



**AGENDA
COUNTY COUNCIL
Wednesday, January 7, 2026**

NOTICE is hereby given that the Summit County Council will meet, on Wednesday, January 7, 2026, electronically, via Zoom, and at the anchor location of the Summit County Courthouse, 60 N. Main Street, Coalville, UT 84017

(All times listed are general in nature, and are subject to change by the Board Chair)

To view Council meeting, live, visit the "Summit County, Utah" Facebook page.

OR

To participate in Council meeting: Join Zoom webinar: <https://zoom.us/j/772302472>

OR

To listen by phone only: Dial 1-301-715-8592, Webinar ID: 772 302 472

2:35 PM Work Session

1. 2:35 PM - Pledge of Allegiance (5 min)
2. 2:40 PM - Interview applicants for vacancies on Mountain Regional Water Special Service District Administrative Control Board (45 min)
[Interview Schedule-MRW.docx](#)

3:25 PM Closed Session - Personnel (15 min)

3:40 PM Convene as the Board of Equalization

1. 3:40 PM - Discussion and possible approval of Board of Equalization recommendations; Chase Black (10 min)
[BOE Adjustments Staff Report 2026.01.07.pdf](#)
2. 3:50 PM - Discussion and approval or denial of Board of Equalization Late Appeal Requests submissions; Chase Black (10 min)
[Late Filed Appeal Written Decision PP-2-A-1 0269591.pdf](#)

Dismiss as the Board of Equalization

4:00 PM Convene as the Governing Board of the Park City Fire Service District

1. 4:00 PM - Discussion and possible adoption of amendments to the Personnel Policy sections 6, 12, and 18; Pete Emery (10 min)

Dismiss as the Governing Board of the Park City Fire Service District

4:10 PM Convene as the Governing Board of Mountain Regional Water Service District

1. 4:10 PM - Discussion and possible adoption of Resolution MRW 2026-01, a Resolution Annexing Certain Real Property to the Mountain Regional Water Special Service District (Parcel PP-87-3); Andy Garland (5 min)
[Staff Report and Resolution No. MRW 2025-01.pdf](#)
[PP-87-3 Annexation Plat.pdf](#)

Dismiss as the Governing Board of Mountain Regional Water Service District

4:15 PM Consideration of Approval

1. 4:15 PM - Public comment may be taken regarding the proposed appointment, and possible adoption of Resolution 2026-02, a Resolution Appointing a Member to Serve on Mountain Regional Water Special Service District Administrative Control Board (5 min)
[Resolution 2026-02-Appointments to Mountain Regional Water ACB.docx](#)
2. 4:20 PM - Continued discussion and possible approval of the 2026 Work Plan and Council-Manager Compact; Shayne Scott and Janna Young (20 min)
[StaffReport_2026WorkPlan_and Compact.pdf](#)
[Summit County 2026 Work Plan.pdf](#)
[Council_ManagerCompact_2026_Adopted.pdf](#)
3. 4:40 PM - Present findings of Park City and Summit County Arts and Culture Master Plan, and possible adoption of Resolution 2026-02, a Resolution Adopting the Arts and Culture Master Plan; Jocelyn Scudder and Jake McIntire (30 min)
[Jan 2026_Summit County Arts & Culture Master Plan Presentation.pdf](#)
[Park City-Summit County Arts and Culture Final Plan.pdf](#)
4. 5:10 PM - Approval of Council Minutes dated November 3, 2025, November 12, 2025, November 14, 2025, November 19, 2025, December 3, 2025 A (1st meeting), and December 3, 2025 B (2nd meeting) (10 min)
[SCC Draft Minutes 11-03-25.pdf](#)
[SCC Draft Minutes 11-12-25.pdf](#)
[SCC Draft Minutes 11-14-25.pdf](#)
[SCC Draft Minutes 11-19-25.pdf](#)
[SCC Draft Minutes 12-3-25A.pdf](#)
[SCC Draft Minutes 12-3-25B.pdf](#)
5. 5:20 PM - Council and Manager comments (10 min)
6. 5:30 PM - Consideration and appointment of 2026 Council Chair and Vice Chair (5 min)
7. 5:35 PM - Approval of Summit County Council 2026 Annual Notice of Scheduled Meetings; Eve Furse (5 min)
[2026 Annual Notice of Scheduled Meetings.pdf](#)
8. 5:40 PM - Discussion and approval of Council 2026 committee assignments (20 min)
[Committee Assignments Discussion.xlsx](#)

6:00 PM Public Input

Public comment is for any matter not on the Agenda and not the subject of a pending land use application. If you would like to submit comments to Council, please email publiccomments@summitcountyutah.gov by 12:00 p.m. on Wednesday, January 7, 2026. If you wish to interact with Council, for public input, please appear in person, or use the "Raise Hand" button at the bottom of the chat window in Zoom.

Adjourn

Interview Schedule
Mountain Regional Water Special Service District Administrative Control Board
Wednesday January 7, 2026

At the anchor location of the Summit County Courthouse
60 N Main Street Coalville, UT 84017

OR

Zoom webinar: <https://zoom.us/j/772302472>

Phone: 1-301-715-8592, Webinar ID 772 302 472

(2 vacancies; 3 applicants)

2:40 PM	Karin Wilson	In Person
2:55 PM	Phil Tisovec	Zoom
3:10 PM	Kathryn Saar	In Person

The vacancies are a result of Karin Wilson’s term expiring on December 31, 2025, new term expiring on December 31, 2029, and Joel Fine resigned July 16, 2025, with a term expiring on December 31, 2028.

Interview Instructions (Zoom)

For your interview with Council, please use one of the two following options:

1. By phone only: Dial 1-301-715-8592, Meeting ID: 772 302 472
2. By video chat: Join Zoom meeting: <https://zoom.us/j/772302472> When you join the meeting, set up your audio preferences. You will be muted upon entering the meeting.



STAFF REPORT

TO: Summit County Council

FROM: Summit County Auditor Office

DATE: January 7, 2026

RE: Board of Equalization (BOE) Stipulations, Hearing Officer Decisions, & Exemption Recommendations

Actions Requested by Board of Equalization (BOE)

See attached spreadsheet for parcels that have:

- 1) a hearing officer decision ready for ratification
- 2) reached a stipulation and ready for final approval OR
- 3) been recommended for primary exemption approval or denial.

A property with a “Significant Adjustment” is a valuation that differs from the original assessed value by at least 20% and \$1,000,000. (UT Code 59-2-1004) These properties are highlighted on the spreadsheet in the MV Difference column. The property with a significant adjustment included herein is:

1. 0293104 FHE-II-67
2. 0426423 AC-26
3. 0502213 PERH-17
4. 0193528 AF-14
5. 0387872 RS-6-1AM
6. 0236673 WDV-4-E
7. 0387823 RS-1-1AM

Action Requested – for the parcels detailed in this packet and as the Board of Equalization (BOE):

- 1) Ratify the hearing officer decisions
- 2) Approve and sign the stipulations AND
- 3) Accept the primary exemption recommendations for approval or denial.

“Stip or Hearing Info” Column Key

- **Date** indicates an appeal where a Zoom or in-person hearing has happened and the hearing officer has provided a decision
- **Waived** indicates a hearing where the appellant waived their right to appearance, the hearing officer has reviewed the appeal file and has provided a decision
- **Stipulation** indicates where the assessor and appellant have signed a stipulation agreement

Thank you for your time.

2025 BOE Adjustments 01/07/2026

#	Account #	Parcel ID	Old Market Value	New Market Value	MV Difference	Stip or Hearing Info	Result
1	0510331	CWPC-5HML-322	\$ 5,446,788	\$ 5,446,788	\$ -	11/6/2025	Standard Hearing Decision - Notice of Valuation Value sustained
2	0351225	CCRS-1-32	\$ 1,930,000	\$ 1,530,000	\$ (400,000)	11/6/2025	Standard Hearing Decision - Assessor adjustment sustained
3	0016588	CR-6-A-2AM	\$ 1,853,000	\$ 1,717,000	\$ (136,000)	11/12/2025	Standard Hearing Decision - Assessor adjustment sustained
4	0191167	FTH-1	\$ 1,357,620	\$ 1,357,620	\$ -	11/12/2025	Standard Hearing Decision - Notice of Valuation Value sustained
5	0073233	LR-3-276	\$ 95,000	\$ 85,000	\$ (10,000)	11/12/2025	Standard Hearing Decision - Assessor adjustment sustained
6	0266571	OAKS-6	\$ 3,627,484	\$ 3,627,484	\$ -	11/12/2025	Standard Hearing Decision - Notice of Valuation Value sustained
7	0267264	OAKS-75	\$ 5,262,745	\$ 4,580,000	\$ (682,745)	11/12/2025	Standard Hearing Decision - Assessor adjustment sustained
8	0267330	OAKS-82	\$ 5,183,818	\$ 4,680,000	\$ (503,818)	11/12/2025	Standard Hearing Decision - Assessor adjustment sustained
9	0266563	OAKS-5	\$ 5,409,600	\$ 4,430,000	\$ (979,600)	11/18/2025	Standard Hearing Decision - Assessor adjustment sustained
10	0300719	BN-A-2-29	\$ 988,763	\$ 931,000	\$ (57,763)	11/18/2025	Standard Hearing Decision - Assessor adjustment sustained
11	0393730	DC-60	\$ 4,661,258	\$ 4,661,258	\$ -	11/18/2025	Standard Hearing Decision - Notice of Valuation Value sustained
12	0044945	PSA-18-A-RE	\$ 3,097,331	\$ 3,097,331	\$ -	11/18/2025	Standard Hearing Decision - Notice of Valuation Value sustained
13	0293104	FHE-II-67	\$ 5,838,757	\$ 4,550,000	\$ (1,288,757)	11/20/2025	Standard Hearing Decision - Assessor adjustment sustained
14	0293120	FHE-II-69	\$ 4,793,554	\$ 4,000,000	\$ (793,554)	11/20/2025	Standard Hearing Decision - Assessor adjustment sustained
15	0418024	PSKY-24	\$ 1,528,000	\$ 1,440,000	\$ (88,000)	11/20/2025	Standard Hearing Decision - Assessor adjustment sustained
16	0056378	PT-6-C	\$ 1,056,240	\$ 1,030,000	\$ (26,240)	11/20/2025	Standard Hearing Decision - Assessor adjustment sustained
17	0361893	SLVRPT-4	\$ 2,052,266	\$ 2,052,266	\$ -	11/20/2025	Standard Hearing Decision - Notice of Valuation Value sustained
18	0361901	SLVRPT-5	\$ 2,054,910	\$ 2,054,910	\$ -	11/20/2025	Standard Hearing Decision - Notice of Valuation Value sustained
19	0407688	PSSR-10	\$ 4,557,124	\$ 4,310,000	\$ (247,124)	11/25/2025	Standard Hearing Decision - Assessor adjustment sustained
20	0304703	BN-B-3-79	\$ 2,349,192	\$ 2,170,000	\$ (179,192)	11/25/2025	Standard Hearing Decision - Assessor adjustment sustained
21	0045439	PSA-45-RE-A	\$ 10,203,449	\$ 10,203,449	\$ -	11/26/2025	Standard Hearing Decision - Notice of Valuation Value sustained
22	0193437	AF-5	\$ 6,131,235	\$ 5,910,000	\$ (221,235)	11/26/2025	Standard Hearing Decision - Assessor adjustment sustained
23	0193080	PWV-B-27-AM	\$ 2,019,200	\$ 1,750,000	\$ (269,200)	12/2/2025	Standard Hearing Decision - Assessor adjustment sustained
24	0308647	HMP-78	\$ 1,490,992	\$ 1,490,992	\$ -	12/3/2025	Standard Hearing Decision - Notice of Valuation Value sustained
25	0511581	KCRC-B103-AM	\$ 3,700,200	\$ 3,410,000	\$ (290,200)	12/3/2025	Standard Hearing Decision - Assessor adjustment sustained
26	0056337	PT-4-D	\$ 1,056,240	\$ 1,030,000	\$ (26,240)	12/3/2025	Standard Hearing Decision - Assessor adjustment sustained
27	0191183	FTH-3	\$ 1,357,620	\$ 1,357,620	\$ -	12/17/2025	Standard Hearing Decision - Notice of Valuation Value sustained
28	0426423	AC-26	\$ 6,692,173	\$ 4,950,000	\$ (1,742,173)	Waived	Waiver of Appearance Hearing Decision - Assessor adjustment sustained
29	0393607	DC-47	\$ 4,959,400	\$ 4,959,400	\$ -	Waived	Waiver of Appearance Hearing Decision - Notice of Valuation Value sustained
30	0451232	DYECC-22-AM	\$ 3,573,186	\$ 3,550,000	\$ (23,186)	Waived	Waiver of Appearance Hearing Decision - Assessor adjustment sustained
31	0455809	ECSC-16-AM	\$ 3,762,943	\$ 3,762,943	\$ -	Waived	Waiver of Appearance Hearing Decision - Notice of Valuation Value sustained
32	0277719	FHE-16	\$ 4,944,260	\$ 4,050,000	\$ (894,260)	Waived	Waiver of Appearance Hearing Decision - Assessor adjustment sustained
33	0277818	FHE-26	\$ 4,539,485	\$ 4,132,000	\$ (407,485)	Waived	Waiver of Appearance Hearing Decision - Assessor adjustment sustained
34	0277875	FHE-32	\$ 4,574,986	\$ 4,255,000	\$ (319,986)	Waived	Waiver of Appearance Hearing Decision - Assessor adjustment sustained
35	0277883	FHE-33	\$ 4,284,944	\$ 3,970,000	\$ (314,944)	Waived	Waiver of Appearance Hearing Decision - Assessor adjustment sustained
36	0277602	FHE-5	\$ 5,652,811	\$ 4,643,705	\$ (1,009,106)	Waived	Waiver of Appearance Hearing Decision - Assessor adjustment sustained
37	0293112	FHE-II-68	\$ 3,560,161	\$ 3,560,161	\$ -	Waived	Waiver of Appearance Hearing Decision - Notice of Valuation Value sustained

#	Account #	Parcel ID	Old Market Value	New Market Value	MV Difference	Stip or Hearing Info	Result
38	0071641	LR-2-153	\$ 1,052,179	\$ 920,000	\$ (132,179)	Waived	Waiver of Appearance Hearing Decision - Assessor adjustment sustained
39	0421572	PALSDS-59	\$ 4,626,488	\$ 3,875,000	\$ (751,488)	Waived	Waiver of Appearance Hearing Decision - Assessor adjustment sustained
40	0502213	PERH-17	\$ 8,632,518	\$ 6,025,000	\$ (2,607,518)	Waived	Waiver of Appearance Hearing Decision - Hearing Officer adjustment granted
41	0518311	RPVAL-93-AM	\$ 1,410,600	\$ 1,034,167	\$ (376,433)	Waived	Waiver of Appearance Hearing Decision - Assessor adjustment sustained
42	0129365	SL-E-287	\$ 1,621,740	\$ 1,495,000	\$ (126,740)	Waived	Waiver of Appearance Hearing Decision - Assessor adjustment sustained
43	0129555	SL-E-306	\$ 1,545,202	\$ 1,545,202	\$ -	Waived	Waiver of Appearance Hearing Decision - Hearing Officer adjustment granted
44	0185102	SPC-A-62	\$ 902,062	\$ 902,062	\$ -	Waived	Waiver of Appearance Hearing Decision - Notice of Valuation Value sustained
45	0193528	AF-14	\$ 5,474,780	\$ 3,100,000	\$ (2,374,780)	Stipulated	Due to damage and purchase price, the Assessor's Office recommends a reduction in value.
46	0270458	FLV-1-25-B	\$ 2,274,675	\$ 2,106,343	\$ (168,332)	Stipulated	The subject property is valued at \$558 per square foot. An equity analysis of the entire PUD shows the subject ranks 5th out of 74 properties at its current assessed value. According to PCMLS, sales in Four Lakes Village from 2022 through 2025 range from \$1,700,000 to \$2,800,000, with a median sale price of \$2,100,000. The County's current opinion of value at \$2,274,675 does not appear to be overstated and is reasonably equitable within the PUD. Recommendation: No change to the original value is recommended to the Board of Equalization.
47	0201214	JW-AM-8	\$ 1,081,350	\$ 775,000	\$ (306,350)	Stipulated	The condition of the subject property as demonstrated by the photos taken by the Assessor's office during an interior inspection of the property supports an adjustment to the appellant's requested value. The subject's condition has been updated in County records to reflect the state of the property as of the date of the Assessor's inspection.
48	0311542	PB-PR-98	\$ 1,791,448	\$ 1,791,448	\$ -	Stipulated	Appraisal Summary - USPAP Standards 1 & 2 Compliance An appraisal compliant with USPAP Standards 1 and 2 was completed in response to the appeal. The Sales Comparison Approach was developed as the primary method for determining the opinion of value. The Cost Approach was deemed not credible due to the difficulty in accurately estimating depreciation, and the Income Approach was also excluded due to insufficient income data for comparable properties in the neighborhood. Additionally, most homes in the area similar to the subject are not typically purchased or utilized for their income-generating potential. In the Sales Comparison Approach, recent sales of similar properties were analyzed and placed into a sales grid. Adjustments were made to each comparable property to account for differences in characteristics such as: Living area size Condition and quality View amenities Garage capacity Other relevant features These adjustments were derived from market analysis and paired sales data. The resulting adjusted sale prices ranged from \$1,401,800 to \$2,258,900, with a median adjusted sale price of \$1,909,900. A weighted average was applied to the adjusted values, giving greater weight to comparables requiring fewer adjustments. This analysis resulted in an opinion of value of \$1,800,000 for the subject property. No Change is the recommendation by the Assessor's Office to the Board of Equalization.
49	0307227	RPL-III-153	\$ 2,825,966	\$ 2,460,000	\$ (365,966)	Stipulated	Based on the evidence provided, a market value of \$2,460,000 is recommended for the subject property

