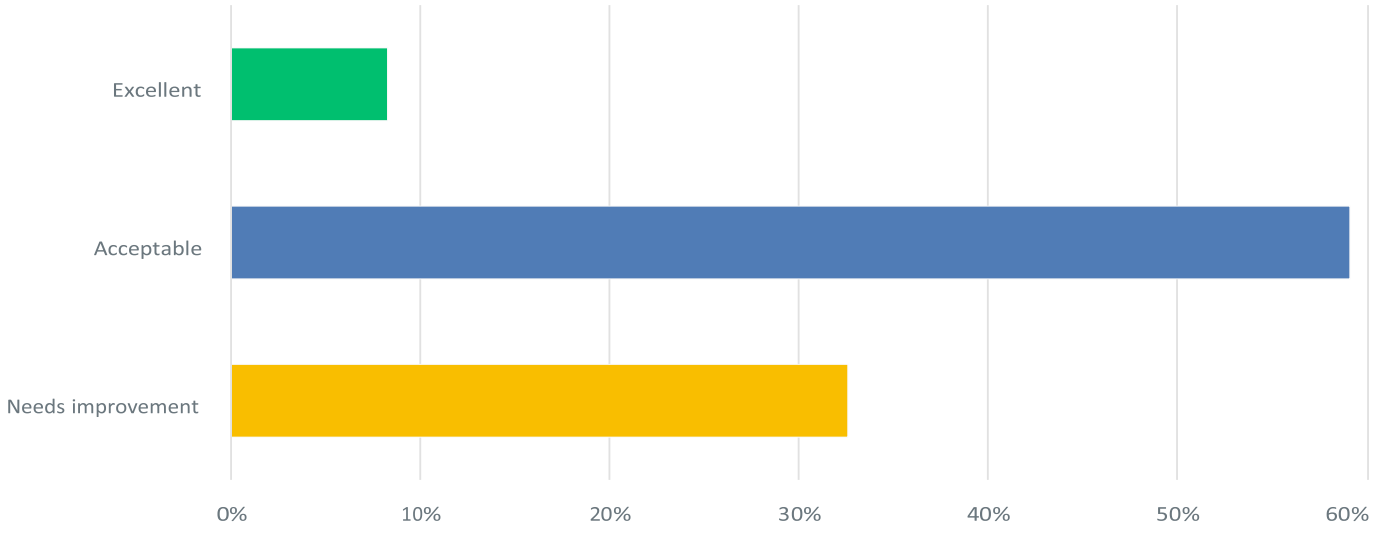
How would you describe the course's level of challenge?

Park City Golf Club Potential Improvements



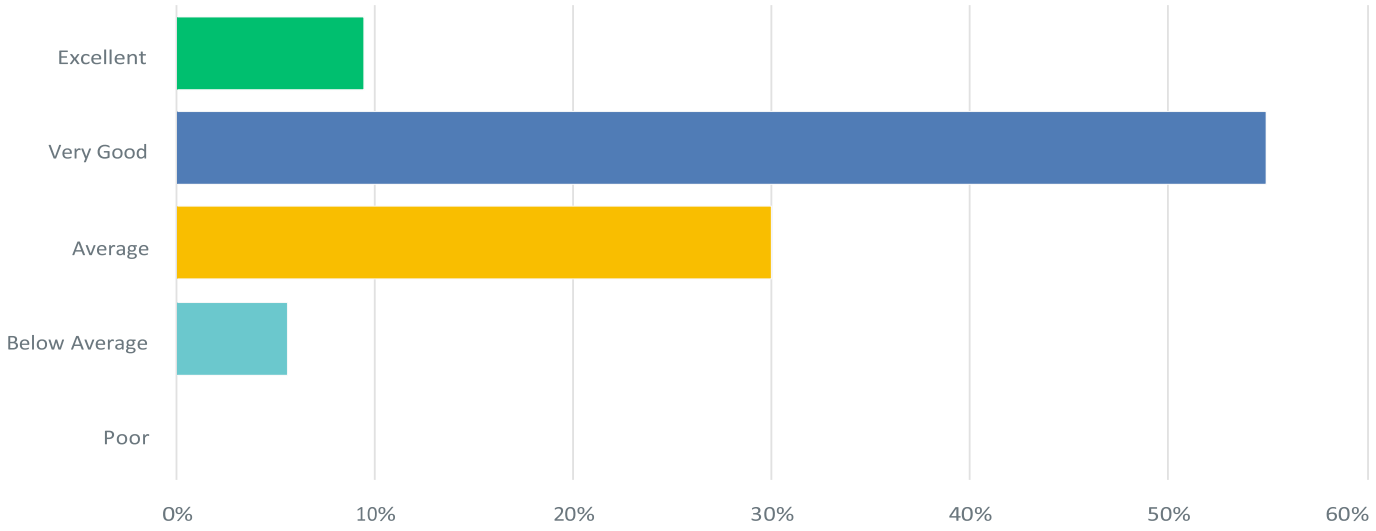
Q6 181 responses

How would you rate the pace of play at the course?



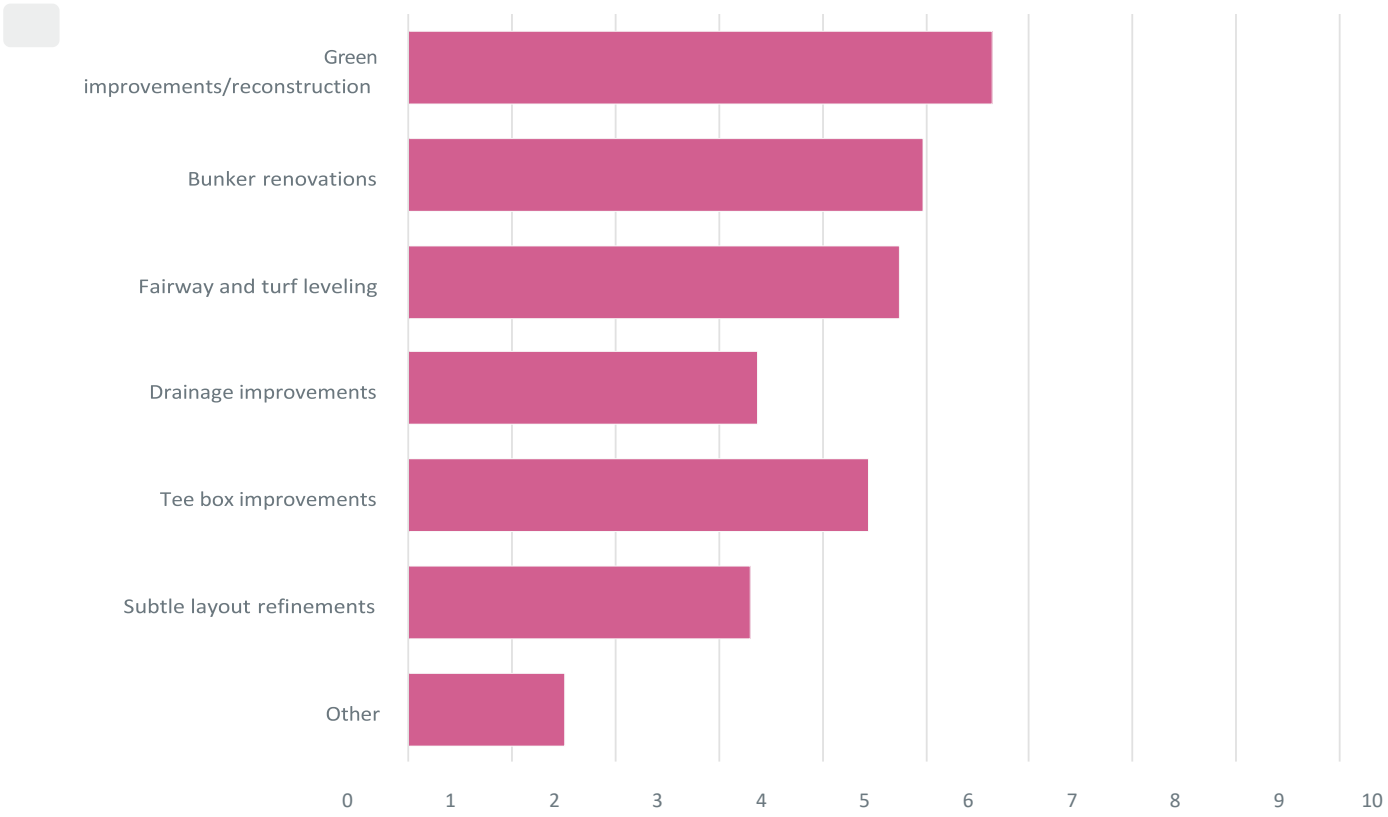
Q7 180 responses

How would you rate the overall current course conditions?



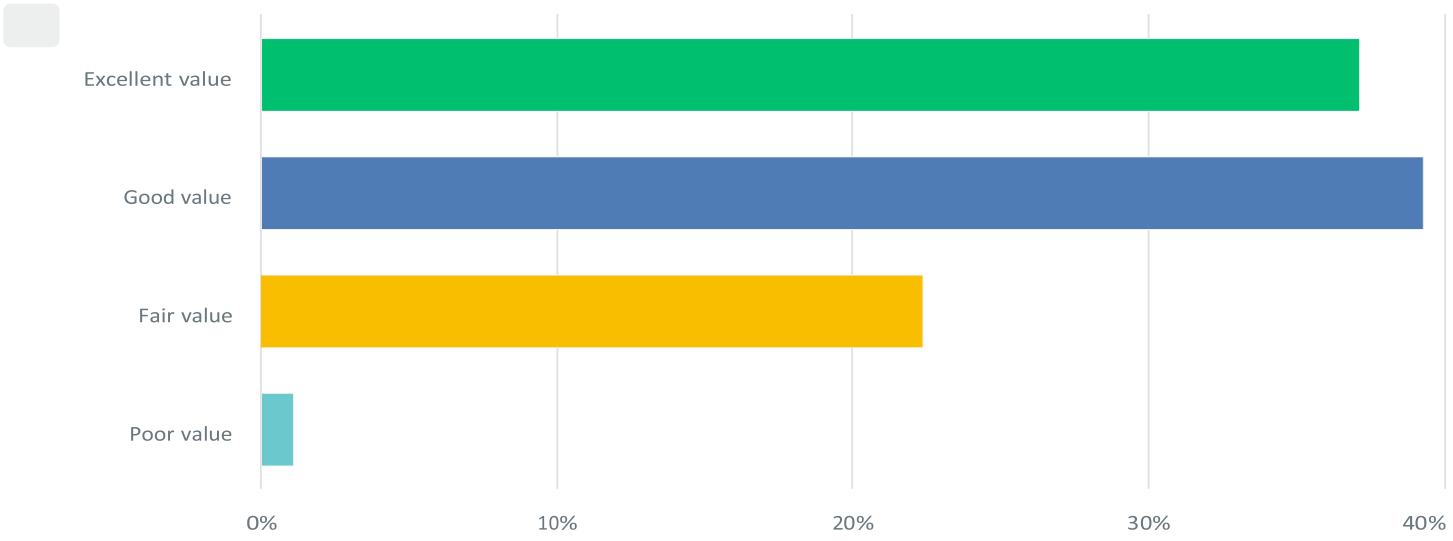
Q8 172 responses

As the course undergoes irrigation replacement, please rank the list of improvements from highest to lowest priority.



