



**JOINT PARK CITY AND SUMMIT COUNTY COUNCIL MEETING  
SUMMIT COUNTY, UTAH  
October 10, 2023**

The Park City and Summit County Councils will hold a special meeting in person at the Summit County Sheldon Richins Building, at 1885 W. Ute Blvd, Park City, Utah, 84098. Meetings will also be available online with options to listen, watch, or participate virtually.

**JOINT PARK CITY COUNCIL AND SUMMIT COUNTY COUNCIL SPECIAL MEETING**

**8:45 a.m. - LIGHT BREAKFAST AND SOCIAL TIME**

**9:00 a.m. - REGIONAL HOUSING AUTHORITY UPDATE**

Discuss Potential Regional Housing Authority

**10:00 a.m. - CHILDCARE UPDATE**

Discuss Childcare Support and Subsidy Programs

**10:10 a.m. - PEAK WINTER TRAFFIC MITIGATION EFFORTS UPDATE**

**10:40 a.m. - WRAP UP COMMENTS AND SCHEDULE NEXT JOINT MEETING**

**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.



# Staff Report

**MEETING DATE:** October 10, 2023  
**TO:** Summit County Council  
Park City Mayor and City Council  
**SUBJECT:** Potential Regional Housing Authority

**ISSUING DEPARTMENT(s):** Summit County Economic Development and Housing  
Park City Municipal Corporation Housing Department

**STAFF:** Jeffrey B Jones, AICP  
Economic Development & Housing Director  
[jjones@summitcounty.org](mailto:jjones@summitcounty.org)  
  
Jason Glidden  
Housing Development Manager  
[jglidden@parkcity.org](mailto:jglidden@parkcity.org)

**ITEM:** Potential Regional Housing Authority

|                   |                 |
|-------------------|-----------------|
| <u>    X    </u>  | INFORMATION     |
| <u>    X    </u>  | STAFF DIRECTION |
| <u>          </u> | MOTION          |
| <u>          </u> | RESOLUTION      |
| <u>          </u> | ORDINANCE       |

## **BACKGROUND/EXISTING CONDITIONS**

On April 25, 2023, Summit County and Park City Municipal Corporation met to discuss the potential establishment of a regional housing authority. The staff was directed at that meeting to establish a working committee with one (1) council member from Summit County's Council and one (1) member from the

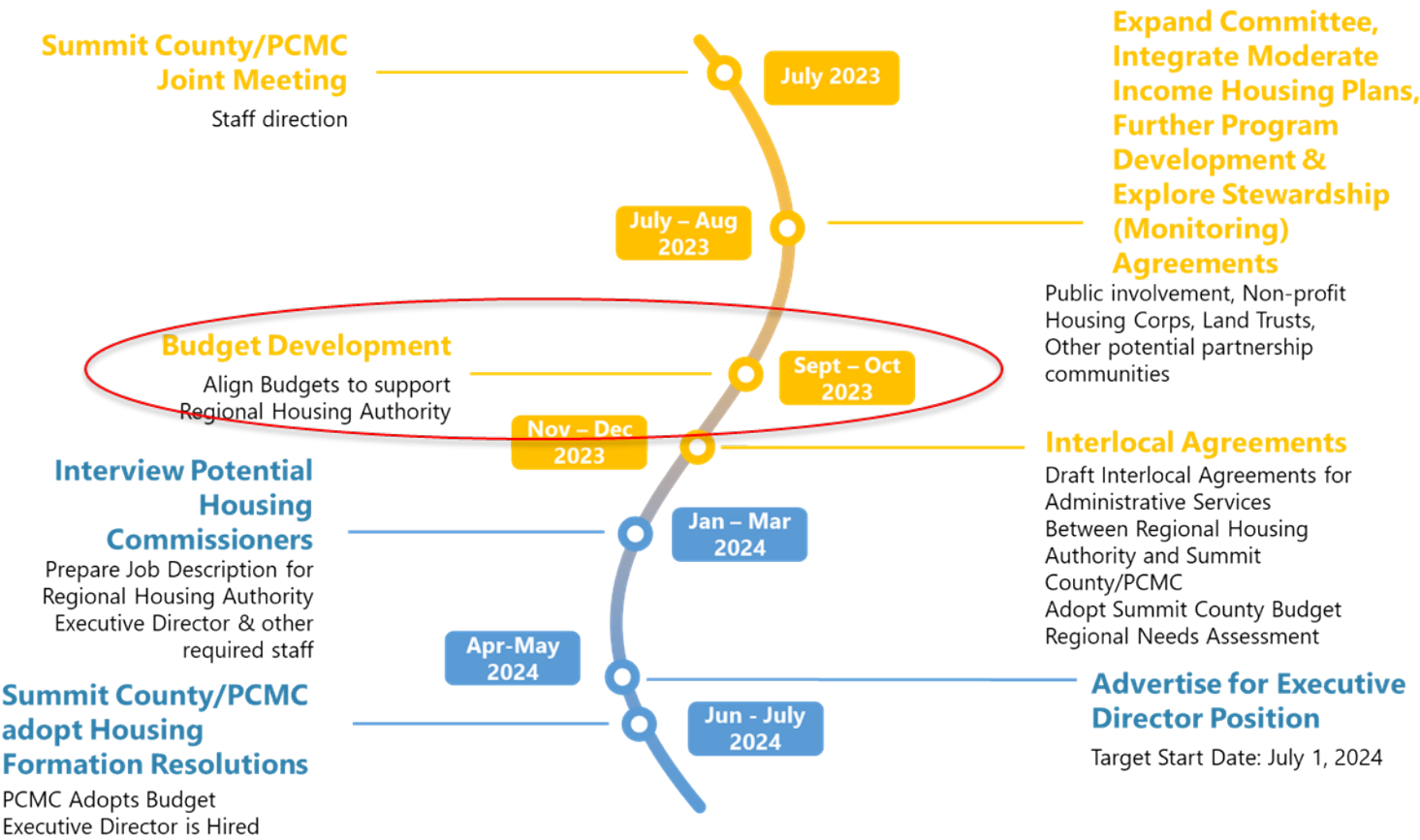
Park City Council. Towards that end, Staff established the “Housing Authority Exploration Committee.”