#	Account #	Parcel ID	Old Market Value	New Market Value	MV Difference	Stip or Hearing Info	Result
50	0387914	RS-10-1AM	\$ 3,014,818	\$ 3,014,818	\$ -	Stipulated	Adjusted value based on current leases. The appellant and the Assessor's office has stipulated to a total value for all 11 parcels at \$68,500,000. After adjusting all of the parcels the total came in a little less at \$68,351,816.
51	0388011	RS-20-1AM	\$ 767,940	\$ 767,940	\$ -	Stipulated	Adjusted value based on current leases. The appellant and the Assessor's office has stipulated to a total value for all 11 parcels at \$68,500,000. After adjusting all of the parcels the total came in a little less at \$68,351,816.
52	0387831	RS-2-1AM	\$ 2,936,300	\$ 3,274,550	\$ 338,250	Stipulated	Adjusted value based on current leases. The appellant and the Assessor's office has stipulated to a total value for all 11 parcels at \$68,500,000. After adjusting all of the parcels the total came in a little less at \$68,351,816.
53	0387849	RS-3-1AM	\$ 2,172,262	\$ 2,288,443	\$ 116,181	Stipulated	Adjusted value based on current leases. The appellant and the Assessor's office has stipulated to a total value for all 11 parcels at \$68,500,000. After adjusting all of the parcels the total came in a little less at \$68,351,816.
54	0387856	RS-4-1AM	\$ 3,886,579	\$ 4,512,909	\$ 626,330	Stipulated	Adjusted value based on current leases. The appellant and the Assessor's office has stipulated to a total value for all 11 parcels at \$68,500,000. After adjusting all of the parcels the total came in a little less at \$68,351,816.
55	0387864	RS-5-1AM	\$ 3,671,055	\$ 4,326,922	\$ 655,867	Stipulated	Adjusted value based on current leases. The appellant and the Assessor's office has stipulated to a total value for all 11 parcels at \$68,500,000. After adjusting all of the parcels the total came in a little less at \$68,351,816.
56	0387872	RS-6-1AM	\$ 15,722,834	\$ 11,815,523	\$ (3,907,311)	Stipulated	Adjusted value based on current leases. The appellant and the Assessor's office has stipulated to a total value for all 11 parcels at \$68,500,000. After adjusting all of the parcels the total came in a little less at \$68,351,816.
57	0387880	RS-7-1AM	\$ 24,765,089	\$ 21,157,850	\$ (3,607,239)	Stipulated	Adjusted value based on current leases. The appellant and the Assessor's office has stipulated to a total value for all 11 parcels at \$68,500,000. After adjusting all of the parcels the total came in a little less at \$68,351,816.
58	0387898	RS-8-1AM	\$ 8,780,554	\$ 7,882,053	\$ (898,501)	Stipulated	Adjusted value based on current leases. The appellant and the Assessor's office has stipulated to a total value for all 11 parcels at \$68,500,000. After adjusting all of the parcels the total came in a little less at \$68,351,816.
59	0387906	RS-9-1AM	\$ 835,970	\$ 835,970	\$ -	Stipulated	Adjusted value based on current leases. The appellant and the Assessor's office has stipulated to a total value for all 11 parcels at \$68,500,000. After adjusting all of the parcels the total came in a little less at \$68,351,816.
60	0129092	SL-E-258	\$ 1,733,424	\$ 1,375,000	\$ (358,424)	Stipulated	After a physical inspection of the property and a appraisal prepared with a bracketing comp for quality and condition. The opinion of value for the subject is \$1,375,000.
61	0236665	WDV-3-D	\$ 6,474,959	\$ 5,240,000	\$ (1,234,959)	Stipulated	After consideratrion was made for renovations and furnishings, the Assessor's Office has revised their opinion of value for the subject property and the value was agreed to be stipulated to in the local BOE hearing. The recommended reduction and agreed value is reflected in this stipulation.

#	Account #	Parcel ID	Old Market Value	New Market Value	MV Difference	Stip or Hearing Info	Result
62	0236673	WDV-4-E	\$ 7,007,824	\$ 5,530,000	\$ (1,477,824)	Stipulated	An appraisal compliant with USPAP Standards 1 and 2 was completed in response to the appeal. The Sales Comparison Approach was developed as the primary method for determining the opinion of value. The Cost Approach was deemed not credible due to the difficulty in accurately estimating depreciation, and the Income Approach was also excluded due to insufficient income data for comparable properties in the neighborhood. Additionally, most homes in the area similar to the subject are not typically purchased or utilized for their income-generating potential. In the Sales Comparison Approach, recent sales of similar properties were analyzed and placed into a sales grid. Adjustments were made to each comparable property to account for differences in characteristics such as: Living area size Condition and quality View amenities Garage capacity Other relevant features These adjustments were derived from market analysis and paired sales data. The resulting adjusted sale prices ranged from \$5,438,800 to \$6,560,800, with a median adjusted sale price of \$6,206,650. A weighted average was applied to the adjusted values, giving greater weight to comparables requiring fewer adjustments. This analysis resulted in an opinion of value of \$6,050,000 for the subject property. This value is the recommended change by the Assessor's Office to the Board of Equalization.
63	0387823	RS-1-1AM	\$ 6,915,468	\$ 8,474,838	\$ 1,559,370	Stipulated	Adjusted value based on current leases. The appellant and the Assessor's office has stipulated to a total value for all 11 parcels at \$68,500,000. After adjusting all of the parcels the total came in a little less at \$68,351,816.
64	0144745	PI-D-91	\$ 361,086	\$ 361,086	\$ -		Non-primary No Exemption
65	0047740	PSC-701	\$ 315,040	\$ 315,040	\$ -		Non-primary No Exemption
66	0142111	FM-D-171	\$ 1,301,333	\$ 1,301,333	\$ -		Primary Exemption Granted
67	0409262	KW-I-2	\$ 712,596	\$ 712,596	\$ -		Primary Exemption Granted
68	0256481	PI-G-21	\$ 241,648	\$ 241,648	\$ -		Primary Exemption Granted
69	0436240	PRKWDP-801-AM	\$ 6,588,000	\$ 6,588,000	\$ -		Primary Exemption Granted
70	0137954	SL-B-185	\$ 2,240,801	\$ 2,240,801	\$ -		Primary Exemption Granted
71	0394936	WHLS-37	\$ 4,913,930	\$ 4,913,930	\$ -		Primary Exemption Granted
TOTAL					\$ (26,308,854)		

**BEFORE THE BOARD OF EQUALIZATION
OF SUMMIT COUNTY, UTAH
DECISION REGARDING LATE-FILED APPEAL REQUEST**

This matter came before the Board of Equalization of Summit County (the "Board") on a request by taxpayer, D A OSGUTHORPE FAMILY PARTNERSHIP ("Taxpayer") for the Board to accept Taxpayer's late filed appeal.

The Board was represented by Dave Thomas, Chief Deputy County Attorney. The Auditor's Office, acting as Clerk of the Board (the "Clerk"), was represented by Chase Black, Chief Deputy Auditor.

A summary of the Taxpayer request and recommendation for action was presented to and discussed by the Board. Having considered the evidence presented by all interested parties and the entire record relating to this issue, the Board rendered its decision following discussion and deliberation as part of its regularly scheduled agenda on January 7, 2026, adopting a motion to ACCEPT the Taxpayer's request that the Board accept Taxpayer's late filed appeal, with the decision to become final following the adoption of this written decision. In support of that decision, the Board adopts the following reasoning and statutory basis for its decision:

- 1) Pursuant to Utah Code §59-2-919.1, the Clerk is required to provide taxpayers a Notice of property valuation and tax changes ("Tax Notice") on or before July 22 of each year; and
- 2) The Clerk mailed the Tax Notice to the Taxpayer's address of record with the County on July 22, 2025 with respect to Taxpayer's Summit County property, Summit County Parcel ID PP-2-A-1 (the "Subject Property"); and
- 3) Pursuant to Utah Code §59-2-1004(3), taxpayers shall make an application to appeal the

valuation or the equalization of the taxpayer's real property on or before the later of September 15 of the current calendar year *or* the last day of a 45-day period beginning on the day on which the Clerk provides the Tax Notice; and

- 4) Taxpayer submitted an untimely appeal with respect to the Subject Property as it was received on December 12, 2025, which is after the statutory period provided in Utah Code §59-2-1004(3); and
- 5) Pursuant to Utah Administrative Rule R884-24P-66(12), the Board **shall** accept an application to appeal the valuation or equalization of a property owner's real property that is filed after the last day of the appeal period under any of the following circumstances:
 - (a) the property owner was incapable of filing an appeal as a result of a medical emergency to the property owner or an immediate family member of the property owner during or within a reasonable time before the appeal period, and no co-owner of the property was capable of filing an appeal;
 - (b) the property owner or an immediate family member of the property owner died during or within a reasonable time before the appeal period, and no co-owner of the property was capable of filing an appeal;
 - (c) the county did not comply with the notification requirements of Utah Code §59-2-919.1;
 - (d) a factual error¹ is discovered in the county records pertaining to the subject

¹ "Factual error" means an error that is 1) objectively verifiable without the exercise of discretion, opinion, or judgment; 2) that is demonstrated by clear and convincing evidence; and 3) the existence of which is recognized by the taxpayer and the county assessor. "Factual error" includes an error 1) that is a mistake in the description of the size, use, or ownership of a property; 2) that is a clerical or typographical error in reporting or entering the data used to establish valuation or equalization; 3) that is an error in the classification of a property that is

property; or

(e) the property owner was unable to file an appeal within the appeal period because of extraordinary and unanticipated circumstances that occurred during or within a reasonable time before the appeal period and no co-owner of the property was capable of filing an appeal.

- 6) On January 7, 2025, the Board heard Taxpayer's request that the Board accept Taxpayer's late filed appeal. Taxpayer provided the following grounds: a Factual Error was the reason for accepting this late appeal. The error is an incorrect designation of the property that should have been classified as FAA Greenbelt.
- 7) The Board finds that Taxpayer has met Utah Administrative Rule R884-24P-66(12)(d) because the assessor's office agrees that the factual error exists. Note that appeals accepted under this circumstance shall be limited to correction of the factual error and any resulting changes to the property's valuation.
- 8) As such, the Board hereby accepts Taxpayer's late filed appeal with respect to the Subject Property.
- 9) This is the final administrative decision of the Board. As such, it may be appealed to the Utah State Tax Commission by filing a notice of appeal specifying the grounds for the appeal with the Clerk within 30 days as set forth in Utah Code § 59-2-1006 and Utah

eligible for a property tax exemption under Utah Code §59-2-103; 4) in valuing property that is not in existence on the lien date; or 5) in assessing property more than once, or by the wrong assessing authority. "Factual error" does not include: 1) an alternative approach to value; 2) a change in a factor or variable used in an approach to value; 3) an adjustment to a valuation methodology; or 4) an assertion of an error in the classification of property as residential property eligible to receive a residential exemption if: i) an application for the residential exemption is required under Utah Code §59-2-103.5; and ii) said application was not timely filed.

Administrative Rule R861-1A-9.

DATED this ____ day of _____, 2025.

BOARD OF EQUALIZATION
OF SUMMIT COUNTY

BY: _____

Chair

ATTEST:

Cindy Keyes
Clerk to the Board of Equalization

APPROVED AS TO FORM:

Helen E. Strachan, Deputy County Attorney



To: Summit County Council

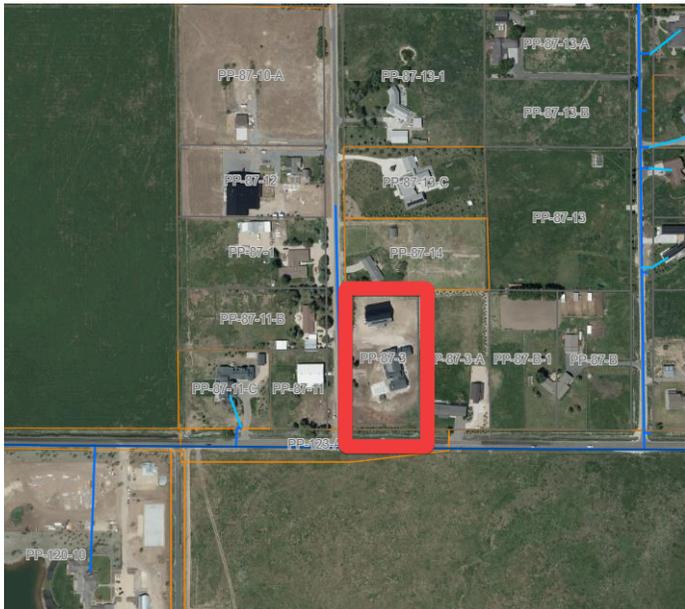
From: Andy Garland, General Manager

Date: November 25, 2025

Subject: Petition for Annexation of Parcel PP-87-3

Summit County Council,

The owner of **Parcel PP-87-3**, located on the corner of Old Ranch Road and 400 West and as illustrated below, wishes to annex into the District. This parcel is zoned Rural Residential and has two existing structures. Several parcels to the north along 400 W have previously been annexed. The owners seek to connect strictly for indoor culinary usage. They will continue to use the existing well for irrigation and have to submit the appropriate plans showing the separation of both systems from a cross connection standpoint. This annexation does not create any substantial additional burden to the District.



The District recommends the Summit County Council approve the annexation of **Parcel PP-87-3** into the Mountain Regional Water Special Service District boundaries.

October 23, 2025

The Board of County Council
Summit County, Utah
60 N. Main Street
Coalville, UT 84017

PETITION FOR ANNEXATION TO THE MOUNTAIN REGIONAL WATER SPECIAL SERVICE DISTRICT

1. Pursuant to the provisions of Utah Code Annotated (“UCA”) Section 17D-1-401, as amended, the undersigned petitioner requests that the Board of County Council (the “Council”), acting as the legislative body for Summit County, annex the property described in Exhibit A (“Property”), which is attached hereto and incorporated by reference, into the boundaries of Mountain Regional Water Special Service District (“District”).
2. By signing this petition, the undersigned petitioner affirms it owns the Property in its entirety. Therefore, the notice, hearing, and protest requirements of Sections 17D-1-205, 17D-1-206, and 17D-1-207 do not apply. UCA § 17D-1-402.
3. The undersigned petitioner desires to receive water service from the District for the Property and is willing to abide by all federal, state, and local laws as well as all lawful adopted rules and regulations of the District as a condition of receiving water service from the District.

The undersigned petitioner, who is sole owner of the Property, has read, understands, and agrees to abide by the foregoing Petition, and the facts set forth are true, accurate, and complete to the best of the undersigned petitioner’s knowledge and belief.

Susitna River Holdings LLC

By: *Erik M. Glover*
Erik M. Glover
Member

STATE OF)
) ss.
COUNTY OF)

The foregoing instrument was acknowledged before me this 23 day of October, by Jackie Judd.
Witness my hand and official seal.

My commission expires: 3/21/28

Notary Public: *Jackie Judd*



Exhibit A

Commencing at a point which is West along the Section line 1701.95 feet and South perpendicular to said Section line 4853.89 feet and North 89°46' West 220 feet from the Northeast corner of Section 29, Township 1 South Range 4 East, Salt Lake Base and Meridian; and running thence North 89°46' West 220 feet to the East side of a 60 Foot Road; thence South 0°45' East along Road 440 feet to the North side of a county road; thence South 89°46' East along road 220 feet; thence North 0°45' West 440 feet to the place of beginning.

Tax ID: PP-87-3

RESOLUTION NO. MRW 2026-01

**A RESOLUTION ANNEXING CERTAIN REAL PROPERTY TO THE MOUNTAIN
REGIONAL WATER SPECIAL SERVICE DISTRICT
(Parcel PP-87-3)**

WHEREAS, the Summit County Council of Summit County, Utah (the “Council”), established a local district designated as the Mountain Regional Water Special Service District (the “District”), to provide water services within its boundaries; and

WHEREAS, Utah Code Ann. §17D-1-401 provides that additional land from that specified in the resolution establishing a local district may be annexed to the District in conformance with the applicable procedures; and

WHEREAS, §17D-1-203 and §17D-1-401(2) provide that the Council, may be petitioned to annex an area into the District; and

WHEREAS, there have been numerous annexations into the District since its establishment in 2000; and

WHEREAS, **Susitna River Holdings LLC** has petitioned the Council to annex its land into the District (the “Petition”). In the Petition, **Susitna River Holdings LLC** represented that it is the sole owner of **Parcel PP-87-3**; and

WHEREAS, the Summit County Clerk has certified the Petition; and

WHEREAS, §17D-1-402 provides that the notice, hearing, and protest period do not apply if a petition for annexation of additional area is filed with the signatures of all of the owners of taxable real property;

WHEREAS, **Susitna River Holdings LLC** has signed the Petition for annexation.

NOW, A THEREFOR, BE IT RESOLVED by the Summit County Council as

follows:

Section 1. **FINDINGS.** The Council finds and determines that public health, convenience, and necessity requires that certain land situated in Summit County, State of Utah, being generally described as parcel **PP-87-3** located in Summit County, Utah (the “Property”) be annexed into the District.

Section 2. **ANNEXATION.** The Property is hereby annexed into the boundaries of Mountain Regional Water Special Service District. The property annexed shall be governed by and become an integral part of the District. Pursuant to this annexation, the owners of the Property shall be entitled, upon entering into a Water Service Agreement with the District, to receive the benefit of water services and facilities provided by the District, and shall be subject to the rights, powers and authority of the District, including, without limitation, the right, power and authority of the District to promulgate rules and regulations for the operation of the District, to levy ad valorem taxes on the Property, and to impose such fees and charges as shall be necessary to pay for all or part of the commodities, facilities and services to be provided by the District for the payment of the District’s bonds and other obligations.

