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

March 14, 2024

The Council of Park City, Summit County, Utah, met in open meeting on March 14, 2024, at 3:15 p.m. in the City Council Chambers.

Council Member Toly moved to close the meeting to discuss litigation at 3:15 p.m. Council Member Dickey seconded the motion.

RESULT: APPROVED

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

CLOSED SESSION

Council Member Ciraco moved to adjourn from Closed Meeting at 3:45 p.m. Council Member Dickey seconded the motion.

RESULT: APPROVED

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

WORK SESSION

Discuss Recreation, Ice, and Golf Fee Recommendations:

Ken Fisher, Recreation Manager, noted the Park City Recreation Sled Derby won the Outstanding Special Event of the Year Award from the Utah Recreation and Parks Association. He related that until 2003 there was a fee differential for those living within the City limits. When Basin Rec built their building, the fee differential was terminated. He stated having the same fees no matter which facility was used helped build community. The interlocal agreement confirmed the entities would not have a fee differential. He hoped for Council direction as a new agreement was being discussed.

Fisher stated 82% of MARC users lived in 84060 and 84098. Of that 82%, 62% of the users lived in 84060. He defined "resident" as anyone living in the Park City School District boundaries and indicated some services had discounts for residents. He discussed options for resident discounts, including the addition of a new visitor rate for MARC monthly passes, a nonresident fee increase higher than the resident fee increase, expanding early access for popular programs to those residing in 84060, and having racquet sports only available for local residents.

1 Council Member Toly indicated Basin Rec had one rate for all their passes. Council
2 Member Parigian asked who would pay if four people used a court. Fisher stated the
3 person booking the court would pay the appropriate rate. Council Member Parigian
4 asked if more revenue was needed to support the MARC. Fisher stated it would be
5 prudent to clarify if the fee differential discussion was a revenue issue or an access
6 issue, and indicated the City's goal was for revenue to cover 70% of the MARC
7 expenses. He noted revenue had been flat the last two years, but expenses were rising.
8

9 Council Member Ciraco suggested using the terms "City resident" and "non-resident"
10 instead of "local resident." He stated it would be helpful to know how much revenue was
11 needed. He indicated Basin Rec was a partner with the City and asked how much land
12 they acquired recently, because knowing their financial situation would help inform the
13 City's decision.
14

15 Council Member Dickey asked for clarification on the visitor pass proposal. Fisher
16 explained the different passes. Council Member Dickey asked what the racquet sports
17 pass included. Fisher stated it allowed users to book courts up to two weeks in
18 advance. The facility passes didn't include tennis and pickleball. Council Member Rubell
19 liked the suggested changes.
20

21 The Council supported the recommended moderate changes. Council Member Toly
22 favored using the school district boundary for classifying residents. Council Member
23 Parigian wanted the local rate to stay the same. The Council asked to see the rate
24 proposal. Council Member Dickey didn't want the revenue to decrease. Council Member
25 Ciraco asked how much expenses had increased, to which Fisher stated they had
26 increased \$300,000 per year for the last two years. Council Member Parigian favored
27 subsidizing a larger portion of the Recreation Department to help out local residents.
28 Fisher noted local rates were for 84060 and 84098.
29

30 Amanda Angevine, Ice Arena General Manager, reviewed the history of the ice arena
31 and indicated it opened in 2006 and was the only ice facility currently in the Wasatch
32 Back. She noted Black Rock Ridge was ready to open an additional ice rink. She
33 announced various awards received by groups and individuals who used the ice arena.
34

35 Angevine reviewed the interlocal agreement with Basin Rec. This agreement required
36 local rates for City and Basin residents. Residents received a discount for public
37 skating. She stated 68% of users were residents. Options to increase benefits for
38 residents included early access for City residents to popular programs and having a
39 non-resident fee increase that would be higher than the resident fee increase.
40

41 Council Member Dickey supported the recommended actions and asked about the
42 portion of the interlocal agreement (ILA) that treated the County the same when the City
43 paid for all the capital. Angevine stated the Basin agreed to increase their annual
44 contribution from \$50,000 to \$66,000 annually. A condition assessment was being done
45 to get projections on actual costs of maintaining the facility, and staff was working to

1 bring the projection back to Council. She thought the outcome of that discussion would
2 determine a new annual contribution in an amended ILA.

3
4 Council Member Rubell supported the recommended options. He did not want to treat
5 Wasatch County as local. Council Member Ciraco supported the recommended options
6 and agreed that Wasatch County shouldn't get the local discounts. He asked if the
7 Basin's offer to increase their annual contribution was to cover annual operating costs.
8 Angevine stated the \$66,000 was arbitrary. She felt it was more efficient to have a one-
9 time lump sum instead with an annual increase. The City approved the \$175,000 lump
10 sum and a \$66,000 annual increase but the Basin did not feel comfortable with the lump
11 sum because it was not written into the ILA. Council Member Ciraco thought the Basin
12 was making some significant investments on their own and the City's request in this
13 partnership was reasonable.

14
15 Council Member Dickey asked why Wasatch County was treated like a resident.
16 Angevine stated when the arena opened, they wanted more users. Their participation
17 was minimal so it wouldn't affect the revenue by much. She noted the user groups were
18 regional so this was their home rink and charging them significantly more would be a
19 customer service challenge. They set visitor rates based on other resort areas and the
20 Wasatch Back was next door and was considered local.

21
22 Mayor Worel asked if the Basin's \$66,000 contribution was all used for capital, to which
23 Angevine affirmed. Council Member Toly asked if Black Rock Ridge would be open to
24 the public. Angevine knew there would be a public skate, but she didn't know the scope
25 of public access. Council Member Toly thought that information was needed before the
26 City arena considered adjustments. She asked if the ice arena should have a cost
27 recovery of 70% so it matched the MARC. Angevine indicated the ice arena wasn't held
28 to a 70% cost recovery but the goal was to cover 100% of expenses. As wages and
29 expenses increased, the cost recovery had decreased.

30
31 Council Member Rubell suggested different rates for users in Wasatch County, based
32 on general skate versus league members. Angevine stated she would look at those
33 numbers to see how that would impact revenue. Council Member Parigian stated
34 Wasatch County didn't have a rink so they considered this their home rink. He
35 supported the recommended options. Angevine stated she would change the definition
36 of resident to exclude Wasatch County when she presented her proposed fee schedule
37 for Council consideration. Council Member Dickey requested to keep teams and
38 leagues in the resident fee category. He didn't want to discourage people from skating
39 and asked to look at fees in public skate and ice rental to see if there was an impact.

40
41 Council Member Toly didn't mind Wasatch County participating as locals unless the fee
42 would increase for locals because of the out-of-area participants. Angevine reviewed
43 other rinks in the valley were increasing their rates and she felt the market could handle
44 the proposed fee increases.

1 Vaughn Robinson, Golf Manager, stated Golf was an enterprise fund so all revenues
2 went to cover expenses. They had a local resident rate (those living within the school
3 district, league members, and guests of local residents), a Utah resident rate, and a
4 non-resident rate. He indicated 77% of users were local residents and 23% were
5 visitors. Options for prioritizing resident access included giving early access to online
6 tee time reservations for 84060 residents and limiting the number of tournaments for
7 outside groups.

8
9 Council Member Toly asked if there was a no-show fee. Robinson stated he couldn't
10 charge a fee because no service had been performed. Council Member Toly asked
11 Robinson to investigate that. Robinson stated no-shows were not a frequent
12 occurrence. There was discussion on requiring a credit card to book a tee time. Council
13 Member Parigian supported the aggressive option in addition to the moderate options.
14 He wanted more of the burden on non-residents. Robinson felt if the fees increased too
15 much, the City would lose visitors to other courses.

16
17 Council Member Ciraco asked if the focus should be on the differential or if the focus
18 should be based on the fees for other golf courses. Robinson wanted to keep the non-
19 resident fee in mind and noted the golf fee was currently more than the fee at Wasatch
20 Mountain State Park or other nearby courses.

21
22 Council Member Rubell supported the recommended options. He suggested having a
23 twilight rate for residents. He didn't know why there was a Utah rate. He wanted to
24 prioritize a resource and offer a lower price to taxpayers. He thought consideration
25 should be given to only offering the season pass to Park City residents.

26
27 Council Member Dickey asked what the cost recovery for golf was, to which Robinson
28 stated 100%. Council Member Dickey noted in the future Golf would be charged for
29 water so the rates would look different soon. He supported the recommended options.
30 He liked Council Member Toly's suggestions as well. Robinson summarized he would
31 look into the season pass to see the impacts of discounts for 84060. He would also look
32 at the twilight rates and doing a differential on those rates, but indicated those rates
33 were already low. Council Member Rubell asked for ways to prioritize resident access.

34
35 **Discuss IT Infrastructure Initiatives:**

36 Scott Robertson, Mindy Finlinson, and Sarah Mangano were present for this item.
37 Robertson stated Future Core would replace the current aging ERP and financial
38 system. It would affect business processes and included extracting data from the old
39 system, testing, verifying, training, and a lot of coordination. The process would repeat
40 each year for the next three years as each module came online. This would ensure a
41 better customer service experience and improve transparency.

42
43 Robertson stated there was a request for email accounts for part time and seasonal
44 employees who didn't normally get an email account when they were hired. This
45 required licensing and an automation component that would make the City compliant.

1 He requested fiber infrastructure to continue to meet the high-speed demands of
2 technology. This request would be required for the City to function for the next 20 years
3 of growth.

4
5 Mayor Worel asked how the email was not in compliance. Robertson explained email
6 accounts would automate compliance and stated when an account was created, certain
7 rights were given. Council Member Ciraco supported long-term infrastructure. He asked
8 how the fiber would be used and who could use it. Robertson stated there would be a
9 platform for Engineering, Water, Transit and IT. They would insert the fiber into the
10 streets. There was also an interest from cell providers for access to the fiber network.
11 By planning for the demand, the City could give lease opportunities for other entities
12 and swaps. Council Member Ciraco asked if a public utility would normally do the fiber
13 infrastructure. Robertson stated this was necessary to service the City's own needs, but
14 we could also lease the framework out.

15
16 Council Member Dickey asked if another entity would pay the fiber cost or if the City
17 would pay that. Robertson stated they could explore what a Google Fiber would look
18 like. The City didn't have a lot of density and there were a lot of mountains so there was
19 reluctance by other entities to invest in this area. Council Member Dickey stated 5G
20 would eliminate the need for a wired network, and asked if the fiber would work in
21 conjunction with 5G. Robertson stated there needed to be fiber infrastructure to support
22 5G.

23
24 Council Member Rubell supported investing in infrastructure and thought avenues
25 should be explored for lowering the cost to the City. He asked if there were silo
26 departments that could come into the ERP. Finlinson indicated Finance would be the
27 first phase of implementation. Then Building, Planning, and Engineering (BPE) as well
28 as utility billing would be brought in. Then Human Resources would be brought in for
29 payroll processing, followed by Fleet and finally Recreation. The budget module would
30 be purchased and used if the Budget Department wanted to switch from their current
31 software. Council Member Rubell asked for a policy discussion on forcing the issue and
32 not leaving this to department discretion to opt in or opt out. The goal was to evolve and
33 modernize the City's capabilities. The Council agreed to come back for a policy
34 discussion.

35
36 Council Member Parigian hoped to lower the \$20 million cost and asked how the current
37 infrastructure saved the City money. Robertson stated without the infrastructure, the
38 connections would be paid to the utility companies, and it added up. Council Member
39 Parigian asked if the City could recoup the \$20 million cost of the proposed fiber
40 installation. Robertson indicated there was an opportunity for grants and those could be
41 explored. He thought UDOT might need some fiber for their cameras or similar
42 situations. There were good cost recovery options. Conduits could be shared and that
43 would save money, so there were many opportunities. Mayor Worel summarized there
44 was support for investing in the City's infrastructure and seeing who else could be
45 involved, as well as having a policy discussion on the ERP.

