

**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
NOVEMBER 11, 2010**

PUBLIC NOTICE IS HEREBY GIVEN that the City Council of Park City, Utah will hold its regularly scheduled meeting at the Marsac Municipal Building, City Council Chambers, 445 Marsac Avenue, Park City, Utah for the purposes and at the times as described below on Thursday, November 4, 2010.

Closed Session

3:30 p.m. Property and litigation

Work Session

5:00 p.m. Council questions/comments

5:10 p.m. Budgeting for Outcomes

5:50 p.m. Break

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Regular Meeting

6:00 p.m.

I ROLL CALL

II COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

III PUBLIC INPUT (*Any matter of City business not scheduled on agenda*)

IV NEW BUSINESS (New items with presentations and/or anticipated detailed discussions)

1. Consideration of an Ordinance approving the 310 Park Avenue Subdivision Lots 31 and 32 of Block 11 of the Park City Survey, Park City, Utah P. 22 - 28

(a) Public hearing

(b) Action

2. Consideration of an Ordinance approving the Monarch Condominiums Record of Survey Plat located at 2169 Monarch Drive, Park City, Utah P. 29 - 35

(a) Public hearing

(b) Action

V ADDITIONAL DISCUSSION – AGENDA ITEMS

VI ADJOURNMENT

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

Wireless internet service available in Marsac Building on Wednesdays and Thursdays – 4 p.m. to 9 p.m.

Posted: 11/08/10

See www.parkcity.org

Note: This future meeting schedule is TENTATIVE and subject to change.
PARK CITY COUNCIL TENTATIVE MEETING SCHEDULE

November 2010

- 18 **Liza gone**
 3rd Quarter goals
 Street dining decks debrief
 PAAB interviews (45 min)
 Contract with Preservation Solutions
 CDBG public hearing – Business Resource Center
 Sundance Film Festival supplemental agreement – DG
 Sewer easement agreement with Snyderville Basin Water Reclamation District across
 Park City property to provide sewer service to 74 Prospect Avenue.
 Taxi licensing ordinance – work - public hearing - action – SH
 Facility leases – action - MP
- 25 **Thanksgiving**

December 2010

- 2 Outlook training – work (30 min)
 BFO prioritization exercise
 Lobbyist contract
 Audit acceptance
 Final resolution – RDA refinancing – NR
 RDA agreement with City
- 9
- 16 2011 Insurance Placement - CL
- 23 **Holiday**
- 30 **Holiday**

Pending Items:

Debrief of Bonanza Road construction – *things learned*
Board and commission training
Review of two year special event policy
Open space maintenance
U S Postal Service gang boxes in Old Town - MC
Wild land interface issues



City Council Staff Report

Subject: Budgeting for Outcomes Update
Author: Bret Howser, Budget Officer
Department: Budget, Debt, & Grants
Date: November 11, 2010
Type of Item: Informational

Summary Recommendations:

This report provides an update and information regarding the ongoing Budgeting for Outcomes (BFO) process. Council may choose to provide direction regarding the approach, timing and proposed work plan for BFO or require further information to be included in future discussions.

Topic/Description:

Budgeting for Outcomes

Background:

During the most recent budget process, discussion was held regarding the long-term sustainability of City services and service levels. The City identified concerns related to the property tax revenue stream, increased volatility in sales tax (both collections and state legislative amendments) and the lack of an inflationary component in property tax. The Budget Department prepared a detailed report which outlined that without a change of course, the City would not be able to provide the existing levels of service in the long run due primarily to the gradual loss of purchasing power in the property tax revenue stream over time. This report promoted a strategy stabilizing long term General Fund revenues and aligning them with long term projected expenditures, while preserving the fiscally conservative strategy of continuing to rely primarily on annual/short term sales tax surplus revenues for one time/short term capital project funding (CIP).

The City balanced the FY 2011 budget with reductions to staff performance bonuses and without a property tax increase. Staff committed to return in the fall with an expanded budget discussion, which would include a fairly rigorous prioritization process of all City services and capital initiatives as well as a discussion revisiting the City Council policy toward employee compensation.

On September 2, the Budget Department presented an expanded budget process to Council called Budgeting for Outcomes (BFO). The process was to be a more *zero-based* budgeting approach than the traditional *incremental* approach. It would closely resemble a Request for Proposal (RFP) process, with a Results Team made up of City staff creating Requests for Results (RFRs) related to each Council goal and departments submitting "bids" for City services, programs, capital, etc. related to each RFR at varying levels of service. In this fashion, all funds in the budget would have a direct link to Council goals and the community vision. The Results Team would perform preliminary prioritization and the process would culminate in a Council prioritization

exercise leading up to and during Council Visioning. With a fuller understanding of all City services and programs, levels of service, and their relationship to Council priorities, City Council could then revisit revenue and taxation policy and move toward developing a long-term funding plan for Council-directed levels of service. Council supported moving forward with the outlined process.

On October 14, Staff returned with further information regarding the use of performance measurement and benchmarking as it relates to BFO, as well as additional information on organizational culture and accountability in preparation for expanded discussion on the City's pay plan policy.

On November 4, Council discussed the City's pay philosophy. Staff will return with recommendations on how to proceed with Council policy direction.

On November 11, it is expected that Council will continue discussion on the City's pay policy and staff will present an update on the BFO process and revisit timelines for moving forward.

Analysis:

Update of BFO Process

In summary, the City has managed to keep up with the aggressive schedule laid forth in September.

A Technical Team was selected in August and began working to define the programs and services provided by the City, give parameters to the process in general, and resolve technical issues related to data collection, uniformity, costing, etc. This team was constructed of primarily non-managers from throughout the organization with the skills necessary to handle the technical rigors of the process. It was not intended to be representative as it was not intended to touch on issues approaching the realm of policy. Members of the team included Jed Briggs (Budget), Sayre Brennan (Transportation), Kyle MacArthur (Water), Chris Morgan (Finance), Jason Glidden (Ice), and Tyler Poulson (Sustainability). Katie Madsen (Executive Intern) served as a special advisor on specific topics. The Technical Team met 2-3 times per week for a couple hours at a time over several weeks and finished the first phase of its work (Process Preparation) in mid-September.

In the meantime, a Results Team was assembled to begin creating the RFRs and associating the programs/services identified by the Tech Team with Council goals. This Results Team was intended to be more representative of the organization and was primarily made up of management level staff as a broad knowledge of the organization was necessary. Members of the Results Team included Rick Ryan (Public Safety), Michael Kovacs (Executive), Jon Pistey (Recreation), Kyle MacArthur (Public Works), Destry Pollard (Public Works), Troy Dayley (Public Works), Phyllis Robinson (Sustainability), Thomas Eddington (Community Development), Scott Robertson (Internal Services). Jed Briggs (Budget) served as a liaison from the Technical Team

and facilitator. The Results Team met 2-3 times per week for a couple hours at a time over three weeks and finished the first phase of its work (RFR creation) in early October.

Next, departments received RFR packets (Attachment A) reviewing the purpose and intent of BFO and detailing instructions for completing bids. Departments were given three weeks to complete bids for each of their services and programs. They were also assigned a member of the Technical Team as a dedicated resource for this purpose. The Technical Team met a couple more times to be trained on creating bids, expressing scope of service in simplified terms, principles of costing, and valuable performance measurement. This began phase 2 of the Technical Team's assignment, which was to assist departments in developing sound bids. Departments submitted all bids by November 4.

The Results Team has now embarked on the formidable mission of previewing each bid, clarifying and improving the communication of bids prior to submission to Council, and assigning preliminary prioritization. The Results Team will forward a recommendation to Council for the December 2nd Council work session.

Next Steps

Staff anticipates holding four work sessions with Council to prioritize City services and in the BFO framework. The first would be scheduled for December 2, the second on December 16, the third in January, and the last during Council Visioning in February.

Staff recommends that the first three meetings focus primarily on prioritizing (or adjusting the recommended prioritization) each City service/program within the umbrella of the seven Council goals and discussing service levels. A master list of services/programs will be provided summarizing total cost at three service levels (reduced/current/enhanced) for each Council goal. Staff will have an electronic version on the screen during work session so that Council decisions regarding prioritization and service levels can be input on the fly and aggregate costs recalibrated. The more detailed "bids" or offer sheets (see attached example) will also be provided to give more depth and description concerning the nature of the service/program, what would be included in the varying levels of service, cost, and suggested performance measures. In addition, staff will be available during these work sessions to answer specific questions regarding individual bids.

During Council Visioning, however, staff would recommend beginning to put these service level decisions in the context of revenue projections in both the short and long term. This way, the impact of prioritization and service level decisions from the first two work sessions can be reviewed and adjusted as necessary/desired by Council. Staff will endeavor to build a flexible model that can be adjusted on the fly to show the impact to long-term financial projections of both prioritization and service level decisions as well as broad policy decisions regarding employee pay, capital investment, level of development/redevelopment, the balance of tax burden between residents and visitors, etc. This discussion should lead well into a policy discussion about revenue and

taxation policy and practices, which could be started during Visioning or scheduled for a future date.

Ultimately, staff will take the direction received during the BFO process and synthesize it into the FU 2012-2013 biennial budget to be presented to Council in May.

Staff is seeking discussion and direction from Council at this point in the BFO process concerning potential enhancements to the information provided as part of BFO or the process itself. Staff is anxious to make BFO as valuable to Council and the community as possible, to increase transparency and understanding of the City's finances and the annual budget, and most importantly, to ensure that the efforts and spending of City administration are accomplishing the Council and community vision in both the near and long term. Staff believes that BFO is a process that can help achieve these goals, and we seek input and/or suggestions for improvement.

Department Review:

Budget, Finance, HR, IT Team; Sustainability; Ice; Legal; City Manager

Alternatives:

A. Approve:

This item is informational. Council may provide direction for future discussion as needed.

B. Deny:

C. Modify:

D. Continue the Item:

E. Do Nothing:

Significant Impacts:

This item is informational. Council may provide direction for future discussion as needed.

Consequences of not taking the recommended action:

This item is informational.

Recommendation:

This report provides an update and information regarding the ongoing Budgeting for Outcomes (BFO) process. Council may choose to provide direction regarding the approach, timing and proposed work plan for BFO or require further information to be included in future discussions.

Attachments:

A – RFR Packet

B – Sample Offer Sheet

Request for Results (RFR)

2010 Budgeting for Outcomes (BFO)

Park City Municipal Corporation

Introduction

During the most recent budget process, much discussion was held concerning the long-term sustainability of City services and service levels. Staff identified a looming issue related to the property tax revenue stream, increased volatility in sales tax (both collections and state legislative amendments) and the lack of an inflationary component in property tax. The Budget Department prepared a detailed report which concluded that without a change of course, the City would not be able to provide the existing levels of service in the long run due primarily to the gradual loss of purchasing power in the property tax revenue stream over time.