Q9 183 responses

How would you rate the value of your experience relative to the green fees?


Excellent value
Good value
Fair value
Poor value
0%
10%
20%
30%
40%

Q10 If you could change or improve one thing about the Park City Golf Club, what would it be?

Answered: 140 Skipped: 45

#	RESPONSES	DATE
1	Improve Practice putting green by 1	6/23/2026 10:50 PM
2	Better Range and Practice areas and new balls	6/23/2026 5:27 PM
3	Add snowmaking lines for winter Nordic skiing and add MORE parking (or at least replace what was taken away by the unused pathway).	6/22/2026 11:59 AM
4	Level the tee boxes; redesign 6th, 11th and 18th hole layouts (approach shot pushes high handicappers to hit right, into the road; 18th is a round-killer); create red 1st hole tee box left of the fairway for better pace of play (balls go right behind trees; need to make 1st shot playable/forgiving to improve pace), and lengthen range so we can practice driver. LOVE practice chipping area; keep it and invest in it.	6/15/2026 8:33 AM
5	New shorter red tees. Senior tees	6/11/2026 6:32 PM
6	Improve pace of play.	6/5/2026 6:05 PM
7	Ladies tee boxes could use some leveling. Thank you!	6/5/2026 4:42 PM
8	Improve Green at #14. Too much slope.	6/5/2026 10:11 AM
9	Make it more beginner friendly	6/4/2026 8:48 PM
10	Pace of play	6/3/2026 5:18 AM
11	Change higher fees to non-residents	6/2/2026 5:47 PM
12	Place a Sun lattice over the driving range tee and improve the pitching practice area.	6/2/2026 4:02 PM
13	too much goose poop sometimes! :(	6/2/2026 9:13 AM
14	Tee box leveling and turf management as well as green care (although this is harder) would make a world of difference at the course. Overall , the course is pretty good for the value. Keeping the pace of play at 4:15 to 4:30 (during peak times) should be the ultimate goal too. Otherwise it is too much time on the course.	6/1/2026 1:27 PM
15	Put ion snowmaking for cross country skiers and more parking	6/1/2026 9:42 AM
16	Increase out of town price to play. Lower locals price to play.	5/31/2026 8:30 PM
17	Get a beverage cart	5/31/2026 8:01 AM
18	Pricing more realistic with a muni golf course. Better accessibility to junior players and more flexibility for 9 hole rates etc	5/30/2026 7:26 PM
19	pace of play	5/30/2026 1:09 PM
20	Driving range needs a net on the west side. The range balls in the Spiro ditch attract kids to collect them, exposing them to the mine tunnel muck/sediment on the stream bed. Also, the potential of being struck by a golf ball.	5/29/2026 11:58 AM

21	Make course more visually interesting or dramatic (less flat, more contours). Course does not feel very premium.	5/29/2026 10:59 AM
22	The range is too short a net in the back would be nice	5/28/2026 9:44 PM
23	Too many tee times too close together. Play is either rushed or delayed because too many groups on course together. Also, golf carts AFTER 5:30 p.m.	5/28/2026 6:25 PM
24	More tee boxes	5/28/2026 4:11 PM
25	Make it the top tier resort course it's supposed to be. Don't defer maintenance. Invest in the infrastructure, irrigation, and maintenance we need. Charge the heck out of visitors. Keep it cheap for 84060 locals. Let second home owners and county residents pay in between.	5/27/2026 9:59 PM
26	I would love to have a better online booking system similar to SLC and SL County	5/27/2026 8:02 PM
27	Nothing, it's a great value and the staff is amazing.	5/27/2026 1:06 PM
28	#14 green	5/27/2026 8:40 AM
29	Staff overhaul, fire everyone and recruit new shop staff. Cut down those beautiful trees between 14/15 which is sad but would make the holes better.	5/26/2026 3:17 PM
30	Turf quality through the green (want to get it firm/fast)	5/25/2026 10:32 PM
31	Dial the course up make it sick	5/25/2026 8:59 PM
32	Level tee boxes and faster greens	5/25/2026 3:29 PM
33	driving range should not be limited to irons only	5/25/2026 2:47 PM
34	The driving range should be removed and in its place a short course. The current range with mats on concrete serve less of a purpose than a 6-hole product on the same area would. The short course would provide an alternative for novice and/or never-ever golfers who are attracted to the twilight rates but are new to etiquette and pace of play expectations. Should the driving range remain, it needs commensurate netting on the back (north-to-south) to accompany the 2025 addition of nets on the east-west length of the range. The golf course is an absolute treasure and loved in its current form by so many locals and visitors alike.	5/25/2026 12:25 PM
35	Access. I generally play the city course as a single. It is hard to get a time. If I try to walk on, it is either very hard to get a parking spot, or I need to take the bus, which adds half an hour each way just to walk in the pro shop and then wait to see if a slot opens up. If a slot opens, where do I store my street shoes? The access issues are bad enough I generally only play the course once a year, either very early or very late in the season. I play golf twice a week, so I play another 50 to 60 rounds a year at other courses up and down the Wasatch Front and Back.	5/25/2026 10:50 AM
36	Get rid of the goose poop!!!	5/25/2026 7:51 AM
37	Better driving range (no mats) and maybe actually clean the balls once in a while, they trash your clubs	5/24/2026 1:40 PM
38	Local status to include ALL PC residents, not just 84060	5/24/2026 11:30 AM
39	Work with the Nordic center for better Nordic design around the golf course.	5/24/2026 9:56 AM
40	Pace of play	5/24/2026 5:15 AM
41	14th green	5/23/2026 10:49 PM
42	Course Design, everything falls under that including, greens, bunkers, fairways, tee boxes, drainage, etc.	5/23/2026 5:28 PM

43	I wish you could add a screen to the the back (west) of the range so we can hit driver on the range. The first hole is a relatively tough starting hole for a mid handicapper (being relatively tight with OB on left and trees on the right) and generally requiring driver on the first shot.	5/23/2026 10:11 AM
44	Make the greens better	5/23/2026 10:10 AM
45	Trim the pine trees up so I can find my ball and keep playing	5/23/2026 8:04 AM
46	Grass driving range	5/22/2026 9:35 AM
47	Replant trees in areas where they have died. Houses aren't as protected as they once were.	5/22/2026 9:23 AM
48	parking availability	5/22/2026 8:37 AM
49	Nothing. The staff is outstanding. In my opinion the course is more interesting than Park Meadows. It's a great track.	5/22/2026 7:40 AM
50	Additional tee time priority for locals.	5/21/2026 10:50 PM
51	greens smooth and fast	5/21/2026 7:53 PM
52	better Senior rates	5/21/2026 6:31 PM
53	a great chipping & sand practice area	5/21/2026 3:32 PM
54	Increase f And B hours, as well as selection	5/21/2026 10:31 AM
55	We need a snack shack or something and also a lot of people get off the course around 3pm when bandanas is closed and ruth chris does not open til 4pm (the bar) and 5pm (the restaurant). Golfers should have consistent place to enjoy the 19th hole.	5/21/2026 10:19 AM
56	Replace bunker sand with better quality sand.	5/21/2026 9:31 AM
57	Local discount, encourage use	5/21/2026 8:10 AM
58	18th hole tee box realignment would be much appreciated. And the overpopulation of geese — walking through droppings and golf balls rolling through droppings is disgusting. Please consider sterilizing feed to reduce the number of ducklings. Many other golf courses do this to control the flock.	5/20/2026 11:34 PM
59	Outdoor bar, place for kids to play and hang	5/20/2026 10:12 PM
60	too many people on the course 84060 pays the upkeep, other zip codes should pay higher greens fees	5/20/2026 9:20 PM
61	I honestly love it and think it's an incredible public space in park city! The only thing I would advocate for is maybe at the start some kind of outdoor lounge or social space	5/20/2026 8:40 PM
62	To improve the pace of play, trim lower branches from fairway trees so players can locate balls more quickly and move forward.	5/20/2026 5:33 PM
63	Available tee times/accessibility	5/20/2026 5:24 PM
64	1) Flatten and 2) expand tee boxes. Green slopes on 6 and 14 are unfair - create more reasonable places to put a pin on these two holes. Add a narrow but long boundary bunker on 6 at the end of the fairway before the dogleg to catch balls that would otherwise go into those backyards. Cover the water drainage ditch that sits between 1 and 9 that catches slices tee shots off 1 to speed play on 1. Also level the practice green some near 1st tee. Better short game area. 18th fairway is bumpy,	5/20/2026 4:44 PM
65	There is one green that slopes greater then all others	5/20/2026 4:11 PM
66	More trees/shrubs separating the holes from each other, and from roads.	5/20/2026 3:46 PM
67	Pace of play is too slow	5/20/2026 12:11 PM