Section 3. **Direction.** All officers and employees of the District are hereby directed to take such action as shall be necessary and appropriate to effectuate the provisions of this Resolution and the intent expressed herein.

Section 4. **Effective Date.** This Resolution shall take effect immediately upon its approval and adoption by the Summit County Council.

APPROVED AND ADOPTED this _____ day of _____, 2026
SUMMIT COUNTY COUNCIL

SUMMIT COUNTY, UTAH

Canice Harte
Chair

ATTEST:

Evelyn Furse
County Clerk

APPROVED AS TO FORM:

David L. Thomas
Chief Civil Deputy

ANNEXATION TO MOUNTAIN REGIONAL WATER SPECIAL SERVICE DISTRICT

Parcel: PP-87-3

By Resolution No. MRW 2026-01

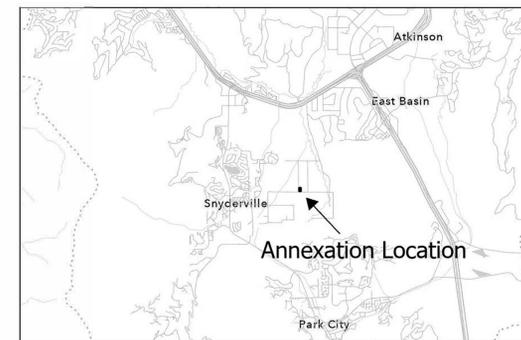
Legal:

Commencing at a point which is West along the Section line 1701.95 feet and South perpendicular to said Section line 4853.89 feet and North 89°46' West 220 feet from the Northeast corner of Section 29, Township 1 South Range 4 East, Salt Lake Base and Meridian; and running thence North 89°46' West 220 feet to the East side of a 60 Foot Road; thence South 0°45' East along Road 440 feet to the North side of a county road; thence South 89°46' East along road 220 feet; thence North 0°45' West 440 feet to the place of beginning.

Contains: 2.22 Acres more or less

Tax ID: PP-87-3

VICINITY MAP



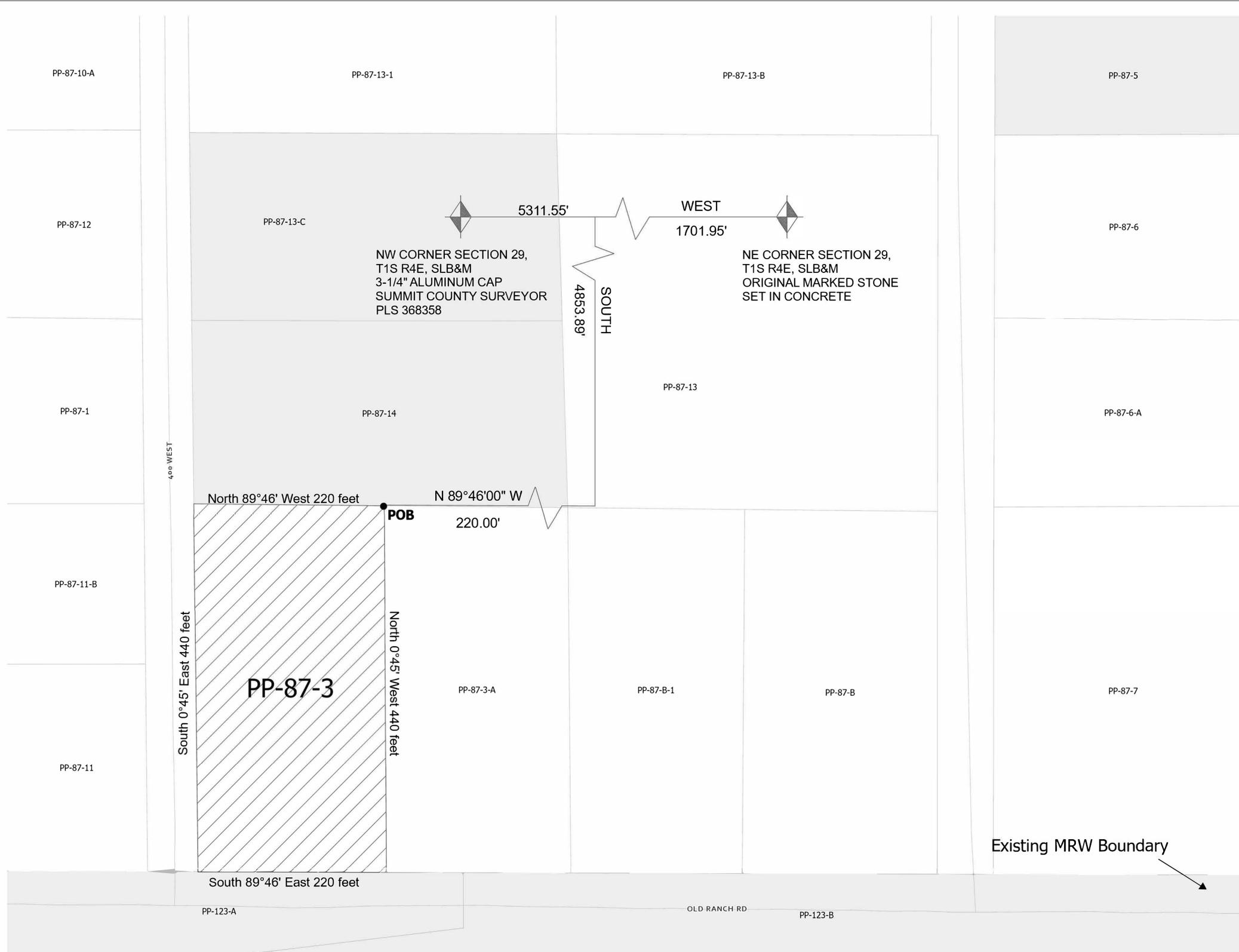
SURVEYORS CERTIFICATE

I, Christopher Braun, do hereby certify that I am a Professional Land Surveyor and I hold license number 5152604 in accordance with Title 58, Chapter 22, of the Professional Engineers and Professional Land Surveyors Licensing Act. I further certify that this final local entity plat has been made under my direction in compliance with Utah Code 17D-1-401(1)(a) and 17-73-507, and that the annexation to Mountain Regional Water Special Service District is correctly shown hereon. No field survey was performed in the creation of this plat.

SUMMIT COUNTY SURVEYOR

This Final Entity Plat has been found to be in Compliance with Section 17-73-507 of Utah Code on this ____ day of _____, 20__

BY: _____
Summit County Surveyor



Existing MRW Boundary



By K. Baird
Date: 11/25/2025



APPROVED AS TO FORM
SUMMIT COUNTY ATTORNEY

BY _____ DATE _____

SUMMIT COUNTY RECORDER

Summit County Council Resolution No. 2026-02
A Resolution Appoint Members to Serve on the
Mountain Regional Water Special Service District Administrative Control Board

WHEREAS, the County lawfully created the Mountain Regional Water Special Service District (the “District”) codified in Summit County Code Title 2, Chapter 9 (the “Code”), which created an Administrative Control Board (the “ACB”) and delegated certain powers thereto to administer the responsibilities of the District; and

WHEREAS, the Code requires the ACB be comprised of 5-7 members, each of whom shall be a registered voter within the District; and

WHEREAS, the term of current District member Karin Wilson’s term expired as of December 31, 2025; and

WHEREAS, District member, Joel Fine, has resigned; and

WHEREAS, pursuant to Utah Code Annotated §17B-1-304(2), the County prepared a notice of vacancy for this ACB position, posted the notice, and otherwise complied with all requirements of law for filling vacancies; and

WHEREAS, the Council has conducted interviews with interested applicants who responded to the notice of vacancy; and

WHEREAS, the Council has complied with Utah’s Open and Public Meetings Act in making this appointment and has allowed interested persons an opportunity to speak with respect to this proposed appointment; and

WHEREAS, pursuant to Utah Code Annotated §17B-1-304 et. seq., the County now desires to appoint member(s) to the ACB of the District.

NOW, THEREFORE, the SUMMIT COUNTY COUNCIL resolves as follows:

The following registered voters of the Mountain Regional Water Special Service District are hereby appointed to serve on the Mountain Regional Water Special Service District’s Administrative Control Board for the term specified herein.

Appoint _____ with a term of service to expire December 31, 2029

Appoint _____ to fill the unexpired term of Joel Fine; term of service to expire December 31, 2028

APPROVED, ADOPTED AND PASSED by the Summit County Council on 7th day of January 2026.

SUMMIT COUNTY COUNCIL

Council Chair

ATTEST:

County Clerk

APPROVED AS TO FORM:

Deputy County Attorney



STAFF REPORT

TO: Summit County Council
FROM: Shayne Scott, County Manager
Janna Young, Deputy County Manager
MEETING: December 17, 2025
SUBJECT: Consideration and possible approval of the 2026 Work Plan and Council-Manager Compact

Requested Council Action

Adopt the 2026 work plan and renew the Council-Manager Compact for the 2026 fiscal year.

Introduction

In 2018, the Summit County Council began adopting an official work plan each budget cycle as a way to focus staff hours and align their work with the budget. This approach was adopted after several years of the county taking on an ambitious, and sometimes unstructured, work schedule. The county made the decision to plan more deliberately, budget, and make decisions about where to focus staff resources in order to do things more effectively, complete long-standing projects, generate sustainable results, and make sure the organization was not growing the need for staff without an analysis of priorities.

Traditionally, the proposed work plan lists projects for each county office and department that either have a direct tie to the Council’s strategic objectives or are critical to advancing a county function but do not tie directly to the Council’s objectives. This list demonstrates to the public and to the county organization the areas where staff hours and budget will be spent during the calendar year and budget cycle.

To develop the work plan, each year, the County Manager meets with the County Council in a retreat to understand the Council’s priorities. Then the County Manager’s Office collaborates with the directors of the various departments to identify the major tasks and projects to advance those priorities in the context of anticipated day-to-day work and responsibilities for the year. This provides a full picture of the staff and resource capacity available to advance the Council’s priorities. It also helps set expectations for the Council, employees, and the public on where resources will be directed. The final work plan is then presented to the Council in a public meeting and adopted, typically along with the subsequent year’s budget.

2026 Work Plan Process

The 2026 work plan is organized similarly to the 2025 plan. Staff are proposing to focus the Council's attention on the same seven (7) priorities as the current year. Those are:

- (1) Updates to County General Plans
- (2) Housing
- (3) Regional Planning and Transportation
- (4) Solid Waste Management
- (5) Lands and Natural Resources Management
- (6) Senior Citizen Services
- (7) Public-Private Partnerships and County Facilities

Each of these seven priorities has application to the Council's four strategic objectives:

- Growth Management and Regional Planning
- Local Housing Choice
- Transportation and Traffic Congestion
- Environmental Stewardship

The expectation is the Council will be more involved in setting the policy direction for these seven priorities. We will design the Council meeting agendas throughout the year around projects, approvals, and work sessions that advance and respond to these seven areas. We are asking the Council to wordsmith the language of how these items are articulated in the work plan, so they reflect what the Council desires and expects for the work that is conducted in 2026.

The second part of the work plan outlines other department-driven work that will be managed and directed by the County Manager and Department Directors that may involve Council approvals and may land on a Council agenda. We are sharing these items with the Council so the body is aware of them should it desire to change or add to the priorities and needs to understand if there is staff capacity to do so. However, these are items that do not necessarily need or require Council feedback, policy direction, or decision-making.

At this point staff are not proposing changes to the county's mission, vision, or values statements, or strategic objectives. However, staff will revise this language if requested by Council at the December 17, 2025, meeting.

Considerations for 2026

There are several considerations and unknowns for 2026 that could impact the county's work plan:

1. **2026 Budget:** What is proposed in the draft plan is what staff are confident can be accomplished based on current staffing and the resource levels programmed in the 2026 budget (adopted December 10, 2025). However, if the Council requests additional work items, other items will either need to be cut, or additional FTE and budget will need to be authorized.
2. **New Revenues and Capital Projects:** The county will see a full year of revenues collected from two newly adopted sales taxes: Emergency Services Sale Tax (passed by voters in 2024) and the Impacted Communities Tax (implemented by the Council in 2025). These new revenue sources are expected to facilitate many significant capital projects across the county, ranging from transportation infrastructure to multi-use developments, and county facilities improvements. They will involve stakeholders, public processes, and take up a significant amount of staff time. They are also likely to be disruptive to the organization and to the public as employees move offices or work within construction zones. Additionally, complications often arise with capital projects to which the organization must be nimble.
3. **Internal Organizational Changes:** 2026 is a year of change for the Summit County organization. The Finance Department will be deploying a new financial accounting, payroll, and personnel technology system, which impacts every department and employee. The Personnel Department will be implementing a new Paid Time Off program, as well as piloting a new merit pay and performance evaluation system. Many employees will be moving offices. The Facilities Department will initiate a process to begin major renovations to the County Courthouse. All of these measures, and more, have the potential to create chaos in the day-to-day operations of each county department and office, which could delay progress on some of the work plan priorities as well as interrupt service delivery to the public.
4. **2026 General Session of the Utah State Legislature:** Since the 2026 work plan is being adopted before the general session of the Utah State Legislature, we do not yet know what new mandates or requirements to which the county will need to respond during or by the end of the year, which may take up staff capacity and thwart attention from the Council's priorities. In the spring, staff will evaluate the bills that were signed into law to understand what, if any, work plan

elements need to be adjusted.

5. **New Council Districts and Election:** In 2025, the Utah State Legislature required the Summit County Council, all five members of which currently serve at-large, to be assigned to geographically distinct districts. This change in representation may impact the way the Council functions, prioritizes issues, and votes. Additionally, 2026 is an election year for several county administrative offices and two of the Council seats. The 2026 annual work plan reflects not only the continuity of ongoing projects but also the adaptability required to incorporate the vision and contributions of Council members during an election year.
6. **Unknown of the Unknown:** What is known is we are living in tumultuous times and have been for the past several years. Uncertainty and change are things we can count on occurring every year, whether it is a global pandemic, an epic winter, flooding, high inflation, supply chain challenges, federal funding uncertainty, or any other crisis. With frequent change, it is difficult to plan ahead and anticipate critical issues that will emerge. Therefore, it is important we reserve staff hours/capacity to respond to needs and unexpected emergencies that surface during the year.

Highlights of the Proposed 2026 Work Plan

Listed below are some of the more significant elements of the proposed 2026 Work Plan:

- Finalize and adopt updates to the Snyderville Basin and Eastern Summit County General Plans by year-end
- Complete development and financial partnership agreement between Summit County and Columbus Pacific Development for the Cline Dahle property
- Complete strategic plan for the Housing Authority and implement programs to increase housing affordability for community members
- Draft additional regulations for short-term rentals for Council consideration, utilizing data from the Azora enforcement software platform implemented in 2025
- Advance the design of the Kimball Junction/I-80 interchange and the State Route 224 pedestrian crossing project in coordination with the Utah Department of Transportation
- Complete and adopt action plan addendum to the 2018 Solid Waste Master Plan and establish remote recycling drop off sites
- Approve conservation easements for the Ure Ranch

- Close on the 910 Ranch and initiate stakeholder process to finalize the management plan
- Complete strategic plan for the senior citizens program
- Begin implementation of the Dakota Pacific Real Estate public-private partnership project
- Complete tenant improvements to the former Skullcandy building, relocate county departments/offices, and open the building to the public
- Implement Phase One of the Facilities Master plan with a focus on the County Courthouse
- Pilot new merit pay and performance evaluation system
- Roll out new financial accounting, payroll, and personnel technology system

See the attached proposed 2026 work plan for the full list of projects, action items, and deliverables under each of the Council’s seven priorities and the department-driven programs.

Council-Manager Compact

For the past several years, the Council and County Manager have signed a compact (see attached) that commits the Council, Manager and staff to the projects in the work plan, a process for revising the work plan, and outlines how everything will be communicated to the public. The purpose of the compact is:

- To have clear, well-defined, and achievable accomplishments for Summit County
- To communicate expectations clearly to the community, down to the specific project level
- To consider staff resources and budget when committing to projects, work, and activities
- To better align the budget to the county’s work
- To focus on the projects/work that most significantly advance or set the foundation to advance the Council’s strategic priorities within the limits of our resources
- To plan more effectively for future (multi-year) tasks, projects, budget, and resources
- To facilitate the Council thinking and performing at a strategic, big-picture level, setting direction for the county and empowering staff to figure out and implement the details

The compact makes it clear how the Council and County Manager will make decisions around the projects included in the work plan and sets up a process for how to address new priorities that come up during the year after the work plan has been adopted, taking into consideration staff capacity and budget.

The County Manager is proposing once again that the Council sign the compact with him, agreeing to the proposed 2026 work plan and the outlined process for adjusting that plan during the year.

Conclusion

The 2026 Work Plan represents a thoughtful and strategic approach to advancing the Council's priorities while balancing the operational realities of staff capacity and resource availability. By focusing on achievable goals and aligning projects with the Council's strategic objectives, the work plan ensures that efforts are directed toward the most impactful initiatives. With the flexibility to adapt to new priorities and unforeseen challenges, the work plan provides a clear roadmap for the year ahead while maintaining room for innovation and community responsiveness. Adoption of the plan and the Council-Manager Compact will set the stage for a productive and collaborative year in 2026 for Summit County.