After much discussion and public input, Council directed staff to balance the FY 2011 budget with reductions to employee compensation (performance bonuses) rather than a property tax increase and return in the fall with an expanded budget discussion, which would include a fairly rigorous prioritization process of all City services and capital initiatives. Staff proposed the Budgeting for Outcomes (BFO) approach to Council in September, and Council directed staff to proceed down this path.

Budgeting for Outcomes: Linking Dollars Spent to the Community Vision

Historically, Park City has employed an incremental style of budgeting. In this format, the budget from the prior year is basically assumed to be appropriate and serves as a starting point, or base budget. Any changes, or increments, to the base budget (whether they be an addition to or subtraction from the budget) are captured in a “budget option” and described. Typically, these budget options are the focus of budget discussions in any given year.

Experts in public budgeting note that the positives of an incremental style of budgeting include its simplicity and ease of administration. For these reasons, the Government Finance Officers Association (GFOA) recommends this style of budgeting for an organization that is growing rapidly and operates in an environment of expanding revenue streams.

The primary drawback of incremental budgeting is the lack of in-depth review of existing programs and processes. It is not a process that stresses efficiency by squeezing existing programs. With the policy discussion focused on new programs, increased service levels, capital initiatives, etc, existing programs are effectively given priority regardless of whether they are more or less critical to achieving policy goals. For this reason, GFOA recommends that organizations in contraction mode should use an alternative budgeting methodology.

The “Best Practices in Budgeting” course presented by GFOA suggests that Budgeting for Outcomes (BFO) is ideal for an organization in Park City’s position. BFO is a variation of zero-based budgeting which focuses on Council priorities and objectives as the driving factor for prioritization (as opposed to the default chronological prioritization in a base-budget).

BFO is a public budgeting process which seeks to imitate Request for Proposal (RFP) procedures. By creating Requests for Results (RFR’s) and then receiving offers from City departments (and potentially other

possible service providers) decision-makers can make better-informed decisions regarding the prioritization and cost of City services and programs.

It is important to note that BFO done well is more than a one-time prioritization exercise. It is a new way of thinking about the expenditure of public funds. It is an ongoing methodology for linking Council objectives to the day-to-day activities of the City via the budget process.

The first phase, preparation and information gathering, is already done and was completed by mid-September. Phase II involved the creation of a RFR by a team of staff drawing on input and direction from Council and the community. Similar to an RFP, the RFR defines the scope and expected results for each City service, program, or capital investment. In Phase III, departments will craft responses to the RFR, or offers (similar to a bid in the RFP process). These offers will outline how the department intends to achieve the results described in the RFR, how those outcomes will be measured, and a breakdown of the cost, each at varying service levels. Departments should finish these offers by early November, at which point Phase IV, prioritization, gets under way. In this phase, Council is heavily involved. In a series of Council work sessions, staff will present recommended prioritizations of City programs by Council goal. Council will have the opportunity to evaluate all offers and adjust prioritization and levels of service. Benchmarking data will be introduced during this phase, and discussion will culminate in policy direction regarding City service prioritization, employee compensation philosophy, and revenue and taxation policy. Staff hopes to have this discussion completed by the end of Council Visioning so it will feed into the annual budget process, and all the direction received will return to Council for decision as part of the FY 2012 budget.

In order to facilitate this process, staff is prepared two teams. The first is a Technical Team comprised of analytically-minded personnel from throughout the organization who will help structure the process, prepare technical data, resolve technical issues, and help departments with costing programs and preparing offers. The second is a Results Team made up of representatives from each of the self-managed teams. This team has already prepared the RFR's and will perform the initial recommended prioritization of offers.

We will focus on eight community (Council) goals this year:

- Preservation of Park City Character
- World Class, Multi-Seasonal/Resort Community
- Effective Transportation System
- Quality and Quantity of Water
- Recreation, Open Space, and Trails
- Regional Collaboration and Partnership
- Open and Responsive Government to the Community
- Public Safety*

* This was added due to the large amount of services provided by the City in this area that were distinct enough from the other Council Goals that it made sense to separate them out.

The BFO process is broader than any previous budget development effort, which has taken representatives from every team to help better define community goals. This Results Team wore citizen hats and tried to focus their thinking and efforts on what residents want from their government. By doing this, they were able to flesh out the Council goals into main Key Factors. These Key Factors were further defined and are the main framework for the Requests for Results (RFRs).

The Results Team will be accepting service proposals (bid) for programs and activities in each outcome area. Ultimately, the Results Team will make their prioritization recommendations to the City Manager, which he will define and pass along to the City Council.

As we move into the proposal development phase of this project, we encourage you to look for opportunities to find cost savings in our current operations. Think creatively and collaborate with others, inside and outside of City Hall, to identify ways that we can achieve the same or better results at lower costs. Your hard work now will help Council “buy” the services necessary to achieve the community priority outcomes despite the current economic downturn and longer term revenue decline we forecast.

Many of you will be deeply involved in the proposal writing part of the process, and we want to thank you in advance for your participation. We are confident BFO provides us with the tool we need to build a budget that reflects our city’s values and needs, and helps us build towards an even brighter future. This budget process will help us do this by focusing on outcomes that matter to our residents and others who have a stake in this community.

Objectives

The BFO Process helps us link the dollars spent in the budget to the outcomes that matter most to the community and maximizes the achievement of these outcomes within available resources. These are the eight outcome areas (Council goals) which form the basis for developing the upcoming budget:

- Preservation of Park City Character
- World Class, Multi-Seasonal/Resort Community
- Effective Transportation System
- Quality and Quantity of Water
- Recreation, Open Space, and Trails
- Regional Collaboration and Partnership
- Open and Responsive Government to the Community
- Public Safety

A Results Team (RT), composed of eleven staff members, was assigned to identify the factors and purchasing strategies that have the most impact in achieving the outcome. The Results Team was asked to wear a “citizen hat” to evaluate the outcome as a citizen might and not as representatives of their respective departments. This is to ensure that budget priorities are oriented toward what will best provide value to citizens.

The BFO Results Team includes staff from across the City and a variety of positions and levels of experience. The RT has been working on developing Requests for Results (RFRs) which are an important part of the BFO process. They have been developed to guide departments in the preparation of their proposals. The RT used many sources to create the RFRs including the City’s Mission and Vision, Council’s goals and Action Plan, and Community Visioning to identify the types of activities that will best achieve the desired outcome. You will find that there may be overlap in the Key Factors included in the RFRs, for this reason we’ve developed a guide to help separate services into different RFRs. This helps to keep the BFO process more streamlined and easier to manage.

A proposal (or bid), submitted in response to a RFR, describes what a service, program, or activity will do to help achieve the outcome. The RFRs outline what kinds of proposals the RT believes will produce the desired outcome.

Each RFR includes the following sections:

- **Community Value Statements** – Illustrates the desired result of the outcome.
- **Key Factors** – Describes the Factors that most greatly influence achieving the outcome.
- **Sub-categories** – Provides additional information to help the manager understand the Key Factors.
- **Purchasing Strategies** – A set of Citywide purchasing strategies was developed to provide additional direction.
- **Cause & Effect Map** – Presents a visual representation of the Community Value Statements and Key Factors that lead to the outcome.

Instructions

A budget proposal is submitted in response to a Request for Results (RFR) to propose a particular service, program, or activity that correlates with a Key Factor. It can be submitted by one department or multiple departments working in partnership/collaboration with each other. The Department submitting a proposal is considered the “proposal owner” and will be responsible for delivery of the services/programs and results as described in the proposal.

A proposal describes a service or program that is intended to address one or more Key Factors to produce the outcome of the Council goal, how much it will cost, and what metrics (performance measures) will be used to measure its success. A proposal will only include current programs. It will include three levels of service: current, enhanced, or reduced.

To help track scope of service it is recommended to use a Level of Service Matrix that identifies subcategories for each program, demonstrating what would be provided at current, enhanced, or reduced service levels. The template for this report is provided in this packet.

Realizing that the task of costing out all city programs and services in the space of a few weeks represents a daunting challenge, the Budget Department assembled a Technical Team to provide support to department heads and analysts throughout the organization. The technical team has been instrumental in designing and defining the BFO process, working through procedural issues, organizing data, etc., and therefore has a thorough understanding of the purposes, intent, and workings of BFO. In addition, members of the Technical Team have been instructed in the principles and specifics of costing.

Each department has a member of the Technical Team assigned to it to serve as a resource dedicated for this phase of BFO. These assignments are identified on the following list. Department heads are highly encouraged to draw on the expertise and capacity of their assigned Technical Team member throughout the next three weeks. Expect to be contacted shortly by your assigned analyst to begin work.

<u>Department</u>	<u>Technical Team Analyst</u>	<u>Department</u>	<u>Technical Team Analyst</u>
Bldg Maint	Kyle MacArthur	Legal	Sayre Brennan
Budget	Jed Briggs	Library	Jason Glidden
Building	Chris Morgan	Parks	Kyle MacArthur
Dispatch	Jason Glidden	Planning	Sayre Brennan
Executive	Tyler Poulson	Police	Jason Glidden
Finance	Chris Morgan	Recreation	Jason Glidden
Fleet	Sayre Brennan	Streets	Kyle MacArthur
Golf	Jason Glidden	Sustainability	Tyler Poulson
HR	Jed Briggs	Tennis	Jason Glidden
Ice	Jason Glidden	Transit	Sayre Brennan
IT	Chris Morgan	Water	Kyle MacArthur

All proposals must be submitted to the Budget Department. A proposal template is provided in this package that departments may use as an offline tool for preparing proposals. It is not mandated that departments use this template. Instructions pertaining to each section are also included. These instructions provide the information that is required to describe and justify the proposal.

General Guidelines

- Proposals should include a 1 to 2 sentence description.
- A proposal can only be correlated to one Council goal.
- Proposals can include multiple Key Factors.
- It's recommended that proposals use a Level of Service Matrix, but it's not required.
- Proposals need to have cost of service at current, enhanced, and reduced levels.
- Cost of services should be divided between personnel and materials.
- Proposals need to have at least one performance measure per program.
 1. Could include current performance measures.
- Proposals should be succinct and limited to 1 - 2 pages.
- Operating and Capital proposals may be submitted and ranked together.

Citywide Purchasing Strategies

Proposals are expected to address a balance of the following Results Team-identified purchasing strategies.

We are seeking proposals that:

- Provide excellent value in meeting community needs.
- Provide top quality for a world class, multi-seasonal/resort community.
- Provide for gains in efficiency and/or cost savings.
- Leverage collaboration or partnerships with other departments and/or external organizations.
- Are innovative and creative.
- Consider best practices.
- Reduce low value-added activities.
- Promote environmental stewardship.
- Consider short/long-term financial impacts.
- Ensure sound management of resources and business practices.

Where does your proposal go?

Many proposals could overlap with multiple Council goals and Key Factors. The RT has worked hard to identify and clarify potential overlaps within their respective RFRs and direct their proposals accordingly.