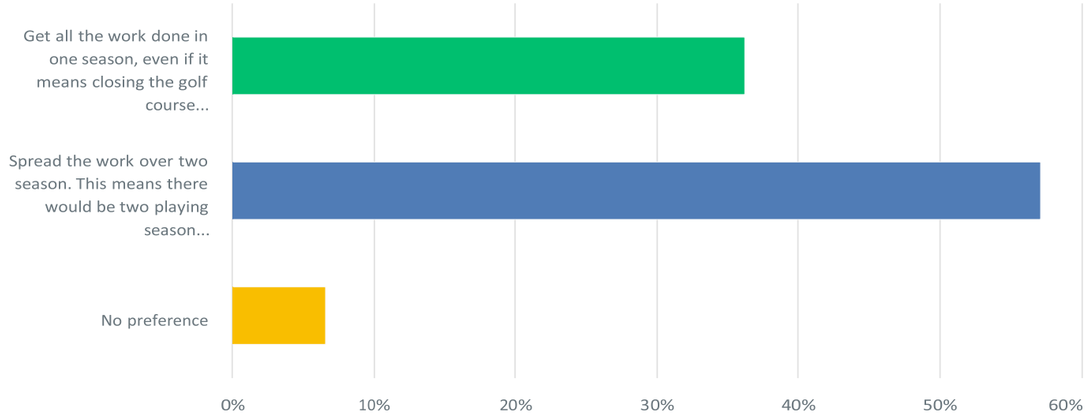
68	Level tee boxes.	5/20/2026 10:46 AM
69	Making it easier for singles to book. Sometimes I have a buddy to play with, but often, I just want to sneak out for 9 holes in the afternoon, and I wish I could grab a single slot.	5/20/2026 10:37 AM
70	Sell it. It is not within the mandate of government to own and run a golf course.	5/19/2026 5:47 PM
71	Parking 🅿	5/19/2026 4:36 PM
72	PARKING	5/19/2026 4:30 PM
73	Practice facilities, namely driving range enhancements. And scheduling of tee times for single players (not requiring a phone call evening prior)	5/19/2026 3:23 PM
74	I love PCGC, I think the pace of play needs to be improved. However, I think that is a player issue, and can not be easily solved by the golf course itself.	5/19/2026 3:09 PM
75	Pruning up the trees. Like #6. To increase play of finding and playing your ball. I know it then may make it to easy. Lots of dandelions this year.	5/19/2026 12:55 PM
76	Reserve some tee times for only 84060 and 84098 people.	5/19/2026 12:10 PM
77	Make it where anyone under 18 needs adult supervision. I’ve been almost hit by teens on multiple occasions. They also don’t have requisite etiquette. On multiple occasions I’ve seen them play through without asking despite course being backed up. Also raise the prices even higher for non-84060 residents that helped with crowding last year and pace of play but let’s take it a step further.	5/19/2026 11:06 AM
78	Don't change a thing! Keep the muni a muni and accessible to all.	5/18/2026 2:36 PM
79	Areas that have been re-sodded (e.g. rough to the right of 6 fairway, right side of 12 fairway) haven't taken properly, and the rough areas where it's thin cover (e.g. "rough" to the left of 9 fairway, "rough" near where the cart path starts on 15, etc.).	5/18/2026 9:51 AM
80	grass driving range, no turf	5/14/2026 11:00 AM
81	Turf driving range - better short game practice area	5/13/2026 10:48 PM
82	get rid of the geese	5/13/2026 10:57 AM
83	Pace of play and high green fees to those living outside of the 84060 zip code	5/11/2026 3:08 PM
84	Pace of play on the weekends.	5/11/2026 2:08 PM
85	Improve pace of play	5/11/2026 10:48 AM
86	easier to get on if you're a local	5/11/2026 10:07 AM
87	Vaughn needs to wear spaghetti strap tops	5/11/2026 9:14 AM
88	The course is great already in my opinion. Small improvements to greens, fairways and bunkers will take it to the next level. My only concern is access as golf becomes more popular and the lack of public courses in are area remains low. The city could turn the bonanza parcel into a short par 3 course with a bar/restaurant/hang out for locals. This idea is outside the scope of the survey but how could would that be?	5/11/2026 8:47 AM
89	Much better practice facilities. Longer driving range. Reasonable putting greens. Chipping and sand shot green.	5/10/2026 10:14 PM
90	pace of play	5/10/2026 8:12 PM
91	Practice green by 9th green could be flattened to better represent on-course variations. Other than that I don’t have many complaints.	5/10/2026 8:12 PM
92	Parking, green conditions	5/10/2026 7:59 PM
93	I’d remove at least half of the trees and trim the remaining trees up to 8 feet. This will not hurt playability and should improve speed of play.	5/10/2026 5:35 PM

94	The trees are penalizing enough, when you have pines that go all the way to the ground and make it almost impossible to punch out from there it can get frustrating	5/10/2026 5:22 PM
95	Online booking - would like to be able to add people to my tee time by name as they should already be in the system	5/10/2026 8:54 AM
96	Snow mold mitigation!	5/10/2026 8:46 AM
97	Improve the greens	5/10/2026 7:59 AM
98	The range	5/10/2026 7:53 AM
99	Better practice facility including short game practice area, grass for long game practice instead of mats, better area for lessons, more group lessons especially for league members.	5/9/2026 1:44 PM
100	Pace of play	5/9/2026 12:58 PM
101	Tee time availability	5/9/2026 12:18 PM
102	Level out the practice green near first hole	5/9/2026 12:16 PM
103	Create a better practice area especially putting and chipping. Also reduce the depth of the 14th green	5/9/2026 10:46 AM
104	DON"T RAISE FEES	5/9/2026 10:44 AM
105	Fairway improvement.	5/9/2026 10:36 AM
106	Real grass for the driving range. The course is great the way it is. Needs no improvement. Leave it as is please.	5/9/2026 9:44 AM
107	Level tee boxes	5/9/2026 9:16 AM
108	Redo some of the greens; ie fairer landing areas, more consistency, creating strategic slopes vs quirky undultions. Increase the speed. ie, #3, #4, #6, #11, #14	5/9/2026 8:18 AM
109	Allow 9 hole play in the morning	5/9/2026 8:05 AM
110	Add one more shorter tee box for women and senior golfers	5/9/2026 7:48 AM
111	Driving range	5/9/2026 7:42 AM
112	Faster pace of play	5/9/2026 7:30 AM
113	I don't think you should be charging $100 per round for 84098 residents. Come up with a rate between local rate of $50 and "tourist" rate of $100.	5/9/2026 7:25 AM
114	get sand in bunkers	5/9/2026 6:44 AM
115	Pace of play.	5/9/2026 6:33 AM
116	Increase parking	5/9/2026 5:23 AM
117	Fairway condition and make Vaughn Mayor of PC	5/9/2026 5:12 AM
118	Pace of play	5/9/2026 12:02 AM
119	More access to food and drink	5/9/2026 12:02 AM
120	Nothing :) hahaha	5/8/2026 11:39 PM
121	Pin positions on slopes. Especially 14.	5/8/2026 10:42 PM
122	Consistent greens, more accessibility to easy/quick food options.	5/8/2026 10:02 PM

140	Affordable food and indoor space for gatherings.	5/8/2026 6:44 PM
123	The 14th Green needs to be reconstructed in total, also some other unfair spots on other greens that should be recontoured (4,6,10)	5/8/2026 10:01 PM
124	There are better people to ask than me. The fairways have some dips that make some shots a little tough(18) (14) I think rough can be a little tall. Roots are high in places left side of 9 past sand trap(yes I can drive that far with a little pull)	5/8/2026 9:21 PM
125	Pace of play and less exclusion to times to clubs, schools, etc	5/8/2026 9:05 PM
126	Keep it an affordable muni for locals.	5/8/2026 8:45 PM
127	Enhanced short game area and grass on the driving range vs turf	5/8/2026 7:55 PM
128	Teeboxes	5/8/2026 7:44 PM
129	Greens	5/8/2026 7:40 PM
130	the Ladies tees could be leveled out so they are flat like the men's.	5/8/2026 7:35 PM
131	Overall course layout. The impacts of the water treatment plant expansion need to be fully addressed to make that hole relevant again.	5/8/2026 7:22 PM
132	Overall course conditions. Inconsistent rough, peak/valleys in fairways, tee boxes that aren't flat, some greens have very limited hole placement, bunker conditions.	5/8/2026 7:17 PM
133	Level tee boxes.	5/8/2026 7:15 PM
134	Have to beverages cart available more often and constantly.	5/8/2026 7:03 PM
135	More parking	5/8/2026 6:59 PM
136	better rates for PC full time residents (those who are directly outside of PC proper)	5/8/2026 6:56 PM
137	Stop raising rates for locals and men’s and ladies leagues	5/8/2026 6:55 PM
138	Tee box leveling	5/8/2026 6:54 PM
139	Flatten tee boxes	5/8/2026 6:51 PM

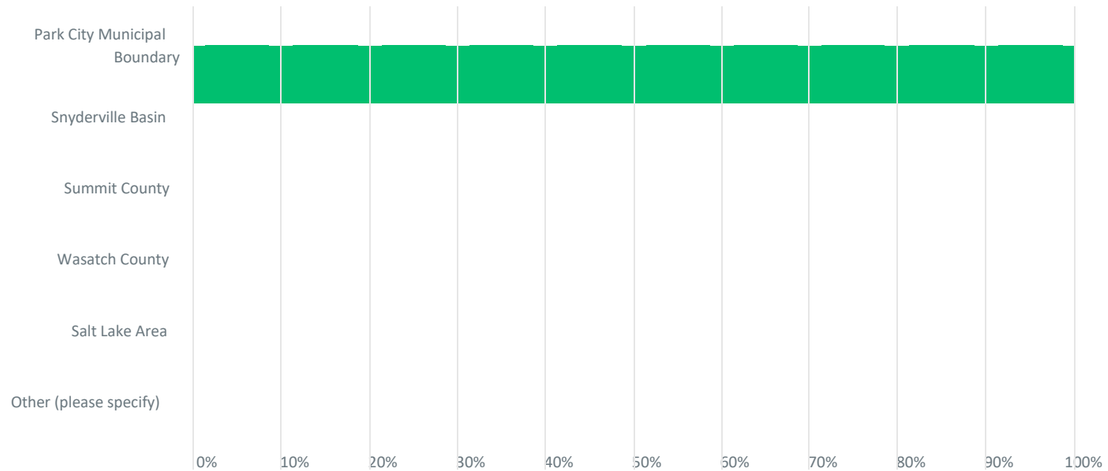
Q11 182 responses

If the golf club moves forward with improvements, which option would you prefer?



Q12 185 responses

What is your place of residency?



Answer Choices	Percentage	Responses
Park City Municipal Boundary	100.00%	185
Snyderville Basin	0%	0
Summit County	0%	0
Wasatch County	0%	0
Salt Lake Area	0%	0
Other (please specify)	0%	0
Total		185

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q13 Please provide your email address if you would like to stay informed about potential future course improvements.

Answered: 109 Skipped: 76

City Council Staff Report

Subject: Discuss Proposed Rental Fees & Policies for The Mine at City Park, The Park City Library, and Miner's Hospital
Author: Jessica Moran, Angela Dohanos
Department: Recreation, Library
Date: September 17, 2026

Recommendation

Review and discuss the proposed rental fees, facility roles and operating policies for The Mine at City Park, Miner's Hospital, and Park City Library. Following Council input, the Recreation and Library Teams will finalize facility-specific rental policies and take steps to amend the FY27 Fee Schedule.

Executive Summary

The opening of The Mine at City Park creates an opportunity to establish a coordinated rental framework for three City facilities with different purposes, capabilities, and operating constraints. Staff recommends defining a distinct role for each facility so the venues complement one another, community expectations are clear, and rental requests can be evaluated consistently.

Under the proposed framework, The Mine would serve as the City's primary flexible-use rental venue; the Park City Library would remain focused on meetings, education, civic engagement, and nonprofit use; and Miner's Hospital would be managed as a limited-use historic venue, with rentals approved based on compatibility with the building. Staff is seeking Council direction on this overall philosophy, the proposed fees, and the operating policies at each facility.