The Committee was/is made up of the following members:

- Tana Toly, Chair
- Canice Harte, Vice Chair
- Jason Glidden, PCMC, Housing Development Manager
- Jeffrey B. Jones, AICP, Economic Development & Housing Director
- Elyse Kats, AICP, Economic Development & Housing Manager
- Helen E. Strachan, Summit County Attorney's Office
- Cate Brabson, PCMC Attorney's Office
- Jennifer McGrath, Deputy City Manager, PCMC
- Daniel Nackerman, Advisor

**Timeline**

The original timeline was developed with a target implementation date of July 2024.



The Committee meets weekly and has held twelve (12) meetings since its inception. Except for Mr. Nackerman, no one serving on the Committee has direct experience of working for a housing authority.

On July 11, 2023, the Committee presented a potential implementation timeline and operational manual to the Summit County and PCMC Councils. The Council directed staff to solicit feedback from various community partners on the potential creation of a regional housing authority. In response, staff created a series of questions and interviewed seventeen (17) community partners (non-profits, employers, school districts, private developers, chamber of commerce, etc.).

- All community partners believed that a regional Housing Authority could offer something to their organization that is currently missing.
- 53% of community partners believe that housing policy in the area is moving in the right direction, but not yet effective.
- 94% of respondents think that finding affordable housing in Summit County/ Park City is a “big problem.”
- Most community partners, across non-profits, for-profits, and government agencies think that the lack of affordable housing in the region impacts quality of life, transportation, and economic strength of the area.
- Around half of respondents were familiar with Housing Authorities, and nearly all respondents who had worked with Housing Authorities in the past reported their experiences to be positive.
- Nearly all community partners believe that the regional Housing Authority should play a role in the development of affordable housing in the region: with partnerships being critical.
- Most community partners want the regional Housing Authority to have all tools available, and to engage in most program offerings. However, the following were the most popular responses:
  - Development of ownership and rental units
  - Preservation of existing affordable housing
  - Access to federal funding like voucher programs
  - Housing for vulnerable populations in the community
  - The most common response was stewardship/ compliance – a “central clearing house” for all housing-related items in the region.

Staff also scheduled interviews with other housing authorities that are geographically located in resort communities. And PCMC Staff also issued a survey through CAST (Colorado Assoc. of Ski Towns) that gathered similar information from existing Housing Authorities in CO. Additional interviews are also scheduled beyond the date of this report.

**Whitefish, MT, Pop. (9,059)**

- Type: Municipal (plus 10 miles outside of City limits)
- Board composition: Appointed by City Council and mayor (but no sitting Council members are on the board).
- Staff: 2 full-time, but looking to expand
- Managed units: 50 units, 30 vouchers, 100+ deed restrictions
- Budget: 550k, 90% is federal funding
- Other programs: stabilization grant funds

**Teton (Idaho) Housing Authority, Pop. (12,707)**

- Type: Multi-jurisdictional (Driggs, Victor, and Teton Co, ID)
- Board composition: 7 commissioners, 2 from each jurisdiction and 1 from Teton. No elected officials on the board
- Staff: None, 3 contract employees, looking to hire full-time
- Managed units: None yet, but participating in several PPP's
- Budget \$600K
- Other programs: None, focus on LIHTC development through PPP's (3 projects 145+ units).

**Summit, CO Combined Housing Authority, Pop. (31,167)**

- Type: Multi-jurisdictional (County wide)
- Board composition: Representatives from Breckenridge, Dillon, Frisco, Silverthorne, Montezuma, and Summit County. There are elected officials on the board.
- Staff: 5, with some service contracts as well
- Managed units: None
- Budget: 550k, through sales taxes
- Other programs: Resale calculations, buyer qualifications, lotteries, and deed monitoring

**HUD Regional Office Interview**

Staff also interviewed Kelly Jorgensen, who is the Field Officer Director for HUD. Mr. Jorgensen explained that Federal funding was limited. Apart from specialty vouchers (veterans, people with disabilities, etc.) and other targeted

Federal housing assistance programs, support in the form of Housing Choice Vouchers, etc. would never be made available to a new housing authority, and all future voucher allocations would be distributed only to existing housing authorities. This policy reflects the continued transition away from “Public Housing.”

While disappointed to learn that Housing Choice Vouchers would not be made available to new housing authorities, the sub-committee feels that with the establishment of a new regional housing authority, the region (Authority) would be in a much better position to access new federal funding programs. If/when they become available.

### **Formation Options**

Staff has also determined that there are basically two (2) ways a regional housing authority could be formed. Those options are outlined below:

1. Summit County could create a countywide Housing Authority and receive permission from cities and townships in the form of a local agreement to operate within their respective boundaries.
2. Summit County and any city or township within Summit County could form Housing Authorities and join those authorities through a cooperative agreement.

In theory, a regional housing authority could help all communities within Summit County capture economies of scale, gain use of the latest technology and equipment that they (if acting on their own) would otherwise be unable to afford, eliminate duplicative efforts, and achieve potential cost savings.

Despite these benefits, there are potential barriers that can challenge a region's ability to embrace regional cooperation as an achievable and worthwhile means to provide services. Sometimes, a simple lack of trust between the potential partnering communities can stand in the way of cooperation efforts.