Department managers should carefully review all the RFRs for guidance on where to submit their proposal. While your proposal may likely achieve a number of purposes, choose the Council goal that benefits most from the goals of the proposal. A Program Guide is also included that identifies where programs could go based upon the RT recommendation.

Ranking of Proposals by Results Teams

1. Proposals will be reviewed and ranked independently by each RT member for the corresponding Council goal. Proposals will be “graded on a curve” and placed in three tiers in relationship to how well they do or do not address a balance of the following:

- Each of the Citywide purchasing strategies
- Succinct rationale that supports the argument for how the proposal addresses the RFR
- Ability to demonstrate the effectiveness of the proposal and how it can be measured
- Ability to carry out the proposal (e.g., past experience, reliability, or certainty of external funding or partners)
- Efficiency and value (e.g., coordination, avoiding duplication, getting the most “bang for the buck”)

2. The Results Team will meet to compile their individual rankings and arrive at a composite score. This will provide the initial ranking of proposals within each Council goal. The programs will then fall into categories of high, medium, and low priority—which is how they’ll be presented to Council.

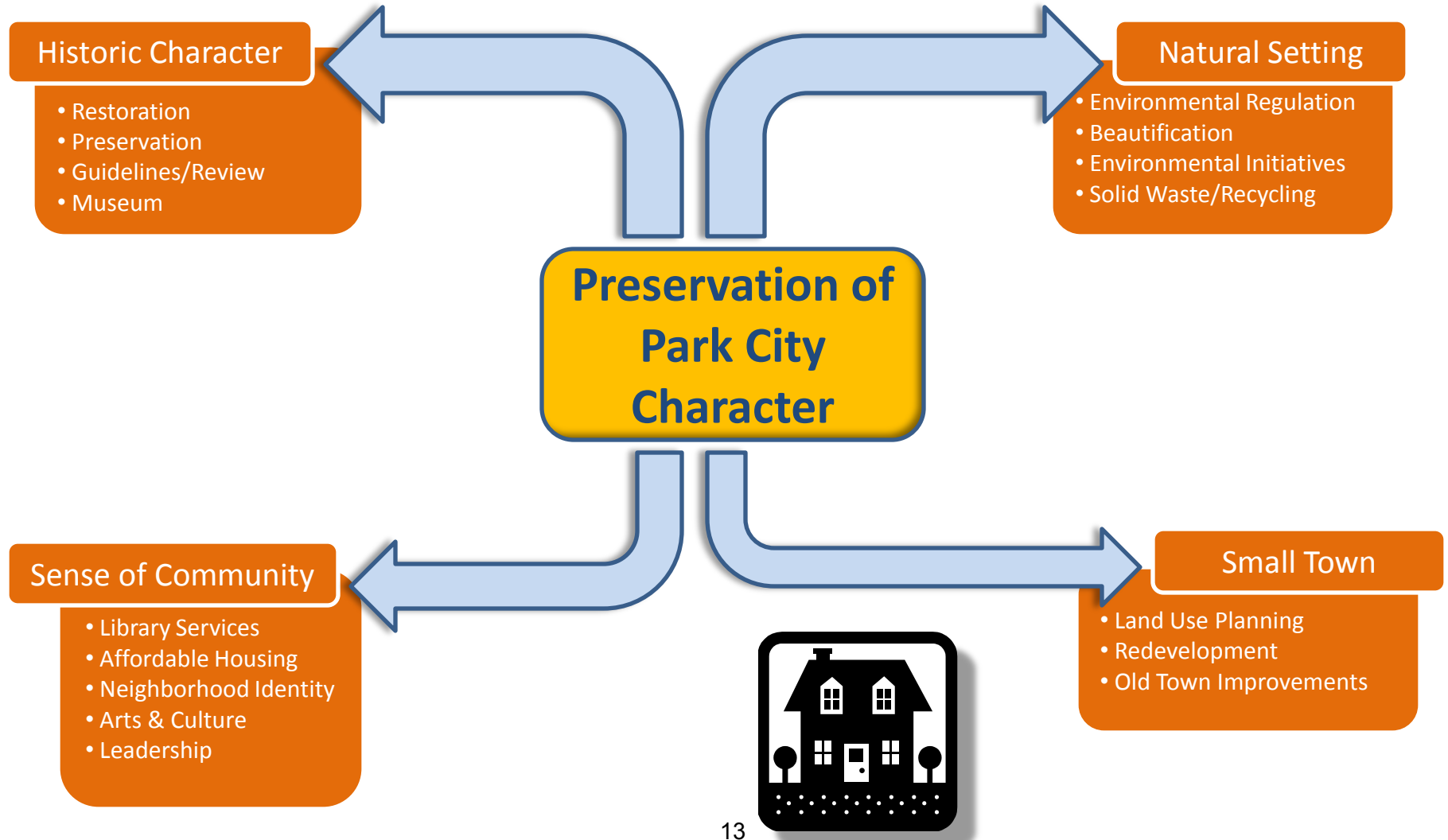
3. The RT will identify questions or gaps in specific proposals and request additional information from the proposal owner, including potential implications of level of service adjustments or suggesting additional collaboration. Proposals that may fit better in another outcome will also be identified at this time and there will be discussion about where the proposal should be assigned for initial ranking.

4. Based on the additional information, the RT will do a second round of ranking for all of the proposals, using the same point system, and considering the new information, legal mandates, etc. Each RT will discuss their rankings and rationale and prepare a final recommendation to the City Manager.

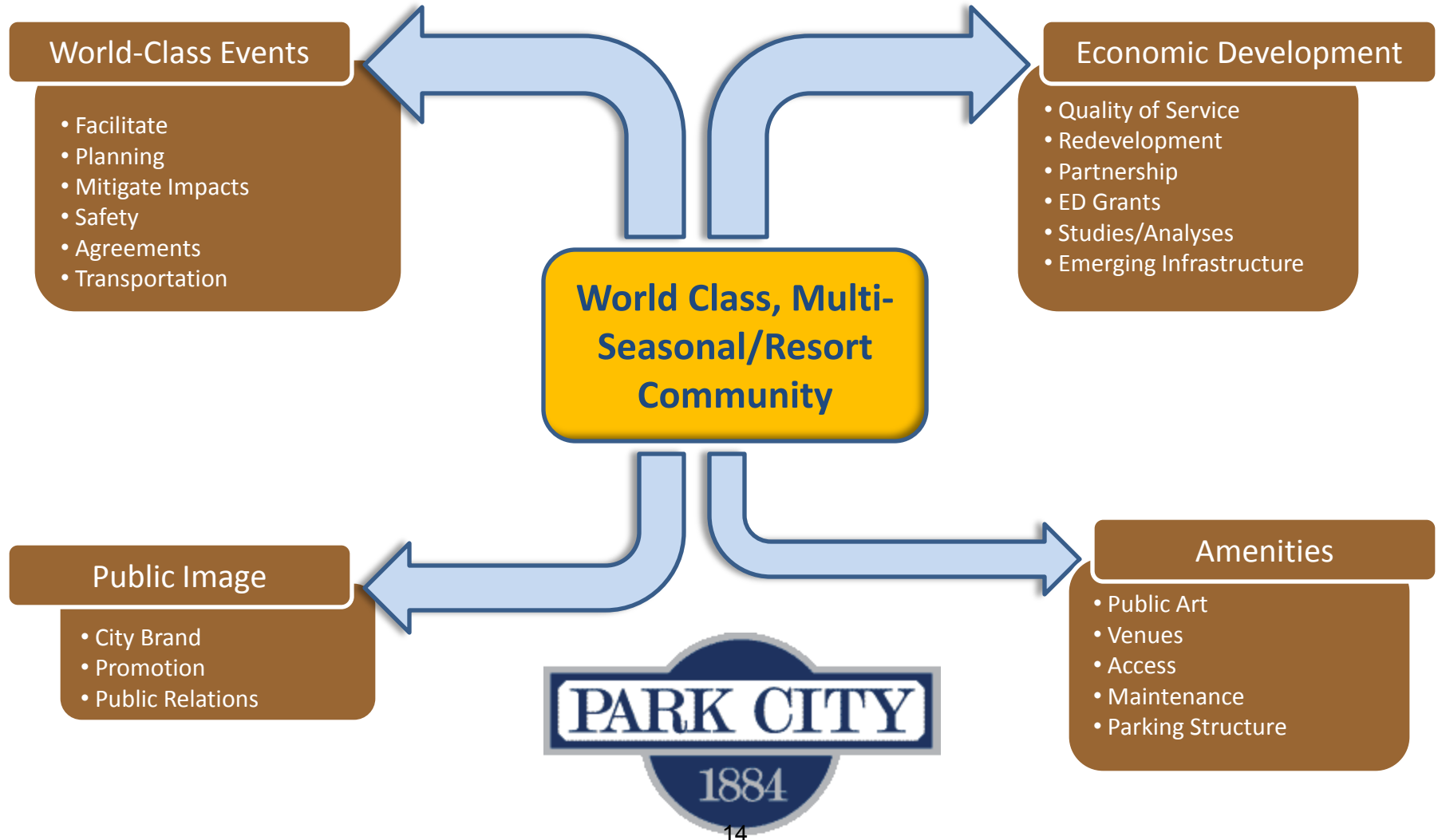
Due Date for Proposals to be Turned In

November 4, 2010 @ 5:00 pm (Thursday)