1 **REGULAR MEETING**

2
3 **I. ROLL CALL**
4

Attendee Name	Status
Mayor Nann Worel Council Member Bill Ciraco Council Member Ryan Dickey Council Member Ed Parigian Council Member Jeremy Rubell Council Member Tana Toly Matt Dias, City Manager Cate Brabson, Deputy City Attorney Michelle Kellogg, City Recorder	Present
None	Excused

5
6 **II. PRESENTATION**

7
8 **1. Library Annual Update:**

9 Adriane Juarez and Becca Lael, Library, and Seth Beal and Patricia Stokes, Library
10 Board, were present for this item. Juarez stated Park City was one of nine libraries in
11 the state that received the Quality Library Award. She thanked the community for loving
12 the library. Beal recognized the board members for their service. Juarez thanked the
13 Friends of the Library Board for their fundraising efforts. She gave statistics on the use
14 of the programs, attendance, and items borrowed. Juarez indicated the library hours
15 shifted in 2023 which resulted in greater attendance. She reviewed the Library Strategic
16 Plan, which focused on user experience, inclusivity, community relationships and
17 lifelong learning.

18
19 Beal stated the board had been evaluating where the library was and what made it
20 successful. He asserted the library was incredible and it was the ultimate gathering spot
21 for the community. The board issued a questionnaire for library visitors and community
22 organizations. They also mailed it to each library patron. They got 700 responses and
23 saw an overwhelming positive response. Some responses for ways to improve included
24 requests for more adult programs, more inventory, more quiet spaces, and more
25 community get togethers. Beal stated they used these responses to create a new
26 strategic plan. The Council thanked the board and staff for their efforts in making the
27 library a success. Mayor Worel asked about the goal to perform a 10-year facility
28 analysis. Juarez stated there was wear and tear around the facility from so much usage.
29 They had used the facilities team to help maintain it. More space was needed, and they
30 had a plan to freshen it up and maximize the space.

31
32 **III. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF**
33

1 **Council Questions and Comments:**

2 Council Member Rubell stated the Council continued to prioritize residents, as was
3 shown in the recreation facilities, Transit service in the summer months, and bus stop
4 improvements. He thanked staff for implementing Council's direction.

5
6 Council Member Parigian stated the Library had a new program called Sagers and
7 Seekers, which connected older people with younger people and they swapped
8 experiences. The program would start April 1st. He also noted the Recreation Advisory
9 Board (RAB) was recommending that the Council consider a public/private partnership
10 for a pickleball facility. He asked if Council wanted a discussion on considering this
11 partnership. The Council agreed to have that conversation. Matt Dias, City Manager,
12 stated he would ask the Recreation team and the Council liaisons to have a
13 conversation on a process and it would come back as a staff communications report or
14 a work session item.

15
16 **Staff Communications Reports:**

17
18 **1. January Budget Monitoring and December Sales Tax Report:**

19
20 **2. PCMC Needs-Based Childcare Scholarship Program Review:**

21
22 **3. PC Transit 2024 Spring/Summer/Fall Service Plan:**

23
24 **IV. PUBLIC INPUT (ANY MATTER OF CITY BUSINESS NOT SCHEDULED ON
25 THE AGENDA)**

26
27 Mayor Worel opened the meeting for any who wished to speak or submit comments on
28 items not on the agenda. No comments were given. Mayor Worel closed the public input
29 portion of the meeting.

30
31 **V. CONSIDERATION OF MINUTES**

32
33 **1. Consideration to Approve the City Council Meeting Minutes from March 1,
34 2024:**

35
36 Council Member Ciraco moved to approve the City Council meeting minutes from March
37 1, 2024. Council Member Toly seconded the motion.

38 **RESULT: APPROVED**

39 **AYES:** Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

40
41 **VI. CONSENT AGENDA**

42
43 **1. Request to Authorize the City Manager to Execute a Design Professional
44 Services Agreement with MODSTREET, Inc. in a Form Approved by the City**

1 **Attorney Not to Exceed \$484,250 to Fabricate and Deliver New and Improved Bus**
2 **Shelters:**

3 Council Member Parigian asked to make the shelter designs unique to the
4 neighborhood. It was indicated that was being considered.

5
6 Council Member Ciraco moved to approve the Consent Agenda. Council Member
7 Dickey seconded the motion.

8 **RESULT: APPROVED**

9 **AYES:** Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

10
11 **VII. NEW BUSINESS**

12
13 **1. Consideration to Proceed with the Negotiation of a Pre-Development**
14 **Agreement in a Form Approved by the City Attorney's Office with Servitas**
15 **Regarding the Development of the Mine Bench Lot Owned by Park City Municipal**
16 **Corporation:**

17 Browne Sebright and Jason Glidden, Housing Department, presented this item.
18 Sebright asked if the Council wanted to continue discussing the development of the
19 Mine Bench parcel.

20
21 Mayor Worel opened public input.

22
23 Kathryn Deckert 84060 stated she hiked and biked in that area and she asserted the
24 road did not need any more traffic. She related wildlife incidents with vehicles, and she
25 thought apartments would increase that traffic. She thought the Mine Bench property
26 was considered open space. If it was developed, the trees would be cut down. She
27 supported affordable housing but that was not the right place for it.

28
29 Tyler Mugford 84060 supported the Mine Bench project and stated it made sense. He
30 used to live in Aspen, Colorado, and they were committed to building community. Now
31 he lived in Park City and he knew not many employees lived in this community.

32
33 Joseph Mato, Montage General Manager, indicated he lived here five years and he
34 loved it. He asserted the impact would be huge if there was no affordable housing. He
35 thought the housing at Mine Bench would be amazing and it would build community.

36
37 Thomas Wadsworth representing Goldman Hirsch, stated he was involved in the RFP
38 process. The biggest struggle businesses had was attracting and retaining workforce.
39 This project was not just workforce housing, but it also included housing for people who
40 would grow in their careers. It was important to have this housing and he noted it would
41 reduce traffic congestion on the road. There would be competition for workforce as
42 Mayflower and other developments were completed, so this was another reason for this
43 housing.

1 Russ Olsen representing Stein Eriksen Lodge, stated workforce housing and traffic
2 were challenges for the community. His employees used to all live in Park City and now
3 very few lived here. He indicated he currently subsidized housing to make it affordable
4 for seasonal employees. He thought a Mine Bench development was a good
5 opportunity to move employees closer to their jobs.
6

7 Clive Bush 84060, indicated there was a need for affordable housing but he didn't think
8 this was the right place for it. The proposal was to build on the open space behind the
9 Mine Bench open space was cherished by the residents. This location was pristine open
10 space, and it had a single track running through it. He reviewed the history of the land.
11 This proposal took away the connected open space. He discussed how the City
12 acquired the property and noted one reason was that the property would not be in the
13 hands of third parties. There were better places to put affordable housing.
14

15 Peter Marth submitted a prepared statement (attached) and stated this was a bad spot
16 for housing since this was open space. People didn't know the history of the property
17 and they wanted affordable housing. He encouraged everyone to read the Flagstaff
18 agreement. He urged the Council to end the discussion tonight.
19

20 Greg Gendran 84060 indicated the long-term strategic plan for Park City included
21 priorities for traffic. Building employee housing at Mine Bench would reduce traffic.
22 Carbon emissions was another priority. The traffic congestion had to be tackled because
23 the peak traffic caused the emissions. Social equity was a priority, but the employees
24 who served guests couldn't live here. There would never be a perfect place for
25 affordable housing. This was a discussion that could continue to be molded. He thanked
26 staff for their time on this project.
27

28 Jennifer Wesselhoff, Chamber President and CEO, 84060, stated they were invested in
29 the vibrancy of the community, and she knew the need for affordable housing. This
30 approach was unique because it was located mid-mountain. The project was committed
31 to supporting essential workers. This project was a model public/private partnership.
32 She was sure a balance could be struck between housing development and
33 conservation. She felt this would alleviate traffic concerns. She regularly heard of
34 concerns about attracting workforce. The competition would increase as new
35 developments were completed. This project had the support of longtime businesses in
36 the community. She encouraged the Council to explore the project.
37

38 David Cannon 84070, representing Larry H. Miller Real Estate, advocated for affordable
39 housing in general and applauded the City for looking at City-owned assets. As the
40 owner of 1,000 acres at Richardson Flat, they would like to work with City staff and
41 leaders on options and solutions for bringing affordable housing to the area, especially
42 to less sensitive areas. This area was closer to freeway traffic and Main Street.
43

1 John Neill 84105, representing Storied Deer Valley, a co-declarant of Empire Pass and
2 Talisker, stated they had the 99-year land lease for the Mine Bench buildings. He
3 supported the study to review this piece of land.
4

5 Megan McKenna 84060 Housing Advocate, supported looking at Mine Bench for
6 housing. She stated the comments against development were valid. She saw
7 employees on the bus with her when she went to that area. There was a need for
8 workforce and she felt this housing was a good solution.
9

10 Peter Tomaj 84098, advocated for affordable housing. He asserted location mattered.
11 He reviewed the history of resorts in that area. This project would capture many
12 employees that served at the resorts. He advocated for open space as well and noted
13 he used that area so he encouraged a site study, but he hoped the project could move
14 forward.
15

16 Mayor Worel closed the public input and stated the question for the Council's
17 consideration was if they were supportive of putting development on the Mine Bench.
18

19 Council Member Dickey was open to putting the right development that served the right
20 need on the Mine Bench parcel. Council Member Rubell stated the proposal was not
21 necessarily talking about the Mine Bench and he was fine moving on and getting to the
22 original intent of the direction. Mayor Worel asked if Council Member Rubell favored
23 development in that area. Council Member Rubell indicated he was interested in
24 development on the Mine Bench that was part of the original Council direction.
25

26 Council Member Ciraco did not support the current proposal. Council Member Toly
27 indicated there was a workforce crisis in the City. She liked the configuration, that the
28 City was collaborating with the hotels, but she didn't like the number of parking spots.
29 She felt the housing should be in the core of town. She supported the project but not
30 necessarily at that location. She wanted to use Servitas as this continued. Council
31 Member Parigian stated businesses wanted workforce housing, but they didn't consider
32 it on their development. Now they wanted to take open space for the housing. He
33 wanted to discuss the project more and have his questions answered before he could
34 make a decision.
35

36 Sebright summarized the background of this property. The prior Council directed staff to
37 issue an RFP for this property. The proximity of the location was critical to resort
38 employees. They favored using a public/private partnership for this project. Servitas was
39 chosen from the submitted RFPs and they specialized in student housing. They outlined
40 pre-development agreement terms covering affordable housing, ground lease terms,
41 revenue generation, and pre-development risk participation. There would be three
42 stages in the development and the City could terminate the project after each stage if
43 they so desired. He compared this project with the City's other affordable housing
44 project, EngineHouse.
45

1 Mayor Worel reviewed the previous Council knew the problems around developing on
2 this site and noted the direction at that time was that the Council was open to all
3 proposals that might make development viable, which led to the issuance of the RFP.
4

5 Council Member Ciraco stated 100 units would be rented at 30% AMI and noted most
6 workers made a minimum of \$40,000. He asked why the targeted AMI was lower than
7 the lowest average wage. Sebright stated Servitas wanted to have higher rents and staff
8 requested the lower rents. He indicated those rents were flexible. Council Member
9 Ciraco asked if an entitlement could be created for resort properties to build workforce
10 housing. Glidden stated that would need to be balanced with community benefit and
11 noted this project had huge community benefit.
12

13 Council Member Rubell indicated businesses had different requests regarding their
14 housing obligations. He asked when the units would be used the most and requested
15 the highest daily use of the hotels. Sebright didn't have the number. Council Member
16 Rubell thought it would be a big number. He indicated part of the discussion on having a
17 developer take responsibility for the entitlement process was that the City wouldn't be
18 part of the risk sharing. He asked why risk sharing was proposed. Glidden stated with
19 this proposal the City would see a return on the project, so the City needed to take on
20 some risk. Sebright indicated public/private partnerships (PPP) required both parties to
21 participate somehow. Council Member Rubell noted the Council wanted the contribution
22 to be the land and not monetary. He asked if the RFP was communicated to the
23 developers or hotels prior to this meeting. Glidden stated they were notified there would
24 be a meeting and they could give public comments. Council Member Rubell stated he
25 thought the development would be on the disturbed portion of the site. The two leases
26 referenced were by the association that would benefit from it and the other stated the
27 parking for the private club could be relocated. Sebright stated the 99-year leases were
28 written so that the City could provide optional sites if possible. He also noted the
29 previous Council gave direction to open the entire site for possible development.
30 Proposals were issued for both parts of the site, but the selection committee chose this
31 proposal as the best site.
32

33 Council Member Rubell indicated the proposal included 220 parking spaces and 660
34 beds and asked if any traffic studies had been performed since this development would
35 not be near amenities. Glidden indicated there would be further investigation on how it
36 would impact traffic. Council Member Rubell asked for Transit to be looked at too since
37 it was likely the service would have to be increased. He asked how the General Plan
38 applied to this project. Sebright stated the General Plan had a section on this
39 neighborhood, but it didn't specifically mention this property.
40

41 Council Member Parigian asked why there would only be studios and four-bedroom
42 units and asked if anyone would pay market rate for these units. Sebright stated this
43 was a concept configuration and it would change based on actual research and data.
44 Council Member Parigian asked if any of the units would be allocated to the businesses.
45 Sebright stated master leasing was on the table but that was not being addressed at

1 this point. Council Member Parigian asked how many units would be released into the
2 community. Sebright stated hundreds of bedrooms in the City, Summit County and
3 Wasatch County would be released. Council Member Parigian stated the risk would be
4 on the City since the risk of Servitas was all in-house. Glidden stated the architects and
5 engagement team were not in-house. Council Member Parigian asked for a deeper
6 analysis of the risk held by Servitas.