This may be brought on by a perception that one community will be taken advantage of or that the implementation plan itself fails to bring about a win/win outcome. These barriers are not insurmountable and should not deter interest but acknowledging them can be a first step in working toward a successful partnership agreement.

### **Goals of the Housing Authority**

The sub-committee is working towards what a new regional housing authority may look like. Understanding the overall goals of the organization is necessary

before recommendations on program offerings, budget, and staffing can be determined. To this end, the sub-committee sent out a survey to all Council members seeking feedback with regards to the following questions?

**1. Are you willing to put resources into the regional Housing Authority? If so, which resources?**

- a. Money
- b. Land
- c. Both
- d. Neither

**2. Do you think the regional Housing Authority should engage in development via Public-Private partnerships?**

- a. Yes
- b. No, I do not think the regional Housing Authority should develop units.
- c. No, I think the regional Housing Authority should develop, but on its own.

**3. If land is given to the regional Housing Authority, do you think the City/ County should entitle it first? Or have the regional Housing Authority go through the process?**

- a. Entitle first - meaning the property is zoned correctly for development.
- b. Leave to regional Housing Authority/ partners.
- c. I do not think land contributions should be made to the regional Housing Authority.

**4. How long are you willing to subsidize a regional Housing Authority?**

- a. Only an initial cash injection
- b. Until the regional Housing Authority can fund itself through programs/ development
- c. Indefinitely, as I do not think the regional Housing Authority should develop units itself.

**5. How will decisions about creating parity between agencies be achieved re contributions to the authority (land, cash, personnel, etc.)?**

**6. Please Identify which program offerings you would like to see included in a regional Housing Authority.**

- a. Development of Rental Units
- b. Development of Ownership Units
- c. Homeless Services - providing homeless services through the housing authority in cooperation with local partners
- d. Preservation - using resources to preserve existing affordable housing through rehab and acquisition of expiring tax-credit projects
- e. Voucher Programs - rental assistance through the Federal program. Or establish a locally funded voucher program.
- f. Employment Assisted Housing - Public-Private Partnerships with either large or small employers in the area for development of units.
- g. Development of seasonal workforce housing - through partnerships with employers or the authority creating units on its own
- h. Senior housing programs/ development - development of senior units, as well as programming for seniors
- i. Persons with disabilities housing - development of neurodiverse units, as well as programming for neurodiverse
- j. Stewardship/ Monitoring/ Intake - ensure compliance with all deed restrictions recorded on affordable housing units.
- k. Refugee Housing - providing programming and partnerships for accommodating refugees in our community.

Results of the survey will be shared during the presentation at the joint meeting and will provide a starting point for the Councils to discuss what the possible goals of a regional housing authority may be.

Understanding the goals of the collective Councils with regards to function and expectation of a housing authority will help the sub-committee recommend to the Council a final budget and program design. The Council's goals should be ambitious but grounded in the reality of what can reasonably be achieved given available resources, constraints, and opportunities.

**Summit County/PCMC Joint Council Meeting**

Regional Housing Authority

Meeting Date: October 10, 2023

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**REQUESTED ACTION**

Recommend that the County and City Councils receive and review the staff report and presentation and provide directions to staff, as appropriate.

**ATTACHMENTS**

- i. Presentation: A Potential Regional Housing Authority



## A Potential Regional Housing Authority



October 10, 2023  
Jeffrey B. Jones, AICP, Summit County  
Jason Glidden, PCMC



# Presentation Outline

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1. Continuation of July 11th Joint County/City Council Meeting
2. Housing Authority Exploration Committee
3. Timeline Review
4. Community Partner & Housing Authority Interviews
5. HUD Interview: Voucher Programs
6. Formation Options
7. Council Survey Response
8. Goals/Direction to Staff



# Housing Authority Exploration Committee

**Tana Toly, Chair**

**Canice Harte, Vice Chair**

Jason Glidden, PCMC, Housing Development Manager

Jeffrey B. Jones, AICP, Economic Development & Housing Director

Helen E. Strachan, Summit County Attorney's Office

Cate Brabson, PCMC Attorney's Office

Jennifer McGrath, Deputy City Manager, PCMC

Elyse Kats, AICP Economic Development & Housing Manager

Jessica Bateman, Kamas City Council

**Daniel Nackerman, Advisor**



## Summit County/PCMC Joint Meeting

Staff direction

July 2023

July – Aug  
2023

**Expand Committee,  
Integrate Moderate  
Income Housing Plans,  
Further Program  
Development &  
Explore Stewardship  
(Monitoring)  
Agreements**

## Budget Development

Align Budgets to support  
Regional Housing Authority

Sept – Oct  
2023

Public involvement, Non-profit  
Housing Corps, Land Trusts,  
Other potential partnership  
communities

Nov – Dec  
2023

## Interview Potential Housing Commissioners

Prepare Job Description for  
Regional Housing Authority  
Executive Director & other  
required staff

Jan – Mar  
2024

## Interlocal Agreements

Draft Interlocal Agreements for  
Administrative Services  
Between Regional Housing  
Authority and Summit  
County/PCMC  
Adopt Summit County Budget  
Regional Needs Assessment

Apr-May  
2024

## Summit County/PCMC adopt Housing Formation Resolutions

PCMC Adopts Budget  
Executive Director is Hired

Jun - July  
2024

## Advertise for Executive Director Position

Target Start Date:  
July 1, 2024

# Committee Partnership Interviews



## 17 Interviews

**100%**

Community partners believed that a regional Housing Authority could offer something to their organization that is currently missing.

Believe that finding affordable housing in Summit County/ Park City is a "big problem."