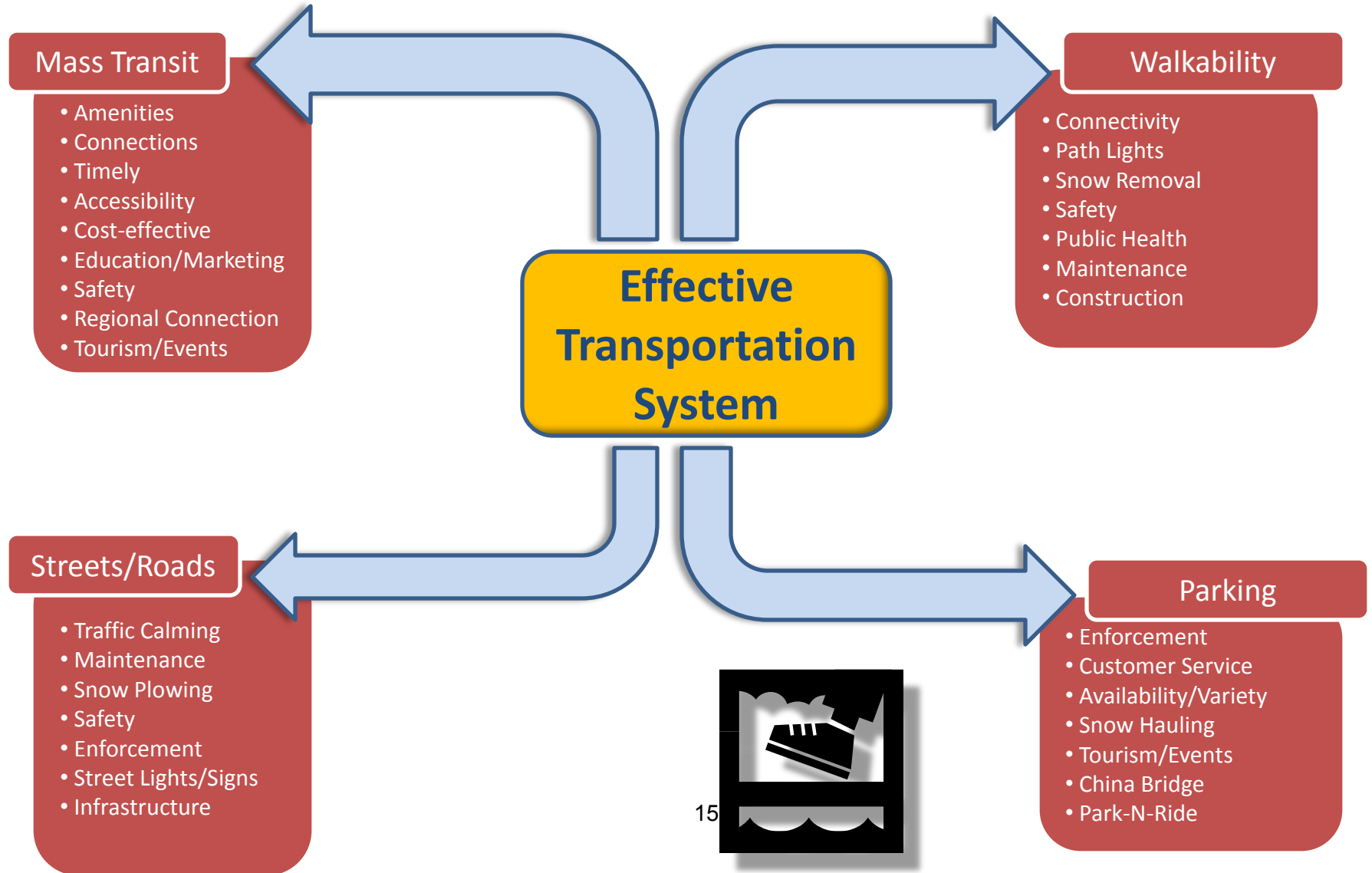
We want a community that retains those signature qualities that make Park City the place we choose to call home.



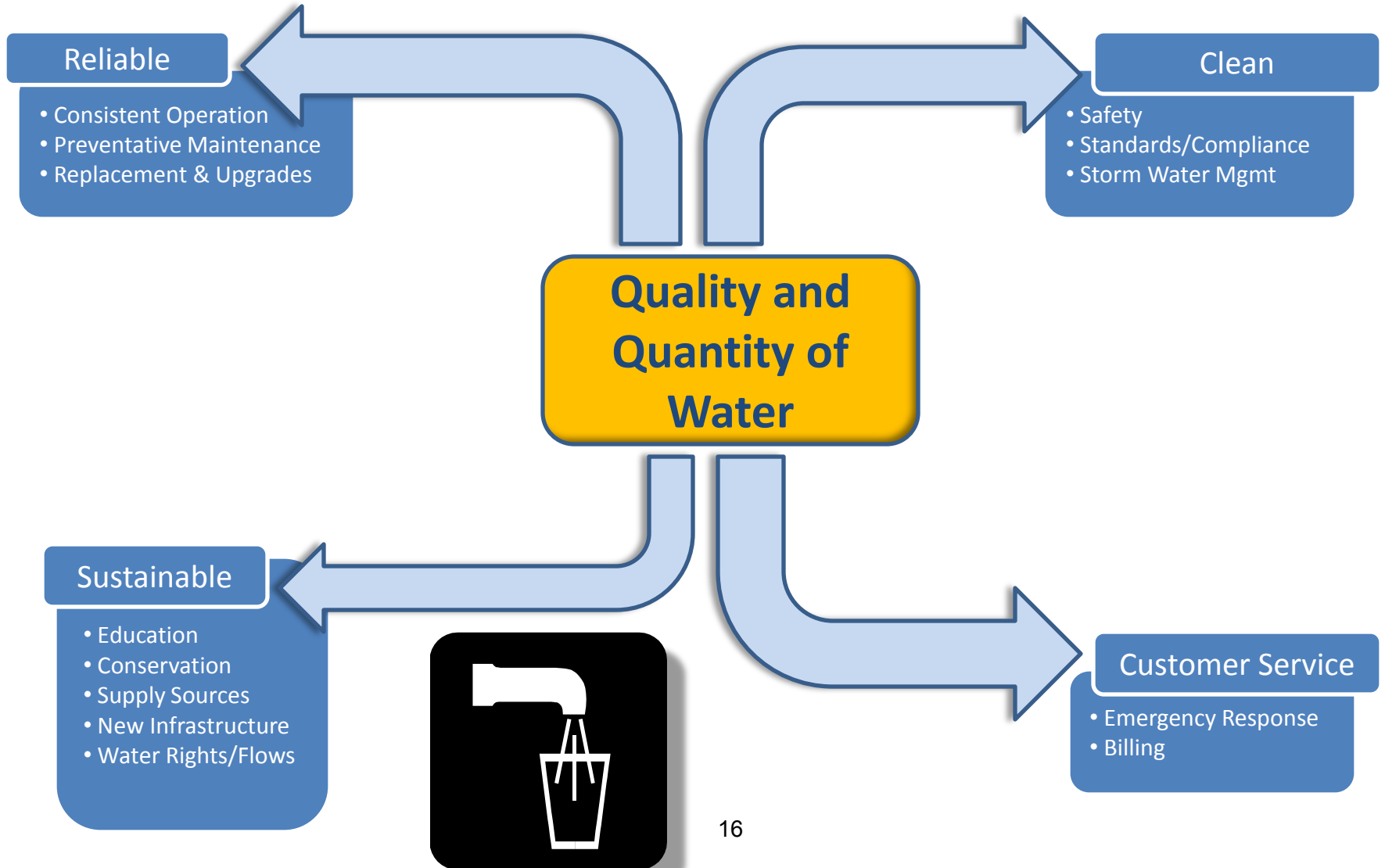
We want a world-class community that is competitive, supports entrepreneurs, creates jobs, and reinforces the economic environment of the community.



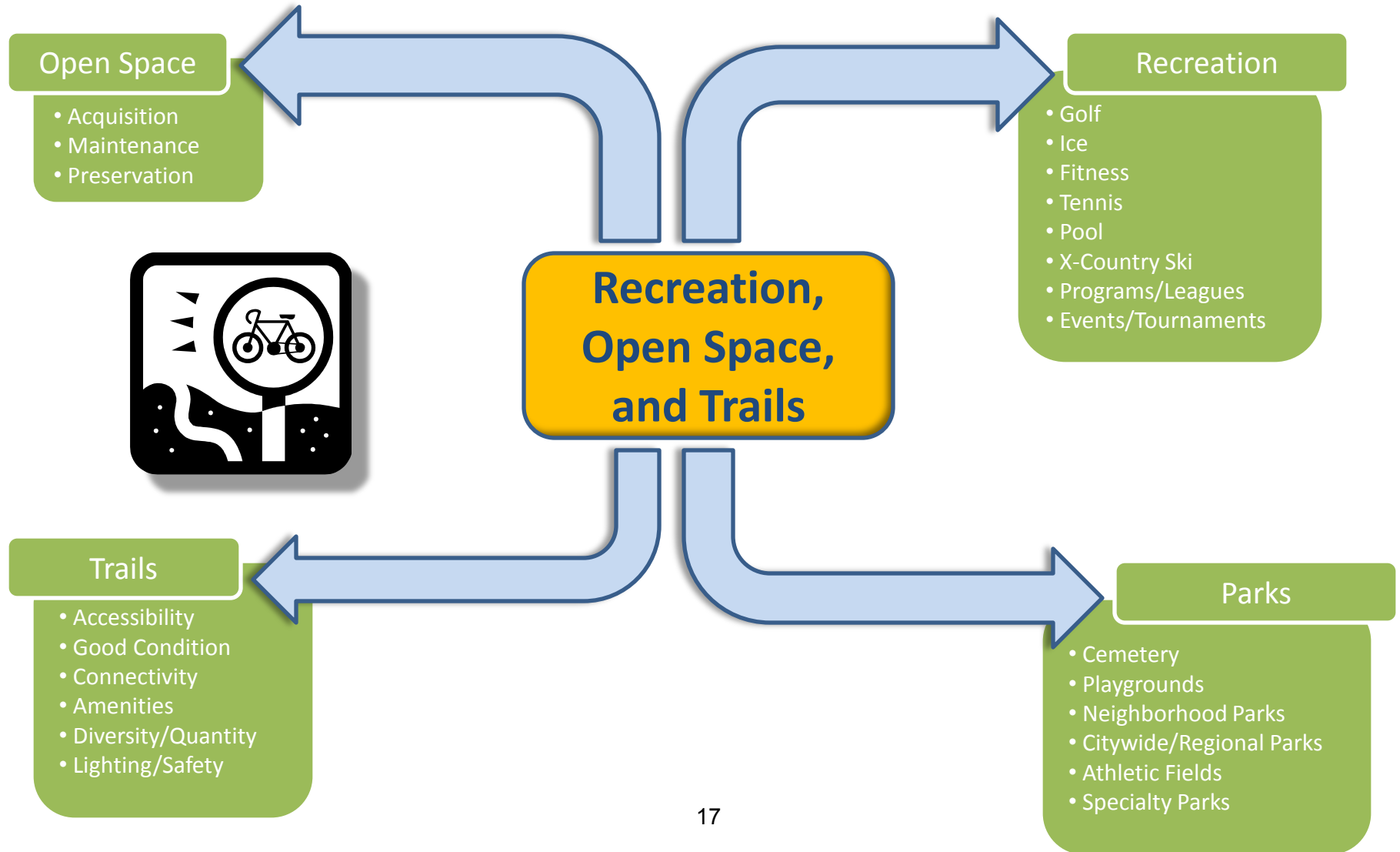
We want a transportation system that provides options, accommodates growth, and improves how residents and visitors live, work, and play.