Attachments:

1. Proposed 2026 Work Plan
2. Council-Manager Compact for Fiscal Year 2026



SUMMIT COUNTY'S 2026 STRATEGIC OBJECTIVES & WORK PLAN

Summit County's Mission, Vision, and Values

VISION

Summit County is a vibrant and thriving community, renowned for its natural beauty, exceptional quality of life, and a strong, sustainable economy that supports a healthy, prosperous, and culturally diverse citizenry.

MISSION

We provide high-quality, equitable, and inclusive services that protect the health, safety, and welfare of the community, making Summit County the best place to live for current and future generations.

VALUES

Regional Collaboration: Work with our federal, state, municipal, and community partners to achieve mutually beneficial outcomes

Responsiveness: Take action in a timely manner, meeting the needs of our citizens

Preservation: Preserve our land, water, air, and culture

Leadership: Motivate others to collaboratively achieve mutual goals

County Council's Strategic Objectives

Growth Management & Regional Planning

The County will manage and mitigate the impacts of growth internally and through working with municipal and regional partners. Specifically, Summit County will:

- Discuss the desired growth and development patterns across jurisdictional borders
- Develop necessary programs and explore opportunities for working together
- Understand our impacts on each other
- Utilize growth and development tools to enhance quality of life with a focus on connection and coordination around the region's physical, natural, and economic environments and communities

Local Housing Choice

In 2026, Summit County will continue to assess ways to facilitate a diverse and thriving County evidenced by a wide variety of housing -both price and type that will result in the creation and retention of welcoming neighborhoods, which together make up the larger County.

Transportation & Traffic Congestion

The County will work closely and collaborate with federal, state, and local governments, as well as regional transportation service providers and community partners, to plan, program, and build a transportation system to reduce traffic congestion and provide robust transportation options that promote safe, reliable, and healthy transportation solutions.

Environmental Stewardship

The County will demonstrate leadership and set direction for plans, policies, partnerships, and initiatives to secure, protect, and conserve our water, land, and air quality for the present and future, as well as implement an internal organizational culture that supports environmental stewardship. This public health issue requires a collaborative, multidisciplinary, all-of government effort.

Summit County's 2026 Work Plan

County Council's Seven (7) Policy Priorities (that pertain to the above strategic objectives) are:

#1 - Updates to General Plans

Complete draft updates to the Snyderville Basin and Eastern Summit County General Plans based on additional community input following the "Our Summit" visioning initiative. Specifically in 2026, staff will prioritize work sessions and public hearings with the two Planning Commissions and the County Council with the goal of Plan adoption by year-end.

Strategic Objectives:

Growth Management & Regional Planning
Local Housing Choice
Transportation & Traffic Congestion
Environmental Stewardship

#2 - Housing

Cline Dahle Public-Private Partnership: Complete development and financial partnership agreement between Summit County and Columbus Pacific Development. Start on design details.

Housing Authority: Complete strategic plan and implement programs to increase housing affordability for community members, including:

- Incentives to build and deed restrict accessory dwelling units (ADUs)
- Utility allowance study
- Down-payment assistance feasibility study
- A pilot program to subsidize rents and/or HOA payments for those making approximately 55% AMI (i.e. teachers, first responders, and support staff)
- Other rental and buyer assistance programs

Long-term Planning: Align the County Council's goal of entitling 1,500 affordable housing units over the next ten (10) years (excluding the public-private partnerships in Kimball Junction and on Cline Dahle) with the State Housing Plan provisions as implemented by the Utah State Legislature.

Revisit the Council's 1,500 unit goal in a half-day workshop (quarter one of 2026) to refine, discuss creating an affordable housing overlay zone, and clarify the Housing Authority's role.

Short-Term Nightly Rentals: Continue enforcement program from 2025. Reconvene the internal working group established in 2024 to draft additional regulations utilizing data and information learned from the Azora enforcement software platform. Respond to any code changes adopted by the Utah State Legislature.

Strategic Objectives:

Growth Management & Regional Planning
Local Housing Choice
Transportation & Traffic Congestion

#3 - Regional Planning and Transportation

Kimball Junction: Advance the design of the Kimball Junction/I-80 interchange and the SR-224 pedestrian crossing project in coordination with the Utah Department of Transportation (UDOT) (construction is scheduled to begin in 2030).

Rural Planning Organization: Collaborate with Mountainlands Association of Governments (MAG), eastern Summit County municipalities, and regional partners on the Wasatch Back Rural Planning Organization (WBRPO) 2027 update, including establishing program objectives and performance metrics, developing projects, and delivering a public engagement process.

Transportation Planning: Reestablish the local Transportation Convening Group and participate in UDOT's 2034 Olympics Transportation Working Group to coordinate infrastructure and sustainability planning for the 2034 Winter Olympic Games and long-term regional needs.

Strategic Objectives:

Growth Management & Regional Planning
Transportation & Traffic Congestion
Environmental Stewardship

#4 - Solid Waste Management

Solid Waste Action Plan: Complete and acquire Council approval of the action plan addendum to the 2018 Solid Waste Master Plan with updated waste reduction and diversion targets and strategies to increase the lifespan of the Three Mile Landfill by 10 additional years. Enhance public communications, engagement, and education through various online tools and story maps.

Enhance Recycling Options: Establish six remote recycling drop-off sites for cardboard, glass, and mixed recyclables in each area of the county (Snyderville Basin, Park City, North Summit, and South Summit) to increase recycling options for residents closer to their homes. Ensure continuity of services while Recycle Utah moves to a new location.

Recycle Utah (RU) Relocation: Work with Recycle Utah and Park City Municipal Corporation to move the Park City recycling center to the FJ Gillmor Lot 4. Help RU navigate the county's development and permitting processes for a smooth transition.

Strategic Objectives:

Growth Management & Regional Planning
Environmental Stewardship

#5 - Lands and Natural Resources Management

Ure Ranch: Approve conservation easements for recreation area, the homestead, wetlands, and south and south-east meadows (in quarter one). Hold work session with Council on programming agricultural and recreation spaces (April). Hold public meetings and finalize trails, recreational, and management plans (done by September).

910 Ranch: Close on property and complete steps to close out the Forest Legacy Grant. Initiate stakeholder meetings to help finalize management plan. Start construction of parking area, including completing all community development and permitting processes. Once parking area is built, pilot parking fee program.

Weber Watershed Project: Complete NEPA process (June) and start on-the-ground wildfire mitigation treatments and forest health projects (July) as part of the five-year plan with the U.S. Forest service. Continue to work on acquiring additional grants for wildfire mitigation treatments.

County Lands Program Development: Enhance communication efforts regarding conservation easements on county acquisitions, emphasizing public access, funding sources, and the benefits and value of these lands. Participate in discussions regarding planning for Cline Dahle, Dakota Pacific Real Estate Development Public-Private Partnership, and Snyderville Basin Cemetery District. Strengthen department structure and vision.

Strategic Objectives:

Growth Management & Regional Planning
Environmental Stewardship

#6 - Senior Citizens Services

Deed-Restricted Senior Housing: Work with the Housing Authority to evaluate opportunities to develop deed-restricted housing for seniors that allows them to downsize while offering amenities such as proximity to medical facilities and walkable access to essential services.

Strategic Planning: Hire consultant to complete a strategic plan for the seniors program, including level of program expansion, public investment, and the feasibility of establishing a Continuing Care Retirement Community (CCRC) within the county. The purpose of this plan is to inform the Council's policy direction and budgeting for senior citizen services.

Collaboration on New Senior Center in Park City: Continue to partner with Park City Municipal Corporation to plan a new senior center in Park City that meets the needs of the local senior population. Engage seniors in this process.

Strategic Objectives:

Growth Management & Regional Planning
Local Housing Choice
Transportation & Congestion

Kimball Junction: Begin implementation of the Dakota Pacific Real Estate (DPRE) Public-Private Partnership project: execute venture agreement, complete Housing and Transit Reinvestment Zone (HTRZ), demolish the Sheldon Richins county services building, complete schematic design of the parking garage, and process applications received from DPRE.

Complete tenant improvements to the county's landmark facility in Kimball Junction (former Skullcandy headquarters building), occupy the building, and open it to the public.

Cline Dahle: Support progress on the public-private partnership with Columbus Pacific Development, ensuring integration of components with the county's broader housing and economic strategies.

Facilities Master Plan: Implement Phase One of the facilities master plan from 2025 with a specific focus on improvements and systems upgrades to the County Courthouse.

Strategic Objectives:

- Growth Management & Regional Planning
- Local Housing Choice
- Transportation & Congestion
- Environmental Stewardship

Department-Driven Work that May Require Council Input

County Administration

- State legislative session and Summit County's legislative working group
- Federal lobbying
- Peak Performance Initiative
- Childcare Initiatives
- Employee engagement initiatives
- Capital projects: Skullcandy tenant improvements, floor 2 of Skullcandy building, demolition of Sheldon Richins building, public-private partnerships with DPRE and Columbus Pacific, tenant improvements to the former Mountain Regional Water building, implementation of Phase One of the Facilities Master Plan
- Help HR pilot new merit pay and performance evaluation systems
- Continue to facilitate working group for the Solid Waste Action Plan addendum

Animal Control

- Update Animal Control Code (noise ordinance and kennel permit)
- Collaborate with Communications and Public Engagement Department on a communications and education campaign that differentiates animal control from a rescue, educates the public on enforcement, and improves public relations
- Continue working with contracted animal behaviorist to rehabilitate animals that come into the shelter as a means to reduce euthanasia rates and to keep staff safe by identifying aggressive behaviors in animals

Communications and Public Engagement

Support communications and public engagement around Council directives, departmental initiatives, and crisis response management

Community Development Department

Planning Projects

- Canyons Village
- Park City Outlets ("Junction Commons") Redevelopment
- Utah Olympic Park
- FJ Gillmor Subdivision
- DPRE/County/HVT Public Private Partnership
- Support and work hand-in-hand with the Summit County Housing Authority and Economic Development Departments on affordable and workforce housing initiatives
- Respond to applications and legislative changes at the state level
- Assist Recycle Utah with the Conditional Use Permit (CUP) and Master Planned Development (MPD) processes for their application on FJ Gillmor Lot 4

Community Development Department (cont'd)

Development Code Amendments:

- Affordable Housing overlay
 - Create new zones
 - Transportation study requirements
 - Accessory building revisions
 - Ridgeline development
 - Architectural design guidelines
 - Height
 - Use tables and definitions
-

County Fair & Special Events

- Plan for and put on the 2026 County Fair with an eye to sustainability, such as food waste and bike valet. Also work to improve the rodeo (i.e. theme nights) and increase revenues, increase participation in the home arts program, and improve communications about fair schedule and offerings
 - Work to acquire grants to fund safety improvements to the County fairgrounds
 - Revise event and film permitting applications
 - Manage the USU Extension contract
-

Economic Development & Housing

- Amend the Moderate Income Housing Plans as necessary for the Snyderville Basin and Eastern Summit County planning districts to remain compliant with Utah Code
 - Update the “Fee in Lieu” provisions within the Summit County Code
 - Work with the Summit County Housing Authority and other non-profit housing development partners to provide housing services benefitting low-and moderate-income residents
 - Complete the development of a Housing Dashboard and GIS Land Prioritization tool
-

Emergency Management & Wildland Fire

- Work with Park City Municipal Corporation on the next iteration of Summit County’s Pre-Disaster Hazard Mitigation Plan (due 2027)
 - Transition to being imbedded with Park City Fire District and the Summit County Sheriff’s Office
-

Facilities Department

- Implement Phase One of the facilities master plan
 - Complete budgeted projects for all county facilities
 - Right-size county fleet
 - Assist with all the capital projects and office moves in 2026
-

Finance Department

- Deploy and implement new financial accounting and payroll technology system
- Annual Financial Audit
- Prepare 2027 budget
- Prepare 5-year capital improvement plan, utilizing updated facilities study
- Bill and collect annual assessments for appropriate assessment districts
- Assist Administration with ongoing Peak Performance Initiative
- Hire and onboard new grants coordinator

Health Department

Public Health

- Build new department-wide Strategic Plan (2026-30)
- Recognition by the Public Health Accreditation Board
- Develop Targeted Case Management/Wise Woman/Pre-School Development Grant (0-8 Programs)
- Increased focus on cancer awareness/screening in Women's Health programming
- Navigate uncertainties in federal funding, vaccine policies, and the increased presence of preventable childhood diseases

Behavioral Health

- Establish a Stabilization & Mobile Response Team for kids
- Establish a transitional housing framework for individuals participating in recovery court or with a behavioral health diagnosis
- Expand youth prevention coalitions in the North Summit and Park City school districts to enhance prevention efforts
- Develop a new suicide prevention strategic plan to include postvention for all tiers of response.
- Complete updates to the Summit County Mental Wellness Strategic Plan

Sustainability

- Adopt resolution updating the county's sustainability and climate change action goals
- Continue participation in Utah Renewable Communities to advance community wide renewable energy goal. Contemplate approving ordinance following Public Service Commission program approval which would officially adopt the community renewable energy program for Summit County
- Support local businesses taking sustainability actions through implementation of the Green Business Program and align program with updated Summit County Sustainability and Climate Change action goals
- Integrate sustainable design and construction best practices into capital improvement projects and review of development applications
- Other: Continue Climate Change and Public Health Speaker Series; Support efforts to increase diversion and improve recycling rates in the county's solid waste management program; and continue to support the General Plans updates efforts

Heritage & Arts

History

- Assist with completing histories of Ure Ranch and 910 Ranch including oral history interviews with owners. Assist with possible history-related programming.
- Work on plans to secure a new site for the Summit County Museum

Library

- Prepare to move and then move the Kimball Junction branch to the former Skullcandy building once renovations are completed
- Expand educational and social opportunities for children, teens, and adults through library programming, including partnering with the seniors director to provide routine skills development courses for seniors, specifically in technology and cyber security, among others

Public Art

- Complete RFP and installation of public art benches at the Justice Center as part of the Sheriff and Attorney's offices expansion
- Plan public art installations for the new landmark facility in Kimball Junction

Human Resources/Personnel

- Advance recommendations from subcommittees to the Compensation Committee based on direction given in the Compensation Committee's 2024 report. Specifically in 2026, this includes rollout of the new PTO policy and piloting the new merit pay and performance evaluation systems
- Continue to support a benefits program to retain personnel to accomplish the work plan
- Training of employees on numerous areas for successful working operations
- Onboard new FTE budgeted in 2026

Information Technology

- Improve online transactions with public and internally
 - Asset management system
 - Keep working cybersecurity plans utilizing tools provided with grants
 - Reduce technical debt by more training on current technology contracts
 - Implement Tyler Enterprise system
 - Support new facilities
-

Lands & Natural Resources

- Create internal multi-departmental Summit County working group to better understand how water is used in county operations, where it comes from, how usage compares to water rights inventory, and make a plan for future use and change applications
- County lands uses policy with Attorney's Office (allowable commercial uses on county lands that would require permits and/or leases) and create fee schedule
- Work with budget committee to implement staffing plan in future county budgets. Once staff are on board, start implementation of Phase One of the recreation plans on the Ure Ranch and 910 Ranch (must be done in 2027)

Public Works Department

- Acquire certificate of occupancy for the expansion building to the Justice Center and move in Sheriff's Office and Attorney's Office in February 2026
- Start remodel of the old Sheriff's Office at the Justice Center to be completed in September 2026

Engineering and Roads Department

Projects that include interdisciplinary collaboration and coordination with Transportation Planning Division, Engineering, and Roads:

- Old Ranch Road Trail and Road reconstruction
- SR-32 trail in South Summit
- Work with UDOT on improvement to Silver Summit/US-40 interchange
- Bridge infrastructure and maintenance

Solid Waste Management

- Continue and expand diversion projects at both landfills
- Implement remote recycling drop-off sites and hire new landfill spotter

Stormwater

- Education and outreach
- Permitting

Weeds

- Expand community weeds tours
-

Senior Citizens Program

- Complete strategic plan
 - Implement fourth congregate meal at the Park City Senior Center
 - Add a second county-sponsored monthly activity at each of the three senior centers
 - Partner with the library to provide routine seniors skills development courses, specifically in technology and cyber security, among others
 - Onboard budgeted driver to transport seniors to activities
 - Continue to seek grants and other funding opportunities for enhanced programming for seniors
-

Transportation Planning

- Manage the vanpool program
- Finalize the Transportation Sales Tax (TST) policy update, select regionally significant projects for 2026, and determine project status for completion or reallocation of funds
- Support the High Valley Transit (HVT) design and construction of the SR-224 Bus Rapid Transit (BRT)
- Operate and expand the Summit Bike Share program
- Complete the Active Transportation Plan update and begin implementation of action items
- Construct the SR-32 trail segments between Oakley and Kamas and between Kamas and Francis
- Identify priority projects and coordinate with state and local partners to support development of the Utah Trails Network, including:
 - Parley's Trail
 - Highland Drive Tunnel
 - Millennium Trail
 - Phoston Spur
 - SR-32 Trail
 - SR-248 Trail
- Complete the US-40 Corridor Study to increase mobility, connectivity, and resilience between Summit and Wasatch counties
- Complete the SR-32 Corridor and City Centers plan to development a wholistic transportation and land use vision to increase quality of life in south Summit County



**Council-Manager Compact for County Work Plan
Summit County
2026 Fiscal Year
[Adopted xx/xx/2026]**

The Summit County Council and County Manager agree that this compact outlines the County’s Fiscal Year 2026 Work Plan and how the Council, Manager, and Staff will share the responsibility for advancing the County’s strategic priorities. It also describes the Council’s and Manager’s respective roles and responsibilities in directing staff to work on special projects, and a commitment to considering staff resources and County budget when revising the Work Plan.