**94%**



**40-45  
Minutes Each**

Believe that housing policy in the area is moving in the right direction, but not yet effective.

**53%**

Most community partners, across non-profits, for-profits, and government agencies think that the lack of affordable housing in the region impacts **quality of life, transportation,** and **economic strength** of the area.

## Partnership Interviews (Cont'd)

Around half of respondents were familiar with Housing Authorities, and nearly all respondents who had worked with Housing Authorities in the past reported their experiences to be **positive**.



Nearly all community partners believe that the regional Housing Authority should play a role in the development of affordable housing in the region: **with partnerships being critical**.



## Partnership Interviews (Cont'd)

Most community partners want the regional Housing Authority to have all tools available, and to engage in most program offerings. However, the following were the most popular responses:



1. Development of ownership and rental units
2. Preservation of existing affordable housing
3. Access to federal funding like voucher programs
4. Housing for vulnerable populations in the community
5. The most common response was stewardship/ compliance – a “central clearing house” for all housing-related items in the region.

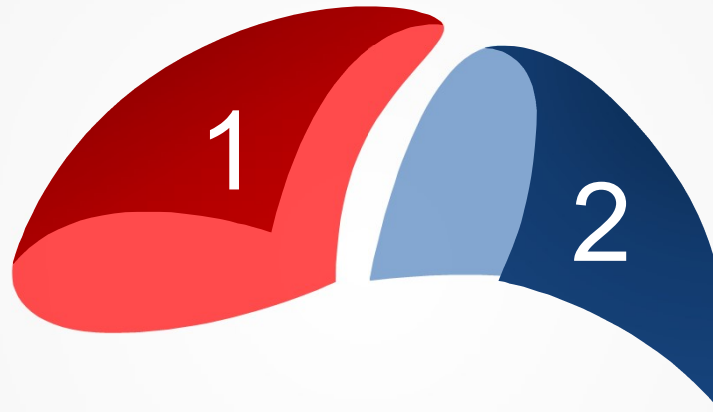


# Housing Authority Interviews

## 1. Whitefish, MT Pop. (9,059)

\$60.71 =  
Per Capita

- Type: Municipal (plus 10 miles outside of City limits)
- Board composition: Appointed by City Council and mayor (but no sitting Council members are on the board).
- Staff: 2 full-time, but looking to expand
- Managed units: 50 units, 30 vouchers, 100+ deed restrictions
- Budget: 550k, 90% is federal funding
- Other programs: stabilization grant funds



## 2. Teton County, ID Pop. (12,707)

- Type: Multi-jurisdictional (Driggs, Victor, and Teton Co, ID)
- Board composition: 7 commissioners, 2 from each jurisdiction and 1 from Teton. No elected officials on the board
- Staff: None, 3 contract employees, looking to hire full-time
- Managed units: None yet, but participating in several PPP's
- Budget \$600K
- Other programs: None, focus on LIHTC development through PPP's (3 projects 145+ units).

\$47.21 =  
Per Capita

### 3. Summit, CO Combined Housing Authority, Pop. (31,167)

- Type: Multi-jurisdictional (County wide)
- Board composition: Representatives from Breckenridge, Dillon, Frisco, Silverthorne, Montezuma, and Summit County. There are elected officials on the board.
- Staff: 5, with some service contracts as well
- Managed units: None
- Budget: 550k, through sales taxes
- Other programs: Resale calculations, buyer qualifications, lotteries, and deed monitoring

\$776,636, \$2,078,514 or \$2,672,879



\$17.64 =  
Per Capita



# HUD Interview: Kelly Jorgensen, Field Director

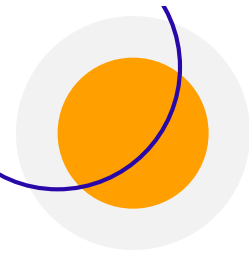


## Housing Choice Vouchers

Apart from specialty vouchers (veterans, people with disabilities, etc.) and other targeted Federal housing assistance programs, support in the form of Housing Choice Vouchers, etc., **would never** be made available to a new housing authority, and all future voucher allocations would be distributed only to existing housing authorities.

This policy reflects the continued transition away from “Public Housing.”





# Voucher Programs



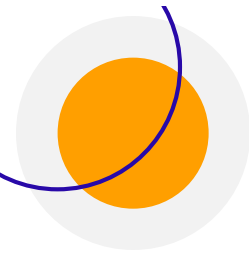
## Housing Choice Voucher

## Project Based Voucher

Project-Based Vouchers offer rental assistance for qualifying individuals/families dedicated for use at specific properties.

The Housing Choice Voucher (HCV) program (formerly known as Section 8) is a federally-funded, locally-administered rental assistance program that helps lower-income families, the elderly, and persons with disabilities afford safe, decent housing in the private market. Participants may choose any housing type that suits the needs of their family, as long as the requirements of the program are met.





# Other Federal Programs



## Housing Opportunity for Persons with AIDS (HOPWA)

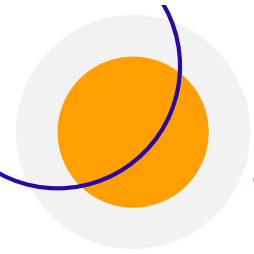
Housing Opportunities for Persons With AIDS (HOPWA) is the only federal program dedicated to the housing needs of people living with HIV/AIDS. Under the HOPWA Program, HUD makes grants to local communities, states, and nonprofit organizations for projects that benefit low-income persons living with HIV/AIDS and their families.



## COC Supportive Housing

Continuum of Care (COC), funded through the Department of Housing and Urban Development (HUD), funds projects to help house people who are experiencing homelessness. The Mountainland district has a collaborative applicant for any and all HUD CoC Grants.