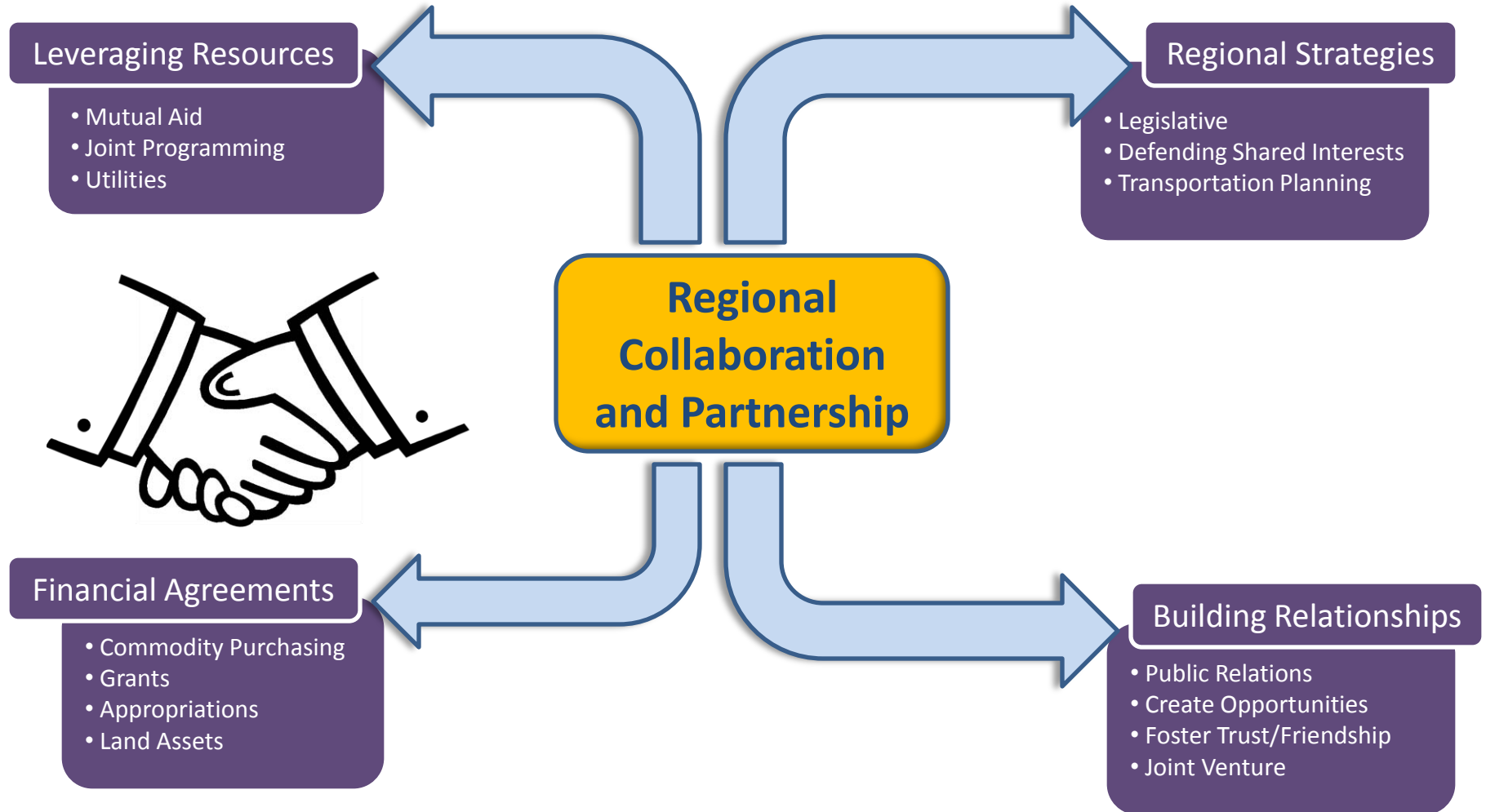
We want clean, reliable, safe, and affordable water for the foreseeable future.



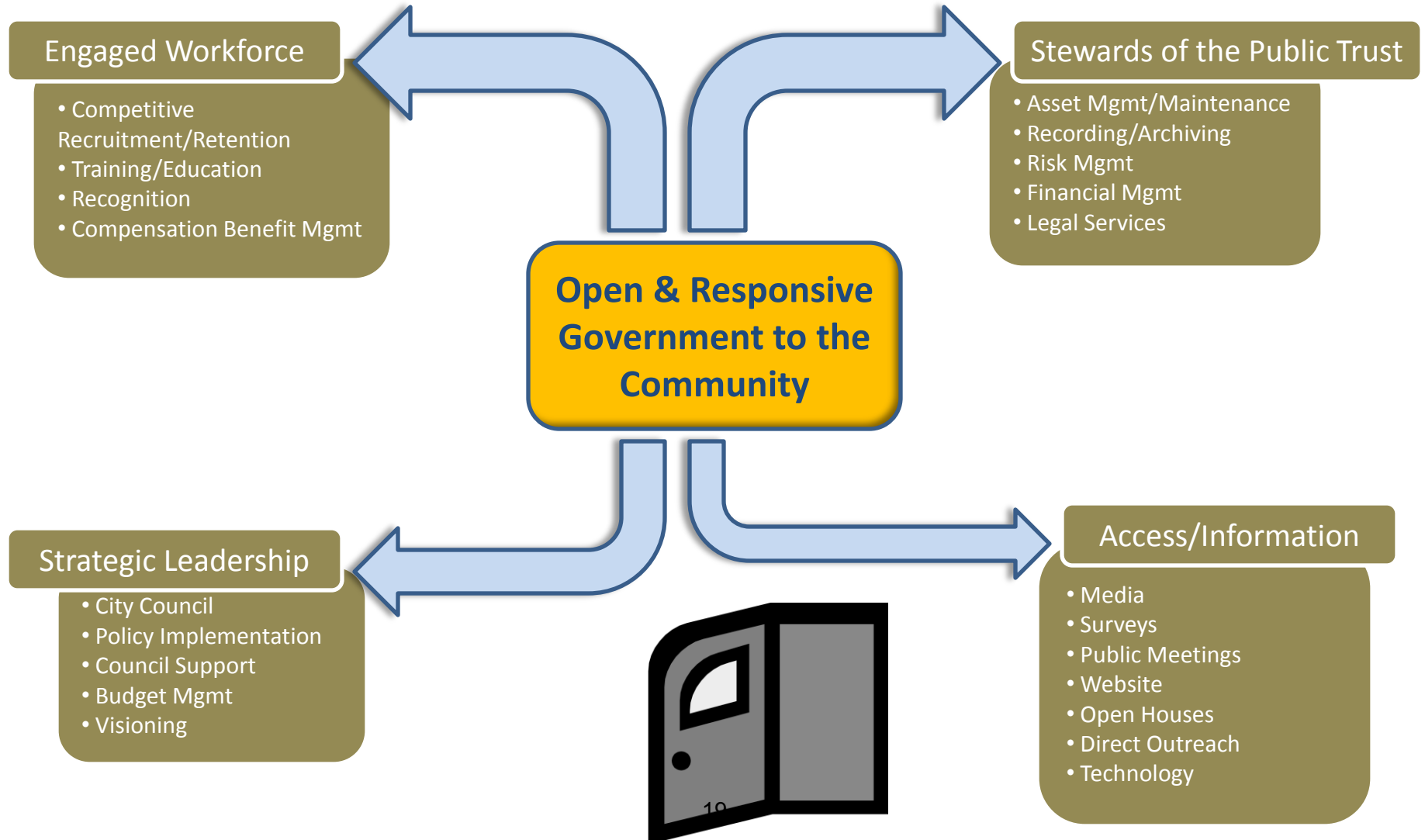
We want preservation of the natural environment while enjoying quality and affordable recreation that supports a healthy and active lifestyle for current and future generations.



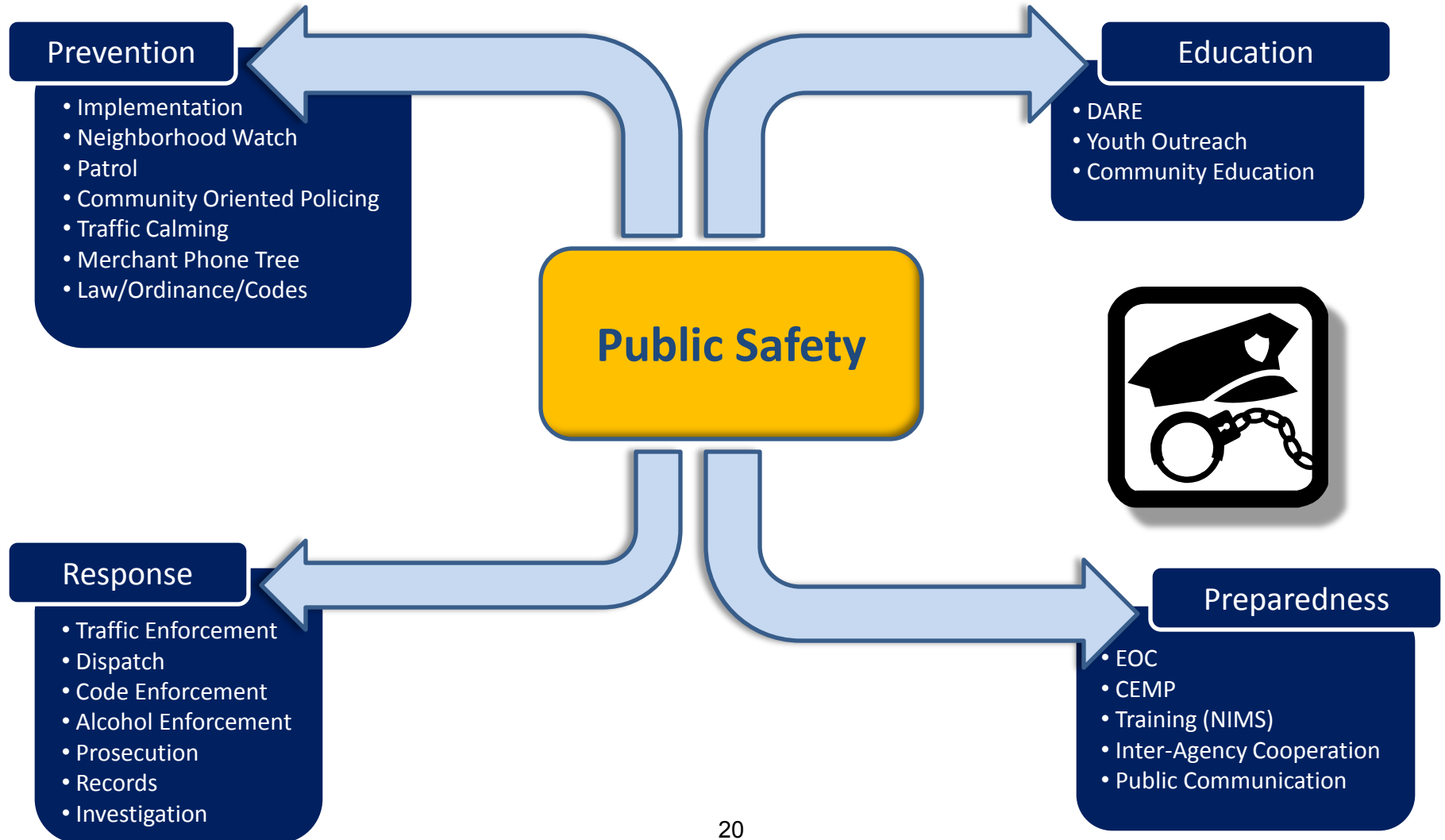
We want a government that works together with regional partners to meet common objectives and efficiencies.