7
8 Council Member Toly thought 220 parking spots were too much. The City should limit
9 the amount of cars going up and down the area. She asked about the trail relocation.
10 Sebright stated the trails would be relocated and crosswalks would be added. The trails
11 would be functional during construction. Council Member Toly asked how many dump
12 trucks would be going on that road daily. Glidden indicated he would look at mitigating
13 that in construction. Council Member Toly considered the four-bedroom units as a
14 communal unit where single people each took a room. She asked if this was the only
15 location in the area Servitas could develop or were there other sites. Glidden stated the
16 lower sites had more problems, such as soils and leases, but they were not opposed
17 with developing the lower site.

18
19 Council Member Dickey stated a lot of the questions would be answered by the
20 feasibility study. He thought this was a simple answer. This project was very affordable
21 and would produce revenue. It exceeded his expectations, and he was willing to spend
22 the money and take the risk. He heard about affordability and traffic from residents, and
23 this project would help. There would still be open space and he supported taking the
24 next step.

25
26 Council Member Rubell favored using RFPs as a tool in decision-making. The financials
27 of the proposal were compelling, but he didn't see the value proposition given the
28 impact. He thought the disturbed portion of site was suitable for development, but going
29 into the open space was a nonstarter since it was protected by agreement. There was
30 also transit by agreement. A precedent would be set for other requests for rezoning in
31 that area if this was approved. Just because it could be a place for housing didn't mean
32 it was the right place for housing. He wanted to work with the hotels and other
33 businesses, but he wanted to do it right. He did not support moving forward at this point.

34
35 Council Member Parigian did not support the project on this spot and stated the
36 businesses wouldn't put it on their land and now they wanted housing on City property.
37 Council Member Toly supported having another conversation on this. Glidden clarified
38 the request was to negotiate a pre-development agreement, which could include
39 developing on the lower site. Council Member Ciraco stated his decision was not about
40 housing, but about the specific location. He wanted to think about the Flagstaff
41 agreement to see if there was some opportunity, but this site should not be disturbed.
42 There was no walkability to amenities for those living up there. He wanted to see
43 financials on a more feasible site. He did not support moving forward.

1 Mayor Worel indicated she was hopeful the City could work with the hotels on finding a
2 more suitable site for affordable housing.

3
4 **2. Consideration to Approve Ordinance 2024-06, an Ordinance Amending**
5 **Sections 14-1-2, 14-1-3, And 14-1-4 of the Park City Code to Remove the Forestry**
6 **Board and Reallocate its Authority to the Forestry Manager:**

7 Heinrich Deters, Trails and Open Space Manager, and Mike McComb, Emergency
8 Manager and Forestry Manager, were present for this item. Deters stated this ordinance
9 would remove the Forestry Board as a public body. But when it reviewed Planning
10 applications, people would be able to attend those meetings and weigh in on the
11 proposals. The intent of these amendments was for efficiency.

12
13 Council Member Rubell asked if the water wise and fire wise plans fell under the
14 Forestry Board. McComb stated those plans would come before the board.

15
16 Mayor Worel opened the public hearing. No comments were given. Mayor Worel closed
17 the public hearing.

18
19 Council Member Ciraco moved to approve Ordinance 2024-06, an ordinance amending
20 Sections 14-1-2, 14-1-3, and 14-1-4 of the Park City Code to remove the Forestry Board
21 and reallocate its authority to the Forestry Manager. Council Member Dickey seconded
22 the motion.

23 **RESULT: APPROVED**

24 **AYES:** Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

25
26 **VIII. OLD BUSINESS**

27
28 **1. Discuss Employee Compensation Study:**

29 Sarah Mangano and Amy Villarreal, Human Resources Department, presented this
30 item. Villarreal reviewed the history of the City's compensation policy and how COVID
31 changed it. In 2020, inflation skyrocketed, there was a mass exodus in the job market, a
32 fierce competition for talent, and the advent of remote work. Although the Council
33 approved two large salary increases, inflation continued. Mangano indicated last year
34 she requested another compensation study to ensure the compensation was accurate
35 and that the philosophy should remain at the 75th percentile for pay. She stated 40 Utah
36 communities and resort communities were surveyed to determine a benchmark. The
37 salary bands were reduced to 14 and the pay within those bands was increased by 5%-
38 10%.

39
40 Council Member Parigian asked if an employee would outgrow the salary band if they
41 worked for 20 years, to which Mangano affirmed, and noted the market would dictate
42 the pay but at some point, a job's compensation would be capped. Council Member
43 Parigian asked if the wages were based on City AMI or Summit County AMI. Mangano
44 stated they compared wages with Summit County entities.

1
2 Council Member Rubell asked if the City's philosophy was to attract talent based on the
3 salary and benefits or if it was tied to the benefits of living in this town. He thought there
4 were stipends and other benefits that could be offered to attract employees. Mangano
5 stated there was a housing stipend for those living within the City. There were also
6 transit incentives. She looked at compensating employees for their commute time but
7 that was costly. She wanted to look at this holistically. Council Member Rubell asked if
8 tying compensation to living in town could be looked at as they went through the budget
9 process for next year. He asked how performance was tied to compensation and he
10 requested a staff communication explaining the rating process for base compensation
11 and bonuses. Mangano stated the City paid employees for performance. They changed
12 the internal review process from annually to quarterly, which helped to better assess
13 performance and compensation. Council Member Rubell asked for an explanation on
14 that and the consequences for non-performance.

15
16 Mayor Worel opened public input.

17
18 Megan McKenna supported the compensation philosophy both as a housing advocate
19 and a taxpayer. She hoped employers could support their staff. Compensation was
20 critical in the housing crisis. She also reviewed staff helped the community get through
21 COVID and a challenging winter and she appreciated them.

22
23 Mayor Worel closed public input.

24
25 Matt Dias thanked Mangano and her team and he thanked the Council for authorizing
26 the study. He indicated the proactive work had made a big difference in the talent
27 attracted and retained.

28
29 Council Member Toly stated housing was another factor, in addition to compensation,
30 that attracted employees and she hoped the City could continue working on that. She
31 also noted people came to the City because of the environment and culture. She
32 supported the compensation philosophy. Council Members Parigian and Rubell were in
33 support as well. Council Member Ciraco asked to look at other levers as well to improve
34 the environment. He and Council Member Dickey supported the compensation
35 philosophy. Council Member Dickey stated securing housing would continue to get
36 harder. He thought this was important work and the City needed to continue to look for
37 ways to improve.

38
39 **2. Bonanza 5-Acre Site Feasibility Study Request for Direction:**

40 Jen McGrath, Deputy City Manager, presented this item and indicated she was asked to
41 look for ways to accelerate the timeline for the Bonanza area project. She presented
42 four options:

43

1 Option One – Draft the RFP immediately, utilizing the information from the community
2 outreach process and the conversations with the Council and Planning Commission.
3 The current zoning would be used.

4
5 Option Two – Draft the RFP immediately, utilizing the information from the community
6 outreach process and the conversations with the Council and Planning Commission.
7 The proposed land use recommendations from the Small Area planning process would
8 be used.

9
10 Option Three – Draft an RSOQ immediately, seeking a development team to partner
11 with to achieve our desired mixed-use development vision. Once proposals are
12 received, PCMC can either select one team to work with on approach, methodology,
13 timeline, design, final team composition, costs, or select a small number of teams to
14 move forward in the process. A subsequent RFP would be released only to the teams
15 selected under the RSOQ.

16
17 Option Four – Proceed on the current path to complete the Small Area Plan process
18 quickly and have the Council adopt those recommendations before publishing the
19 RFP/RSOQ.

20
21 Mayor Worel opened public input.

22
23 Aldy Milliken, Kimball Art Center (KAC) Executive Director, stated he participated in the
24 studies and he encouraged staff to continue on the course outlined and not to rush the
25 process. Many residents were looking forward to the product that MKSK was drafting.
26 He noted KAC was hoping for a contract. Mayor Worel indicated they met with the KAC
27 and Sundance liaisons and they would be meeting again. Council Member Dickey
28 asked Milliken why he didn't like Option Three. Milliken indicated he didn't understand it
29 but noted it could work.

30
31 Jocelyn Scudder, Arts Council, stated she preferred Option Four to continue on the
32 current course. If Council wanted to speed up the process by issuing an RSOQ, she
33 requested that spaces be added for artists.

34
35 Mitch Bedke, President of Park City Artists Association and member of the 5-acre study
36 group, stated the community spoke out in favor of a center that had art in it. He was fine
37 speeding up the process, but he wanted local artists to be part of the design and not to
38 be shut out.

39
40 Mayor Worel closed public input.

41
42 McGrath explained Option Three. A Request for Statement of Qualifications (RSOQ)
43 would be issued to seek a development team to partner with as the City laid out its
44 vision for the area. Council Member Parigian asked if a RSOQ was adding another layer

1 to the process. McGrath indicated the respondents would be the pool of private partners
2 the City would choose from to partner with in the development.

3
4 Council Member Rubell asked where a request for information (RFI) fit into the options.
5 McGrath stated the City could enter into a contract with a team or narrow it down. Cate
6 Brabson, Deputy City Attorney, stated a RFQ and RSOQ were the same thing. RSOQ
7 had to be used for design professionals and design was the driving factor, not price.
8 Then the City would pick the preferred professional and negotiate a price. You could
9 also use a RSOQ to identify a group of qualified professionals and then issue a RFP to
10 only the selected professionals. Council Member Rubell asked if the RSOQ could be
11 open ended and if it could combine Options One and Two, and ask what their
12 experience was in those areas. Brabson stated there was some flexibility but there were
13 constraints.

14
15 All the Council supported Option Three. Council Member Parigian asked how that would
16 accelerate the process. McGrath stated staff would have the site information available
17 to help them with their responses. Council Member Toly stated she spoke with people
18 involved in the process who were part of the study groups. She wanted the work done
19 to be included as part of Option Three. McGrath affirmed the timing would line up with
20 issuing an RFP and finishing the small area process. Council Member Toly asked how a
21 selection committee would be formed. McGrath stated it would consist of staff and
22 people outside of the community.

23
24 McGrath asked if the Council wanted to see the RSOQ before it was issued. The
25 Council wanted it to be reviewed by the full Council. Dias asked if it should be in a
26 meeting or individually. They thought individual consultation was good. McGrath thought
27 it would be a challenge getting consensus when the Council members were not all in
28 the same room. Dias stated the Council would see it, but the liaisons would work to get
29 consensus.

30
31 McGrath indicated she scheduled a final meeting with the 5-acre site advisory
32 committee and asked if that should continue and if she should show them the RSOQ. It
33 was indicated the committee should review the responses and react to those. Council
34 Member Toly asked if the group's work was done. Council Member Rubell stated they
35 would respond to the feedback.