Analysis

Coordinated Facility Rental Approach

The City currently offers rental opportunities at the Park City Library and Miner's Hospital. The Mine at City Park, scheduled to open in December 2026, will add two classrooms, a community event space, and an indoor recreation space. Staff recommends establishing a general focus for each facility while continuing to allow compatible uses across venues.

The Mine at City Park: A flexible community and recreation venue supporting City and Recreation programming, meetings, civic and educational activities, nonprofit gatherings, private events, commercial rentals, events centered on food and beverage service, and indoor recreation.

Park City Library: Library rental rooms offer accessible, affordable meeting space for nonprofits, civic and community groups, educational organizations, government partners, small and local businesses, and individuals hosting workshops or

presentations. They also support Library programs, community partnerships, and civic engagement.

By providing reservable public space, the Library strengthens its role as a welcoming gathering place that fosters connection, collaboration, learning, and participation. Events that are free and open to the public are offered at no charge. The Santy Auditorium further enables film screenings, large presentations, performances, and community gatherings.

Miner's Hospital: A limited-use historic venue for ceremonies, photography, and civic or cultural gatherings that can be accommodated within the building's existing access, infrastructure, and amenities. Activities are limited to 50 or fewer attendees and must take place during designated building hours.

Proposed Fee Structure

The City's philosophy for Recreation fees balances accessible community services with cost-recovery goals. Because facility rentals primarily benefit the individuals and organizations using the space, fees are informed by the cost of providing the service, anticipated demand, and comparable market rates. Resident discounts and reduced rates for charitable organizations help preserve community access.

Consistent with the City's existing fee structure for athletic fields, pavilions, and areas of the PC MARC, staff recommends two primary categories: Resident/Charitable Organization rates and Visitor/Commercial Use rates.

Visitor and commercial rates are generally based on comparable market rates and the characteristics of each venue. Resident and Charitable Organization rates are then discounted to recognize residents' financial support of City facilities and to encourage community use. Consequently, the amount of the discount varies by room and venue.

For The Mine and Miner's Hospital, staff proposes both hourly and full-day rates. A full day would include up to eight hours and would be priced below eight individual hourly charges. This approach supports longer rentals while recognizing the operational efficiencies of administering one extended reservation.

For the Library, staff proposes to align rental rates with The Mine for clarity and consistency. The Library has not increased fees for room rentals since creating the policy in 2016. The Library will still offer waived fees for events that are free and open to the public.

Staff has visited and reviewed rates and rental structures at comparable public and private facilities in Summit County and surrounding communities. A summary of those comparisons is included in Exhibit B.

Rental Policies
The following highlights several key rental policies for The Mine. Unless otherwise indicated, these policies have also been incorporated into Miner's Hospital and the Library's updated policies, creating greater consistency across facilities:

- Residents may request reservations up to six months in advance; visitors may request reservations up to five months in advance.
- Rentals at The Mine would require a two-hour minimum. This minimum reflects the staff time associated with scheduling, access control, setup coordination, and cleaning and inspection between uses.
- Reservations must be finalized at least 14 days before the rental.
- Recreation programs receive first priority, followed by City-sponsored activities, public rentals, and private or commercial rentals.
- Only one rental would be scheduled in the building at a time during the initial operating period, anticipated as the first 6-8 months the building is open. Rentals may be scheduled at the same time as recreation programs provided there is no overlap of spaces or possibility of disruption to either the rental or program.
- Staff recommends not permitting recurring rentals during the initial operating period, until use patterns and demand for the spaces are better understood. Following that period, staff would establish objective criteria addressing designated availability, frequency and duration, and application and decision dates.
- The rental fee is due upon approval, a valid card remains on file, damage is charged at actual cost, and additional cleaning fees may be charged when necessary.

Staff recommends the following additional policy for The Library:

- Rental rates will be waived for activities that are free and open to the public during regular library hours. Eligible groups may include book clubs, support groups, game clubs, government entities, Library or City partners, and other affiliated community organizations, subject to approval by the Library Director or their designee.
- Reservations must be finalized at least 3 days before the rental.

Council Direction Requested
Staff is seeking Council direction on the following questions:
Does Council support the proposed focus and eligible uses for each facility?
Does Council support the proposed customer categories, fee structure, reservation priorities, and initial operating policies?

Exhibits
Exhibit A – FY27 Fee Schedule Proposal
Exhibit B – Fee Comparison

Exhibit A: FY27 Proposed Fees

The Mine at City Park

Room/Venue	Resident & Charitable Organization Rates		Visitor & Commercial Use Rates	
	Hourly	Full Day*	Hourly	Full Day*
Community Event Space *(Incudes Outdoor Patio)*	$125	$750	$200	$1,300
Catering Kitchen *(add-on for Community Event Space only)*	$50/use		$50/use	
Standard Classroom	$45	$270	$60	$390
AV Equipped Classroom	$60	$360	$90	$540
Combined Classroom Space	$95	$570	$150	$900
Multi-Purpose Recreation Space	$65	$400	$140	$800

Miner's Hospital

	Resident & Charitable Organization Rates		Visitor & Commercial Use Rates	
	Hourly	Full Day*	Hourly	Full Day*
Exclusive Use of Entire Building	$60	$360	$100	$600

Park City Library

Room/Venue	Resident & Charitable Organization Rates		Visitor & Commercial Use Rates	
	Hourly	Full Day*	Hourly	Full Day*
Community Room (Incudes Kitchen/staging area)	$125	$750	$200	$1,300

Jim Santy Auditorium	$200 (Dark Day: One free day, then $200/day)	$1200 (Dark Day: One free day, then $200/day)	$325 (Dark Day: $400/day)	$1800 (Dark Day: $400/day)
AV Equipped Conference Room	$45	$270	$60	$390
AV Equipped Classroom	$60	$360	$90	$540

Exhibit B: Community Event Space Comparison

Facility	Approx. Size	Included Amenities	Resident / Nonprofit Rate	Visitor / Commercial Rate	Notes
Park City Library – Community Room	1,290 sq ft	Tables & chairs	Free (public events), $75/hr	$150/hr	No kitchen or patio
Coalville Ledges Event Center – Multi-Purpose Room	Similar to 2,000 sq ft	Kitchen, foyer, outdoor patio	$100/hr (4-hour minimum M–F) or $800/day; $125/hr (4-hour minimum Sat–Sun) or $1,000/day	$200/hr (4-hour minimum) or $1,500/day (M–F)	Excellent comparable, same amenities
West Jordan City Hall Community Room	1,500 sq ft	Tables & chairs	$55–95/hr	$85–125/hr	Basic community room
Herriman Community Room (Combined)	3,000 sq ft	Large community room	~$150/hr	~$300/hr	4-hour minimum
Cottonwood Heights Community Room	2,400 sq ft	Kitchen, tables & chairs	$50/hr	$100/hr	Good municipal comparison
Recommended – The Mine at City Park & Park City Library	2,000 sq ft	Patio, catering kitchen, tables & chairs	$125/hr / $750 full day	$200/hr / $1,300 full day	Brand new, prime location event venue

Classroom / Meeting Space Comparison

Facility	Space	Resident / Public Rate	Visitor / Commercial Rate	Notes
Park City Library – Meeting Rooms	Small meeting rooms	Free or $25/hr	$50/hr	No AV
Park City Library – Conference Rooms	Small conference rooms	Free or $20/hr	$40/hr	Community Event space
Park City Blair Education Center – Classroom 1A	Classroom with AV	$125/hr	Same	$500 full day (over 4 hours)
Park City Blair Education Center – Classroom 1B	Classroom with AV	$125/hr	Same	$500 full day
Park City Blair Education Center – Classrooms 1A & 1B Combined	Combined classrooms	$1,000 full day	Same	Local benchmark
Syracuse Community Center	Classroom	$30/hr	$45/hr	Basic classroom
Weber State Community Education	Classroom	$55–90	—	AV-equipped training rooms
Sorenson Unity Center	Meeting Room	$29/hr	—	Basic municipal meeting room
Recommended – The Mine & PC Library (Standard Classroom)	~1,100 sq ft	$45/hr	$60/hr	No AV

Facility	Space	Resident / Public Rate	Visitor / Commercial Rate	Notes
Recommended – The Mine & PC Library (AV Classroom)	~1,100 sq ft	$60/hr	$90/hr	Built-in AV
Recommended – The Mine (Both Classrooms Combined)	2,200 sq ft	$95/hr	$150/hr	Divider opened

Auditorium Comparison

Facility	Space	Resident / Public Rate	Visitor / Commercial Rate	Notes
Salt Lake City Public Library - Nancy Tessman Auditorium	Auditorium	$100-200/4 hours	$300-400/4 hours	Some technology and amenities have extra fees. Capacity is 300.
SLCC Jordan Campus – Auditorium 181	Auditorium	$250 half-day; $450 full day	$500 half-day; $900 full day	Capacity is 500.
Prospector Square Theater	Auditorium			Capacity is 300.
Eccles Center, Park City High School – Main Stage	Auditorium	$1800-2400	$3500	Dark days are more, some tech amenities not included

City Council Staff Report

Subject: Basketball Court Wall at The MINE at City Park
Author: Tate Shaw, Assistant Recreation Director
Departments: Recreation and Engineering
Date: September 17, 2026

Recommendation

Consider a formal request for Council direction regarding the design and construction of the basketball court wall at The MINE at City Park.

Executive Summary

The MINE at City Park has proceeded through the City's established planning, design, permitting, and approval processes, including review of the site's exterior amenities, landscaping, circulation, and recreational facilities. The basketball court's north wall was incorporated into the approved design and has been constructed accordingly.

Following construction, concerns have been raised regarding the wall and the extent to which it affects views. The project team acknowledges this concern and recognizes that the visual effect may be more apparent now that the wall is constructed than it was in the design drawings. At the same time, the wall was not an incidental design element. Its height, location, and orientation were intentionally developed by the Recreation team and project architect in response to the functional requirements of the basketball court and its relationship to the surrounding amenities. The wall is intended to provide a defined edge to the court, support safe separation between active recreation areas, and create opportunities for programming and future public art.

The project team believes that the completed project will provide the opportunity to better evaluate how the various recreation spaces function together, and that removing the wall would improve sightlines but would not create a continuous, unobstructed view of the field and green space. Playground equipment, landscaping, shade structures, court fencing, and basketball standards are also located within the same view corridor.

There are three potential paths:

1. Proceed with the project as approved and make no changes to the wall.
2. Continue the project as approved and reevaluate the wall after the facility is fully completed.
3. Direct the project team to pursue removal or modification of the wall prior to project completion.