# Other Federal Programs

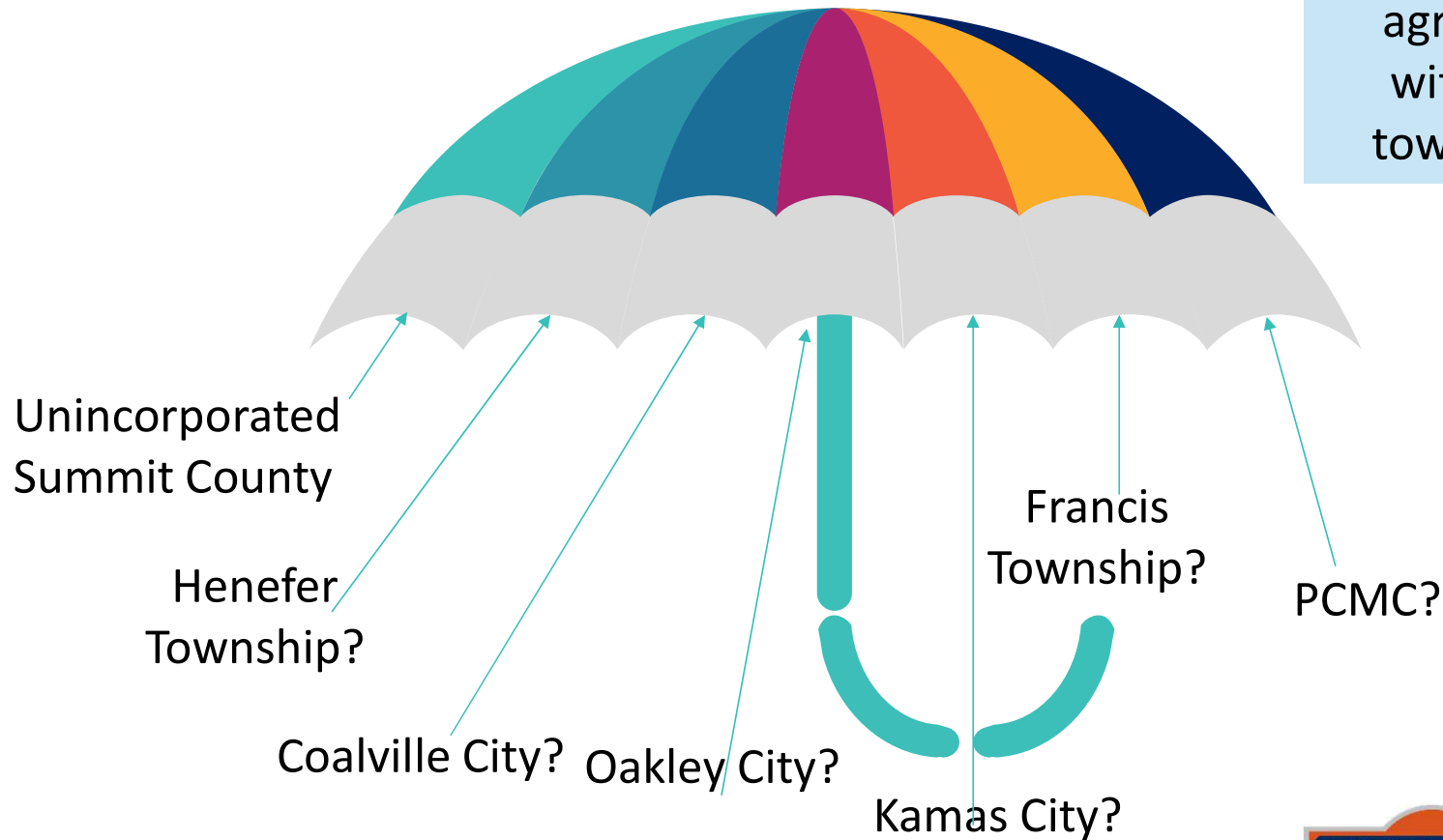


- Affordable Connectivity Program (FCC/HUD)
- HUD Mainstream Vouchers
- Emergency Housing Vouchers (EHV)
- U.S. Department of Veterans Affairs
- U.S. Department of Health and Human Services
- Misc. Disaster Relief (U.S. Department of Treasury or FEMA)
- Other non-direct through other entities...