We want a government that seeks public involvement looks and sees innovative solutions while providing high quality and excellent value for the money.



We want a safe community that is prepared for and responds to emergencies.



Program: Winter Snow Operations

Department: Street Maintenance

Description: The Street Maintenance team is responsible for removing snow from 111 lane miles of roads and providing snow removal service to multiple parking lots.

Council Goal: Preservation of Park City Character

Key Factor's): Parking
Streets/Roads

Walkability
Mass Transit

Scope

Snow removal is essential for the health and safety of our community and is completed on a priority basis.

Reduced Level= Night time service limited to bus routes only

Current Level= 28 lane miles of roadway per operator

Enhanced level= 22 lane miles of roadway per operator will provide a 20% increase in productivity.

	Level of Service...			Type
	Reduced	Current	Enhanced	
Priority 1 Streets	Yes	Yes	Yes	Health & Safety
Priority 2 Streets	Yes	Yes	Yes	Health & Safety
Priority 3 Streets	Partial	Yes	Yes	Health & Safety
Residential Requests	limited	Partial	Yes	Convenience
Emergency Response	Yes	Yes	Yes	Health & Safety
Parking Lots	Partial	Yes	Yes	Health & Safety
24hr snow plowing	Partial	Yes	Yes	Health & Safety

Cost

	Level of Service...		
	Reduced	Current	Enhanced
Personnel	504,772	582,222	659,672
Materials	474,768	499,756	524,743
Contingency	50,000	50,000	50,000
Total	1,029,540	1,131,978	1,234,415

Performance Measures

- 1) Snow hauling and widening all 1st & 2nd priority streets, 2 times per season
- 2) All streets will be plowed every 8 hours during and following a snow event
- 3) Provide 24 hour snow removal to all streets during snow events

Targets for Level of Service...

Reduced	Current	Enhanced
No	Partial	Yes
No	No	Yes
Partial	Yes	Yes

City Council Staff Report



Subject: 310 Park Avenue
Author: Katie Cattan
Project Number: PL-09-00758
Date: November 11, 2010
Type of Item: Administrative – Subdivision

Summary Recommendations

Staff recommends the City Council hold a public hearing for the 310 Park Avenue Subdivision and consider approving the Subdivision based on the findings of fact, conclusions of law and conditions of approval as found in the draft ordinance.

Description

Applicant: Thea Leanord and Andy Beerman, Owners
Location: 310 Park Avenue
Zoning: Historic Residential (HR-2A) District
Adjacent Land Uses: Residential, Hotel, Commercial
Reason for Review: Subdivisions require Planning Commission review and City Council approval

Background

On July 28, 2009 the City received a completed application for the 310 Park Avenue Subdivision. The property is located at 310 Park Avenue in the Historic Residential (HR-2A) District. The proposed Subdivision combines Lot 31 and the westerly 50' of Lot 32 of Block 11 of the Park City Survey into one lot of record. Lot 31 is a typical 25 feet wide by 75 feet deep old town lot. Lot 32 is 25 feet wide by 50 feet deep. The proposed new lot will be 3202.1 square feet in size. There is an existing single family home on Lots 31 and 32 and the lot line bisects the house. The existing home was built in 1995 and is not historic.

The applicant wishes to combine the lots into one lot of record to create a legal lot of record reflecting current ownership. No future plans for an expansion of the existing house have been received. A building permit cannot be issued for construction across a lot line.

The property is located in the Historic Residential (HR-2A) zoning district. All future application must comply with the HR-2A requirements of the Land Management Code (LMC) and the Historic District Design Guidelines.

The Planning Commission reviewed this item on the consent agenda during the October 27, 2010 meeting. There was no public comment. The Planning Commission forwarded a unanimous positive recommendation.

Analysis

The application is to create one lot of record at 310 Park Avenue. Currently, the existing home is situated upon an interior lot line. The Subdivision will reflect the current ownership and will bring the existing home into compliance with the Land Management Code for setbacks in the HR-2A district.

The proposed Subdivision will create one lot of record that is 50 feet wide and varies in depth from 50 to 75 feet. The area of the proposed lot is 3,202.1 square feet. The minimum lot size in the HR-2A zoning district is 1,875 square feet. The minimum lot width in the HR-2A zone is 25 feet. The maximum allowed footprint for a 3,202 square foot lot is 1,337 square feet.

The following table explains the site requirements for lots within the HR-2A zoning district and how the proposal complies with the zoning regulations:

Required	Proposed Lot
Lot Size: Minimum 1875 square feet	3,202 square feet
Density: Minimum lot size for single family dwelling is 1875 square feet and for a duplex 3,750 square feet.	Single family dwelling. Complies
Front yard. The minimum front yard is ten feet. (10')	Existing home is 10' from front property line. Complies
Rear yard. The minimum rear yard is ten feet (10')	Existing home is 10' from rear lot line. Complies
Side yard. The minimum side yard is five feet (5').	Existing side yard is 4' feet on north side. Existing non-conforming. Existing side yard is 7' on the south side. Complies
Footprint: based on 3,202 square foot lot	1,337 square feet maximum. Existing is approximately 1200 square feet. Complies

The applicant has been working with adjacent landowners to the East to clean up encroachment issues. The buildings at 301 Main Street and 305 Main Street each have a small sliver of their buildings encroaching on to the property at 310 Park Ave. An encroachment easement for each building has been recorded with the county.

Planning Staff finds there is good cause for the Subdivision as it will remove an interior lot line, combine a lot and a substandard parcel, and create a clean ownership boundary for the property and a lot of record for the existing single family house. Staff finds that the Subdivision will not cause undo harm on any adjacent property owners because the proposal meets the requirements of the Land Management Code and the existing house is brought further into compliance with the code. All future development will be reviewed for compliance with requisite Building Code and Land Management Code requirements.

Process

The approval of this application by the City Council constitutes Final Action that may be appealed following the procedures found in LMC 1-18. A Building Permit is publicly noticed by posting of the permit.

Department Review

This project has gone through an interdepartmental review. Encroachment issues which were raised during this meeting have been resolved. No other issues were raised.

Notice

The property was posted and notice was mailed to property owners within 300 feet. Legal notice was also published in the Park Record according to the LMC.

Public Input

No public input has been received by the time of this report.

Alternatives

- The City Council may approve the 310 Park Avenue Subdivision as conditioned or amended; or
- The City Council may deny the 310 Park Avenue Subdivision and direct staff to make Findings for this decision; or
- The City Council may continue the discussion on 310 Park Avenue Subdivision.

Significant Impacts

There are no significant fiscal or environmental impacts from this application.

Consequences of not taking the Suggested Recommendation

The house would remain as is and no construction could take place across the existing lot lines.

Recommendation

Staff recommends the City Council hold a public hearing for the 310 Park Avenue Subdivision and consider approving the Subdivision based on the findings of fact, conclusions of law and conditions of approval as found in the draft ordinance.

Exhibits

Exhibit A – Ordinance with Subdivision

Exhibit B - Survey

Ordinance No. 10-

**AN ORDINANCE APPROVING THE 310 PARK AVENUE SUBDIVISION
LOTS 31 AND 32 OF BLOCK 11 OF THE PARK CITY SURVEY,
PARK CITY, UTAH**

WHEREAS, the owners of the property located at 310 Park Avenue have petitioned the City Council for approval of the 310 Park Avenue Subdivision combining all of Lot 31 and the westerly 50' of Lot 32 of Block 11 of the Park City Survey into one lot of record; and

WHEREAS, the property was properly noticed and posted according to the requirements of the Land Management Code; and

WHEREAS, proper legal notice was sent to all affected property owners; and

WHEREAS, the Planning Commission held a public hearing on October 27, 2010, to receive input on the 310 Park Avenue Subdivision; and

WHEREAS, the Planning Commission, on October 27, 2010, forwarded a positive recommendation to the City Council; and,

WHEREAS, the City Council held a public hearing on November 11, 2010, to receive input on the 310 Park Avenue Subdivision; and

WHEREAS, it is in the best interest of Park City, Utah to approve the 310 Park Avenue Subdivision to allow an existing house to sit on one lot.

NOW, THEREFORE BE IT ORDAINED by the City Council of Park City, Utah as follows:

SECTION 1. APPROVAL. The above recitals are hereby incorporated as findings of fact. The 310 Park Avenue Subdivision as shown in Attachment A is approved subject to the following Findings of Facts, Conclusions of Law, and Conditions of Approval:

Findings of Fact:

1. The property is located at 310 Park Avenue.
2. The zoning is Historic Residential (HR-2A).
3. The proposed lot is 3202 square feet in size.
4. Maximum footprint for a 3202 square feet lot size is 1337 square feet and the existing footprint is approximately 1,200 square feet.
5. Maximum height is 27 feet above existing grade.
6. The proposed lot is fifty feet wide and varies between fifty and seventy-five feet in depth.

7. The required front and rear setbacks are 10 feet. The side yard setbacks are 5 feet. The existing home complies with all setback except the north side yard. The north side yard is four feet wide and is existing non-complying.
8. There is an existing non-historic home on the property. A single family home is an allowed use in the HR-2A zone.
9. The buildings located at 301 Main Street and 305 Main Street each encroach onto the property at 310 Park Avenue. Encroachment easements have been recorded at the county for each of the buildings.