The estimated cost to remove the wall is $113,000, which includes protection of surrounding amenities, demolition of the structure, and a new fence. This cost is not currently programmed in the project budget, and no dedicated funding source has been identified. Funding the removal through existing CIP resources could require a tradeoff with another approved project, scheduled replacement, or capital priority.

If Council elects to pursue removal or modification, the project team requests direction on both the proposed work and the associated funding tradeoff.

Analysis
Staff recommends that Council evaluate whether the degree of improvement justifies modification of a completed design element, reducing the intended functional benefits, delaying the construction schedule, and reallocating funding from another City project or priority.

Construction Impacts: Removing or significantly modifying the wall will impact the current construction sequence and potentially delay project completion and opening. If Council were to direct modification of the wall, it should not be torn down to the footings as the basketball court is a post-tensioned (PT) slab, and it intersects with this wall. A PT slab is best practice for courts and includes cable tendons that are stretched to the slab edges**,** so avoiding these and any damage to the slab is critical. If a PT slab is damaged, it must be torn out and start over. Also, a trail closure is anticipated for use of a crane to remove sections of the wall.

Site and Programming Objectives: The wall was not an incidental element; its design was intended to support several important site and programming objectives, including:

- **Programmatic flexibility:** Providing a defined backdrop and boundary for the basketball court supports a broader range of recreational programming and potential future uses. Examples of programming include Wall Ball (really popular with day camp kids), rebound games to practice ball handling skills for soccer, lacrosse, tennis or pickleball, and fitness classes (wall sits, balance support), or outdoor movie projection, chalk art for day camp, or a mural wall.
- **Safety and separation:** The wall creates a clear physical separation between activities occurring on the basketball court and those occurring on the adjacent playground, intentionally helping reduce conflicts between users and improving overall site safety. According to state childcare licensing Utah Admin Code R381-100-9 (16), the outdoor area shall be enclosed with a barrier that is at least four feet high.
- **Site functionality:** The wall was incorporated as part of the overall relationship between the basketball court, sports field, circulation areas, landscaping, and other amenities rather than being evaluated as an isolated feature.
- **Long-term public benefit:** The solid wall provides an opportunity for future programming, public art, community activation, or other uses that may not be possible with an open or transparent court edge.
- **Design intent:** The final height and placement were developed intentionally with the architect to balance visibility, safety, programming needs, and the functional requirements of the site.

Approval Process: The project team followed all applicable plan reviews, permits, and approval steps.

- November 2024 – City Council Final Design Review
- December 2024 – Planning Commission Approval
- March 2025 – Okland Construction Selected as Construction Manager
- June 2025 - City Council approval of additional funding
- July 2025 – City Council Construction Contract/GMP Approval
- September 2025 – Building permit issued

Funding

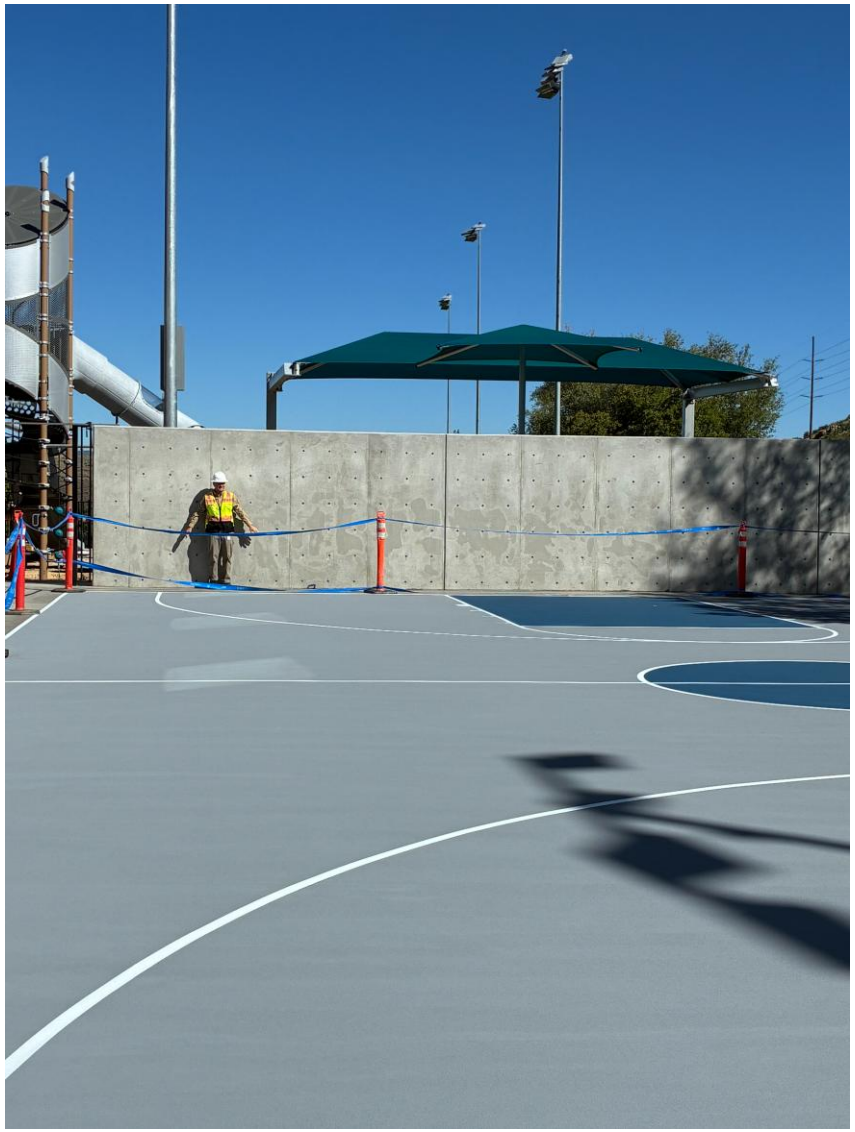
- The estimated amount is not currently in any budget for this Fiscal Year
- Funds can be made available but would require a project trade off to accomplish without risking budget exposure
- If a tradeoff is preferred over completion, we are seeking direction on which project should be impacted, and council is willing to defer.
- Estimated cost is $113,000, per exhibit C.

Exhibits

A *Site photos*
B *Architectural renderings*
C *Potential Change Order costs*

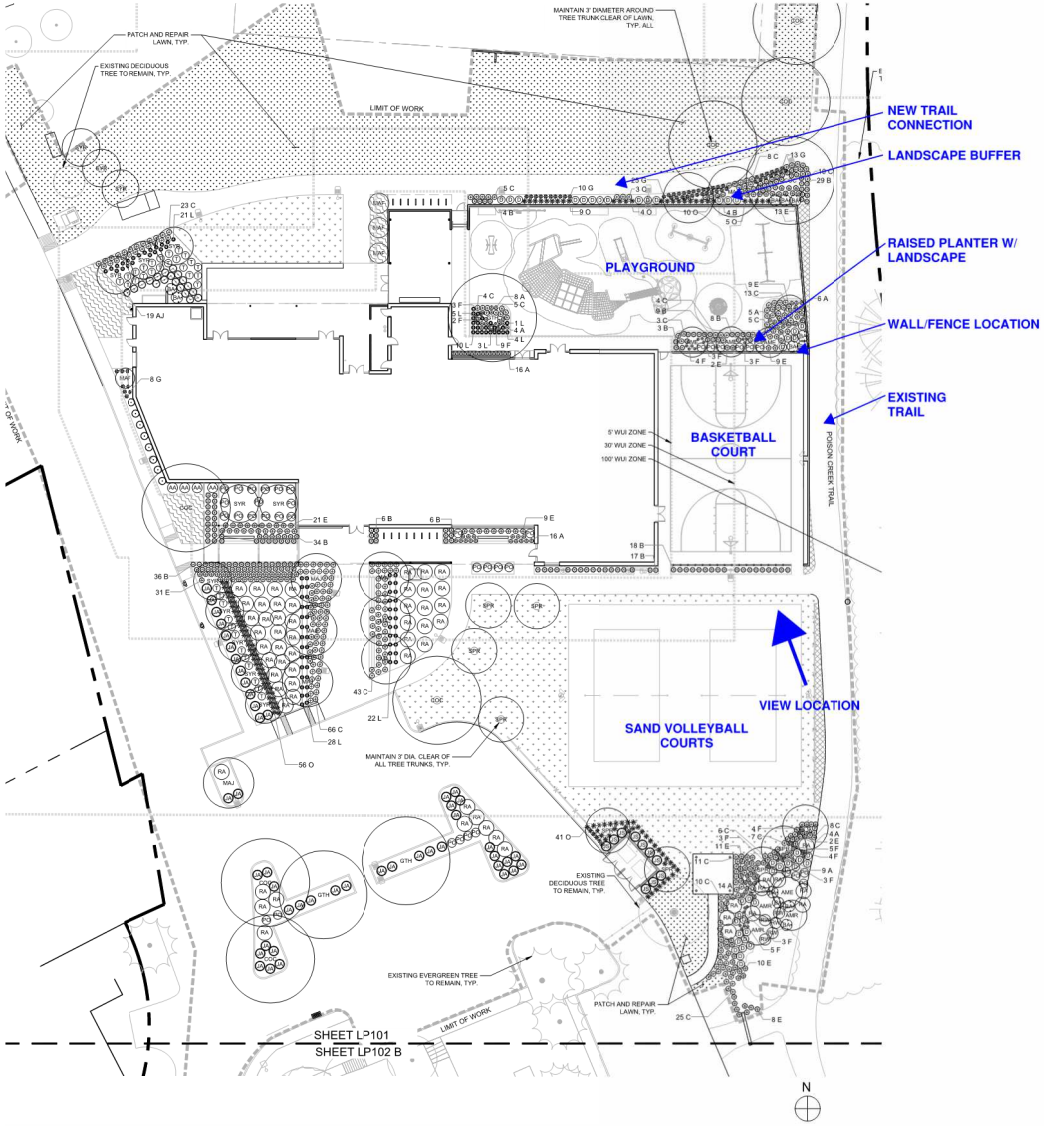
View from ballfield, taken 9/8/26

View from new basketball court, taken 9/8/26



View from new playground, taken 9/8/26

View from trail, taken 9/8/26



BASKETBALL COURT VIEW - WITH 8' CONCRETE ACOUSTICAL WALL

BASKETBALL COURT VIEW - WITH 3' WALL AND 5' FENCE

PARK CITY COMMUNITY CENTER

REQUESTED BASKETBALL COURT REVISION CONCEPT

BASKETBALL COURT VIEW - WITH 8' CONCRETE ACOUSTICAL WALL

BASKETBALL COURT VIEW - WITH 3' WALL AND 5' FENCE

BASKETBALL COURT VIEW FROM NORTH TRAIL CONNECTION - WITH 8' CONCRETE ACOUSTICAL WALL

*** PLEASE NOTE THAT THE PLAYGROUND EQUIPMENT SHOWN IS BY OTHERS AND NOT THE FINAL DESIGN**

BASKETBALL COURT VIEW FROM NORTH TRAIL CONNECTION - WITH 3' WALL AND 5' FENCE

*** PLEASE NOTE THAT THE PLAYGROUND EQUIPMENT SHOWN IS BY OTHERS AND NOT THE FINAL DESIGN**

POTENTIAL CHANGE ORDER #047

PROJECT: **PARK CITY COMMUNITY CENTER**
1400 SULLIVAN ROAD
PARK CITY, UT 84060

CONTRACTOR
PROJECT NO. 2486
PRINTED 9/08/2026

PCO DESCRIPTION: **Removal of concrete wall between playground and basketball court**
SOURCE:
PCO NOTES: This PCO is based on a work approach that closes Poison Creek trail for approximate 2 weeks while we park a crane on the trail to remove sections of the concrete wall as they are cut out. This protects the post tension slab and the site sidewalks that were not designed for heavy vehicle traffic. The crane will fly over the BBcourt and load onto a truck on the trail with access behind Miners Hospital. This anticipates that a majority of site work will be completed. If project go happens after substantial completion there will be additional costs for GC supervision.