36
37 **IX. ADJOURNMENT**

38
39 With no further business, the meeting was adjourned.
40
41
42

Michelle Kellogg, City Recorder

FOR PUBLIC RECORD.



Mine Bench Disaster-You MUST BE KIDDING!!!

1 message



Wed, Mar 13, 2024 at 9:16 AM



ONCE AGAIN!!!! It is my duty as a long-term citizen to bring into the light how this piece of key open space came to be to begin with. It is beyond valuable as undeveloped Open Space. Without context or a History lesson, it would be a challenge for anyone here to stand up in public and support eliminating our cherished open space we fought so hard for when far superior and less impactful places exist for building AH. We are stunned YOU have ignored the result of 5 public hearings saying NO GO!! There is no defensible public benefit to building anything of any kind on what little remains of our critical Open Space and Wildlife Habitat, particularly above Old Town. Rezoning for development clearly requires that you ignore all the most important information on why it is there to begin with. Stop ignoring these facts. I encourage you to vote NO on removing our open space and to stop ignoring what this community has made very clear to you and your predecessors over and over again. During the Flagstaff development agreement fight, (30+meetings) there was an overwhelming, community-driven demand for this specific area to forever remain Open Space, period. One of those reasons was because it is also critical wildlife habitat and corridor with an established trail system that is not even mentioned in the staff report. The biggest reason it is zoned Open Space today is because it was expected to be protected forever, an unassailable community asset promised to us in exchange for the right to develop the rest of the watershed in Empire Canyon. Shame on you all for ignoring not only this, but the year after year overwhelming opposition to this unwanted project then allowing it to return once again tonight knowing it's a no-go to begin with. None of you ran for office saying you will develop our cherished open space, nor did you take office to protect business interests rather than the overall communities interests and future. The benefits and value it inherently contributes today as paid for, city-owned Recreational

Open Space and Wildlife Habitat is not measurable. Bold thinking and logic is completely missing in action in plain sight should you proceed. The fact that this once again is coming up before a City Council meeting after 5 negative public hearings suggests that WE are clearly in favor of considering forever eliminating a city-owned recreational open space/entry corridor parcel that the entire community fought tooth and nail to preserve and protect to begin with. You have got to be kidding. I will have more to add at the Thursday meeting....

...thank you! Peter J Marth. 



RECREATION USE AND FEES

PRIORITIZING LOCAL RESIDENTS



SUMMARY

- Overview of PCMC recreational programs and facilities
- Options for further prioritizing local resident access
- Council input to guide recreation fee policies for FY25 Budget



RECREATION DEPARTMENT OVERVIEW

Mission Statement

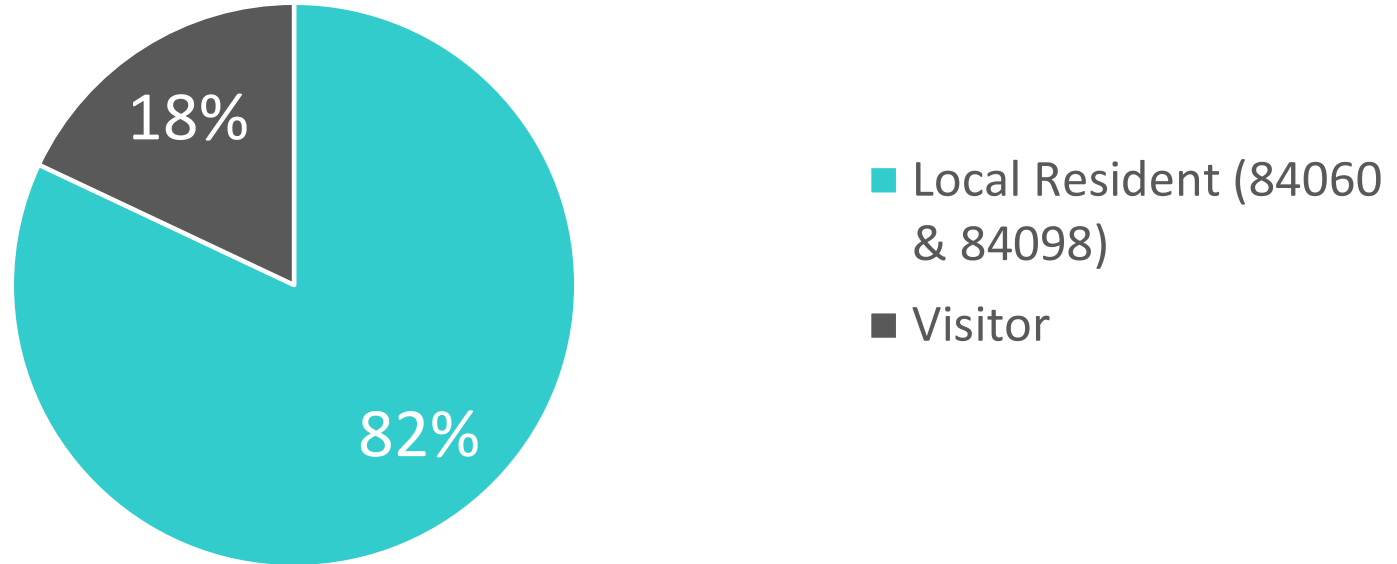
Enriching the lives in our community through exceptional people, programs and facilities.

- History of Park City Recreation
- Community benefit of recreation services
- Interlocal Agreement- PCMC, PCSD, Basin Recreation
 - Goal of shared use of facilities
 - Streamlined offerings and customer service
 - Resident rates for programs within school district boundary



RECREATION USAGE: RESIDENTS & VISITORS

MARC Facility Passes, January 2024



RECREATION: WHO IS A RESIDENT?

- Local resident rates for PCSD (per ILA with Basin Rec)
- Local resident discount for daily drop-in passes, facility punch passes, tennis and pickleball courts, fields, pavilions, cemetery services, and gymnasium rentals
- Guests of local residents may receive resident rate
- Those who may not live but work within 84060. Many are city employees.



RECREATION USAGE: RESIDENTS & VISITORS

MARC Facility Passes by Zip Code, January 2024

	84060	84068	84098	84017	84036	84032	Other	Total
Facility Passes	1,420	69	384	21	155	58	171	2,278
	62%	3%	17%	1%	7%	3%	8%	
Punch Cards	1,823	84	637	15	149	33	168	2,909
	63%	3%	22%	1%	5%	1%	6%	



RECREATION: OPTIONS FOR RESIDENT ACCESS

Status Quo	Moderate	Aggressive
<ul style="list-style-type: none">Local residents include 84060 & 84098Separate non-resident fee for drop-in, MARC punch passes, and courtsIncremental annual fee increases across the board	<ul style="list-style-type: none">Local residents include 84060 & 84098Add a new visitor rate for MARC monthly passesNon-resident fee increase is higher than resident fee increaseExpand early access to 84060 residents for popular programsRacquet Sports pass only available to local residents	<ul style="list-style-type: none">Local residents only include 84060 (break the ILA)Implement higher non-resident fees for leagues and programsLimit access to courts for non-residents

RECREATION: SUMMARY OF FEE PROPOSALS

- Non-resident fee increase is higher than resident fee increase
 - Example: Adult Drop-in Fee: FY24 to FY25

	FY24	FY25 (proposed)
Resident	\$9	\$10
Visitor	\$15	\$20

- Expand early access to 84060 residents for popular programs
 - Example: Red Ball tennis program sold out in under one minute
- Racquet Sports pass only available to local residents
 - This would further prioritize a resident's ability for court reservations

ICE ARENA OVERVIEW

Mission Statement

Engage the community in ice sports and support their passion for recreation, competition and learning on ice

- Opened in February 2006
- Year-round programming
- Approximately 5,300 activity hours/yr



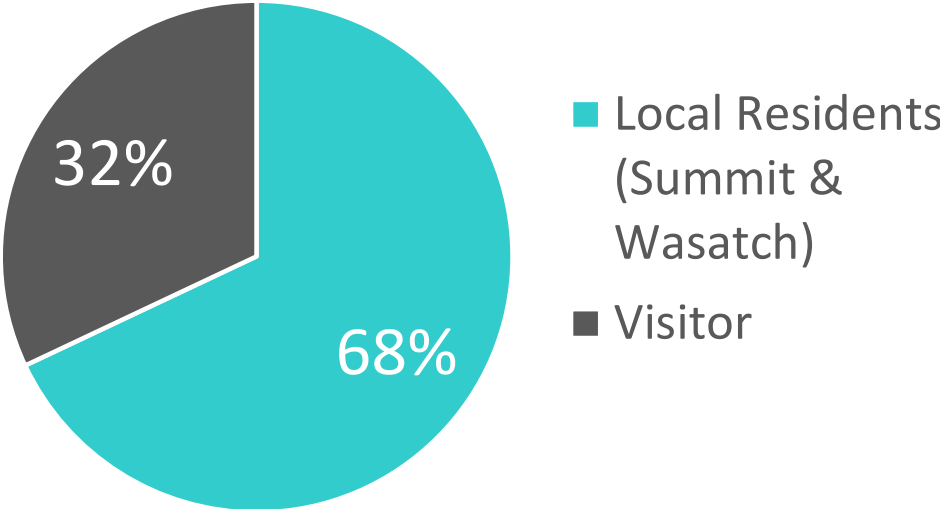
ICE: WHO IS A RESIDENT?

- Local resident rates for Summit & Wasatch Counties
 - ILA requires local rates for City and Basin residents
- Local resident discount for public skate and ice rental
- Guests of local residents may receive resident rate for public skate



ICE ARENA USAGE: RESIDENTS & VISITORS

Ice Programs, FY2023



ICE ARENA USAGE: RESIDENTS & VISITORS

Ice Arena Use by Residency, FY 2023

Public Skate		
Local Resident (Wasatch Back)	4,630	80%
Non-Resident	1,189	20%
Ice Programs		
Park City (84060 & 84068)	3,874	19%
Snyderville Basin (84098)	10,057	49%
Other areas of Summit Co.	1,131	6%
Wasatch Co.	2,055	10%
Other areas in Utah	2,180	11%
Out of State	1,223	6%
Total	20,520	100%



ICE: OPTIONS FOR RESIDENT ACCESS

Status Quo	Moderate	Aggressive
<ul style="list-style-type: none">Local residents include all Wasatch BackNon-resident fees for public skate and ice rentalIncremental fee increases across the board	<ul style="list-style-type: none">Early access to City residents for popular programsNon-resident fee increase is higher than resident fee increase	<ul style="list-style-type: none">Local resident rate for public skate only includes City residents (break the ILA)Add an additional visitor fee for drop-in programs

ICE: SUMMARY OF FEE PROPOSALS

	FY 2024		FY 2025	
Ice Arena Admission Fees	Local Rate	Visitor Rate	Local Rate	Visitor Rate
Public Skate - 5 years and under	Free	Free	Free	Free
Public Skate - youth and adult	\$6.50	\$12.00	\$7.00	\$14.00
Cheap Skate - includes skate rental	\$6.50	\$12.00	\$7.00	\$14.00
Group Rates (20+) includes skate rental	\$6.50	\$12.00	\$7.00	\$14.00
School Rate - includes skate rental	\$6.50	\$12.00	\$7.00	\$14.00

	FY 2024	FY 2025
Hourly Ice		
Tax Exempt User Groups**/Employees	\$210.00	\$225.00
Local Rate (Summit or Wasatch County Resident)	\$235.00	\$245.00
Non-Resident, Not-for-Profit	\$275.00	\$300.00
Camp	\$310.00	\$320.00
For-Profit	\$450.00	\$465.00

GOLF COURSE OVERVIEW

- Enterprise Fund...user fee sustained vs tax dollars
- Key piece in creating a Recreation Community
- Provide an affordable amenity for Residents
 - Driven through Utah Resident, Non-Resident, Lodging/Advance booking fee types

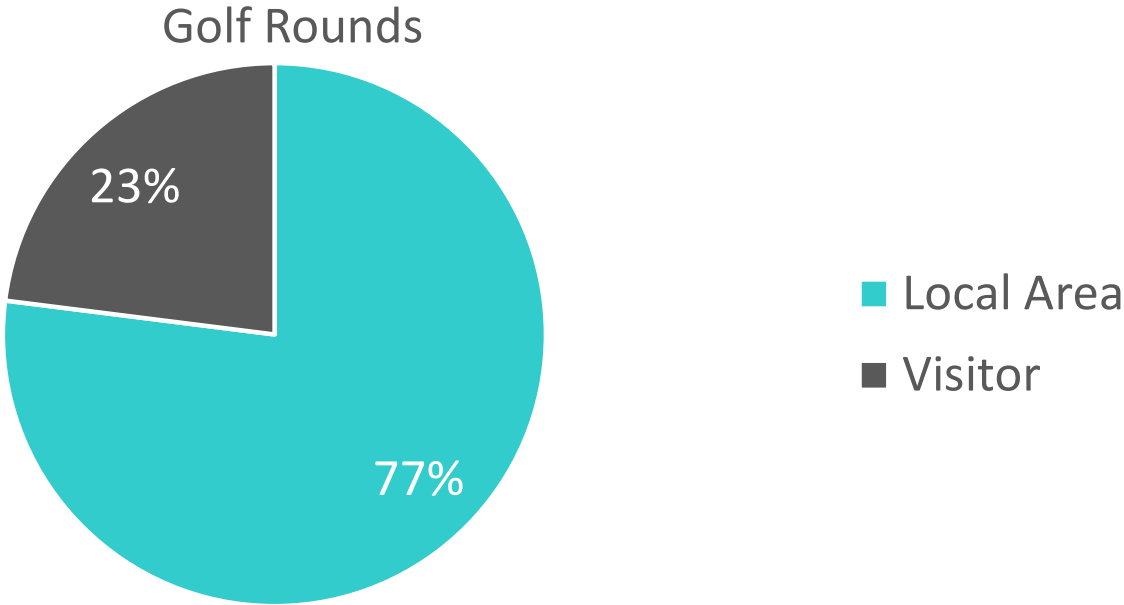


GOLF: Who Is a Resident?