RATIONALE FOR COMPACT

- To have clear, well-defined, and achievable accomplishments for Summit County
- To communicate expectations clearly to the community, down to the specific project level
- To consider Staff resources and budget when committing to projects, work, and activities
- To better align the budget to the County’s work
- To focus on the projects/work that most significantly advance or set the foundation to advance the Council’s strategic priorities within the limits of the County’s resources
- To more effectively plan for future (multi-year) tasks, projects, budget and resources and follow up on strategic priorities
- To facilitate the Council thinking and performing at a strategic, big-picture level, setting direction for the County and empowering Staff to figure out and implement the details

JOINTLY DEVELOPED

The Council, Manager and Staff of Summit County partnered together to develop this Council-Manager compact. The Council set the strategic objectives, the Manager worked with Staff to add projects to advance each strategic objective, and Staff provided input on the types of support they need and data on the capacity of their departments to complete special projects. All parties partnered together to define their roles and responsibilities and came to agreement on how decisions will be made regarding the Work Plan and how it is revised. The Council and Manager will review this compact annually and make suggested revisions based on an evaluation of the needs of the community and feedback received from Staff and the community.

For this compact to be successful, it is first important to understand the Council’s and Manager’s performance goals:

COUNCIL’S GOALS:

- Make policy decisions and set direction for the County focused on the health, safety, and welfare of the citizenry and visitors, and financial stewardship of taxpayer dollars*
- Regional collaboration*
- Take action in a timely manner, meeting the needs of citizens*
- Work collaboratively with local and regional partners to achieve mutually beneficial goals*
- Stay focused on the tasks outlined in the Work Plan and be deliberate about new initiatives that may arise*

MANAGER’S GOALS:

- Recruit and retain talented employees with expertise within their given field*
- Work to avoid employee burnout, including advising the Council in setting realistic goals and expectations based on staff capacity and budget*
- Have tangible, meaningful accomplishments that best serve the residents of Summit County*
- Avoid constant changes in direction to Staff and to the organization*
- Provide Staff with focus-specific tasks that can be achieved in a reasonable amount of time*
- Stay focused on the tasks outlined in the Work Plan and be deliberate about new initiatives that may arise*

To meet these goals, the Council and Manager will work together to:

- Work within the bounds of one’s specific roles and responsibilities
- Support Staff and lean on their expertise to facilitate tangible accomplishments
- Focus on priorities and communicate frequently, particularly when a mid-year change to the Work Plan is desired
- Schedule Council work sessions to facilitate planning, discussion, and resources (budget and staff) around projects included in the Work Plan
- Align budget and Staff resources with expectations involving projects and workload
- Collaborate with Staff and the community on setting priorities and the Work Plan

The Council, Manager, and Staff commit to:

COUNCIL’S RESPONSIBILITIES:

- (1) Think and perform at a strategic level, collaborating and giving direction to County Manager and Staff on projects to advance the Council’s strategic priorities; empowering Staff to figure out the implementation details*
- (2) Respect County Manager and Staff process without unilateral redirection by individual Council members*
- (3) Align the strategic priorities with the County budget*
- (4) Go to the Manager with requests that require Staff resources, rather than directly to Staff*
- (5) Before going to the Manager with a project request or work order, have a discussion on the issue with the full Council in a public meeting to confirm commitment of resources and redirection from other previously agreed upon priorities*
- (6) Initiate a joint conversation with the full Council and Manager as priorities change or new ones arise about any revisions to the Work Plan outside the annual review, so resources and budget can be evaluated, and a decision made about which project to remove from the Work Plan to accommodate the new item*

MANGER’S RESPONSIBILITIES:

- (1) Direct and monitor Staff on projects, process, and progress*
- (2) Help Staff figure out work details and implementation strategies as appropriate*
- (3) Respond to Council requests*
- (4) Communicate frequently with Council on progress made on projects and strategic objectives*
- (5) Address barriers and challenges with the Council and Staff as barriers and challenges surface that impact progress made on projects and strategic priorities*
- (7) Engage in a joint conversation with the full Council as priorities change or new ones arise about any revisions to the Work Plan outside the annual review, so resources and budget can be evaluated and a decision made about which project to remove from the Work Plan to accommodate the new work*
- (6) Remove a project from the Work Plan if a decision is made by the Council to add a new priority or project outside of the annual review*

STAFF RESPONSIBILITIES:

- (1) Communicate to the Manager a change in capacity or resources that would impact progress made on agreed projects in the Work Plan*
- (2) Provide quarterly updates (or as requested) to the Manager on actions completed on projects*
- (3) Communicate to the Manager progress made on projects and strategic objectives and any barriers or challenges encountered impacting that progress*
- (4) Inform the Manager of any requests received from the Council or community*
- (5) Help the Council and Manager communicate the Work Plan and progress made to the community*
- (6) Provide feedback to the Council and Manager at the annual review of this compact and the Work Plan*

COMMUNICATION ABOUT THE WORK PLAN:

The Council and Manager are committed to frequent two-way communication with each other, Staff and the community about the County’s strategic priorities and Work Plan. Some examples of how the parties will communicate are:

- *Meetings*
- *Emails*
- *Public meetings*
- *County website*
- *Employee town halls*
- *Social Media*
- *Local media outlets*
- *Library branches*
- *Word of mouth*
- *Other*

THE FISCAL YEAR 2026 WORK PLAN:

The County Council’s Strategic Objectives Are:

- **Growth Management and Regional Planning:** The County will manage and mitigate the impacts of growth internally and through working with municipal and regional partners. The County will examine policies currently in place to determine the best ways to support growth management. Specifically, along with municipal and regional partners, Summit County will:
 - Discuss the desired growth and development patterns across jurisdictional borders
 - Develop necessary programs and explore opportunities for working together
 - Understand our impacts on each other
 - Utilize growth and development tools to enhance quality of life with a focus on connection and coordination around the regional’s physical, natural, and economic environments and communities
- **Local Housing Choice:** In 2026, Summit County will continue to assess ways to facilitate a diverse and thriving County evidenced by a wide variety of housing – both prices and type that will result in the creation and retention of welcoming neighborhoods, which work together to make up the larger County
- **Transportation and Traffic Congestion:** The County will work closely and collaborate with federal, state, and local governments, as well as regional transportation service providers and community partners, to plan, program, and build a transportation system to reduce traffic congestion and, provide robust transportation options that promote safe, reliable, comfortable, and healthy transportation solutions
- **Environmental Stewardship:** The County will demonstrate leadership and set direction for plans, policies, partnerships, and initiatives to secure, protect, and conserve our water, land, and air quality for the present and future, as well as implement an internal organizational culture that supports environmental stewardship. This public health issue involves the County’s health department, sustainability division, landfill, county lands and natural resources, public works department, and community development department, and requires a collaborative, all-of-government effort

Attachment:
Summit County’s 2026 Work Plan

County Council Signatures:

_____ Date: _____ Date: _____

_____ Date: _____ Date: _____

_____ Date: _____

County Manager Signature:

_____ Date: _____

**PARK CITY &
SUMMIT COUNTY**
ARTS & CULTURE MASTER PLAN



STEERING COMMITTEE

ALDY MILLIKEN, KIMBALL ART CENTER

ANNA NIZHONI, SUNDANCE INSTITUTE, VISUAL ARTIST

BECCA GERBER, CHAMBER OF COMMERCE & VISITORS BUREAU

BRIAN RICHARDS, MOUNTAIN TOWN MUSIC

CANICE HARTE, SUMMIT COUNTY

CASEY METZGER, ARTS COUNCIL BOARD MEMBER, TOP SHELF SERVICES

CHRIS EGGLETON, PARK CITY MUNICIPAL

DAN COMPTON, SUMMIT COUNTY

DIEGO ZEGARRA, PARK CITY COMMUNITY FOUNDATION

EMBER CONLEY, PARK CITY PERFORMING ARTS

GINGER WICKS, HPCA, PARK CITY AREA RESTAURANT ASSOCIATION

HANNAH TYLER, DEER VALLEY

HEATHER SNEDDON, PARK CITY MUNICIPAL

JENNY DIERSEN, PARK CITY MUNICIPAL

JOHN SIMMONS, CANYONS VILLAGE MANAGEMENT ASSOCIATION

KATE WYNN, KAMAS VALLEY HISTORY

KATIE STELPFLUG, BLUE JAYNE STUDIO, ARTIST

KATY WANG, PARK CITY FILM

LAURICE MARIER, SUNDANCE INSTITUTE

LYNN WOOD, COALVILLE CITY COUNCIL, NORTH SUMMIT UNITE

MADLYN MCDONOUGH, SUMMIT COUNTY

MITCH BEDKE, PARK CITY ARTIST ASSOCIATION

MORGAN PIERCE, PARK CITY MUSEUM

RANDY BARTON, EGYPTIAN THEATRE

REBECA GONZALES, PARK CITY EDUCATION FOUNDATION

SARA HUEY, PARK CITY MOUNTAIN

SARAH PEARCE, PARK CITY MUNICIPAL

SHAYNE SCOTT, SUMMIT COUNTY

VIRGINIA SOLOMON, U OF U ART HISTORIAN, SUMMIT PRIDE

WHITNEY RYAN, CANYONS VILLAGE MANAGEMENT ASSOCIATION

PLANNING GOALS

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

ENGAGE THE COMMUNITY

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

CREATE A VISION FOR THE FUTURE

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

ALIGN WITH OTHER PLANS

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

REFINE CURRENT STRATEGIES

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

PROVIDE VISIBILITY & PRIORITIZATION

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

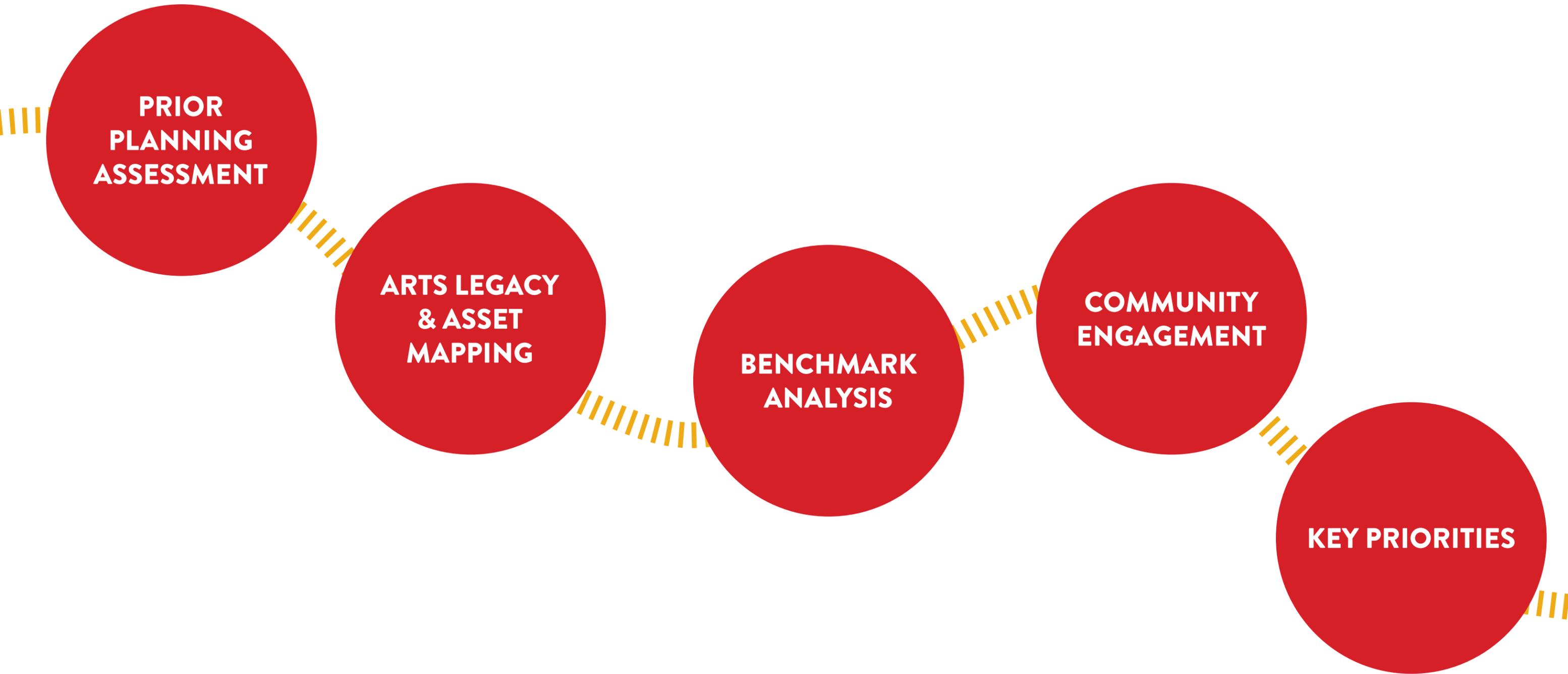
SPUR MOMENTUM & GROWTH

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

BUILD CAPACITY

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

ROADMAP



BENCHMARK ANALYSIS

ASPEN, CO // PITKIN COUNTY

BEND, OR // DESCHUTES COUNTY

BOULDER, CO // BOULDER COUNTY

BRECKENRIDGE, CO // SUMMIT COUNTY

FLAGSTAFF, AZ // COCONINO COUNTY

JACKSON HOLE, WY // TETON COUNTY

KETCHUM, ID // BLAINE COUNTY

SANTA FE, NM // SANTA FE COUNTY

METRICS

ESTABLISHMENTS /
CAPITA

RANK: 6 // 7

EMPLOYMENT /
CAPITA

RANK: 7 // 8

EMPLOYMENT CITY TO
COUNTY RATIO

RANK: 7 // 8

ANNUAL TOURISM
SPENDING

RANK: N/A // 3

ESTABLISHMENT TO
COUNTY RATIO

RANK: 8 // 8

ESTABLISHMENT TO
COUNTY RATIO

RANK: 8 // 8

SHARE OF ALL
EMPLOYMENT

RANK: 9 // 9

GENERAL FUND
REVENUE

RANK: 6 // 8

SHARE OF ALL
ESTABLISHMENTS

RANK: 9 // 9

SHARE OF ALL
ESTABLISHMENTS

RANK: 9 // 9

TOTAL RESIDENTIAL
POPULATION

RANK: 6 // 5

FUNDING TYPES,
GOVERNANCE
MODELS, &
KEY PROGRAMS

KEY INSIGHTS

INVESTMENTS IN
CULTURAL
INFRASTRUCTURE

ARTIST RESIDENCIES,
HOUSING, &
ENTREPRENEURSHIP
PROGRAMS

COMMUNITY-FOCUSED
PUBLIC ART PLANNING &
IMPLEMENTATION

ECONOMIC IMPACT &
OPPORTUNITIES

EMPOWERED LOCAL
ARTS AGENCIES
INCREASE
COORDINATION
& IMPACT

ART IN THE BUILT
ENVIRONMENT

CELEBRATING LOCAL
IDENTITY & HERITAGE

INTERWOVEN WITH
TOURISM

DIVERSIFIED &
SUSTAINED FUNDING
SOURCES

CULTURAL HUBS &
DISTRICTS

DIVERSE OFFERINGS OF
FESTIVALS & EVENTS

INSPIRATION FROM
LANDSCAPE

COMMUNITY ENGAGEMENT

THOUGHT EXCHANGE WORKSHOPS
(7 W/ 80+ PEOPLE)

POP-UP EVENTS
(5 W/ 150+ PEOPLE)

SURVEY
(289)

STAKEHOLDER INTERVIEWS
(21)



KEY INSIGHTS

- Community members want equitable, year-round access to Arts & Culture experiences
- Smaller, community-serving experiences were valued as much as major events
- The community values local history, authenticity, and culturally reflective storytelling
- Strong demand for youth programming and multicultural representation
- Access and collaboration across the county is a critical challenge
- Direct artist support should be a priority
- Strong potential for the rail trail and other outdoor art experiences
- Strong desire for a centralized community-focused arts hub and/or center
- Bring more art engagement into daily life
- Cost of living and economic opportunity are a challenge
- Celebrate local history and cultural heritage



VISION

IN SUMMIT COUNTY, ARTS & CULTURE BELONGS TO EVERYONE: SPARKING CURIOSITY, INVITING CREATIVITY, AND STRENGTHENING COMMUNITY. OUR FUTURE IS SHAPED BY OUR CREATIVE LENS AND UNDERScoreD BY OUR CULTURAL IDENTITY, DRIVING COLLECTIVE GROWTH, AND PROSPERITY FOR ALL.

PROVIDING DIVERSE, SUSTAINABLE FUNDING FOR ARTS ORGANIZATIONS & ARTISTS

Guiding Pillar

DEVELOPING & PROMOTING CULTURAL HUBS

Guiding Pillar

UNDERScoreD SIGNATURE EVENTS & EXPANDING COMMUNITY PROGRAMMING

Guiding Pillar

CULTIVATING TALENT & CULTURAL APPRECIATION

Guiding Pillar

KEY PRIORITIES

**ARTS
IN THE
EVERYDAY**

**SPACES
&
PLACES**

**FUNDING
&
CAPACITY**

ARTS IN THE EVERYDAY

A critical gap currently exists in the programming and cultural experiences offered around the county — the lack of routine, everyday opportunities for audiences to experience Arts & Culture outside of major institutions and flagship events, no matter where they live in the county, their stage of life, or level of artistic experience. Stakeholders throughout this process called for “Arts in the Everyday” projects and programs that integrate creative expression into daily life and shared spaces across Summit County. These recommendations focus on nurturing local talent and expanding access and support for the arts through ongoing county-wide participation and investment.