OKLAND CONCRETE SELF-PERFORMED ITEMIZED DETAILS:

CE #	DESCRIPTION OF SCOPE PERFORMED BY OKLAND CONCRETE	CODE	CAT	AMOUNT
	Okland Concrete Subtotal			$0.00
	Okland Concrete Self-Performed Markup	8.00%		$0.00
	Okland Concrete Self-Performed Total			**$0.00**

SUBCONTRACTOR ITEMIZED DETAILS:

CE #	SUBCONTRACTOR	DESCRIPTION OF SCOPE	CODE	CAT	AMOUNT
195	A core	Cutting / removal - slurry remvoale -excludes crane	10-0990	S	$35,000.00
195	Okland	Equipment Rental Crane 2 weeks	10-0990	S	$40,000.00
195	Okland	Temporary Protection / additional labor / repairs	10-0990	S	$15,000.00
195	Okland	New fence option	10-0990	S	$8,000.00
195	Okland	Wall cap after cutting	10-0990	S	$2,500.00
195	Stratton and Bratt	Planting protection / repairs / resetting after demo	10-3280	S	$5,000.00
		This PCO will increase the Contract by $112,996.			
		Subcontractor Subtotal			**$105,500.00**

Potential Change Order Subtotal		$105,500.00
General Liability Insurance	0.94%	$1,062.00
Builders Risk Insurance	0.30%	$339.00
Sub Default	1.10%	$1,161.00
Payment & Performance Bond	0.52%	$588.00
Contractor Fee	4.00%	$4,346.00
Potential Change Order Total		**$112,996.00**

This PCO shall extend the Contract Time Period by the following number of calendar days: **0**

OWNER APPROVAL:
Park City Municipal Corporation

By:_____

Date:_____

ARCHITECT APPROVAL:
Sparano & Mooney Architecture

By:_____

Date:_____

CONTRACTOR APPROVAL:
Okland Construction Company, Inc.

By:_____

Date:_____

City Council
Staff Communications Report

Subject: **Climate Smart Communities Initiative grant for scaling biochar**
Author: **Celia Peterson**
Department: **Sustainability**
Date: **September 17, 2026**

Summary

Park City Municipal received $108,000 from the Climate Smart Communities Initiative (CSCI) to fund its project, *"Resilient Landscapes through Circular Carbon: Biochar for Wildfire, Water and Soil."* Part of a nationwide $3 million rollout across 21 communities, this grant will fund a local program converting organic waste (such as defensible-space wood clearings) into biochar—a high-value product that strengthens community resilience against wildfire and drought.

About Biochar
Biochar is produced through pyrolysis, a process that heats organic material (e.g., forest residue, landscaping waste, weeds) in a low-oxygen environment. Pyrolysis locks carbon into a durable, charcoal-like material that can be used to provide multiple benefits - instead of releasing it as smoke through open burning. Examples include:

- Soil & Water Management: Highly porous structure improves soil aeration and water retention, reducing irrigation demands.
- Pollutant Control: Engineered chemical properties help bind and immobilize environmental contaminants.
- Waste Reduction: Converts multiple waste streams into a usable product instead of landfilling.

Project Goals & Outcomes
This initiative aims to establish a community-backed operational and financial roadmap to scale biochar production across Summit County.

- Environmental Resilience: Enhances soil stability, reduces flood runoff, controls weeds, and lowers reliance on chemical fertilizers and irrigation.
- Cross-Sector Collaboration: Builds trust and capacity across tourism, agriculture, and outdoor recreation sectors.
- Generate Revenue: Establishes a framework to monetize stored carbon via local carbon markets. These offsets can help mitigate visitor travel emissions in alignment with our Mountainkind brand and 2034 Olympic and Paralympic goals, and creating a sustainable funding stream for future climate projects.
- Reduce Costs: Diverting organic waste into biochar production lowers landfill costs while improving soil health to reduce water and fertilizer costs.

Project Partners

Circular Spring, Summit Land Conservancy, Summit County, Snyderville Basin Water Reclamation District, Park City Community Foundation, Park City Chamber & Visitors Bureau, and Utah State University Extension.

Exhibits

Exhibit A- Biochar Project Activities and Timeline

climate smart communities initiative

Climate Smart Communities Initiative
Scope of Work

Start Date: Monday, August 3, 2026
End Date: Friday, July 30, 2027

1. Purpose of Project

The project goal is to develop a coordinated launch plan for a community-scale biochar system that converts local biomass waste into a soil amendment that improves soil moisture, strengthens ecosystem health, and reduces wildfire risk. The project will identify partners, feedstocks, technologies, and markets needed to implement a circular carbon solution that increases landscape resilience to drought and wildfire in Park City and Summit County.

2. Desired Outcomes

As a result of this work, Park City and its regional partners will possess a credible, community-backed roadmap and the necessary partnerships, technical knowledge, and financial framework to implement a circular biochar system. This system will transform local biomass waste into stable, soil-enriching amendments including biochar, simultaneously reducing wildfire risk by mitigating hazardous fuel accumulation. Ultimately, this initiative will enhance water security, improve drought resilience, and protect the local economy by fostering healthier, fire-resistant landscapes.

3. Narrative or summary of activities planned to achieve desired outcomes

The project team will develop a comprehensive launch plan for a regional circular carbon system that converts local waste streams, including forest residues, landscaping debris, pallets, and wastewater biosolids, into beneficial biochar. During the 12-month grant period, the team will identify suitable feedstocks, evaluate applicable conversion technologies, and assess potential end-use applications for the biochar. Additionally, the team will establish sustainable financing pathways for community-scale systems that transform waste biomass into a tool for improving soil health, reducing wildfire risk, and enhancing long-term climate resilience.

4. Activities, Outcomes, Key Deliverables and Timeline List

MONTH 1 (AUGUST 2026)

ACTIVITY: Project kick-off and partner convening
DESIRED/PURPOSE/OUTCOME: Establish the project steering committee and confirm roles for key partners including local governments , land conservancies, forestry professionals, water utilities. special districts, community organizations and other land managers.

MONTH 2 (SEPTEMBER 2026)

ACTIVITY: Stakeholder mapping and engagement planning
DESIRED/PURPOSE/OUTCOME: Identify priority stakeholders including HOAs, resorts, agricultural producers, landscaping companies, other businesses and community groups. Develop a community engagement strategy emphasizing workforce, full-time residents and agricultural stakeholders. Stakeholder mapping will prioritize building diverse community benefits.

MONTH 3 (OCTOBER 2026)
ACTIVITY: Feedstock inventory and waste stream assessment
DESIRED/PURPOSE/OUTCOME: Identify potential feedstocks such as accessible forest thinning residues, landscaping waste, and biosolids to understand availability, scale, and landfill diversion opportunities. Investigate opportunities for co-locating facilities to maximize community value, such as wastewater treatment or compost facilities.

MONTH 4 (NOVEMBER 2026)
ACTIVITY: Technology and feasibility assessment
DESIRED/PURPOSE/OUTCOME: Evaluate pyrolysis technologies suitable for community-scale deployments, including systems capable of high quality biochar for carbon credits and potentially destroying PFAS. Attend the North American Biochar Conference.

MONTH 5 (DECEMBER 2026)
ACTIVITY: Biochar utilization - research and pilot design
DESIRED/PURPOSE/OUTCOME: Identify priority sites and applications for biochar utilization pilots, including soil restoration and drought resilience, forest and open space management, agricultural soils, and built environment opportunities.

MONTH 6 (JANUARY 2027)
ACTIVITY: Community and land manager workshops, including biochar demos
DESIRED/PURPOSE/OUTCOME: Engage land managers, farmers, and residents to discuss biochar applications, wildfire risk reduction, and soil health benefits.

MONTH 7 (FEBRUARY 2027)
ACTIVITY: Economic and business model analysis
DESIRED/PURPOSE/OUTCOME: Assess operating costs, revenue opportunities, and financial sustainability including landfill diversion savings, soil product sales, and potential carbon removal credits.

MONTH 8 (MARCH 2027)
ACTIVITY: Carbon accounting, MRV and insetting frameworks exploration
DESIRED/PURPOSE/OUTCOME: Evaluate monitoring, reporting, and verification approaches for biochar carbon removal credits through registries such as Puro or other qualified standards, as well as insetting frameworks for organizations and municipalities seeking to address supply chain or operational emissions locally.

MONTH 9 (APRIL 2027)
ACTIVITY: Pilot implementation planning
DESIRED/PURPOSE/OUTCOME: Develop implementation plans for piloting biomass sourcing, biochar production and utilization projects.

MONTH 10 (MAY 2027)
ACTIVITY: Site selection and permitting pathway assessment
DESIRED/PURPOSE/OUTCOME: Identify potential locations and assess regulatory requirements, permitting pathways, and infrastructure needs.

MONTH 11 (JUNE 2027)
ACTIVITY: Draft regional biochar implementation roadmap
DESIRED/PURPOSE/OUTCOME: Compile findings into a roadmap outlining recommended technology,

partners, financing strategies, and implementation steps including activation, sharing and scaling best practices.

MONTH 12 (JULY 2027)
ACTIVITY: Final plan and public presentation
DESIRED/PURPOSE/OUTCOME: Deliver a finalized community biochar strategy and present results to local governments, community partners, and potential funders to support implementation.

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

September 3, 2026

The Council of Park City, Summit County, Utah, met in open meeting on September 3, 2026, at 2:45 p.m. in the Council Chambers.

Council Member Toly moved to close the meeting to discuss property and litigation at 2:48 p.m. Council Member Miller seconded the motion.