- Local resident rates for 84060 and 84098
- Mens & Ladies Leagues and golfers after 3:00 p.m.
- Guests of local residents may receive resident rate



GOLF USAGE: RESIDENTS & VISITORS



GOLF USAGE: RESIDENTS & VISITORS

	Local Resident	Utah Resident	Non-Resident	Advanced Booking
#	33,897	2,626	5,076	2,021
%	77%	6%	12%	5%
Fee (for 18 holes)	\$42	\$57	\$67	\$100



OPTIONS FOR PRIORITIZING RESIDENT ACCESS

Status Quo	Moderate	Aggressive
<ul style="list-style-type: none">Local residents include 84060 & 84098Separate rate for residents, Utah residents, & non-residentsIncremental fee increases across the board	<ul style="list-style-type: none">Early access to online tee time reservations for 84060 residentsLimit the number of tournaments from outside groups	<ul style="list-style-type: none">Increase the gap between non-resident and resident fees (non-residents currently pay \$25 per round more than residents)

Infrastructure Initiatives



Future Core

Centralized financial and department software (Enterprise ERP). The backbone of our digital business operation will enable us to:

- Host multiple business operations
- Modernize many disparate systems
- Ensure a more integrated and efficient workflow
- Increase tracking and accountability,
- Improve patron satisfaction
- Expand transparency

Budget Needed: \$830K over next two years

DATA INTEGRATION



DATA & INSIGHTS

PAYMENTS PORTAL



STREAMLINE PAYMENTS

A single portal for payments from a third party, Tyler, or any invoice with or without a back-end system.



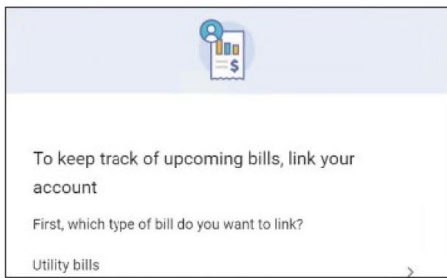
UNIFY THE PAYER EXPERIENCE

A consistent shopping cart, fee handling, check-out, and receipting experience across all bills due or miscellaneous invoices paid.

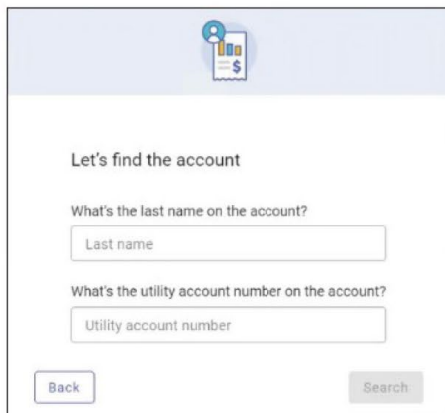


SIMPLIFY RECONCILIATION

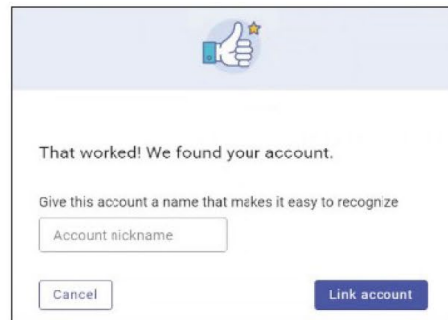
Simplify reconciliation processes and gain payment insights, regardless of where a bill was generated.



Quickly link billing accounts with the click of a button.

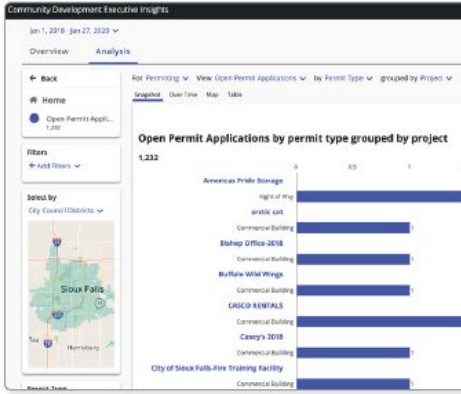
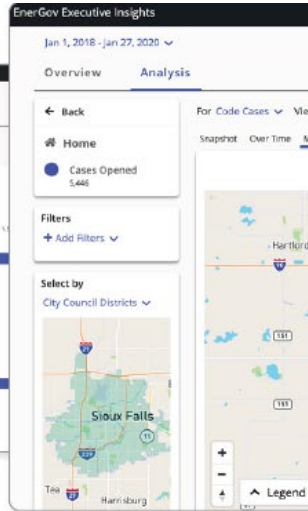
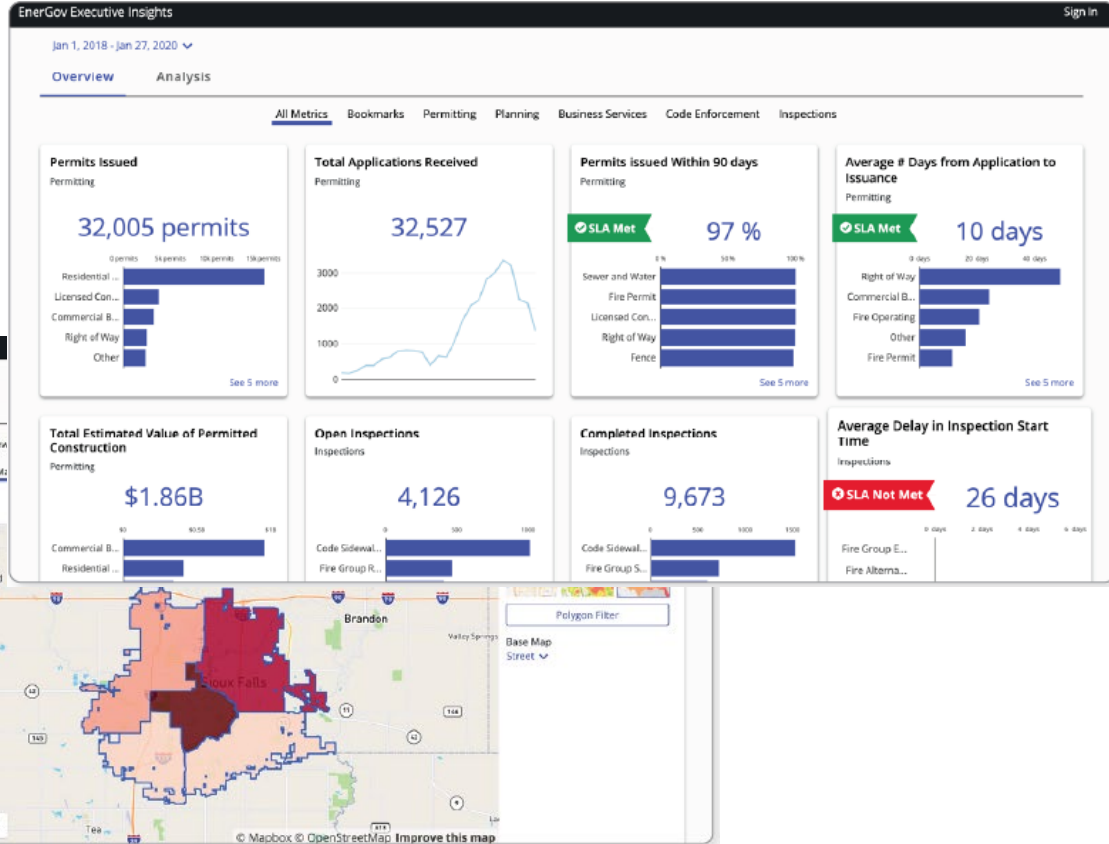


Easily locate each billing account with key information.



Assign nicknames for each account for future tracking.

DATA & INSIGHTS



Project-level View of Open Permit Applications & Concentration of Permit Applications Across the City

DATA & INSIGHTS



Enterprise Data Platform

A modern, secure, cloud-based infrastructure with self-service access is key to data-driven governance. Enterprise Data Platform is an integrated solution designed to put data at the center of every government initiative, policy, and decision.



Open Data Platform

Facilitate transparency, accountability, and public-private partnerships by sharing aspects of your internal data with external constituents.



Performance Insights

Evaluate and monitor the effectiveness of your programs using the most up-to-date data while fostering public buy-in from taxpayers for your successes. Improve internal accountability by publishing shared goals while supporting efficient service delivery by making decisions based on fact.



Finance Insights

Connect data silos into a single access point for authoritative and up-to-date data that can illustrate trends, improve financial oversight, reduce costs, and engage public officials.



Future Core Phases and Timeline

Phase	Functional Areas	Software Modules	Average Duration	Target Start	
1	Enterprise ERP Financials	<ul style="list-style-type: none"> Accounting Accounts Payable Budgeting Capital Assets Cash Management 	<ul style="list-style-type: none"> Contract Management Inventory Project & Grant Accounting Accounts Receivable 	12 months	Apr-24
	System Wide	<ul style="list-style-type: none"> Enterprise Forms Processing Content Manager Core Upgrade 	<ul style="list-style-type: none"> Enterprise Analytics and Reporting w Executive Insights 	Included in Phase 1	
2	Enterprise Permitting & Licensing	<ul style="list-style-type: none"> Business Management Suite Community Development Suite Enterprise Permitting & Licensing Core Foundation Bundle 	<ul style="list-style-type: none"> eReviews Workforce Mobile GIS 	12 months	Oct-24
3	Enterprise ERP Utility Billing	<ul style="list-style-type: none"> Utility Billing CIS Utility Billing Meter Interface 	<ul style="list-style-type: none"> Resident Access Central Property File 	12 months	*TBD
	Additional Implementations & Demos TBD	<ul style="list-style-type: none"> Budget HR - Payroll Processing Recreation (MARC, Ice, Golf) Fleet - Asset Management 			



Email For All

- This initiative provides access to technology and communication tools across the organization. Enhancing connectivity and collaboration.
- Licenses for email, Office 365, automation, and cybersecurity training. (~\$800 user/yr.)
- Estimated total annual total \$140K

Fiber Infrastructure

"Fiber Infrastructure" underscores the importance of supporting our growing digital demands, ensuring high-speed and reliability while meeting a vision of future connectivity.

Fiber is the plumbing of the 21st century.

- Estimated \$20M investment in 2028
- Suggest building it out as smaller multi-year increments
- A shared resource between various departments (Water, Transit, General)
- Seeking funding sources, including federal grants
- Anticipate putting out an RFSQ to obtain information from entities already providing community fiber backbones to help inform future public policy decision-making.