Conclusions of Law:

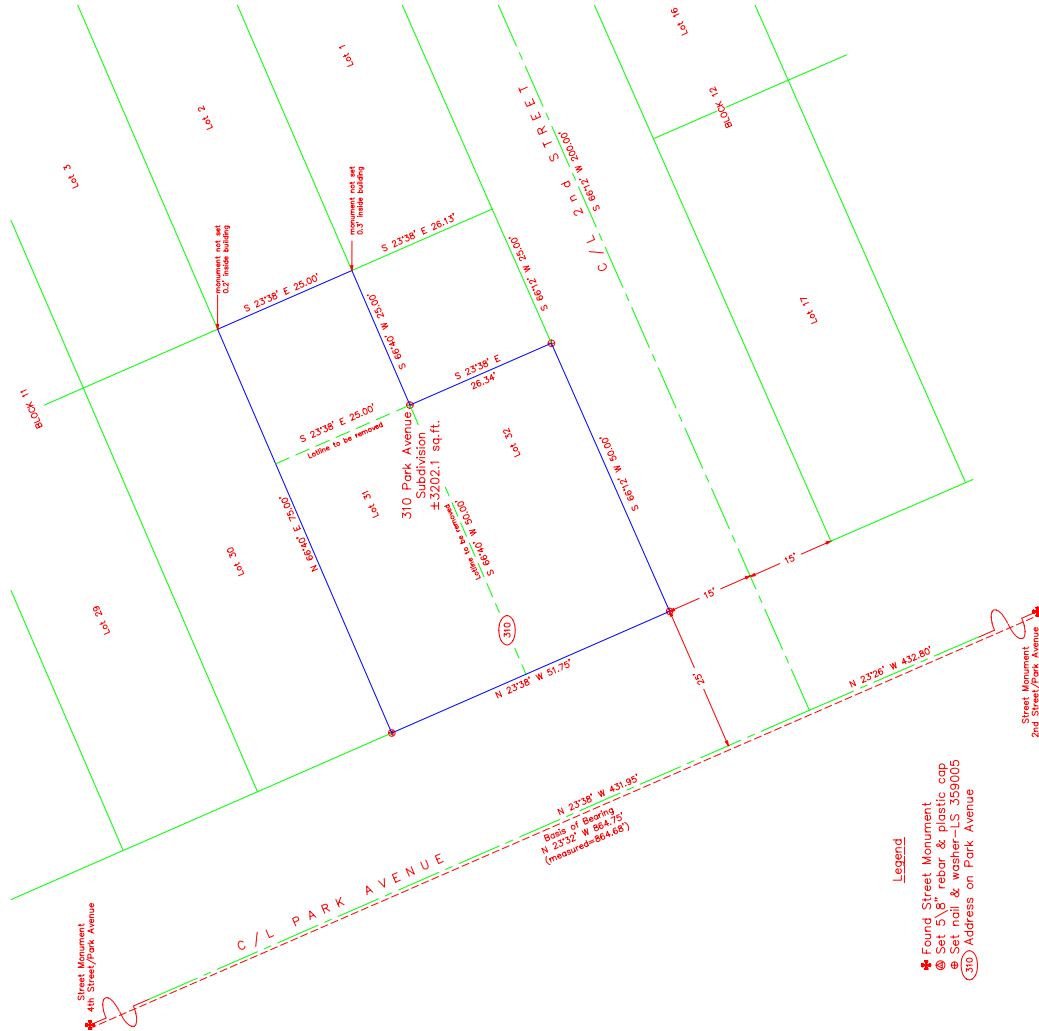
1. There is good cause for this Subdivision.
2. The Subdivision is consistent with the Park City Land Management Code and applicable State law regarding subdivisions.
3. Neither the public nor any person will be materially injured by the proposed Subdivision.
4. Approval of the Subdivision, subject to the conditions stated below, does not adversely affect the health, safety and welfare of the citizens of Park City.

Conditions of Approval:

1. The City Attorney and City Engineer will review and approve the final form and content of the Subdivision for compliance with State law, the Land Management Code, and the conditions of approval, prior to recordation of the Subdivision.
2. The applicant will record the Subdivision at the County within one year from the date of City Council approval. If recordation has not occurred within one year's time, this approval for the Subdivision will be void.
3. No remnant parcels are separately developable.

SECTION 2. EFFECTIVE DATE. This Ordinance shall take effect upon publication.

310 Park Avenue Subdivision
An amendment to Lots 31 & 32
Block 11, Park City Survey



NARRATIVE

1. Survey requested by: Andrew T. Beerman.
2. Basis of survey: found street monuments as shown.
3. Location of survey: Block 11, Park City Survey.
4. Property monuments set or found as shown.
5. Located in the Southeast Quarter of Section 16, Township 2 South, Range 4 East, Salt Lake Base & Meridian.
6. Owners of the property should be aware of any items affecting the property that may appear in a title insurance report.

LEGAL DESCRIPTIONS

310 Park Avenue Subdivision
Beginning at the Southwest corner of Lot 32, Block 11, Park City Survey, according to the official plat thereof, on file and of record in the office of the County Recorder, and following the line of said Lot 32, Block 11, the Western line of said Lot 32, Block 11, and the Eastern line of said Lot 31, Block 11, to the Southeast corner of said Lot 31, Block 11, thence North 66°40' East along the Northern line of said Lot 31, Block 11, to the Southeast corner of said Lot 31, Block 11, thence South 66°40' East along the Southern line of said Lot 31, Block 11, to a point on said Southern line, thence South 23°38' East 122.34 feet South 66°12' West, along the Southern line of Lot 32 and the Northern right of way of Third Street, 50.00 feet, more or less, to the point of beginning, containing .32021 square feet, more or less.

SURVEYOR'S CERTIFICATE

I, J.D. Galey, a Registered Land Surveyor as prescribed by the laws of the State of Utah and holding License No. 359005, do hereby certify that I have surveyed and laid out the above described property and that this plat is a true representation of said survey.

OWNER'S DEDICATION AND CONSENT TO RECORD

Know all men by these presents that Andrew T. Beerman is the owner of 310 Park Avenue Subdivision Block 11, Park City Survey, and having caused this Plat Amendment to be made, does hereby consent to the recordation of this Record of Survey Plat in the office of the County Recorder of Summit County, Utah. Also, the owners hereby irrevocably offer for dedication to the City of Park City all the streets, land for local government uses, utilities and easements shown on the plat in accordance with an irrevocable offer of dedication, in witness whereof, 2009, the undersigned has set his hand this ____ day of _____, 2009.

By: _____
Andrew T. Beerman

ACKNOWLEDGEMENT

STATE OF UTAH
County of Summit

On this ____ day of _____, 2009, Andrew T. Beerman personally appeared before me, the undersigned Notary Public in and for said State and County, and acknowledged to me that he is the owner of the above described property, and that he has signed the above Owner's Dedication and Consent to Record freely and voluntarily for the purposes set forth herein.

My commission expires: _____
NOTARY PUBLIC
RESIDING IN _____ COUNTY, _____

Alpine Survey, Inc.
Park City, Utah 84060
(435) 685-8016

SNYDERVILLE BASIN
WATER RECLAMATION DISTRICT
WATER RECLAMATION DISTRICT
ON THE _____ OF _____

BY: _____
CHAIRMAN

PLANNING COMMISSION
APPROVED BY THE PARK CITY
PLANNING COMMISSION THIS
DAY OF _____, 2009 A.D.

ENGINEER'S CERTIFICATE
I FIND THIS PLAT TO BE IN
ACCORDANCE WITH INFORMATION ON
FILE IN MY OFFICE THIS
DAY OF _____, 2009 A.D.

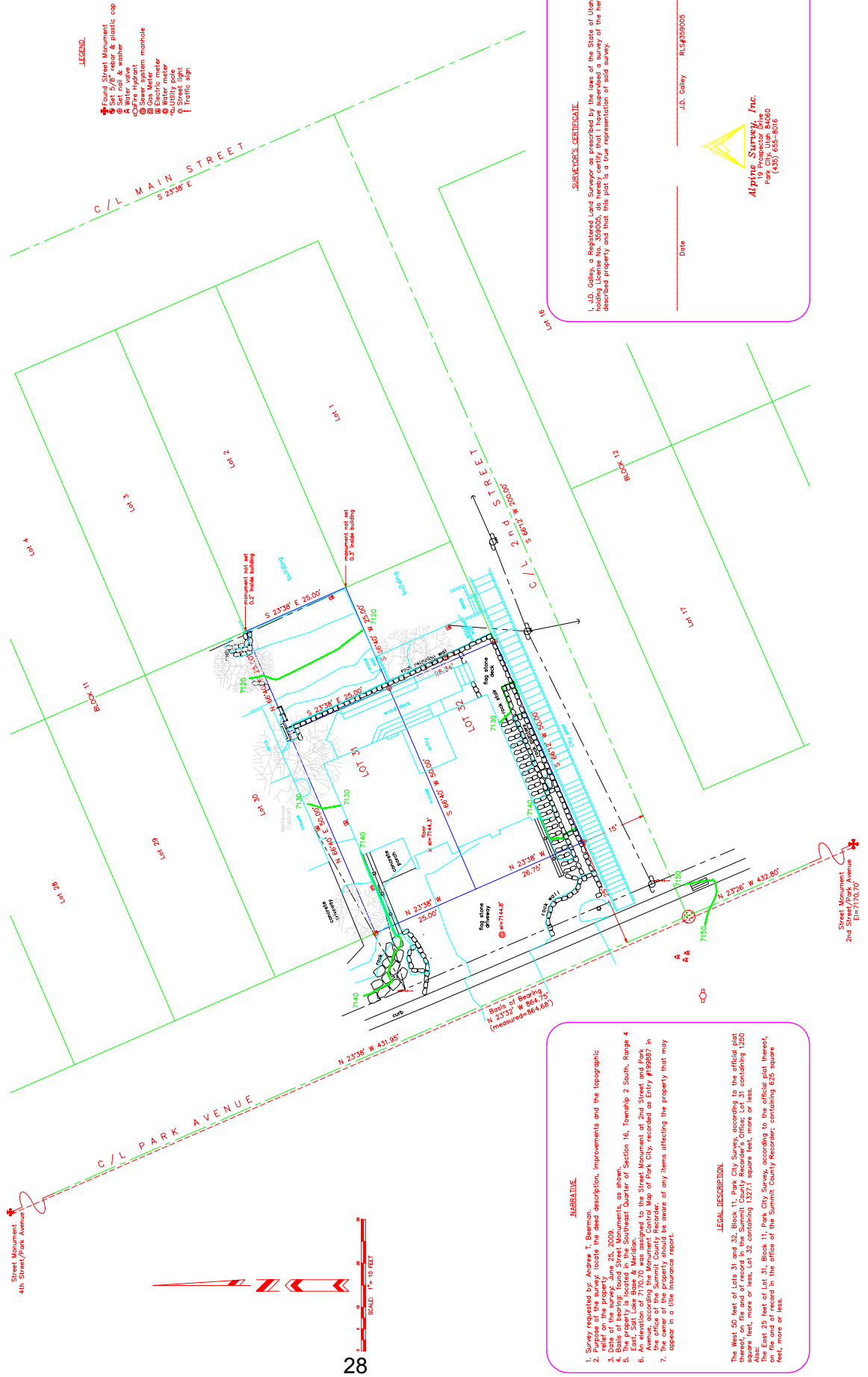
APPROVAL AS TO FORM
APPROVED AS TO FORM THIS
DAY OF _____, 2009 A.D.

CERTIFICATE OF ATTEST
I CERTIFY THIS RECORD OF SURVEY
MAP WAS APPROVED BY PARK CITY
COUNCIL THIS ____ DAY OF _____, 2009 A.D.

COUNCIL APPROVAL AND ACCEPTANCE
APPROVAL AND ACCEPTANCE BY THE PARK CITY
COUNCIL THIS ____ DAY OF _____, 2009 A.D.

RECORDED
STATE OF UTAH, COUNTY OF SUMMIT, AND FILED
AT THE REQUEST OF _____
DATE _____ TIME _____ BOOK _____ PAGE _____
FILE _____ RECORDER _____

Park City Survey, Block 11, Lot 31 & a portion of Lot 32



SURVEYOR'S CERTIFICATE

I, J.D. Galey, a Registered Land Surveyor as prescribed by the laws of the State of Utah and holding License No. 359005, do hereby certify that I have supervised a survey of the herein described property and that this plat is a true representation of said survey.