1.1 DEVELOP CAPACITY TO INCREASE CULTURAL PROGRAMMING, ACTIVITIES, AND ORGANIZATIONS IN NORTH AND SOUTH SUMMIT

1.1 A - SUPPORT THE DEVELOPMENT OF CULTURAL NONPROFITS IN NORTH & SOUTH SUMMIT

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Mid-Term

1.1 B - DIRECT FUNDING SUPPORT TO ARTISTS & CULTURAL PROGRAMMING ON THE EASTERN SIDE OF THE COUNTY

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Mid-Term

1.1 C - INVEST IN CREATIVE ENTERPRISES (E.G., CULINARY ARTS, ART STUDIOS) TO FOSTER CREATIVE ECONOMIC GROWTH AND ACTIVITY ON THE EASTERN SIDE OF THE COUNTY

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Near-Term



1.2 STRENGTHEN SUPPORT FOR ARTISTS & CULTURAL ORGANIZATIONS TO INCREASE THE QUANTITY, FREQUENCY, QUALITY & VISIBILITY OF YEAR-ROUND ARTS & CULTURE PROGRAMMING

1.2 A - FORMALIZE AN ARTS & CULTURE LEADERSHIP COHORT

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Summit County, Local Municipalities, Local Arts Organizations, Local Artists	Immediate

1.2 B - CONTINUE TO STUDY THE ECONOMIC & SOCIAL IMPACT OF THE ARTS & CULTURE SECTOR IN SUMMIT COUNTY

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities, Chamber of Commerce, Utah Cultural Alliance, Utah Division of Arts & Museums, Arts Council	Near-Term



1.3 SUPPORT THE DEVELOPMENT OF CULTURAL EXPERIENCES THAT UNDERScore & PRESERVE HISTORY & HERITAGE

1.3 A - DETERMINE THE FUTURE OF THE SUMMIT COUNTY HISTORICAL MUSEUM

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Arts Organizations, Local Historians, The Summit County Museum at the Coalville Courthouse, Summit County Heritage and Landmark Commission	Near-Term

1.3 B - EXPLORE OPPORTUNITIES TO PRESERVE & INVEST IN KEY HISTORICAL LANDMARKS, BUILDINGS & FACILITIES THROUGHOUT SUMMIT COUNTY

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Arts Organizations, Summit County Heritage and Landmark Commission, Friends of Ski Mountain Mining History, Kamas Valley History Group, Park City Historic Preservation Board, Park City Museum, Alf Engen Ski Museum, Local Historians	Near-Term

1.3 C - PURSUE ADDITIONAL OPPORTUNITIES FOR FUNDING MECHANISMS THAT SUPPORT PROGRAMMING AND CAPITAL IMPROVEMENTS TIED TO HISTORIC PRESERVATION

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, The Arts Council, Local Arts Organizations, Local Historians, Local Municipalities	Mid-Term

1.3 D - DEEPEN RELATIONSHIPS BETWEEN PUBLIC ART BOARDS AND HISTORIC PRESERVATION BOARDS TO ALIGN STORYTELLING AND APPROPRIATELY INTEGRATE HISTORY INTO RELEVANT PUBLIC ART PROJECTS

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, The Arts Council, Local Arts Organizations, Local Historians, Local Municipalities, Public Art Advisory Board, Summit County Public Art Advisory Board	Mid-Term



1.4 UNDERSCORE ARTS AND CULTURAL EXPERIENCES IN PREPARATION FOR THE 2034 OLYMPICS

1.4 A - ADOPT A PUBLIC ART STRATEGY SPECIFIC TO THE OLYMPICS TO DIRECT INVESTMENT, PUBLIC ART PLACEMENT, AND COLLECTION THEMES IN ALIGNMENT WITH THE UNIQUE CHARACTERISTICS OF COMMUNITIES ACROSS SUMMIT COUNTY

IMPLEMENTATION PARTNERS

URGENCY

Summit County, Park City Municipal, The Arts Council
Park City Public Art Advisory Board, Summit County Public
Art Advisory Board, Utah Olympic Legacy Foundation, Utah
Division of Arts and Museums, Local Arts Organizations

Near-Term

1.4 B - IDENTIFY FUNDING SOURCES AND STRATEGIC INVESTMENT OPPORTUNITIES IN CONJUNCTION WITH THE OLYMPICS THAT SUPPORTS THE DEVELOPMENT OF CULTURAL EXPERIENCES AND INFRASTRUCTURE LIKE FACILITIES AND MUSEUMS

IMPLEMENTATION PARTNERS

URGENCY

The Arts Council, Salt Lake Arts Council, Ogden City Arts,
Utah Olympic Legacy Foundation, Utah Division of Arts and
Museums, Local Arts Organizations, Wasatch County Arts

Mid-Term

1.4 C - UTILIZE THE OLYMPICS AS A WORKFORCE DEVELOPMENT AND CAREER-ADVANCEMENT OPPORTUNITY TO BENEFIT LOCAL ARTISTS AND CULTURAL ORGANIZATIONS

IMPLEMENTATION PARTNERS

URGENCY

The Arts Council, Utah Olympic Legacy Foundation, Utah
Division of Arts and Museums, Local Arts Organizations

Mid-Term



**1.4 UNDERSCORE
ARTS AND CULTURAL
EXPERIENCES IN
PREPARATION FOR THE
2034 OLYMPICS**

**1.4 D - ORGANIZE A OLYMPIC ARTS PLANNING
COALITION JOINTLY WITH REGIONAL ARTS PARTNERS
TO IDENTIFY WAYS TO INVEST IN ARTS & CULTURE IN
PREPARATION FOR THE GAMES**

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations, Wasatch County Arts Council	Mid-Term

**1.4 E - ENSURE ARTS & CULTURE IS UTILIZED AND SEEN
AS A CENTRAL PART OF SUMMIT COUNTY'S IDENTITY
THROUGH KEY STORYTELLING OPPORTUNITIES,
INFRASTRUCTURE INVESTMENTS, PUBLIC ART
DISPLAYS, AND OLYMPIC PROGRAMMING (I.E.
OPENING/CLOSING CEREMONIES)**

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Mid-Term



1.5 LEVERAGE SURPLUS LODGING TO CREATE AN ARTIST-IN-RESIDENCY PROGRAM

1.5 A - UTILIZE WORKFORCE AND OTHER VACANT HOUSING/LODGING DURING SLOWER SEASONS AS SHORT-TERM ARTIST HOUSING TIED TO FORMALIZED ARTIST-IN-RESIDENCY PROGRAMS

IMPLEMENTATION PARTNERS	URGENCY
Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Mid-Term

1.5 B - WORK WITH LOCAL ARTISTS, CULTURAL ORGANIZATIONS, PUBLIC ART BOARDS, AND SCHOOLS TO CREATE OPPORTUNITIES FOR COLLABORATION AND PROGRAMMING RELATED TO ARTIST-IN-RESIDENCY PROGRAMS

IMPLEMENTATION PARTNERS	URGENCY
Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Mid-Term



1.6 EXPAND THE PUBLIC ART COLLECTIONS AS A KEY PLACEMAKING STRATEGY ACROSS THE COUNTY

1.6 A - CREATE AND ADOPT LONG-RANGE PUBLIC ART PLANS THAT STRATEGICALLY GUIDE PUBLIC ART INSTALLATIONS, POLICIES, AND FUNDING MECHANISMS

IMPLEMENTATION PARTNERS	URGENCY
Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council	Mid-Term

1.6 B - INTEGRATE PUBLIC ART THROUGHOUT THE RAIL TRAIL

IMPLEMENTATION PARTNERS	URGENCY
Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Local Municipalities, Park City Municipal,	Mid-Term

1.6C - WORK WITH PRIVATE DEVELOPERS AND RESORT BASES TO ENSURE THAT PUBLIC ART REMAINS A CONSIDERATION OF CULTURAL FEATURES WITH PARTICULAR EMPHASIS ON LOCAL ARTISTS

IMPLEMENTATION PARTNERS	URGENCY
Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Park City Mountain Resort, CVMA, Deer Valley Resort, Private Developers	Mid-Term

SPACES AND PLACES

Community stakeholders frequently cited a desire for a centralized public gathering space that would invite a variety of arts activities and participants. Specifically a space that goes beyond consumption of Arts & Culture but provides local artists for a platform to share their works, community members with a spaces to gather and participate in cultural exchange, and a variety of arts organizations with the necessary office and meetings spaces to support growth, innovation, and collaboration across the sector.





2.1 INVEST IN NEW ARTS & CULTURE FACILITIES AND VENUES COUNTYWIDE

2.1 A - CREATE A MULTI-DISCIPLINARY CULTURAL FACILITY THAT PRIORITIZES COMMUNITY BENEFIT

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park County Municipal, Local Municipalities, The Arts Council, Local Cultural Organizations	Mid-Term



2.2 INVEST IN CULTURAL HUBS AND DISPERSE CULTURAL RESOURCES ACROSS THE COUNTY

2.2 A - DIVERSIFY AND EXPAND CULTURAL FACILITIES AND INFRASTRUCTURE TO SUPPORT THE UNIQUE NEEDS OF COMMUNITIES THROUGHOUT SUMMIT COUNTY

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Long-Term

2.2 B - IDENTIFY OPPORTUNITIES FOR NEW PERFORMING ARTS SPACES ACROSS SUMMIT COUNTY TO ADDRESS NEEDS RELATED TO AUDIENCE CAPACITY, FUNCTION, STORAGE, AND ACCESSIBILITY

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Long-Term

2.2 C - COMMIT TO ENSURING ARTS & CULTURE IS WOVEN INTO PUBLIC AND PRIVATE DEVELOPMENT PROJECTS

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Near-Term



2.3 ESTABLISH A HISTORICAL & CULTURAL DISTRICTS PROGRAM

2.3 A CREATE A PROGRAM TO SUPPORT EMERGING AND ESTABLISHED CULTURAL HUBS TO RECEIVE DISTRICT DESIGNATION

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, Local Municipalities, The Arts Council, Park City Historic Preservation Board, Summit County Heritage and Landmark Commission	Near-Term

2.3 B - IDENTIFY BRANDING AND PROMOTIONAL OPPORTUNITIES WITHIN AND BETWEEN CULTURAL DISTRICTS

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, Local Municipalities, The Arts Council	Mid-Term



2.4 EXPAND CULTURAL TOURISM MARKETING, PROGRAMMING, AND ASSETS TO LEVERAGE INCREASED ARTS CAPACITY

2.4 A - FORMALIZE A PARTNERSHIP BETWEEN THE ARTS COUNCIL AND THE CHAMBER TO STRENGTHEN AND SUSTAIN CULTURAL TOURISM EFFORTS COUNTYWIDE

IMPLEMENTATION PARTNERS	URGENCY
Chamber of Commerce, The Arts Council	Immediate

2.4 B - INCREASE THE PROMOTION OF ARTS & CULTURE ASSETS AND PROGRAMS AS A KEY PART OF SUMMIT COUNTY'S STORY TO ATTRACT VISITORS YEAR ROUND IN SUPPORT OF THE SUSTAINABLE TOURISM PLAN

IMPLEMENTATION PARTNERS	URGENCY
Chamber of Commerce, The Arts Council	Immediate



2.5 INCORPORATE CULTURAL WORKERS INTO WORKFORCE HOUSING

2.5 A - INCENTIVIZE DEVELOPERS AND PUBLIC ENTITIES TO CONSIDER UTILIZING LANGUAGE THAT SUPPORTS THE INCLUSION OF CULTURAL WORKERS

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities, Private Developers, Property Management Associations, The Arts Council, Local Arts Organizations, Mountainlands Community Housing Trust, Columbus Pacific Development, Canyons Village Management Association	Mid-Term

FUNDING & CAPACITY

A strong legacy of public investment has supported cultural tourism and arts activities across the county, this investment has historically come from a variety of public mechanisms and budget items, whether direct cash support or through the subsidy of public services, staff, and public contracts that support the operation of cultural events and programs.

The recommendation of this plan is that public entities commit financial support in the form of general fund allocation and consider appropriating the relevant public subsidy of services to support and bolster the cultural sector.





3.1 COMMIT FINANCIAL SUPPORT TO GROW AND SUSTAIN ARTS & CULTURE COUNTYWIDE

3.1 A - CREATE AN ARTS & CULTURE GRANT FUND TO SUPPORT CULTURAL ORGANIZATIONS, ARTISTS, AND CREATIVE ENTREPRENEURS

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, The Park City Community Foundation, The Arts Council	Near-term

3.1 B - ESTABLISH AN ARTS & CULTURE TOURISM FUND TO UTILIZE ARTS & CULTURE AS A KEY TOOL TO SUPPORT THE SUSTAINABLE TOURISM PLAN

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, Property Management Associations, The Arts Council	Near-term

3.1 C - PROVIDE GENERAL OPERATING SUPPORT TO THE ARTS COUNCIL TO EXPAND ARTS & CULTURE OPPORTUNITIES AND RESOURCES COUNTYWIDE

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, The Park City Community Foundation, The Arts Council	Near-term

3.1 D - STABILIZE A SUMMIT COUNTY PUBLIC ART FUND AND CULTURAL SUPPORT THROUGH THE COUNTY'S ANNUAL OPERATING BUDGET

IMPLEMENTATION PARTNERS	URGENCY
Summit County, The Arts Council	Near-term



3.2 CREATE ART IN PRIVATE DEVELOPMENT

3.2 A - CONSIDER VOLUNTARY INCLUSIONARY ZONING PROGRAMS THAT ENCOURAGE INCLUSION OF ART IN PRIVATE DEVELOPMENT

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Mid-Term

3.2 B - PROMOTE THE INCLUSION OF CULTURAL INFRASTRUCTURE IN NEW DEVELOPMENT

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Property Management Associations, The Arts Council, The Chamber of Commerce, Private Developers, Historic Park City Alliance, Local Cultural Organizations	Mid-Term

DISCUSSION & NEXT STEPS

EARLY PLAN IMPLEMENTATION ACTIONS:

- Seeking resolution of support from both Summit County Council and Park City Council
- Plan to be promoted to the community and partners (in process)
- Arts Council to begin implementation by connecting with and convening partners



THANK YOU!



**PARK CITY &
SUMMIT COUNTY**

ARTS & CULTURE MASTER PLAN - 2025

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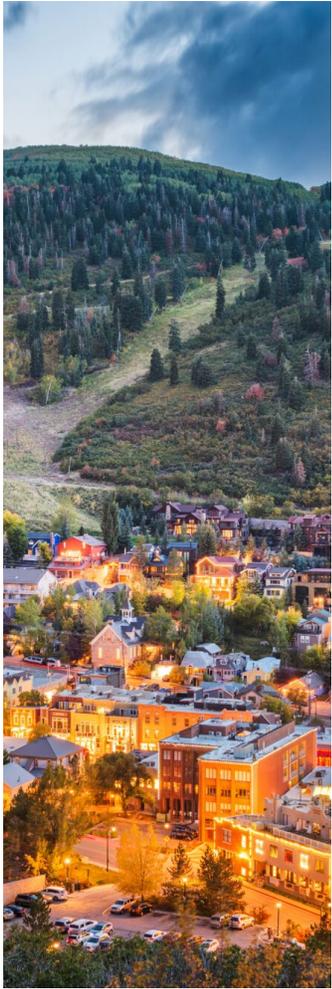
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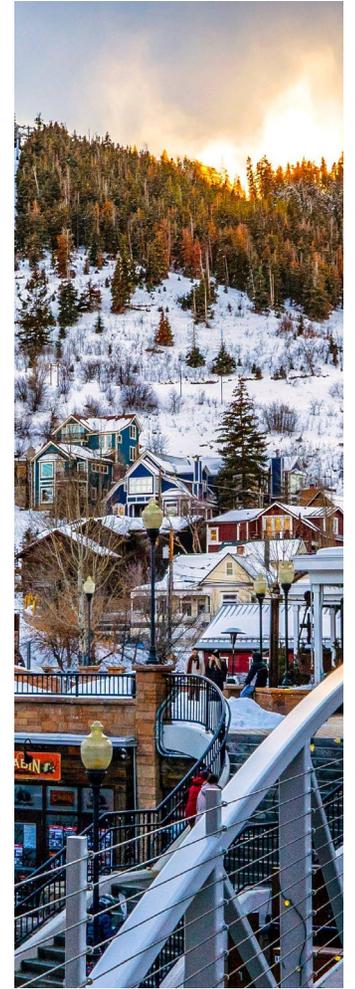
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INFORMED VISION



B APPENDIX
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BENCHMARKING

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A woman with long hair is shown in profile, focused on painting a canvas. She is wearing a watch on her left wrist. The background is a blurred art studio with a table, chairs, and other canvases. The entire image has a red color overlay.