Q & A

Technology adoption continues to add new expectations, risks, and opportunities as organizations modernize over time. These projects (particularly Fiber Infrastructure), have longer-term impacts and challenges than traditional City functions.

What questions or additional information does Council need to consider the long-term and wholistic needs to position the City for the next several decades?

The background of the cover is a photograph of the Park City Library building, a large, multi-story brick structure with several windows and decorative architectural elements. The image is overlaid with a semi-transparent dark blue filter. The title text is centered and framed by two horizontal white lines.

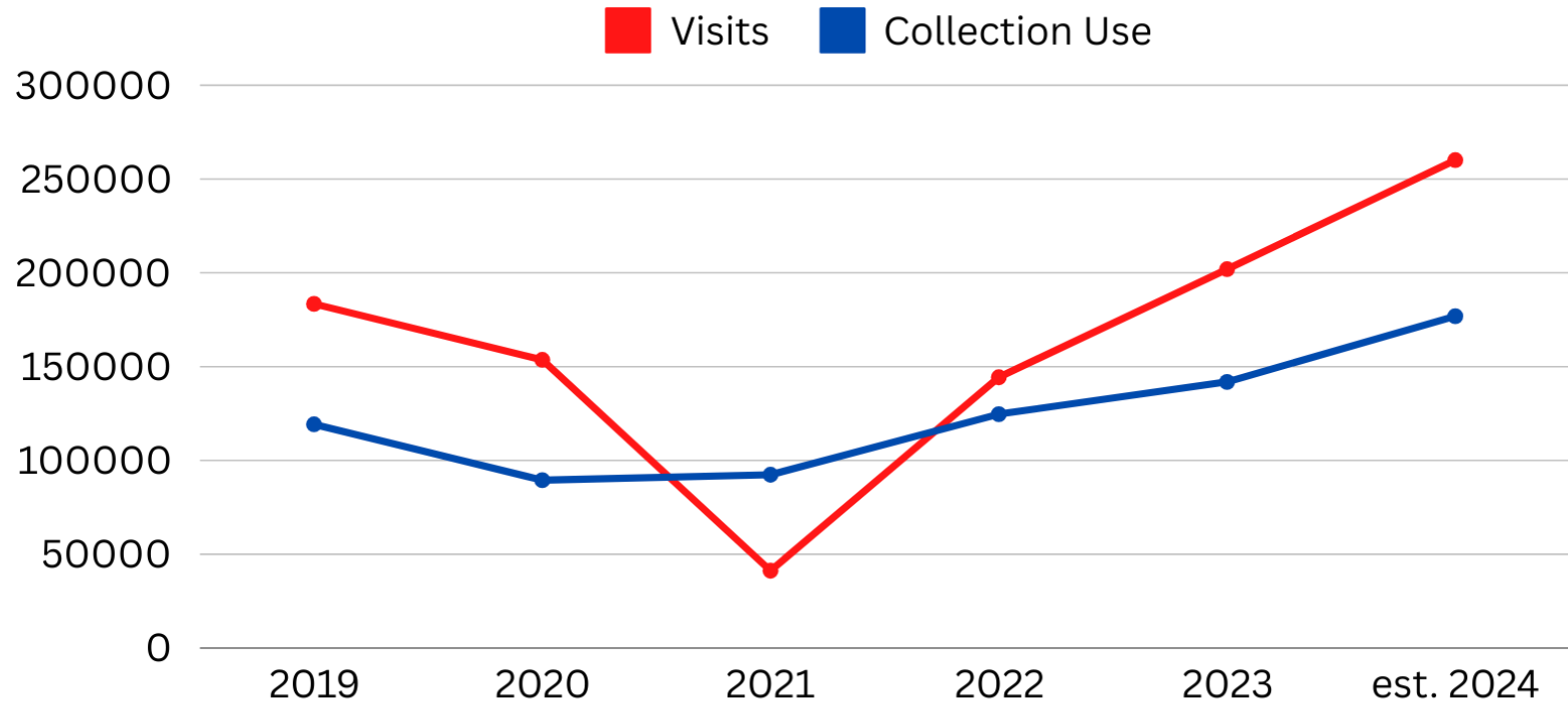
Park City Library

Annual Report

PARK CITY

1884

Library Growth



Community Survey


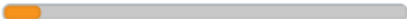

NPS Results

2. On a scale from 0-10, how likely are you to recommend the Park City library to a friend or neighbor?

 Park City Library Survey

NPS[®] Score: 87.3



Promoters		89%	614
Passives		9.3%	64
Detractors		1.7%	12

Totals: 690



Community Survey

Representative Comments

*PC Library is the **best library** I've ever had access to. The people who work there, programming, facility itself are all amazing.*



Community Survey

Representative Comments

*I love everything about Park City Library. I love the incredible amenities – from the sleds and tennis balls available to the 3D printer and the voiceover booth! The library is cozy and beautiful and very welcoming. It's inclusive and its outreach is SO wonderful and appreciated. The activities are thoughtful and fun, and **our community is so lucky to have this library and the staff** that makes it so tremendously fantastic.*



Community Survey

Representative Comments

*All the extra things you all offer and the audiobooks! Also, how **accessible** you all make it **to the Spanish speaking families** and how your marketing materials are in Spanish.*



Community Survey

Representative Comments

*The entire vibe! It's a **community center** and part of what makes Park City so special.*



Community Survey

————— Park City Wants More —————

More adult programs.

Hold more community get togethers.

More inventory.

More designated quiet spaces.

More adult engagement.



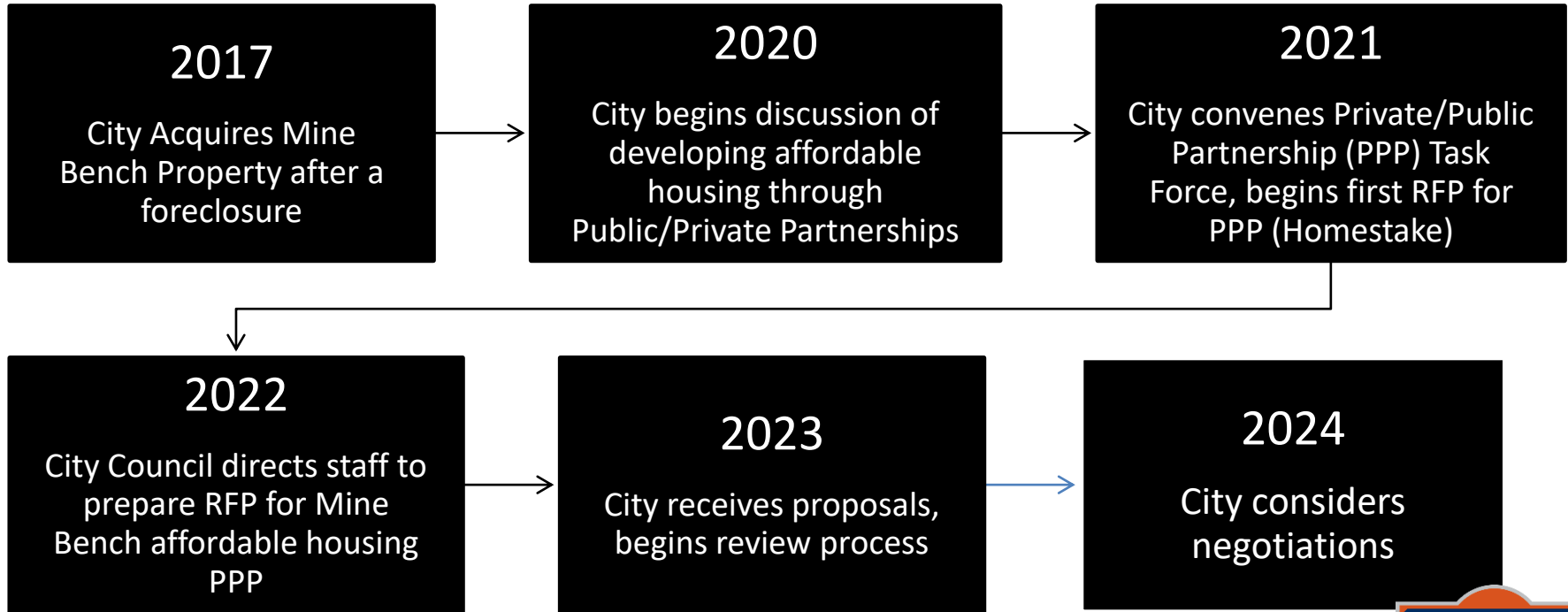
7700 MARSAC AVENUE

MINE BENCH PROPERTY

March 14, 2024

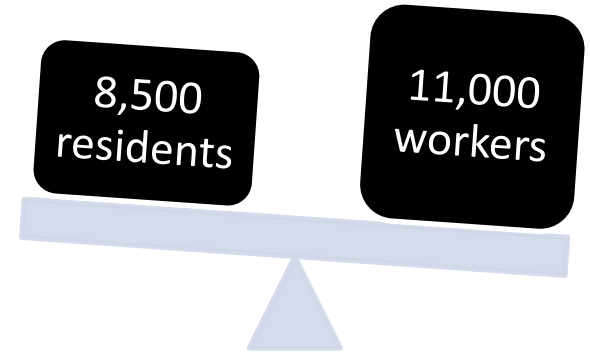


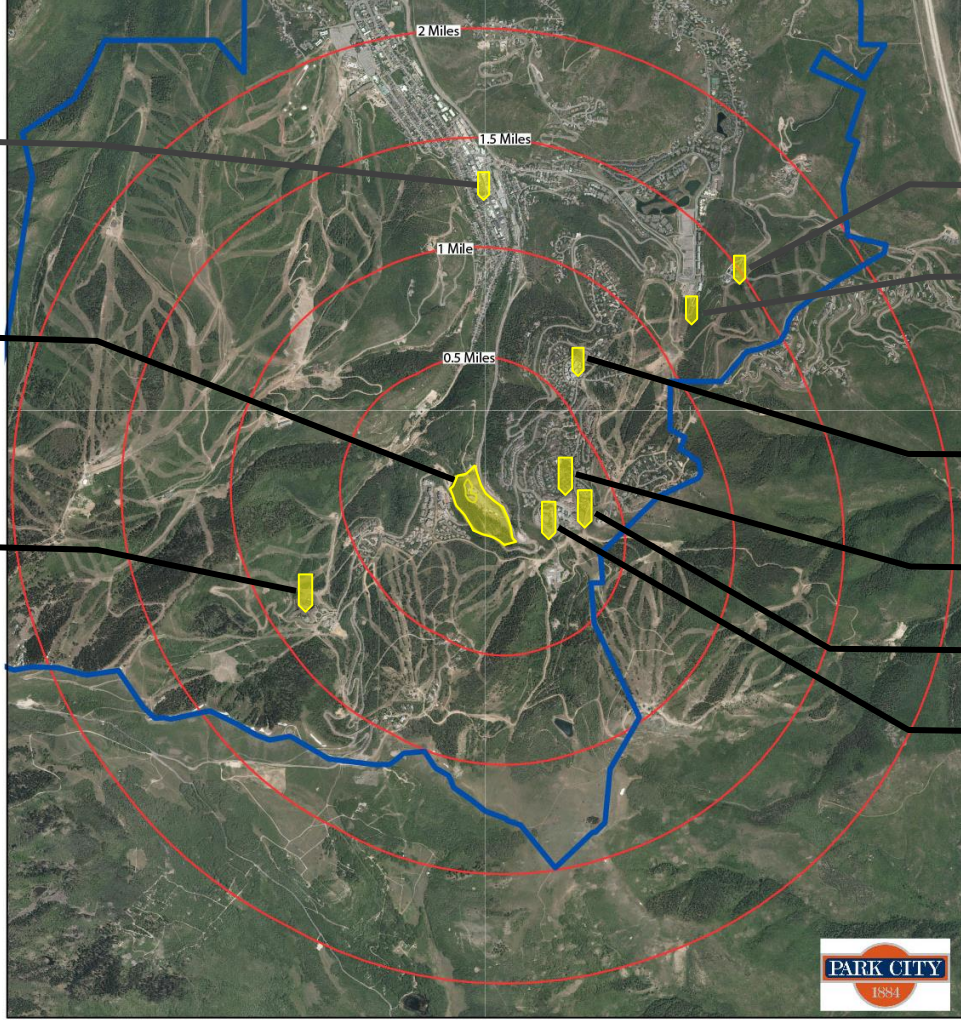
BACKGROUND



BACKGROUND

- Park City is the only city in Utah where workers outnumber the population
 - Every day, over 8,000 workers with an average wage of less than \$40,000 (38% of AMI) commute from outside Summit County to jobs within Park City
- Upper Deer Valley is one of the City's major employment centers
 - A limited survey of area businesses shows a housing deficit of 500+ beds