RESULT: APPROVED
AYES: Council Members Miller, Toly, and Zegarra
EXCUSED: Council Members Ciraco and Parigian

CLOSED SESSION

Council Member Ciraco arrived at 2:50 p.m. and Council Member Parigian arrived at 2:51 p.m.

Council Member Miller moved to adjourn from Closed Meeting at 4:48 p.m. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Miller, Parigian, Toly, and Zegarra

WORK SESSION

Discuss Water Rate Consulting Contract Award:
Clint McAffee and Jason Christensen, Public Utilities, and Matt Wittern and Abi Holt, Raftelis Consulting, were present for this item. Holt reviewed the draft scope of work under the contract, which included meetings with the Council members, revenue requirements, cost of service analysis, rate design and structure evaluation, and public information/community outreach.

Council Member Parigian asked how they would determine a fair rate. Holt stated they would look at several factors, including processing costs and peak time usage, and develop a cost for that class. The Council agreed to move forward and approve the water rate consulting contract at the next meeting.

REGULAR MEETING

I. ROLL CALL

Attendee Name	Status
Mayor Ryan Dickey Council Member Bill Ciraco Council Member Molly Miller Council Member Ed Parigian Council Member Tana Toly Council Member Diego Zegarra Adam Lenhard, City Manager Margaret Plane, City Attorney Michelle Kellogg, City Recorder	**Present**
None	**Excused**

II. SWEARING IN CEREMONY

1. Police Swearing-In Ceremony:
Chief Wade Carpenter introduced four members of the Police Department being sworn in. Clint Johnson was promoted to lieutenant, Clayton Eves was promoted to sergeant, Rick Penrod was rehired as a full-time officer, and Zach Williams was rehired as a full-time officer. Mayor Dickey swore in these members of the Police Department.

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

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

Aaron Williams 84060 stated many wanted the Bonanza 5-Acre site to be green space. He felt the City did a great job protecting open space and had several parks. There wasn't enough housing for the workforce. More and more people could not live near the community they served. This meant more commuters and traffic coming into the City. He supported the Bonanza Plan as it was currently presented. This parcel was an opportunity to show the community what was valued.

Brian George 84060 addressed traffic and code compliance regarding the Bonanza site. He felt the traffic would get worse with this development. The Council claimed traffic would be reduced because the tenants would be living in town, but he knew the housing could not be restricted to workforce. He also felt the development violated the code, and asserted if the Planning Commission approved a height exception, that would set a new standard for the City. There was a movement to oppose this project. Their issue was

putting a generic housing complex in town. He urged Council to scrap the project and put an arts and culture district and open space there.

Allison Williams 84060 represented the missing middle – the leaders, executives, professionals and workers who live in the town. They couldn't qualify for affordable housing because they made too much money but couldn't afford a market-rate home either. She found a rental in Old Town and has a four-year lease. Because she lives here, she serves on the Chamber Board of Directors, and many other boards. She worked for the library, Lucky Ones, and is a DJ for KPCW. She felt living here meant more community involvement. She supported the current Bonanza plans because she knows what that would mean for the community.

Mike Hunter 84060 supported affordable housing but not at the Bonanza parcel because it was too expensive. He noted traffic congestion at the intersection there. He wanted to know if there was a master plan for the area. He was concerned the new retail would make the current retail fail because there wasn't enough business year-round for everyone. He requested that the Council go back to the drawing board.

Timothy Noonan 84060 rented in Park City and he advocated for affordable housing. He read through the project, and he didn't think this was the right project for this area. He didn't think the City would get a good project for the money. Half of the units were above 60% AMI, and the community would get another mixed used development.

Will Seggos 84060 just moved into the EngineHouse development and he thought it was great. He was excited to see the Bonanza development go up and he supported the project.

Zach Bretz stated he was in the transportation industry. He was concerned with the shuttle program presented to the Council on August 20th. He asked if taxpayer dollars should be deployed to undercut rideshare companies. There weren't many barriers to right of entry into the industry. He felt programs like this should be left to the private market.

Tanzi Propst was in the community because she was a recent recipient of affordable housing and she hoped to see others move here and enjoy the wonderful amenities here in the City. She rarely used her car and rode an ebike to get around, and she took the bus when the weather was bad. She thought the Bonanza project was great and asked the Council to keep it moving forward.

Karen Riley eComment: "With the significant growth, development, and increased demand Summit County has experienced over the past 5–10 years, I ask the Council to consider funding an **environmental audit of our public open spaces**. An audit could establish a baseline for their health and ability to sustain additional pressures, including increased recreational use, wildlife and habitat impacts, connectivity, surrounding development, and overall ecological health. This baseline information would help us

better understand what additional impacts these lands can sustainably absorb and where greater protection may be needed. I would appreciate hearing whether the Council would support such an assessment."

Mayor Dickey closed the public input portion of the meeting.

IV. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council Questions and Comments:
Council Member Toly stated she attended the annual Chamber event today and she congratulated Randy Barton for getting the Hospitality Award. Sunday night there would be an event at City Park hosted by the Egyptian Theatre. She also paid her respects for Colin Hilton as he passed away recently. She noted this month was Suicide Prevention Month and she hoped people would get help if they needed it.

Council Member Ciraco attended the Chamber event as well. He related his journey to being accepted into the Leadership Program and how he met Colin Hilton in the process. He paid tribute to Hilton. Mayor Dickey paid his respects for Hilton as well and noted his accomplishments.

Staff Communications Reports:

1. June 2026 Sales Tax Report:

V. CONSIDERATION OF MINUTES

1. Consideration to Approve the City Council Meeting Minutes from August 13 and 20, 2026:

Council Member Toly moved to approve the City Council meeting minutes from August 13 and 20, 2026. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Miller, Parigian, Toly, and Zegarra

Council Member Ciraco moved to close the meeting to discuss property at 6:18 p.m. Council Member Miller seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Miller, Parigian, Toly, and Zegarra

Council Member Toly moved to adjourn from Closed Meeting at 7:42 p.m. Council Member Miller seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Miller, Parigian, Toly, and Zegarra

VI. ADJOURNMENT

With no further business, the meeting was adjourned.

_____
Michelle Kellogg, City Recorder

City Council Staff Report

Subject: Water Rate Study
Author: Clint McAffee
Department: Public Utilities
Date: September 17, 2026

Recommendation

Consider authorizing the City Manager to execute a Professional Services Agreement, in a form approved by the City Attorney's Office, with Raftelis, to conduct a water rate study in an amount not to exceed $89,850.

Executive Summary

Water rate studies are common practice and are recommended by the American Water Works Association (AWWA) to be conducted every five to seven years for a community of Park City's size. These studies are essential to ensure that utility revenues are adequate to cover the expenses of operating and maintaining the system, that rates are fair and equitable across all user classes, and that the final rate structure accurately reflects Council policies.

Over the past four years, various incremental changes have been made to the water rate structure, each focusing on a specific customer class or unique policy objective (such as water conservation). The proposed study will holistically examine the entire rate structure across all customer classes to ensure recent adjustments align with Council's long-term policy priorities and industry best practices.

If approved, Raftelis will assist the City in establishing water rates and charges for Fiscal Year (FY) 2028 (beginning July 1, 2027) through FY 2032, including projected multi-year rate adjustments.

The major components of the proposed study include:

1. **City Council Goal-Setting Work Session:** An initial work session to define key policy objectives, including financial sustainability goals, conservation incentives, hardship/indigent discounts, and the preferred balance between fixed and variable revenues.
2. **Revenue Requirements:** Validating and using the City's existing water enterprise fund financial model as a basis, determine the total amount of money the City needs to cover its expenses, including operating, maintenance, capital, and debt.
3. **Cost-of-Service Analysis:** Validate current customer groupings—Single-Family Residential, Multi-Family Residential, Commercial, and Irrigation—and determine an equitable allocation of costs, accounting for elevation and geographical expenses.
4. **Rate Design and Structure Evaluation:** Recommend modifications to the current rate structure that recover costs from each customer group while fulfilling Council's policy objectives.
5. **Public Information and Community Outreach:** Prepare clear informational materials to communicate how and why water rates are structured and to explain any proposed adjustments to the public.

Background

Over the past four years, changes to water rates were implemented and are summarized below.

FY24 Water Rate Changes:

- **Customer Self-Selection:** Allowed Non-Single-Family Residential customers to self-select into the specific water rate that best fits their operational needs.
- **Commercial Restructuring:** Added three pricing tiers and increased the base rate by 20% for Commercial customers. Commercial users experienced the largest percentage increases due to these new tiers and historically lower class revenue relative to actual consumption (as the Commercial class was previously being charged slightly less than others).
- **Conservation Pricing:** Adjusted consumption tier pricing so that above-average water users saw an increase in annual costs, while below-average users saw a decrease.
- **Revenue Impact:** Realized a net revenue increase of approximately 10%.
- For additional detail see: February 16, 2023 (work session, p. 27)

FY25 Water Rate Changes:

- **System-Wide Adjustments:** Increased all water rates by 4.5% for FY 2025, with anticipated 4.5% annual increases through FY 2028, and approximately 3% annually thereafter.
- **City Account Onboarding:** Structured a phased three-year plan to onboard city-owned water accounts (charging 1/3 in FY 2026, 2/3 in FY 2027, and full rates in FY 2028).
- **Grant Adjustments:** Budgeted a $4 million federal grant; however, this grant was ultimately unfunded.
- **General Fund Support:** Authorized a one-time transfer of $1 million from the General Fund into the Water Fund for FY 2025 to stabilize operations during the three-year municipal onboarding plan.
- For additional detail see: June 6, 2024 (work session, p. 12)

FY26 Water Rate Changes:

- **Property-Size Structures:** Created new Single-Family Residential and Irrigation rate structures scaled to property size. This structural shift resulted in an approximate $2.4 million revenue reduction; most customers saw a decrease in their bills, with large property owners receiving the most significant reductions.
- **Class Increases:** Increased Commercial and Multi-Family water rates by 4.5%.
- **Municipal Billing Acceleration:** Eliminated the original three-year implementation plan and initiated 100% billing for city-owned water accounts ahead of schedule.
- For additional detail related to Single Family Residential changes see: March 27, 2025 (new business, item 2)
- For additional detail related to Irrigation changes see: April 28, 2025 (old business, item 2)

FY27 Water Rate Changes

- **Study Directive:** Council directed staff to halt rate increases and instead initiate a comprehensive water rate study to establish a sustainable path forward.

Funding
Funding for the water rate study will be drawn from accumulated water service fees and is fully allocated within the current water operations budget.