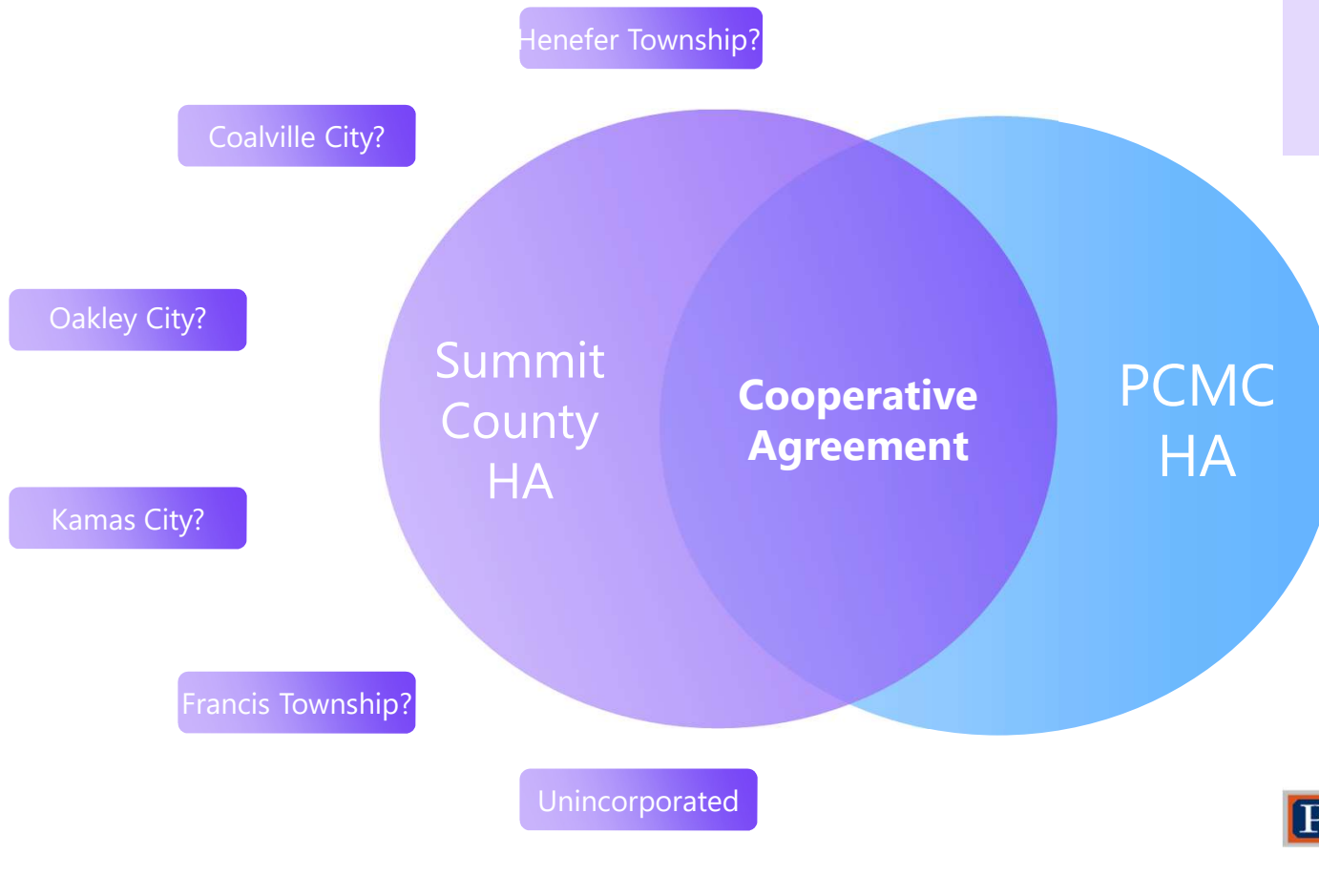
# County “Umbrella” Housing Authority

Summit County would need to execute agreements to work within municipal or township boundaries



# Multi-Housing Authority Model

Summit County would need to execute agreements to work within municipal or township boundaries.



# 1. What resources are you willing to put into a regional Housing Authority? 10 Responses

1 (10%)

\$\$\$

0 (0%)

Land

8 (80%)

\$\$\$ & Land

Neither \$\$\$ or Land: 1 (10%)

# 2. Do you think the regional Housing Authority should engage in development via Public-Private partnerships? 9 responses:

Yes

9 (100%)



**3. If land is given to the regional Housing Authority, do you think the City/ County should entitle it first? Or have the regional Housing Authority go through the process? 9 Responses**

**5 (55.5%)**

**Entitle First**

**4 (44.4%)**

**HA Responsibility**



#### 4. How long are you willing to subsidize a regional Housing Authority? 9 Responses

3 (33.3%)

Initial cash  
injection

6 (66.67%)

HA Reaches  
Self Funding

0 (0%)

Indefinitely



# How will decisions about creating parity between agencies be achieved regarding contributions to the authority (land, cash, personnel, etc.)? 5 Responses

“I see the Housing Authority having just that, Authority.”

“The parties’ control should mirror the parties’ respective contributions.”

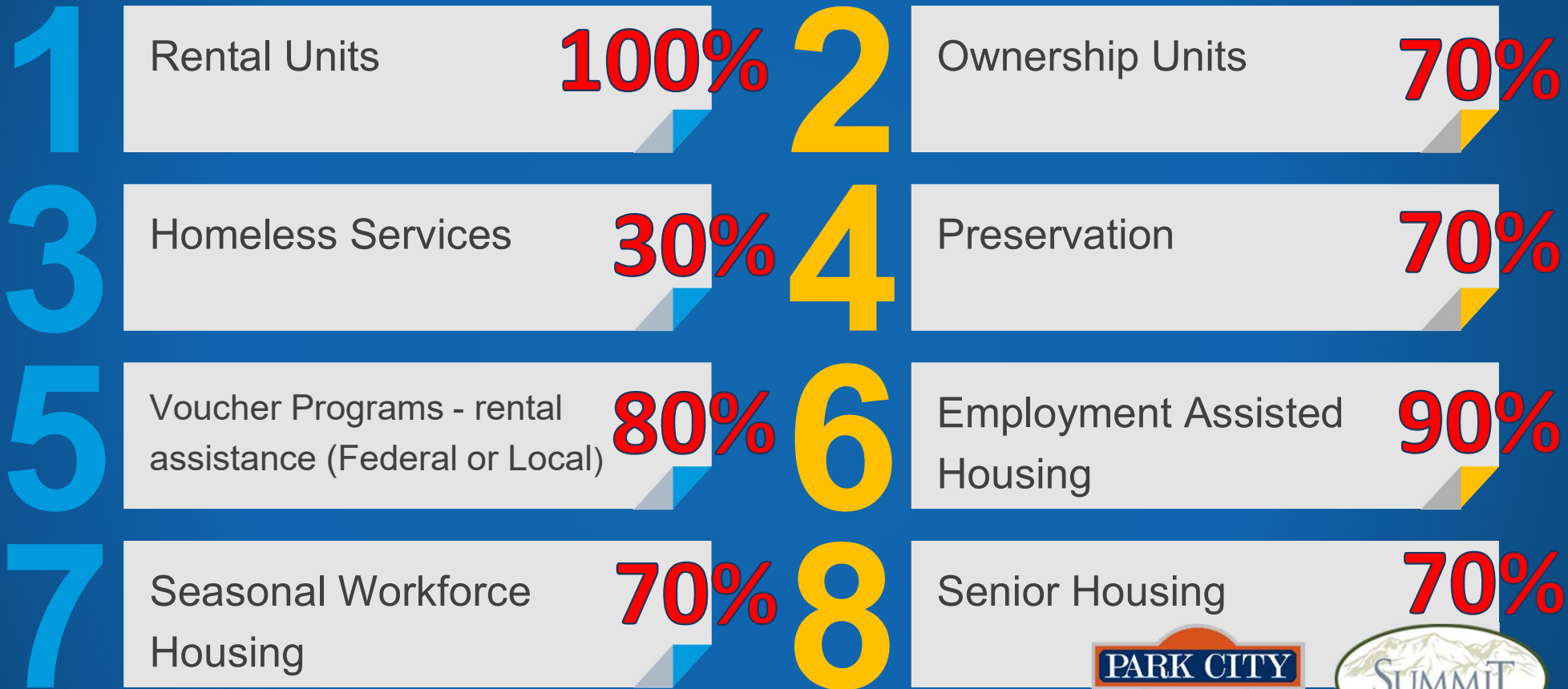
“Initially, both Councils could contribute the same amount of money/land value. We will need to determine how deed restrictions benefit both jurisdictions as equally as possible.”