Main Street

Mine Bench

Montage

St. Regis

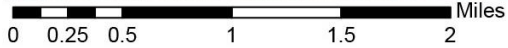
Deer Valley

Stein Ericksen Residences

The Chateaux

Stein Ericksen Lodge

Goldener Hirsch



– REASON FOR PPP APPROACH –

1. Achieve City's Strategic Housing Objectives
2. Financial Optimization of City Resources
3. Risk Mitigation
4. Efficiencies Streamline City's Focus on Core Housing Programs and Policies

BACKGROUND

- The Mine Bench has been considered for an Affordable Housing PPP since 2020.
- In 2022, Council directed staff to release an RFP for this site with specific recommendations

Property	General Location	Acres	Zoning	Soils	Title Encumbrance per Housing	Within Current City Limits	Adjacent to Transit Route	Challenges	Possible Private/Public
Ontario Mine Bench	Marsac Ave/SR-224 Silverlake	29.1	ROS	Outside of soils boundary but part of Uintah Mine District	No	Yes	Yes	Soil remediation and rezoning of parcel. Additionally, existing tenant leases and relocation of existing municipal uses may be challenging/costly	Possible but with recognized challenges

COUNCIL DIRECTION

- Select an experienced developer who can deliver a timely, successful, and financially viable residential development
- Proposals that maximized the number of affordable units.
- Allowance to include dorms in the unit mix
- Target Empire Pass area employees
- Retain units for municipal employees
- Developer to take responsibility for the entitlement process
- Offer both development sites
- Allow for alternative ownership models of the site
- Multi-modal transportation solutions
- Reduce personal vehicle use



— REQUEST FOR PROPOSALS —

- The Housing Team contacted over 60 local and national firms about the RFP
 - 4 firms submitted proposals
- Selection Advisory Committee included the Town of Vail Housing, HPCA, Salt Lake City RDA, Mountainlands Community Housing, and PCMC Budget, Sustainability, Planning, Housing, and Attorney Office.

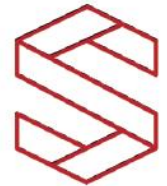


— REQUEST FOR PROPOSALS —

- Servitas was the top-ranked respondent.
 - Servitas is an established, nationally known developer of public-private partnerships (P3s) for affordable, workforce, and student housing projects.

RENT & UNIT MATRIX

	MONTHLY RENT	BEDROOMS	BATHROOMS	NRSF	UNITS	BEDROOMS	TOTAL NRSF
30% AMI Studio Bedroom Apt	\$703	1	1	287	54	54	15,498
30% AMI 4-Bedroom Apt	\$1,164	4	2	1,071	46	184	49,266
50% AMI STUDIO BEDROOM APT	\$1,404	1	1	287	36	36	10,332
50% AMI 4-BEDROOM APT	\$2,327	4	2	1,071	24	96	25,704
70% AMI STUDIO BEDROOM APT	\$1,565	1	1	287	52	52	14,924
70% AMI 4-BEDROOM APT	\$2,594	4	2	1,071	28	112	29,988
<200% AMI STUDIO BEDROOM APT	\$4,300	1	1	287	36	36	10,332
<200% AMI 4-BEDROOM APT	\$8,500	4	2	1,071	24	96	25,704
TOTAL					300	666	181,748



SERVITAS



PRE-DEVELOPMENT AGREEMENT TERMS



AFFORDABLE HOUSING

- 300 Units
- 660 Beds
- Half of Units Affordable \leq 50% AMI
- Eight Percent of Units Affordable \leq 70% of AMI
- Twenty Percent of Units Market Rate \leq 200% of AMI



GROUND LEASE TERMS

- 50-year ground lease
- Ground lease terminates upon debt repayment (in 20 years)
- Annual ground rent to City between \$368,000 - \$1,936,991 for 20 years
- Total ground rent for 20 years: \$19.5M



REVENUE GENERATION

- Ownership of development reverts to PCMC after 20 years
- Project generates annual revenue to City between \$6.6M - \$47.6M for 30 years
- Total revenue for 30 years: \$915.3M



PRE-DEVELOPMENT RISK PARTICIPATION

- Park City: 35% (\$3,383,098)
- Servtias: 65% (\$6,384,443)
- All Pre-Development Risk Participation for all parties is reimbursed in full at financial close.

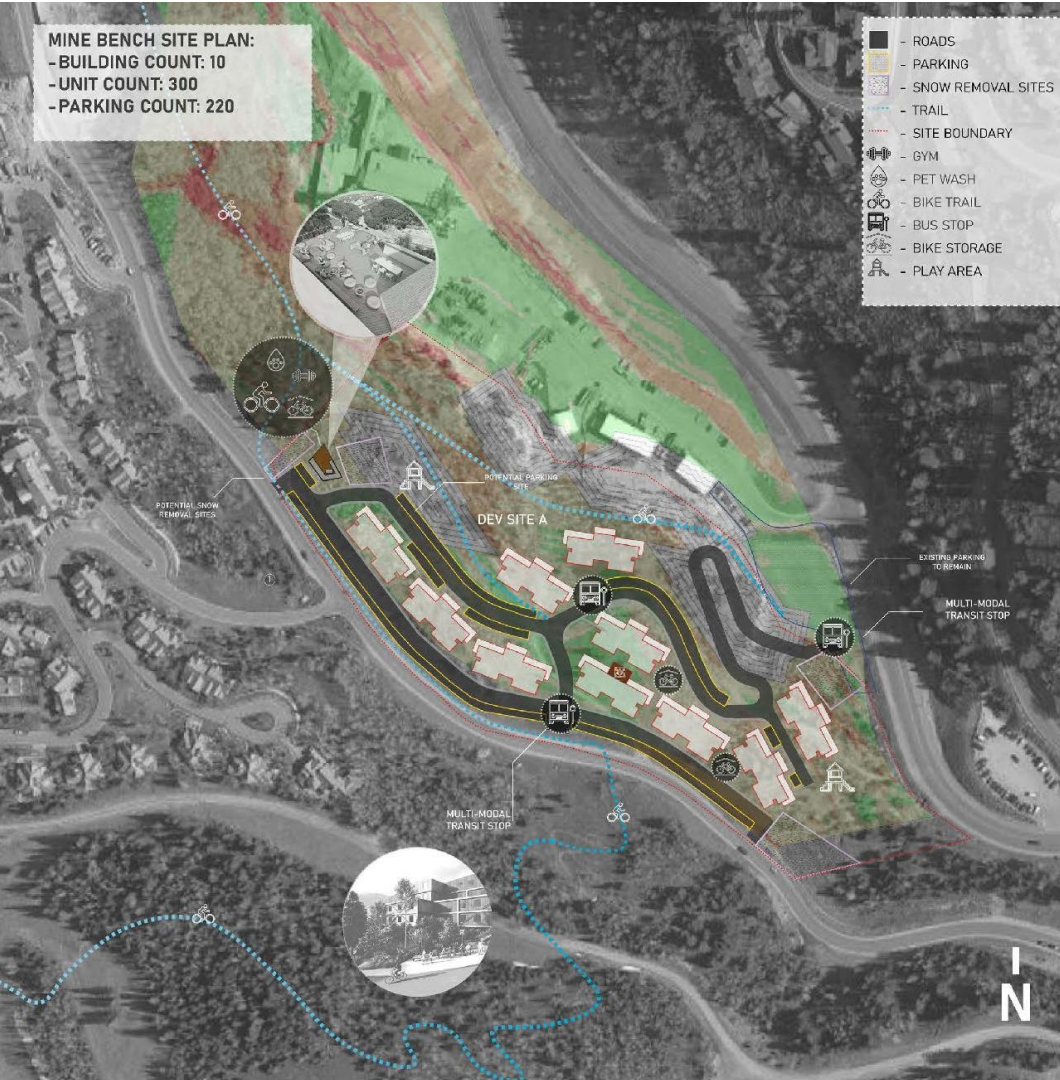
MINE BENCH SITE PLAN:

- BUILDING COUNT: 10

- UNIT COUNT: 300

- PARKING COUNT: 220

- ROADS
- PARKING
- SNOW REMOVAL SITES
- TRAIL
- SITE BOUNDARY
- GYM
- PET WASH
- BIKE TRAIL
- BUS STOP
- BIKE STORAGE
- PLAY AREA



-PROPOSED PRE-DEV STAGES-

STAGE 1 COMMUNITY ENGAGEMENT & FEASIBILITY STUDY

- Total cost: \$1,791,847
- Servitas participation: \$1,307,847 (73%)
- Park City participation: \$484,000 (27%)
- High political risk,
- Low development risk

STAGE 2 ENTITLEMENT APPROVALS

- Total cost: \$5,538,832
- Servitas participation: \$3,138,832 (57%)
- Park City participation: \$2,400,000 (43%)
- High political risk
- High development risk

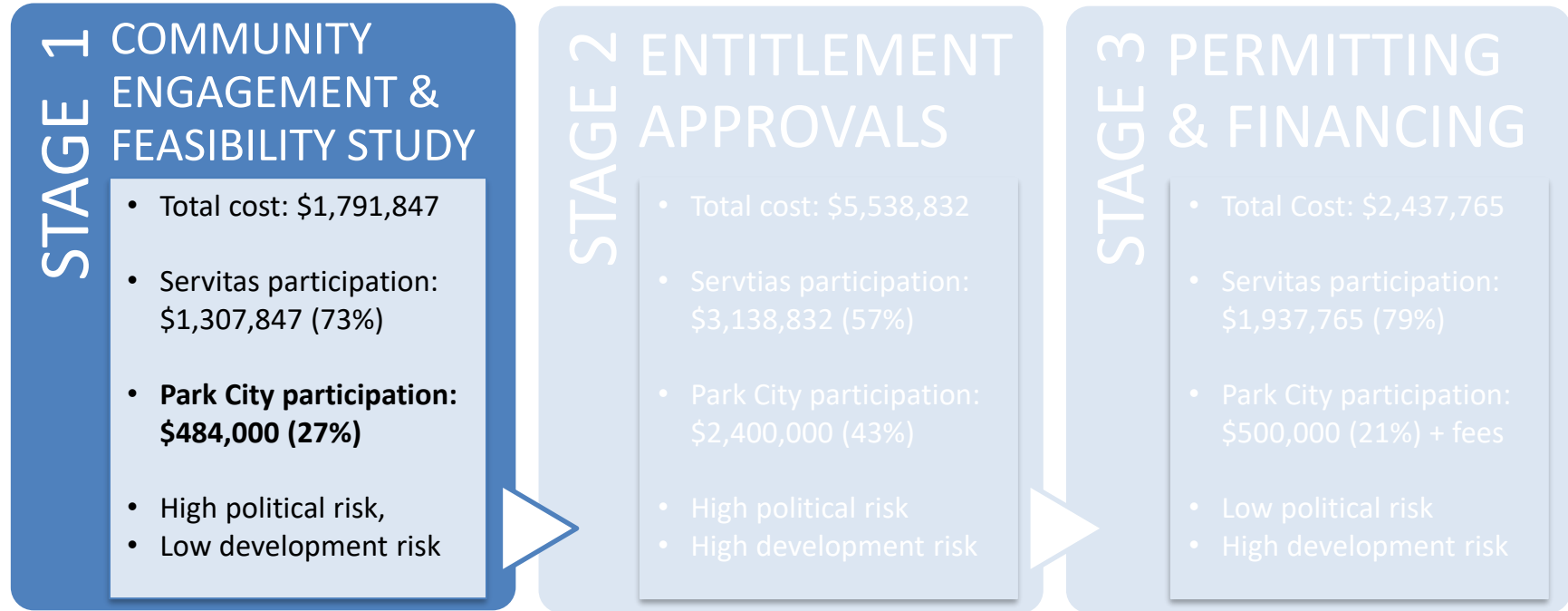
STAGE 3 PERMITTING & FINANCING

- Total Cost: \$2,437,765
- Servitas participation: \$1,937,765 (79%)
- Park City participation: \$500,000 (21%) + fees
- Low political risk
- High development risk

- Total cost of pre-development stages: \$9,767,541
- Servitas participation: 6,384,443 (65%)
- Park City participation: \$3,383,098 (35%)



- PRE-DEVELOPMENT STAGE 1 -



- We retain the right to **terminate the project** for any reason at the end of Stage 1 with **no additional costs**.