Exhibits

A – Raftelis Scope and Fee

Part 3 – Fee Proposal

Fee Proposal

The fee table is included as a separate attachment and provides a breakdown of our proposed fee for this project. This table includes the estimated level of time and effort required for completing each task. This fee is based on our understanding of the project scope and our experience with similar studies. We recognize that our assumptions regarding the level of effort for certain tasks may differ from Staff's expectations. We welcome the opportunity to review and refine the scope and fee to align with PCMC's goals, expectations, and desired outcomes while ensuring a successful project.

Tasks	Meetings		Hours						Total Fees & Expenses
	Virtual	In Person	Todd Cristiano	Abi Holt	Ellyse Ritchie	Trey Hund	Matt Wittern	Total Hours	
1. Project Initiation Kick-Off Meeting	1	1	2	2	2	2	2	10	$2,610
2. City Council Goal-Setting Water Rate Study		1	8	8	2	2		20	$7,007
3. Revenue Requirements	3				16	30		46	$9,530
4. Cost of Service Analysis	3		6	8	16	30		60	$13,770
5. Rate Design and Structure Evaluation	3	2	8	10	24	10		52	$12,950
6. Public Information/ Community Outreach Support	3	0	4	2			38	44	$11,840
7. Council Progress & Recommendations Meetings		2	16	16	4	4		40	$14,014
8. Draft and Final Reports	2		2	6	2	2		12	$3,130
9. Additional Water Rate Support (as Authorized)									$15,000
Total Meetings / Hours	**15**	**6**	**46**	**52**	**66**	**80**	**40**	**284**	–
Hourly Billing Rates	**–**	**–**	**$360**	**$260**	**$230**	**$195**	**$260**	**–**	–
Total Professional Fees	–	–	**$16,560**	**$13,520**	**$15,180**	**$15,600**	**$10,400**	**–**	**$86,260**
								Travel Expenses	**$3,590**
								Total Fees & Expenses	**$89,850**

PROJECT TIMELINE

Our experience indicates that a project of this size and complexity will require approximately seven months to complete, this includes the time documents are submitted in the Council packet through the final Council meeting. Based on our review of 2026 Council meeting schedules, we anticipate completing the study by April 2027, aligning with planned rate discussions with Council. We will work with Staff to refine the schedule as needed to support timely rate adoption.

City Council Staff Report

Subject: **3Kings Water Treatment Plant HVAC Improvements**
Envision Mechanical, Inc - Construction Agreement
Author: **Harrison Holley, Public Utilities Engineer**
Department: **Water Department**
Date: **September 17, 2026**

Recommendation

Authorize the City Manager to execute a Construction Agreement, in a form approved by the City Attorney's Office, with Envision Mechanical, for HVAC system modifications at the 3Kings Water Treatment Plant, in an amount not to exceed $259,353.36.

Executive Summary

PCMC and Jacobs Engineering Group Inc. identified deficiencies associated with the original HVAC design for the 3Kings Water Treatment Plant that require corrective modifications. PCMC and Jacobs have executed a Settlement Agreement under which Jacobs will provide engineering support for the corrective work at no cost to PCMC and reimburse PCMC $259,353.36 for the remaining construction work to be performed by Envision Mechanical, Inc. Jacobs will also reimburse PCMC for mutually agreed change orders associated with the corrective work.

Envision installed the existing HVAC system and has performed related corrective work at the facility. Due to Envision's familiarity with the existing mechanical equipment, controls, programming, and overall system configuration, PCMC completed a seven-day Procurement Waiver process to contract directly with Envision. Council approval of the Construction Agreement will allow the remaining corrective work to proceed.

Analysis

The proposed work will modify the existing HVAC system to correct the remaining design deficiencies and provide a properly functioning system at the 3Kings Water Treatment Plant. Envision's scope includes boilers, pumps, associated piping and electrical work, controls and programming, integration with the existing Building Management System, testing, balancing, and commissioning.

Continuing with Envision provides continuity with the original installation and previously completed corrective work. Selecting a new contractor would require additional time to become familiar with the existing system and would introduce unnecessary schedule, coordination, and technical risk. Timely completion is important because the HVAC system supports an active water treatment facility, and prolonged deficiencies could increase the risk of equipment or operational failures affecting PCMC's ability to safely and effectively treat water for the community.

Funding

The Construction Agreement amount is $259,353.36. Pursuant to the executed Settlement Agreement, Jacobs will reimburse PCMC for the full Agreement amount and for mutually agreed change orders associated with the corrective work.

Exhibits

A Construction Agreement Scope & Fee – Envision Mechanical, Inc.

B Procurement Waiver

Envision Mechanical Inc.
3415 South 1575 West #1
Ogden, UT 84401
Phone: (801) 731-8060
Fax: (801) 731-8070

Date: September 8, 2026

To: Jacobs

Attn: Sean Menk

Subject: Park City 3Kings - Building 100 Add boilers to heat pump system

Dear: Sean

We appreciate the opportunity suppling you a scope of services and fee schedule on this project. Our price includes the following.

Standard Inclusions

1. Submittals
2. Operation & Maintenance Manuals for our scope
3. Project Coordination
4. Safety Monitoring
5. System Commissioning
6. Sales Tax
7. Warranty (12 months)

Job specific inclusions

1. Complete interior Hydronic piping per plan and site visit meeting
2. Complete interior natural gas piping per plan and site visit meeting
3. Complete interior boiler condensate piping
4. Complete interior boiler flue venting
5. Core hole for flue vent and gas piping
6. Mechanical insulation
7. Water Treatment
8. Test and Balance
9. Boiler-1,2 FTX1000 Lochinvar
10. Pump-1,2 B&G In-line pumps series Model E80
11. Move ET-1 and repipe as needed
12. Hydronic Specialties
13. Painting of gas line throughout the building to match existing
14. Painting of the exterior flue pipe to match exterior
15. Concrete work to extend housekeeping for boilers and expansion tank
16. **Electrical Inclusions (Skyline Electric)**

    1. Supply 2-120 Line voltage feed to boilers with single pole switch as disconnect.
    2. Supply 2-480V NEMA 3R Motor Starter/Disconnect (see attached submittal)
    3. Provide Feeders from 480V Panel to Motor Starter/ Disconnect (Breaker Supplied)
    4. Conduit and Wire from Motor Starter to Pump-1and Pump-2.
    5. Remove and re-install Smoke Duct Detector.
    6. All tools, equipment and labor as needed for this scope of work.

Envision Mechanical Inc.
3415 South 1575 West #1
Ogden, UT 84401
Phone: (801) 731-8060
Fax: (801) 731-8070

7. Electrical demo as shown on the electrical drawings.
8. Sales Tax

17. Control Inclusions (Harris Controls)

- Control Design, calibration, installation (including wiring), software programming and checkout necessary for a complete and fully operational Building Management System (BMS)
- Tridium / Niagara N4 Control System – (Distech)
- o Integration into existing BMS System
- WEB -Enabled Front End, Custom System Graphics and GUI Interface
- Control Submittal Package and O&M's
- One -year warranty on all new components
- Commissioning Assistance – including pre -functional checklists, validation testing
- Control of Mechanical Equipment, as listed, including:

- o Boiler Control – Typical of Two (2)
- ▪ BACnet Interface to FACTORY Provided Controls
- ▪ Start/Stop
- ▪ Pump Control
- ▪ Boiler Isolation Control Valves (3")
- Belimo Valve – 24V – 2-way
- o Qty 2 Butterfly Bypass Control Valve (6")
- ▪ Belimo Valve – 24V – 2-way

We have excluded the following.

1. Importing or exporting of fill material
2. Bond premium
3. Permits and connection fees
4. Saw Cutting, patching and removal of concrete and masonry
5. Roof patching
6. Site utilities
7. Fire protection
8. Delays with products and or shutdowns due to infectious diseases, or other natural causes or disasters
9. Painting of any kind other than gas piping and flue vents
10. Dumpster fees

Envision Mechanical Inc.
3415 South 1575 West #1
Ogden, UT 84401
Phone: (801) 731-8060
Fax: (801) 731-8070

Our price to perform the work as outlined above is **$259,353.36**
Future change order pricing not to exceed **$50,000.00**

If you have any questions regarding this matter, please give me a call.

Sincerely:

Rich Alluis
Estimator, Envision Mechanical Inc.
ralluis@envisionmech.com
Cell 801-564-0193
Office 801-731-8060

PUBLIC NOTICE OF PROPOSED WAIVER

DATE ISSUED:	August 28, 2026
PROPOSED SERVICE:	3Kings Water Treatment Plant – HVAC System Repairs and Modifications
PROPOSED PROVIDER:	Envision Mechanical, Inc.
REQUESTING DEPARTMENT:	Public Utilities - Water

Please take notice of Park City Municipal Corporation's (PCMC's) intent to waive a competitive procurement process. PCMC Procurement Rule 5-3 provides that the competitive procurement requirements may be waived under circumstances where transitional costs are unreasonable or cost-prohibitive, awarding the contract through a standard procurement process is impractical and not in the best interest of PCMC, there is a reasonable justification, and the waiver is in the best interests of PCMC. The Procurement Official has determined that a waiver is appropriate for a contract for construction services to complete HVAC system repairs and modifications at the 3Kings Water Treatment Plant in the amount of $259,353.36 to Envision Mechanical, Inc. based on the information below:

Waiver Justification:

Awarding this contract without engaging in a Standard Procurement Process is in the best interest of PCMC because Envision Mechanical, Inc. installed the existing HVAC system at the 3Kings Water Treatment Plant and has specific knowledge of the existing mechanical equipment, controls, programming, and overall system configuration. The proposed work is necessary to correct issues with the original HVAC design and is part of the corrective work defined in a proposed settlement agreement between PCMC and the Architect/Engineer for the 3Kings Water Treatment Plant. Envision has also already completed related corrective work at the facility.

Continuing with Envision provides continuity between the original installation, previously completed repairs, and the remaining work. Bringing on a new contractor would require additional time to become familiar with the existing system and would introduce unnecessary schedule impacts, coordination requirements, costs, and technical risk. This is particularly important because the proposed work includes modifications and programming that must be integrated with the existing Building Management System.

Timely completion is important because these modifications are necessary for a properly functioning HVAC system at an active water treatment facility. Delays in completing the corrective work could prolong the existing deficiencies and increase the risk of equipment or operational failures that could affect PCMC's ability to safely and effectively treat water for the community.

Under the proposed settlement agreement, the Architect/Engineer will reimburse PCMC $259,353.36

for the construction services to be performed by Envision and will also reimburse PCMC for mutually agreed change orders associated with the corrective work.

For these reasons, continuing with Envision minimizes transition and operational risk, allows the corrective work to proceed efficiently, and is in the best interest of PCMC.

*To submit comments regarding this Notice of Proposed Waiver, please email Harrison Holley at harrison.holley@parkcity.gov within seven days of the date of posting.