RLS#359005

J.D. Galey

Date



Alpine Survey, Inc.
1000 East 1000 South
Park City, Utah 84000
(435) 655-8016

NARRATIVE

1. Survey requested by Andrew T. Beaman.
2. Survey was conducted by J.D. Galey, a Registered Land Surveyor, on the date of the survey, June 25, 2009.
3. Date of the survey, June 25, 2009.
4. The property is located in the Southeast Quarter of Section 16, Township 2 South, Range 4 East, Salt Lake Base & Meridian.
5. The property is located in the Southeast Quarter of Section 16, Township 2 South, Range 4 East, Salt Lake Base & Meridian.
6. The survey was conducted in accordance with the Utah Rules of Professional Conduct, as recorded in the Monument Control Map of Park City, recorded as Entry #19887 in the Office of the County Clerk, Salt Lake County, Utah.
7. The owner of the property should be aware of any items affecting the property that may appear in a title insurance report.

LEGAL DESCRIPTION

The West 50 feet of Lots 31 and 32, Block 11, Park City Survey, according to the official plat thereof, on file and of record in the Summit County Recorder's Office, Lot 31 containing 1250 square feet, more or less, Lot 32 containing 1577 square feet, more or less. Also: East 50 feet of Lot 31, Block 11, Park City Survey, according to the official plat thereof, on file and of record in the Office of the Summit County Recorder, containing 125 square feet, more or less.

City Council Staff Report



Subject: Monarch Condominiums
Author: Kayla Sintz
Project Number: PL-10-01049
Date: November 11, 2010
Type of Item: Administrative – Condominium Record of Survey Plat

Summary Recommendations

Staff recommends the City Council hold a public hearing for Monarch Condominiums Record of Survey Plat located at 2169 Monarch Drive and consider approval based on the Findings of Fact, Conclusions of Law, and Conditions of Approval as found in the attached ordinance.

Description

Applicants: Erin Shaw, Robert Stephens, Roger Stephens and Harriet Stephens
Location: 2169 Monarch Drive
Lot 81, Prospector Village Subdivision
Zoning: Single Family (SF) District
Adjacent Land Uses: Residential
Reason for Review: Condominium Record of Survey Plats require Planning Commission review and City Council approval

Background

On August 26 2010, the City received a completed application for a Condominium Record of Survey for a duplex located at 2169 Monarch Drive (Lot 81, Prospector Village Subdivision) in the Single Family (SF) District. Approval of the Condominium Record of Survey would allow for each unit to be sold separately. The existing duplex is a legal duplex as identified on the original subdivision map, and was constructed in 1978.

On October 27, 2010 the Planning Commission heard this application during its regular agenda. No public input was given. The applicant wanted to discuss the parking issues in the City right-of-way. The Assistant City Attorney clarified to the Commission that since the applicant does not own the Right of Way, it would be the City Engineer not the Planning Commission who would make determinations about the use of the Right of Way. The Planning Commission forwarded a positive recommendation regarding the survey plat to the City Council.

Analysis

The purpose of the Single Family (SF) District is to:

- A) Maintain existing predominately Single Family detached residential neighborhoods
- B) Allow for Single Family Development compatible with existing developments
- C) Maintain the character of mountain resort neighborhoods with compatible residential design; and
- D) Require Streetscape design that minimizes impacts on existing residents and reduces architectural impacts of the automobile

The duplex is located at 2169 Monarch Drive (Lot 81, Prospector Village Subdivision). A duplex dwelling is an allowed use in the SF District (permitted only on Lots designated for Duplexes on the official Subdivision Plat). The area of the lot is 9,147 square feet. The setbacks for Prospector Village (which are less restrictive than the zone) are as follows:

- Front yard setback: twenty feet (20') for main buildings and ten feet (10') for garages;
- Side yard setback: five feet (5')
- Rear yard setback is ten feet (10')

The existing building conditions comply with required minimum setbacks. Parking conditions are noted below.

Parking requirements for the duplex have been met with the site. The parking ratio requirement for a duplex (LMC § 15-3-6) is two (2) parking spaces per dwelling unit, requiring a total of four (4) parking spaces.

The two (2) condominium units have the same floor area. Unit 1 has 1,670 square feet of private area and unit 2 has 1,670 square feet of private area. Separate entry stairs, decks, parking and open space are identified as common ownership. The CC&Rs to be recorded with the plat will outline the tie breaker process. Snyderville Basin Water Reclamation District will require a plat note stating the condominium is served by common private sewer lateral and is the responsibility of the Condominium home owner's association (HOA). The HOA would then be responsible for water and sewer bills.

Staff finds good cause for this condominium conversion as the units will be able to be sold separately.

Non-compliances

Parking

As an approved duplex lot in the Prospector Village subdivision, parking was required at two spaces per unit, for a total of four (4). Four spaces are already accommodated on site. Further, the duplex was originally built with two garages. Since the date of original

construction one garage unit has been filled in and converted to living area. However, code required parking is still accommodated on the existing exterior driveway.

The applicant has also expanded overflow parking of two additional cars into a paved area which encroaches into the City right-of-way. Parking has occurred here previously but parking in this area does not meet the Land Management Code due to:

- Parking not allowed in the side yard setback
- Parking not allowed in the City right-of-way
- Parking spaces must meet minimum dimensions according to LMC § 15-3

Staff recommends Condition of Approval #4 stating the applicant shall not be allowed to park in the paved area within the side yard setback or in City right-of-way nor may the applicant store snow in the City right-of-way. The applicant shall meet all requirements by the Planning Director and City Engineer to mitigate future potential use of this area for excess parking as a condition precedent to plat recordation. Such requirements may include removal of concrete parking pad outside of property lines and addition of landscaping.

Process

A decision by the City Council constitutes final action that may be appealed in District Court within thirty (30) day of approval.

Department Review

This project has gone through an interdepartmental review. Issues were raised regarding the paved area in the City right-of-way and area adjacent which are being used for additional parking, beyond the required 4 total spaces. The separation of utilities were also discussed. Both of these issues have been addressed in this report.

Notice

The property was posted and notice was mailed to property owners within 300 feet. Legal notice was also published in the Park Record.

Public Input

No public input has been received prior to the time this report was written.

Alternatives

- The City council may approve the Monarch Condominiums Record of Survey Plat as conditioned or amended; or
- The City Council may deny the Monarch Condominiums Record of Survey Plat and direct staff to make Findings for this decision; or
- The City Council may continue the discussion on the Monarch Condominiums Record of Survey Plat.

Significant Impacts

There are no significant fiscal or environmental impacts from this application.

Consequences of not taking the Suggested Recommendation

The duplex could not have separate ownership.

Recommendation

Staff recommends the City Council hold a public hearing for the Monarch Condominiums Record of Survey Plat located at 2169 Monarch Drive and consider approving the application based on the Findings of Fact, Conclusions of Law, and Conditions of Approval as found in the attached ordinance.

Exhibits

Ordinance

Exhibit A –Proposed Condominium Record of Survey

Ordinance No. 10-

AN ORDINANCE APPROVING THE MONARCH CONDOMINIUMS RECORD OF SURVEY PLAT LOCATED AT 2169 MONARCH DRIVE, PARK CITY, UTAH.

WHEREAS, the owners of the property located at 2169 Monarch Drive have petitioned the City Council for approval of the Monarch Condominiums Record of Survey Plat; and

WHEREAS, the property was properly noticed and posted according to the requirements of the Land Management Code; and

WHEREAS, proper legal notice was sent to all affected property owners; and

WHEREAS, the Planning Commission held a public hearing on October 27, 2010, to receive input on the Monarch Condominiums Record of Survey Plat;

WHEREAS, the Planning Commission, on October 27, 2010, forwarded a recommendation to the City Council; and,

WHEREAS, the City Council held a public hearing on November 11 2010, to receive input on the Monarch Condominiums Record of Survey Plat; and

WHEREAS, it is in the best interest of Park City, Utah to approve the Monarch Condominiums Record of Survey Plat.

NOW, THEREFORE BE IT ORDAINED by the City Council of Park City, Utah as follows:

SECTION 1. APPROVAL. The above recitals are hereby incorporated as findings of fact. The Monarch Condominiums Record of Survey Plat shown in Exhibit A is approved subject to the following Findings of Facts, Conclusions of Law, and Conditions of Approval:

Findings of Fact:

1. The property is located at 2169 Monarch Drive.
2. The property is located in the Single Family (SF) District.
3. The structure is a built duplex.
4. A duplex is an allowed use in the SF District on this cul-de-sac lot as identified on the Prospector Village Subdivision plat.
5. The area of the lot is 9,147 square feet.
6. The existing building conditions comply with required minimum setbacks.
7. Two (2) parking spaces are required for each unit, for a total of four (4).
8. Each unit has two (2) dedicated parking spaces, for a total of four (4) accommodated in the existing original driveway on-site.
9. The duplex was originally constructed with two garages. Since the date of original

- construction one garage unit has been filled in and converted to living area.
10. There are existing non-compliances relating to additional parking which consist of a paved parking pad encroaching into the City Right-of-Way, minimum parking dimensions, and parking within the side yard setbacks.
 11. Unit 1 has 1,670 square feet of private area.
 12. Unit 2 has 1,670 square feet of private area.
 13. Separate stair entry areas, rear wood decks and driveway parking and open space are identified as common ownership.
 14. The property is within the Park City Soils Ordinance boundaries.
 15. The findings within the Analysis section are incorporated within.

Conclusions of Law:

1. There is good cause for this condominium Record of Survey.
2. The Record of Survey Plat is consistent with the Park City Land Management Code and applicable State law regarding Condominium Record of Survey Plats.
3. Neither the public nor any person will be materially injured by the proposed Record of Survey Plat.
4. Approval of the Record of Survey Plat, subject to the conditions stated below, does not adversely affect the health, safety and welfare of the citizens of Park City.

Conditions of Approval:

1. The City Attorney and City Engineer will review and approve the final form and content of the Record of Survey for compliance with State law, the Land Management Code, and the conditions of approval, prior to recordation of the plat.
2. The applicant will record the Record of Survey at the County within one year from the date of City Council approval. If recordation has not occurred within one year's time, this approval for the plat will be void.
3. The CC&Rs shall include a tie breaker mechanism.
4. The applicant shall not be allowed to park in the paved area within the side yard setbacks or in City right-of-way nor shall the applicant store snow in the City right-of-way. The applicant shall meet all requirements by the Planning Director and City Engineer to mitigate future potential use of this area as parking as a condition precedent to plat recordation.
5. The site shall be in compliance with the Soils Ordinance. Any additional required work shall be complete as a condition precedent to plat recordation.

SECTION 2. EFFECTIVE DATE. This Ordinance shall take effect upon publication.

PASSED AND ADOPTED this 11th day of November, 2010.