CHAPTER 1

INTRODUCTION

GOALS & OBJECTIVES

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

SPECIFICALLY THIS PLAN:

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

ENGAGE THE COMMUNITY

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

CREATE A VISION FOR THE FUTURE

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

ALIGN WITH OTHER PLANS

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

REFINE CURRENT STRATEGIES

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

PROVIDE VISIBILITY & PRIORITIZATION

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

SPUR MOMENTUM & GROWTH

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

BUILD CAPACITY

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

ARTS & CULTURE MASTER PLAN ROADMAP

HOW THIS PLAN WAS CREATED

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

PRIOR PLANNING ASSESSMENT

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

KEY TAKEAWAYS:

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

HOW THE KEY TAKEAWAYS INFORMED THE PLAN:

- Led to recommendations for diversified funding mechanisms, operating support, stronger collaboration, and cultural infrastructure
- Informed the creation of an Arts & Culture Leadership Cohort and strengthened role for the Arts Council as a central implementer
- Supported recommendations for Olympic-specific public art plans, heritage programs, and cultural tourism strategies

ARTS & CULTURE LEGACY AND ASSET MAPPING

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

KEY TAKEAWAYS:

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

HOW THE KEY TAKEAWAYS INFORMED THE PLAN:

- Directly shaped recommendations to expand programming and facilities in Eastern Summit County
- Led to strategies around cultural district designation, heritage investment, and historically grounded public art
- Informed recommendations for live/work housing, maker spaces, multidisciplinary facilities, and artist-in-residence programs
- Supported the call from stakeholders for a centralized facility that meets critical gaps in the arts and culture ecosystem
- Supported long-range public art planning, placemaking, and Rail Trail integration to knit the various communities of Summit County together under a shared arts identity

ARTS & CULTURE BENCHMARKING

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

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

KEY TAKEAWAYS:

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

HOW THE KEY TAKEAWAYS INFORMED THE PLAN:

- Reinforced the need for expanded revenue strategies
- Informed recommendations for artist housing incentives, surplus-lodging residencies, and talent cultivation strategies
- Supported the identified need for dispersed venues, recognized cultural districts, and accessible community-serving facilities
- Validated the need for a lead implementer and convener to coordinate partners, like the The Arts Council

COMMUNITY ENGAGEMENT

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

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

KEY TAKEAWAYS:

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

HOW THE KEY TAKEAWAYS INFORMED THE PLAN:

- Directly shaped recommendations for dispersed events, satellite programming, and investments outside core hubs
- Anchors the “Arts in the Everyday” priorities for routine events, accessible spaces, integrated creative placemaking

COMMUNITY ENGAGEMENT THEMES

KEY CHALLENGES

FUNDING AND RESOURCES

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

VISIBILITY AND ACCESSIBILITY

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

COMMUNITY ENGAGEMENT

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

“ARTS FOR WHOM?”

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

COST OF LIVING AND ARTIST SUPPORT

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

KEY OPPORTUNITIES

EXPANDING THE ARTS ECOSYSTEM

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

LEVERAGING EXISTING CULTURAL ASSETS

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

INTEGRATING ART ACROSS SECTORS

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

CELEBRATING HISTORICAL AND CULTURAL HERITAGE

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

STRENGTHENING COLLABORATION AND PARTNERSHIPS

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



MAJOR THEMES

COMMUNITY BUILDING

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

ACCESSIBILITY & INCLUSIVITY

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

GOING BEYOND ECONOMIC DEVELOPMENT

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

SENSE OF PLACE

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

BENCHMARK ANALYSIS SYNOPSIS

KEY CHARACTERISTICS OF BENCHMARK COMMUNITIES

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

WEAVING ARTS & CULTURE INTO THE FABRIC OF PLACE

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

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

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

STRATEGIC FUNDING AND SUPPORT MECHANISMS

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

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

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

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

COMMUNITY ENGAGEMENT AND INCLUSIVITY

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

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

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

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

LEVERAGING NATURAL AND HISTORICAL ASSETS

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

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

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

CATALYTIC FESTIVALS AND EVENTS

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

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

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

WHAT THE DATA TEACHES US

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

A DISPERSED BUT DIVERSE CULTURAL LANDSCAPE

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

ROOM TO GROW CREATIVE JOBS AND ENTERPRISES

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

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

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

LOCAL MOMENTUM, BUT MISSING COUNTYWIDE COORDINATION

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

BENCHMARK ANALYSIS

HOW THIS APPLIES TO THIS PLAN'S OUTCOMES

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

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

1. FROM FRAGMENTATION TO COUNTYWIDE COORDINATION

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

2. ELEVATING LOCAL IDENTITY THROUGH PLACE-BASED INVESTMENT

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

3. STRENGTHENING CREATIVE LIVELIHOODS

Benchmark data revealed that Summit County lags behind peers in per capita creative employment and enterprise growth. Communities like Aspen and Ketchum have transformed seasonal creative work into sustainable careers through incubators, residencies, and local funding

programs. This plan's recommendations for artist support and creative business development draw on these models to help artists live and thrive locally year-round.

4. ALIGNING TOURISM WITH CULTURAL INVESTMENT

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

5. BUILDING INSTITUTIONAL BACKBONE

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

6. DEFINING SUMMIT COUNTY'S CULTURAL VOICE

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



ARTS & CULTURE PLANNING ASSESSMENT

PROJECT ABC (ARTS, BEAUTY, CULTURE) — 2018

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

FILLING A CRITICAL GAP

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

CREATING A COLLECTIVE VISION

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

COMMUNITY-DRIVEN APPROACH

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

SEVEN “COLLECTIVE PRIORITIES”

The following key priorities emerged from community input:

- 1. Spaces** — Developing, supporting, and protecting high-quality facilities and venues for creating, cultivating, and exhibiting Arts & Culture county-wide.
- 2. Data** — Creating systems and tools to use data for decision-making and tracking the growth and impact of Arts & Culture in Summit County.
- 3. Places** — Supporting the development and connection of distinct cultural destinations across Summit County geographies, such as the proposed Bonanza Park and the Rail Trail Corridor.

- 4. Funding** — Developing diverse and sustainable funding mechanisms to ensure long-term success and vibrancy for Arts & Culture.
- 5. Governance/Policy** — Creating administrative structures, systems, and policies to support sustained vitality and growth of Arts & Culture.
- 6. Faces** — Supporting the needs of people and organizations involved in Arts & Culture, including artists, performers, and cultural workers.
- 7. Programming** — Building creative programs that respond to diverse community needs, interests, and aspirations.

SUSTAINABLE TOURISM PLAN — 2022

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

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

AEP6 STUDY & FINDINGS – 2023

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

ECONOMIC ACTIVITY

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

JOB CREATION

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

TAX REVENUE

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

ATTENDEE SPENDING

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

ADDITIONAL IMPACT

Importantly, the AEP6 Study chose not to include Arts & Culture impacts related to the Sundance Film Festival to provide a more accurate picture of the sector and a better comparison with benchmark

communities. This decision could help local community members, stakeholders, and policymakers understand what the impact of Arts & Culture in Summit County will be when the Sundance Film Festival leaves Utah after 2026.

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

ORGANIZATIONAL STRENGTH & INDUSTRY GROWTH

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

STRONG SOCIAL & COMMUNITY BENEFITS

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

SENSE OF VALUE

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

COMMUNITY INFRASTRUCTURE

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

QUALITY OF LIFE

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

TOURISM & VISITOR CONTRIBUTION

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

ARTS & CULTURE PLANNING ASSESSMENT

KEM C. GARDNER POLICY INSTITUTE INDUSTRY SNAPSHOT – 2024

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

COVID-19 PANDEMIC RECOVERY

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

JOB CREATION

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

INDUSTRY OUTPUT AND GDP

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

TAX REVENUE

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





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

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

ADDITIONAL RESOURCES REFERENCED FOR THIS PLAN:

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

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

ARTS LEGACY

A LEGACY OF ART & CULTURE

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

EARLY ENTERTAINMENT & COMMUNITY BUILDING (MINING ERA)

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

FROM MINES TO MOUNTAINS

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

Alongside this cultural growth came small, volunteer-led events eventually grew into major annual traditions, like the Kimball Arts

Festival, which continue to celebrate local and national talent alike. The combination of outdoor recreation and artistic energy began to attract new residents and visitors who saw creativity as part of what made the region special and an entwined legacy of arts and recreation began to take shape.

A FLOURISHING ART SCENE

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

THE INTERNATIONAL SPOTLIGHT: ARTS, FILM, AND THE OLYMPICS

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

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

CREATIVE NETWORKS AND COLLABORATION

Behind the scenes, networks of artists, advocates, and cultural organizations formed to sustain the growing ecosystem. Arts Council of Park City & Summit County (established 1986) in recognition of the burgeoning arts scene.

A CONTINUING STORY

Today, the region's creative identity thrives in that same spirit of reinvention. While there have been shifts in the cultural landscape, particularly with the departure of Sundance and the post-pandemic recovery, the arts community is actively working to secure its future amidst evolving economic and social conditions. Arts & Culture remains not only a reflection of the community's past—but a shared expression of its collective future.



ASSET MAPPING

ASSET DISTRIBUTION

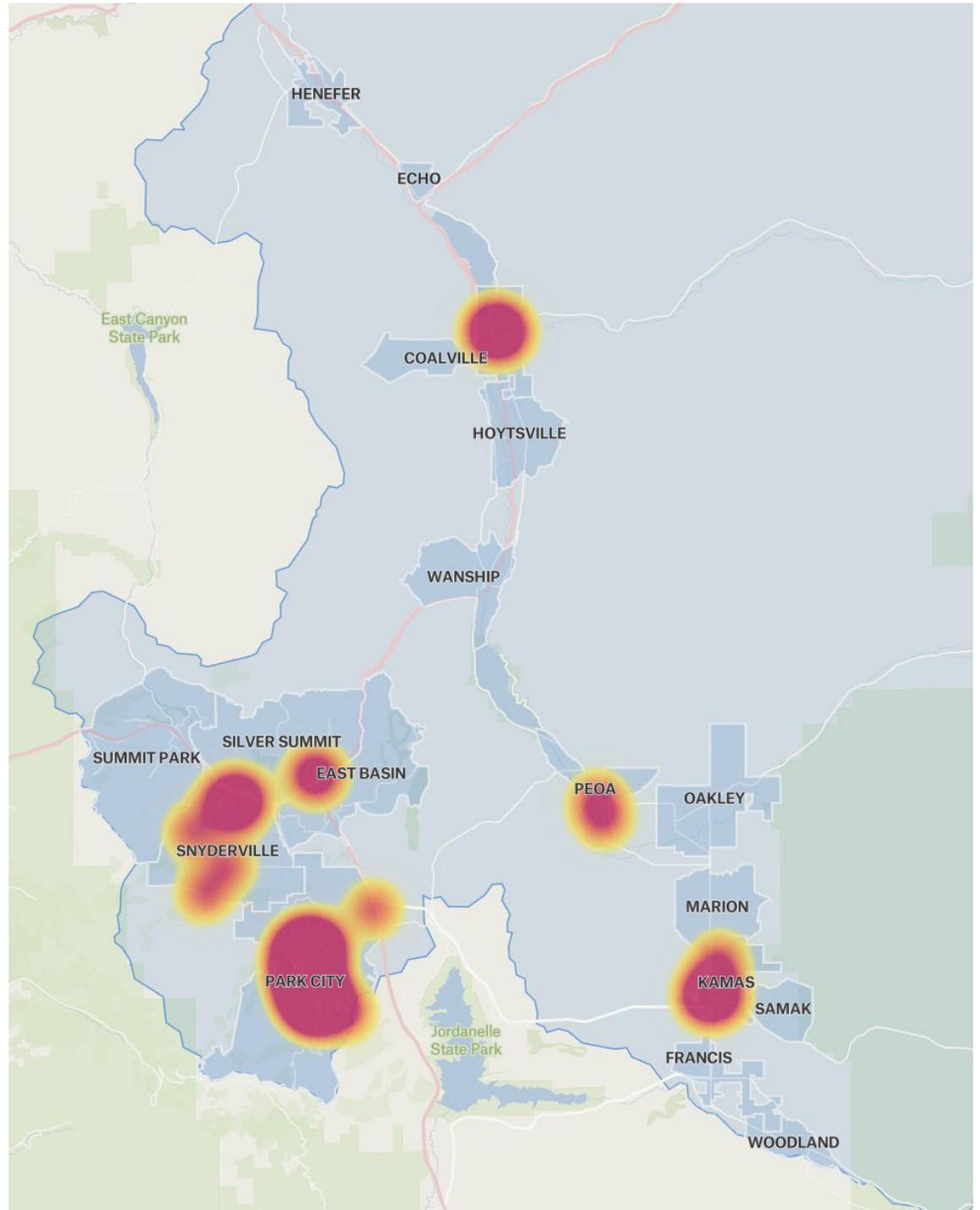
METHODOLOGY

The asset mapping process documents the range of Summit County’s cultural resources to better understand where creative activity occurs, how it connects across communities, and where gaps in access remain. Data was collected from prior facility studies, local arts organizations, and residents to capture cultural spaces. Assets were categorized by type (defined on the next page), rendered as a heat map showing concentrations of assets, and layered over population distribution data.

KEY FINDINGS

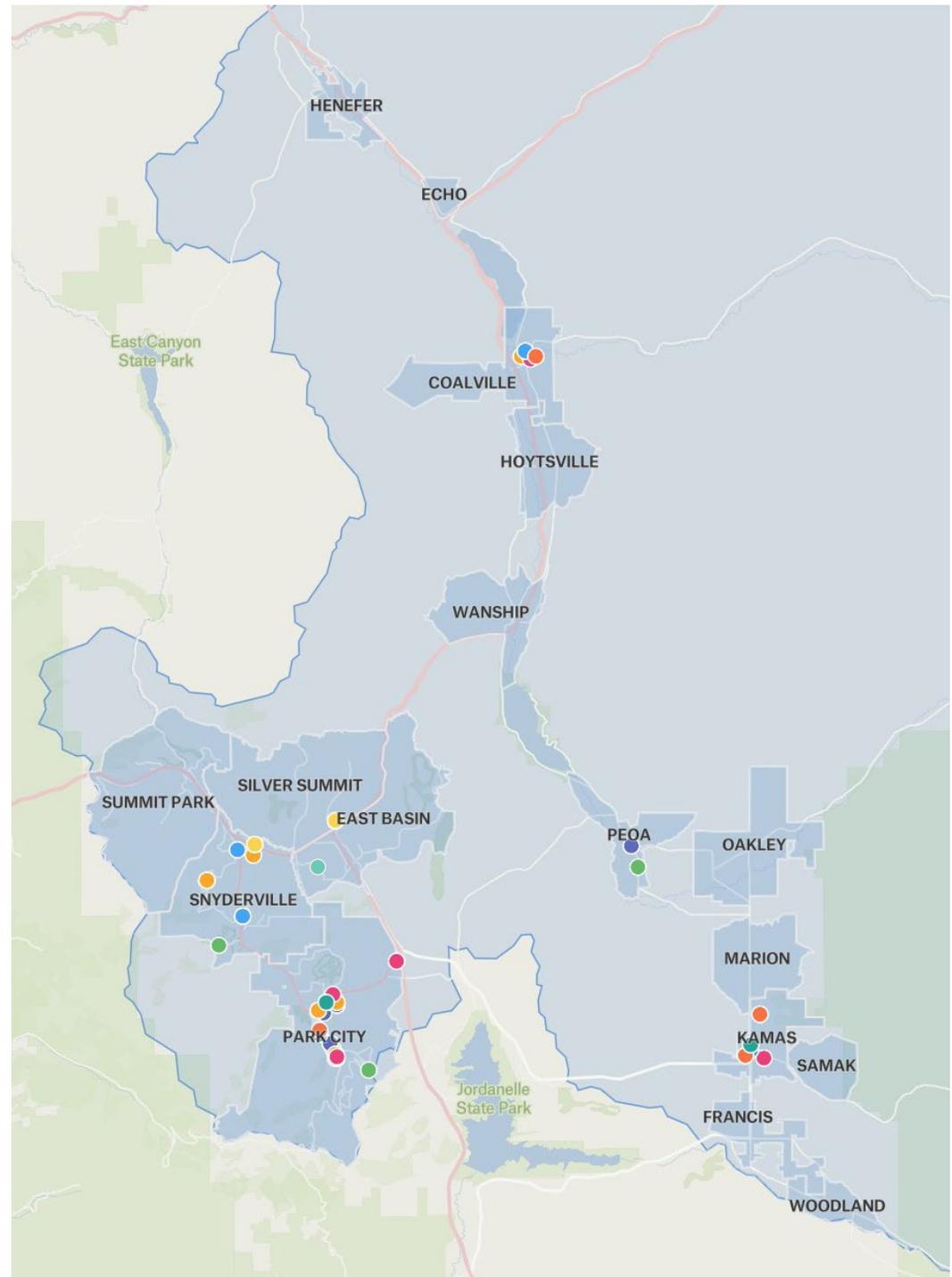
The resulting map illustrates a vibrant but uneven cultural landscape. Park City and Kimball Junction emerge as clear cultural hubs, reflecting both population concentration and significant investment in cultural infrastructure compared to other portions of the county. Conversely, Northern and Eastern Summit County show fewer permanent facilities.

The analysis highlights opportunities to strengthen countywide visibility, expand access to creative spaces, and guide public and private investment toward growing population nodes that currently lack cultural facilities. It also suggests the potential for pop-up and shared-use models that can serve more rural areas, better connect the county’s cultural ecosystem, and ensure that access to arts and cultural activity is not limited to tourism centers, but equitably benefits residents throughout Summit County.



ASSET TYPES

- **Artist Studios / Maker Spaces**
Independent and shared workspaces where artists and makers produce and collaborate on creative projects
- **Arts Centers, Museums & Historical Centers**
Institutions dedicated to preserving, interpreting, and exhibiting art, culture, and history for public learning and enjoyment
- **Culinary Arts Spaces & Community Kitchens**
Venues that support culinary creativity through shared kitchens, community gardens, and cooking programs
- **Dance Studios**
Spaces designed for dance instruction, rehearsal, and performance across a range of styles and disciplines
- **Education, Humanities & Libraries**
Centers for learning and cultural exchange, including libraries, and both arts and humanities-focused organizations that foster knowledge and dialogue
- **Event Venues**
Flexible indoor and outdoor spaces that host performances, gatherings, and community celebrations
- **Galleries**
Public and private exhibition spaces showcasing visual artworks created by artists
- **Performing Arts / Outdoor Stages**
Outdoor platforms for music, theater, and community performance that activate public space and connect audiences with the arts
- **Performing Arts & Film Centers**
Dedicated facilities for live performance, film screenings, and multidisciplinary arts experiences



ASSET MAPPING

ASSETS V. POPULATION

METHODOLOGY

Population data points provided were drawn from the U.S. Census Bureau's 2020 Decennial Census, reported at the Census block-group level using total population counts (P1: Total Population).