— TERM SHEET ANALYSIS —

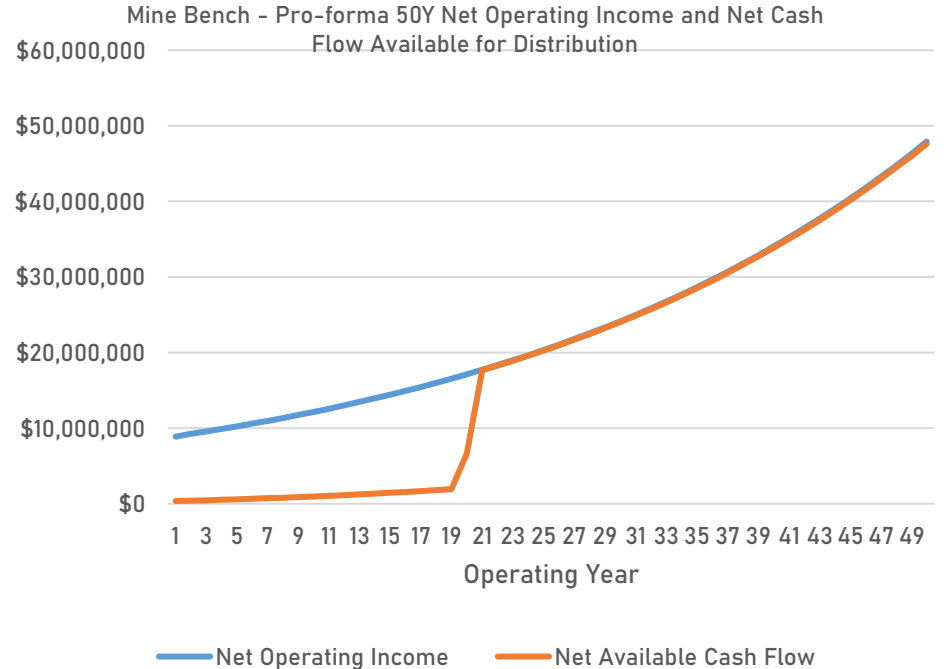
- Termination for Convenience
 - Termination of the Project for any reason that is *not* Developer Default or Closing Risk.
- Termination for Closing Risk
 - Termination of the Project if the viability of the Project is jeopardized through no fault of the Parties.
 - E.g., due to the failure to obtain reasonable construction pricing or failing to obtain financing; to the failure of financing to close; to changes in entitlements, restrictions, or zoning affecting the Project; Force Majeure or to unforeseen economic events or uncertainties, however, explicitly *excluding* political risk.

	<u>Termination for Convenience</u> (Accrued Pre-Development Fee and Accrued Developer's Fee)	<u>Termination for Closing Risk</u> (Accrued Pre-Development Fee)
Stage 1	\$484,000	\$484,000
Stage 2	\$5,107,339	\$2,884,000
Stage 3	\$9,767,541	\$3,384,000



TERM SHEET ANALYSIS

- The City would deploy \$11,277 per unit per unit dollar at risk, **exceeding the performance of low-income housing tax credits (LIHTC)** in Park City.
- This **efficiency is partly driven by the potential unit count on the site of 300 units.**
- The City would temporarily use \$3.4M to **unlock a new affordable housing asset** with an estimated book value of \$88M.
- This is a **26X multiplier** on City housing project funds.



– COMPARISON OF PROJECTS –

Comparison of Affordable Housing Projects		
	Servitas	Engine House
Project Size	300 units, 660 bedrooms	123 units, 225 bedrooms
Ground Lease Term	20 years	99 years
Pre-Development Risk Sharing Participation	Park City: 35% Developer: 65%	Park City: 40% Developer: 60%
Annual Lease Payment	\$368,000 - \$1,936,991	\$1
Total Lease Revenue	\$26.1 million	\$99
Affordable Rental Rates	30%– 70% AMI	60% AMI
Cost-Per-Unit to City	\$11,277	\$85,000
Project Value	\$88.1 million	\$51.2 million
Project Ownership	Project reverts to City ownership automatically after 20 years	City has Right of First Offer to purchase the project if it is put up for sale.

– COMPARISON OF PROJECTS –

In comparison with the Homestake P3, the Servitas provides:

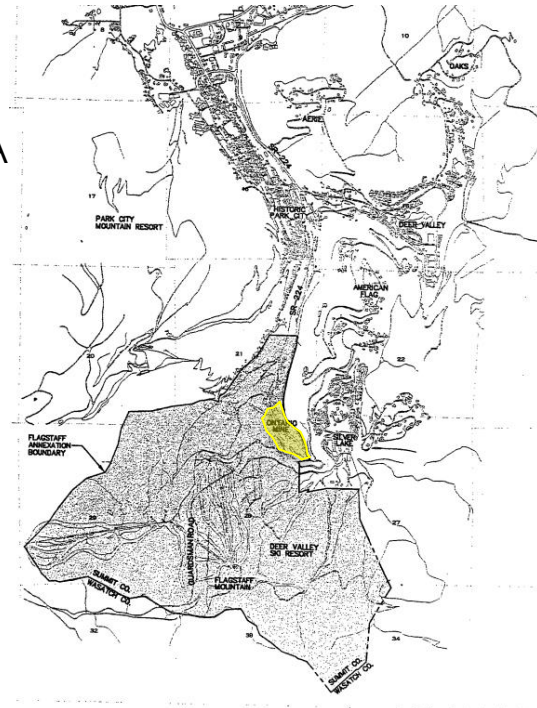
- **Deeper levels of affordability** that match Park City's workforce wage
- **Substantially higher Annual Lease Payments**
- **Lower cost-per-unit subsidy** from the City's financial contribution
- **Automatic transfer of ownership** when the project's debt is paid off
- **A revenue-generating asset** that could replenish the housing fund over time
- **A workforce housing solution** in a part of town with limited options for on-site housing
- **An entitlement process that does not require the City to be a co-applicant**
- **The challenge of developing housing on a sensitive site**
- **A higher level of pre-development risk sharing** for the City



- UPPER DEER VALLEY CONTEXT -

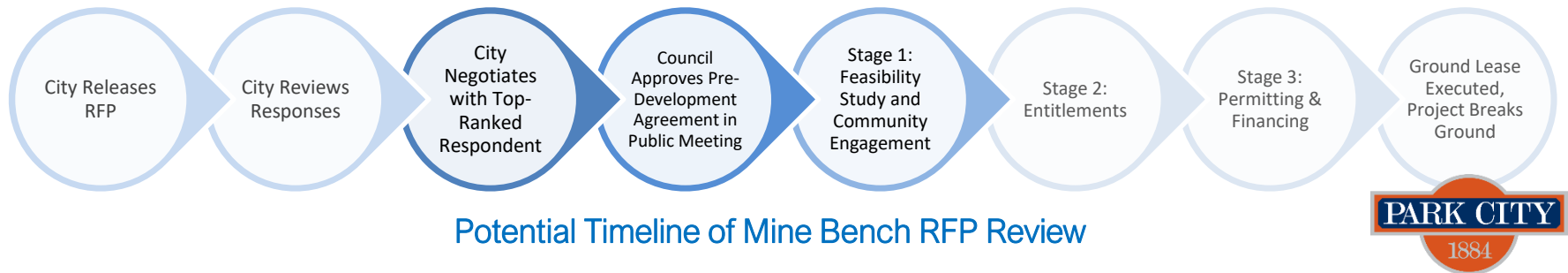
The Mine Bench property is in Empire Pass (Flagstaff DA)

- The Mine Bench does not have any density under the Flagstaff DA
- It requires rezoning with a new density allocation to the total density approved in the Empire Pass area under the Flagstaff DA.
 - Current zoning is Recreation and Open Space and Sensitive Land Overlay.
- Part of the site is significantly disturbed, houses large mining workings, and is allowed continued uses of existing facilities within certain parameters.
 - Two 99-year leases, PCMC public works, and JSSD parcel



REQUESTED DIRECTION

- Review and consider providing direction to the Housing Team on whether or not to negotiate a Pre-Development Agreement with Servitas to enable Servitas to initiate further due diligence, pre-development and initial public planning processes and applications as necessary to determine whether an affordable workforce housing project that includes market-rate units may be feasible on the City's Mine Bench property.



Compensation Study FY25

Status Update



Objective

What council will get out of this presentation



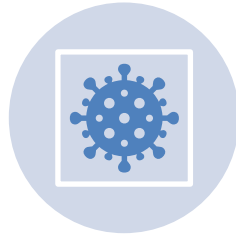
Timeline

Understanding the evolution of our compensation philosophy



2019

MERCER STUDY



2020-2023

COVID & RAPID INFLATION



2024

NFP STUDY

2019 Mercer Study

2019 - 2020

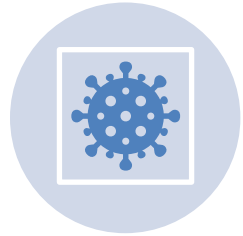


1st official
comprehensive
compensation
study for PCMC

Mercer Results

- Benched marked 160+ unique jobs; creating 160+ unique salary bands
- Only 40+ job bands prior to study
- Prior to the Mercer study, data from the Wasatch Compensation Group was used. This information is considered flat data and not specific to Park City Municipal.

The Covid Years



The unprecedented response to Coronavirus led to significant pivoting in staffing, work-life priority, inflation, and compensation.



Inflation skyrockets;
Amazon brings
starting wages to
\$20/hr



Mass exodus from
job market – early
retirement



Fierce competition
for talent



Advent of “remote”
work



City responded by
targeting the 75th
percentile of
Mercer ranges



Two inflationary
increases of 10.3%
FY22 and 5.5% FY23
respectively

FY24 Comp Study



NFP
Compensation
Consulting

Council Approved Comp Study

- Best practices:
 - Every 3-5 years
 - Times of Significant Market Changes

Needs

- Ensure prior adjustments were appropriate
- Consider cost of housing vs. cost of commuting
- Elevated professional skills for staff

RFP

- 9 respondents
- Selected NFP
- Leader in Utah municipal market
- 5-7 Utah studies per year
- National presence

NFP



NFP Compensation Consulting

BENEFITS

Benefits packages that meet your needs and objectives, including executive benefits and rewards.

Compensation strategies that align with the market and your total rewards philosophy.

COMPENSATION

PERFORMANCE LAB

Culture and organizational measurement and development to create high-performing teams.

Business and individual solutions and employer liability.

PROPERTY & CASUALTY

RETIREMENT

A strategy and offerings that help employees plan for the future.



Analysis

NFP independently analyzed & surveyed:

- 160 PCMC job descriptions
- 114 unique jobs were surveyed out of the 160
- 40 Utah municipalities & comparable resort towns
- Benchmarked against private sector as appropriate



Results

Initial findings showed significant geographic economic difference between Park City and other surveyed entities

Utilized 5 cost of living calculators

Included daily expenses – housing, taxes, auto costs, groceries, etc.

Applied aggregate data to survey responses

Level set our compensation to be comparable – accountant in Lehi, UT, Jackson, WY, and Park City all have equitable standard of living

NFP created 14 salary bands for our 160 jobs.

Additional 6 bands for Police (hyper-competitive)

Increased bands by 5-10% to pay competitively.

New PCMC Compensation Philosophy

*Park City Municipal pays
competitively for the unique
nature of the Park City job market.*



Conclusion

Does City Council support the new
compensation philosophy?