“This is a big point of discussion.”

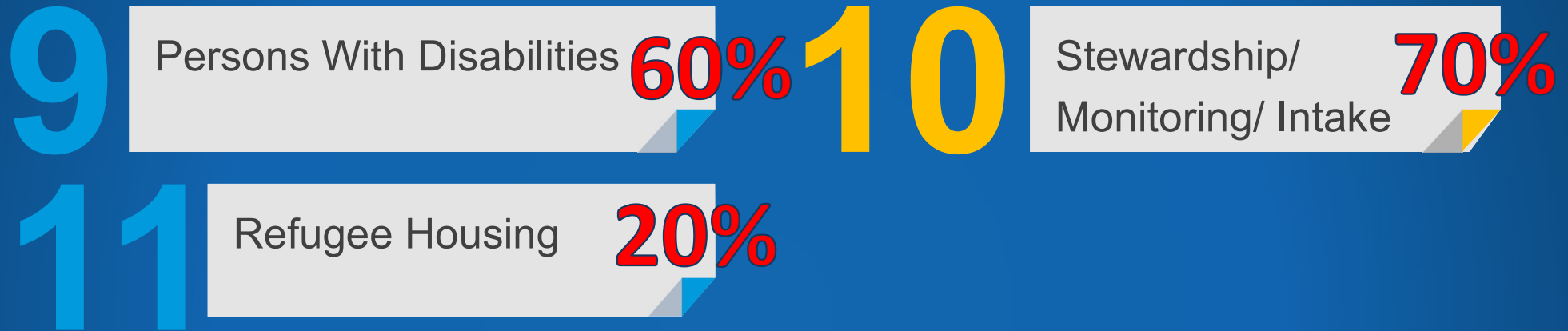
“Not sure.”



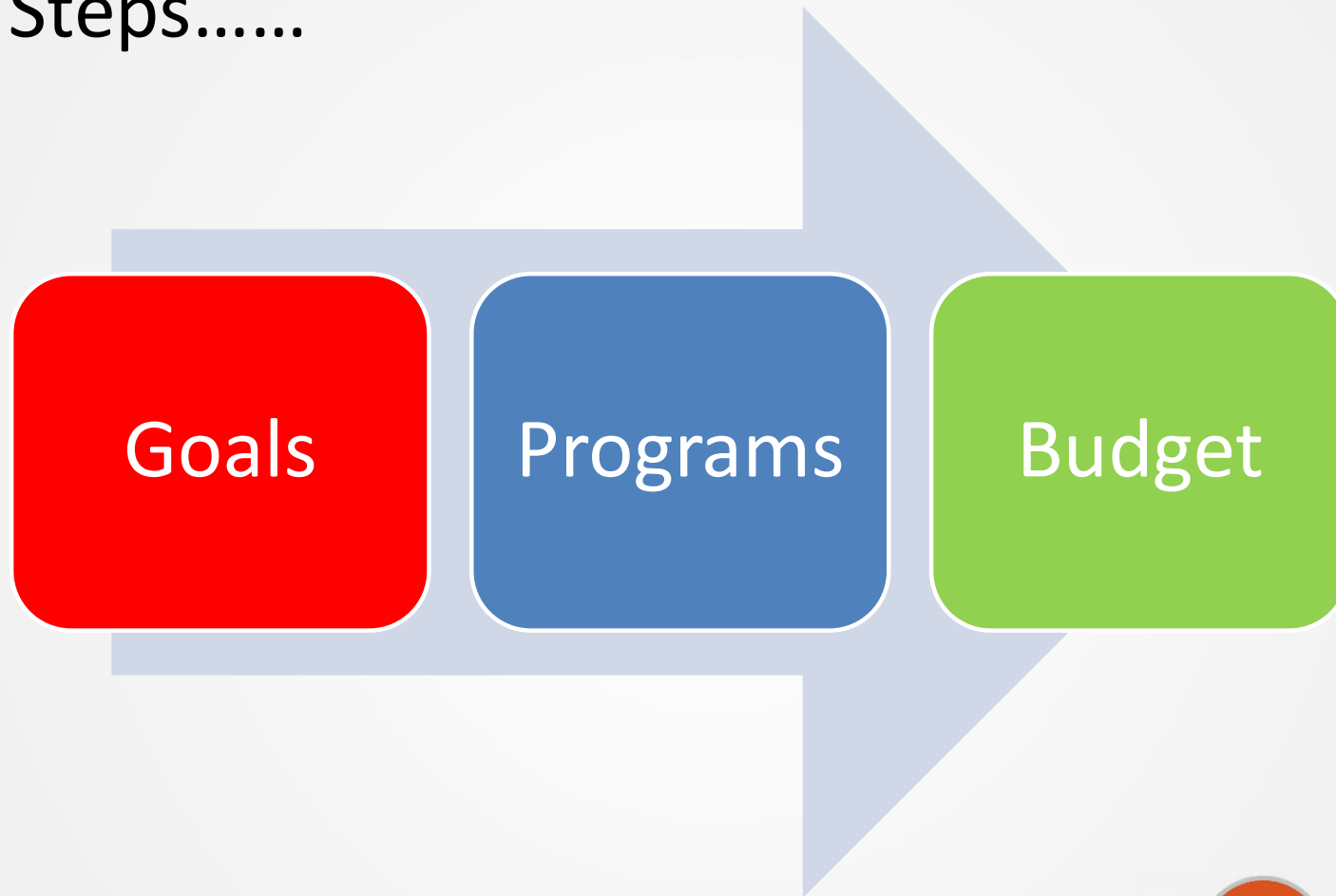
# Program Support



# Program Support



## Next Steps.....



## Direction to Staff/Committee



STOP! We have heard enough.

SLOW DOWN! We need much more information to move forward.

KEEP GOING! The juice is worth the squeeze.



# Questions?

# Thank you



## City Council Staff Report



**Subject:** Childcare Support and Subsidy Programs  
**Author:** Michelle Downard, Resident Advocate  
**Department:** Executive  
**Date:** October 10, 2023  
**Type:** Informational Update  
Joint Meeting- Summit County and Park City Municipal

Concerns regarding the lack of affordable and available childcare in Park City, combined with the reduction in Federal funding, were discussed at several Park City Council meetings ([November 17, 2022](#); [May 11, 2023](#); [May 25, 2023](#); [June 1, 2023](#)).

In response, Park City took the following two actions:

- Authorized a one-time \$1,000,000 budget allocation ([June 22, 2023](#)) as part of Park City Fiscal Year (FY) 24 Budget to address the lack of affordable childcare.
- Awarded an [Early Childcare Provider](#) lease to PC Tots, a local affordable childcare provider, to operate childcare service at the Park City Library and provide all-day, year-round childcare, prioritize PCMC employees, and serve children enrolled in the [Utah Department of Workforce Services Childcare Assistance Program](#).

### **Budget Allocation and Childcare Scholarships**

When allocating the one-time \$1M in FY24 to support childcare, the City Council clarified that no funds could be distributed until transparent and accountable administrative criteria and processes were established. A Working Group was created to help PCMC design a program reflective of Council input, using the [assessment submitted by the Early Childhood Alliance](#).

On [August 22, 2023](#), the Working Group recommended Emergency Needs-Based Scholarships based on Park City residential household incomes. Additional funds are recommended as incentives for local Park City childcare providers who serve children enrolled in the [Utah Department of Workforce Services Childcare Assistance Program](#).

Measuring the success of the Scholarship Program and local childcare needs is essential to contemplate future allocations. Measurements include:

- The number of Park City resident and workforce children served;
- The number of infant and toddler children served;
- Support of households below the program-established AMI rates;
- The number of scholarship applications received and the number approved;
- DWS Childcare Assistance applications submitted and successful enrollment;
- PCMC employees served;
- An increase in regulated childcare capacity; and

- An increase in regulated childcare providers.

Regular audits and a comprehensive check-in with City Council will provide ample opportunity to scrutinize program allocations, funding burn rates, desired outcomes, and more. At that time, Council may assess how the program is working and consider adjusting any of the components.

Program administration requires documentation, applications, qualifications, fund distribution accountability, and customer service. These are services PCMC felt the private or non-profit sectors were better suited to provide. A [Request for Proposal \(RFP\)](#) was advertised to identify a qualified third-party vendor to administer the program. We are reviewing two responses, and a recommendation is anticipated at a future City Council meeting.

### **Childcare Lease in the Park City Library**

The Park City Cooperative Preschool closed in June of 2023 after operating in the Park City Library for 30 years. As a result, City Council sought a new childcare provider and received four RFP responses. PC Tots was selected and will offer additional space for ages 0-3 years old (although not at the Library), provide a year-round schedule with all-day care for 20 children aged 3-5 years old, and prioritize a limited number of qualified PCMC employees. PC Tots is also a bilingual program.

On [September 14, 2023](#), City Council approved a property lease with PC Tots for an all-day, year-round childcare facility.

### **Financial Support of Non-Profit Childcare Providers**

Historically, during Fiscal Years FY19 to FY24, PCMC contributed \$335,000 to PC Tots through Special Service Contracts and Diversity Equity Inclusion Special Service Contracts. In a separate Special Service Contract, PCMC also contributed \$200,000 (\$50,000/yr. from FY21 to FY24) to the PC Education Foundation for afterschool programs for McPolin and Parley's Elementary.

While the scholarship program, lease at the Park City Library, and other financial support help to address a lack of affordable and available childcare on a short-term basis, these actions are not anticipated to substantially build capacity. Therefore, in addition to the actions listed above, the City seeks to convene a task force involving additional stakeholders to focus on increasing childcare capacity-building and more sustainable long-term industry support.