The map employs a graduated color symbology based on total population count and is classified using nine geometric interval classes. This method minimizes variance within classes while emphasizing the exponential distribution of population values, producing a balanced representation between densely- and sparsely-populated areas.

The asset inventory was then overlaid onto the population distribution, allowing for comparative analysis between the two datasets.

KEY FINDINGS

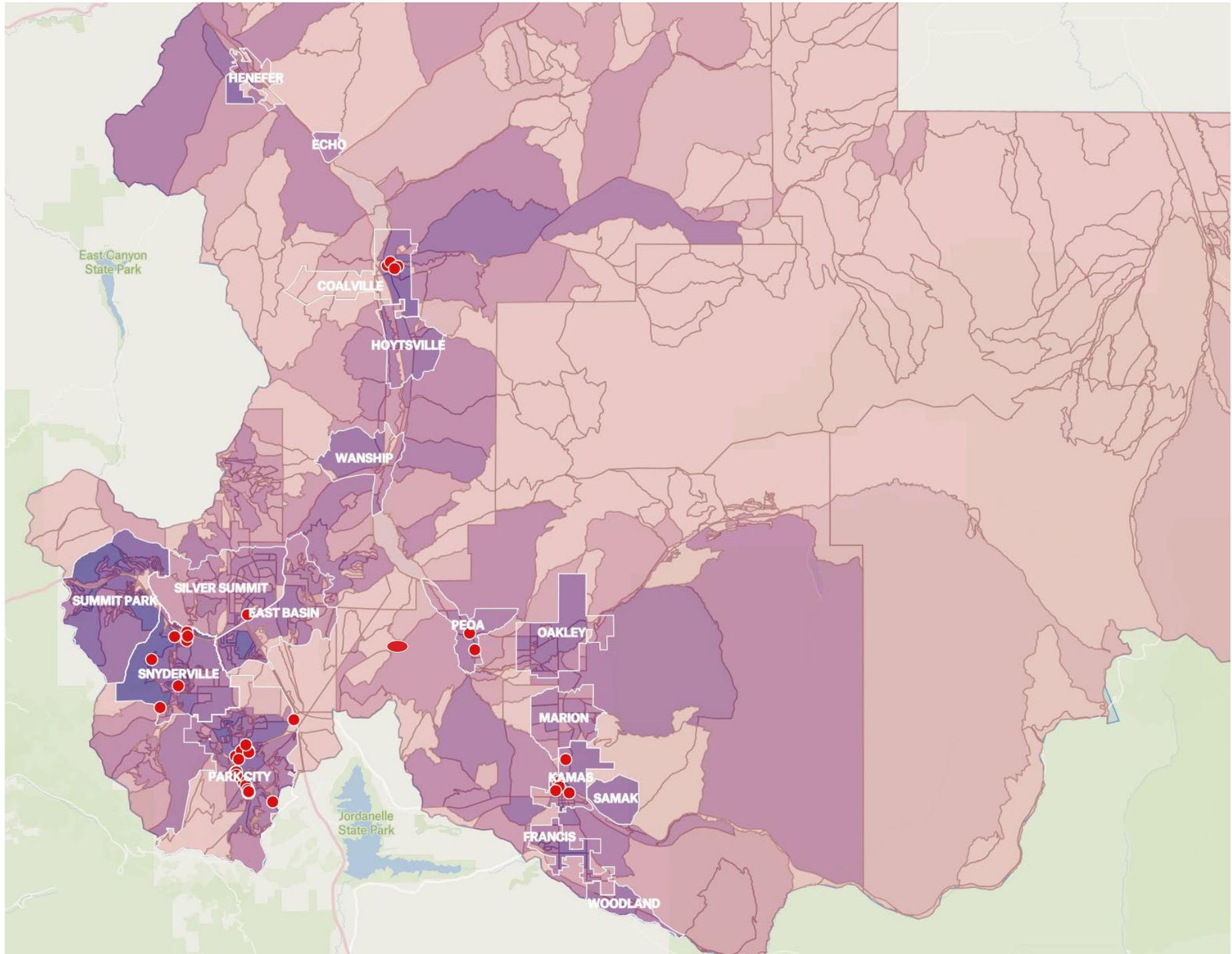
The spatial distribution of cultural assets across Summit County generally mirrors population concentrations, with higher numbers of assets located in denser population areas such as Park City and the Snyderville Basin. However, notable disparities emerge when observing smaller communities and rural settlement patterns. Several populated areas experience a lack of accessible cultural spaces or programming options, resulting in what can be characterized as "arts deserts", meaning devoid of arts spaces and critical cultural infrastructure. Communities such as Henefer, Oakley, and Woodland have visible population bases, yet limited access to either centralized cultural facilities or dispersed small-scale arts venues.

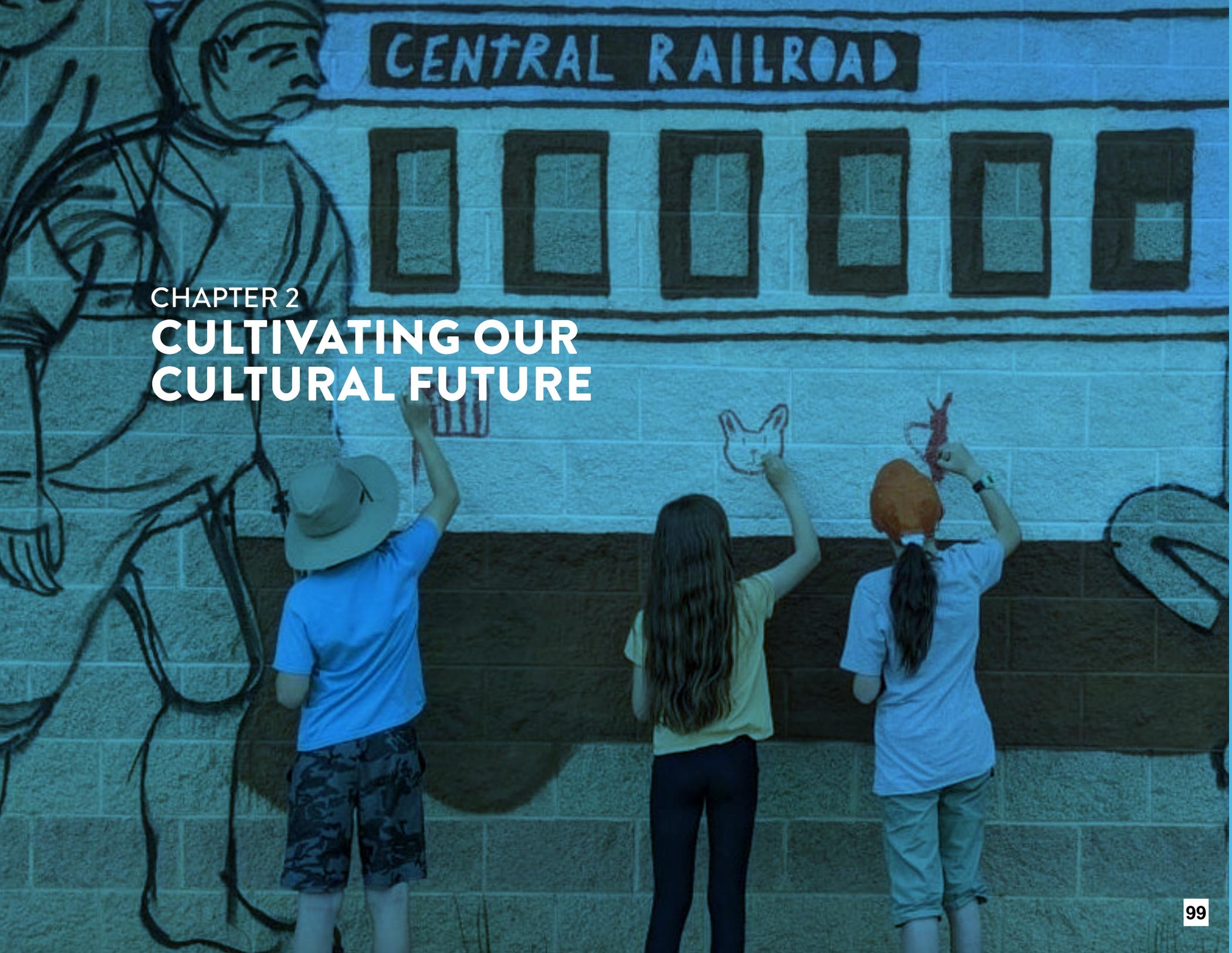
Additionally, the central east-west corridor—including East Basin, Coalville, and Peoa—shows a significant gap in cultural infrastructure despite its strategic location along major transportation routes and proximity to multiple population clusters. This geographic disconnect suggests untapped opportunities for arts investment and strategic planning to serve residents who currently face greater barriers to cultural participation.

The concentration of assets in only a few high-density areas further underscores the importance of countywide planning to improve equitable access, support distributed investment, and ensure that cultural resources are not solely tied to tourism centers but serve the everyday lives of residents throughout Summit County.

LIMITATIONS

While the asset mapping process sought to capture the full range of arts and cultural resources across Summit County, it may not reflect every existing or emerging creative space. Some activities—particularly informal, home-based, or seasonal—operate outside official datasets or are difficult to document through standard sources.





CHAPTER 2
**CULTIVATING OUR
CULTURAL FUTURE**

VISION

IN SUMMIT COUNTY, ARTS & CULTURE BELONGS TO EVERYONE: SPARKING CURIOSITY, INVITING CREATIVITY, AND STRENGTHENING COMMUNITY. OUR FUTURE IS SHAPED BY OUR CREATIVE LENS AND UNDERScoreD BY OUR CULTURAL IDENTITY, DRIVING COLLECTIVE GROWTH, AND PROSPERITY FOR ALL.

HOW THE GUIDING PILLARS SHAPED THE PLAN

The guiding pillars form the foundation of this plan. They translate the values and priorities expressed through community feedback into the plan's Key Priorities and recommendations.

The pillars represent the core principles that guided development of the strategies and will continue to inform future implementation, collaboration, and investment. They reflect the spirit of community input and are intended to remain a reference point for aligning future actions with the shared vision that shaped this plan.

Threads of the guiding pillars are woven through each of the recommendations appearing in the Key Priorities section: Arts in the Everyday, Spaces & Places, and Funding & Support.

The guiding pillars are explained in further detail on page 20.

PROVIDING DIVERSE, SUSTAINABLE FUNDING FOR ARTS ORGANIZATIONS & ARTISTS

Guiding Pillar

DEVELOPING & PROMOTING CULTURAL HUBS

Guiding Pillar

UNDERScoreD SIGNATURE EVENTS & EXPANDING COMMUNITY PROGRAMMING

Guiding Pillar

CULTIVATING TALENT & CULTURAL APPRECIATION

Guiding Pillar

GUIDING PILLARS

PROVIDING DIVERSE, SUSTAINABLE FUNDING FOR ORGANIZATIONS & ARTISTS

Guiding Pillar

ARTS & CULTURE FUNDING OPPORTUNITIES

Evaluate existing funding mechanisms to identify opportunities for direct investment in impactful areas of the Arts & Culture sector, bringing stability and growth to the creative economy and expanding the impact of established organizations in the community.

INVESTMENT THROUGH GRANTS

Implement grant systems that include general operating support for established organizations, project-specific grants for new initiatives, and direct grants or fellowships for individual artists to support their creative pursuits and address affordability challenges.

PUBLIC-PRIVATE PARTNERSHIPS

Encourage collaboration between the public sector, non-profits, private sector, and philanthropic community to direct efforts to critical priority areas. Identify a clear champion of Arts & Culture development and empower the arts community to align around community priorities.

DEVELOPING & PROMOTING CULTURAL HUBS

Guiding Pillar

CREATIVE CLUSTERS

Designate and support existing and emerging areas with the development of cultural facilities, galleries, studios, and performance spaces to create nodes of activity and increase access to community members across the county.

CULTURAL INFRASTRUCTURE

Invest in spaces for artists to create, perform, sell, and gather in order to realize the sector's full economic potential. This cultural infrastructure should be reinforced in the built environment through historic preservation, creative placemaking, and public art that serves to tell the story of place.

ARTIST LIVE-WORK SPACES

Address affordability challenges for artists by investing in or incentivizing the development of affordable live/work spaces within cultural clusters.

UNDERSCORING SIGNATURE EVENTS & EXPANDING COMMUNITY PROGRAMMING

Guiding Pillar

EXISTING CULTURAL FESTIVALS & EVENTS

Maintain financial and logistical support to established cultural festivals and events, as these are critical drivers of economic activity and critical to the existing cultural legacy in Summit County. Identify opportunities to grow and expand the reach of existing events through both public and private support.

'ARTS IN THE EVERYDAY' PROGRAMS

Offer grants or resources for new, innovative arts and cultural events that align with community interests and plan goals. Prioritize dispersing experiences across the county, bringing forward diverse and emerging creators, and providing cultural experiences that enhance quality of life for community members. Measurable efforts should be taken to ensure that Arts & Culture access is widely available regardless of ability or socioeconomic background.

ENCOURAGE A SUSTAINABLE EVENTS LANDSCAPE

Attempt to ensure that investment in new events and festivals is balanced against the needs of the current local Arts & Culture ecosystem by resourcing local organizations, seeking opportunities for local artists and organizations to share in events' success, and, where possible, investing in permanent cultural infrastructure that the community can access outside of festival days.

CULTIVATING TALENT & CULTURAL APPRECIATION

Guiding Pillar

YOUTH CREATORS

Support and invest in programs that foster youth involvement in the arts, ensuring young community members receive well-rounded and enriching experiences across all areas of personal and educational development.

ARTIST DEVELOPMENT

Facilitate connections between creatives of all kinds. Invest in programs that cultivate opportunities for creative entrepreneurs and support the development of creative businesses. Consider workforce housing that includes artists and cultural creators and make artist-in-residency programs available to grow talent and provide access to diverse cultural experiences in Summit County.

AUDIENCE DEVELOPMENT

Foster a larger and more engaged audience of cultural consumers that support the arts, through routine, accessible cultural programs and experiences that stimulate cultural exchange. Leverage and expand tourism and marketing strategies to bolster local creators.

PARTNERSHIPS & ROLES

IMPLEMENTATION PARTNERSHIPS & ROLES

LEAD IMPLEMENTER: THE ARTS COUNCIL OF PARK CITY & SUMMIT COUNTY (LOCAL ARTS AGENCY)

As the area's non-profit local arts agency, The Arts Council of Park City & Summit County is uniquely positioned to act on behalf of the community to grow Arts & Culture countywide. By empowering the Arts Council through fiscal sponsorship and robust public-non-profit partnerships, local governments can strategically align county-wide resources, create a focal point for arts impact, and consolidate resources to serve broader community needs. The Arts Council will then be empowered to convene community partners for collaboration and synergies across the arts sector to implement critical plan priorities and recommendations.

ROLE:

Community Convener, Implementer, Advocate, Arts Community Resource.

MISSION:

To ensure that Arts & Culture thrives for our community.

VISION:

We envision a community where Arts & Culture is critical, where creatives and cultural organizations are supported, and where all people connect through the arts.



“A LOCAL ARTS AGENCY IS THE PRIMARY ORGANIZATION IN A DEFINED GEOGRAPHICAL AREA THAT SUPPORTS AND ADVANCES THE ARTS IN SERVICE TO THE COMMUNITY BY ENGAGING RESIDENTS, IDENTIFYING AND ADDRESSING COMMUNITY NEEDS, REFLECTING COMMUNITY DEMOGRAPHICS, CONTRIBUTING TO THE QUALITY OF LIFE, BUILDING COMMUNITY IDENTITY, SUPPORTING ARTISTS AND ARTS ORGANIZATIONS, AND SPEAKING AS A UNIFIED VOICE FOR ARTS & CULTURE. A LOCAL ARTS AGENCY IS DIFFERENTIATED FROM OTHER COMMUNITY ARTS ORGANIZATIONS BY ITS RESPONSIBILITY FOR FOSTERING THE ARTS THROUGHOUT THE COMMUNITY AND BY OFFERING VARIOUS TYPES OF ARTS SERVICES AND/OR ACTIVITIES THAT ARE OFTEN MULTIDISCIPLINARY IN NATURE.”

— UTAH DIVISION OF ARTS AND MUSEUMS

A LOCAL ARTS AGENCY CAN ACT ON BEHALF OF THE COMMUNITY TO:

- Promote and provide access to varied art forms
- Address cultural variation and traditional arts
- Raise funds for the arts and offer grants to local artists and arts organizations
- Offer cultural assessment and planning
- Care for a community's art collections
- Produce and/or present programs not otherwise available
- Support the creative economy/economic development
- Manage art facilities or venues
- Advocate for the arts
- Provide services to artists and arts organizations

IMPLEMENTATION PARTNERS

The Arts Council will seek to partner with a broad set of community stakeholders many of whom, alongside community members, are beneficiaries of the plan outcomes, including but not limited to:

- Alf Engen Ski Museum
- Artes de México en Utah
- Ballet West
- BalletNEXT
- Canyons Village Management Association
- Deer Valley
- Echo History Museum
- Egyptian Theatre
- Friends of Ski Mountain Mining History
- Government entities throughout the County
- Historic Park City Alliance
- Kamas Valley History Group
- Kimball Art Center
- KPCW
- Libraries
- Mountain Town Music
- North & South Summit School Districts
- North Summit Unite
- Park City Artists Association
- Park City Chamber of Commerce & Visitors Bureau
- Park City Film
- Park City Gallery Association
- Park City Historic Preservation Board
- Park City Museum
- Park City Mountain Resort
- Park City Opera
- Park City Performing Arts
- Park City Public Art Advisory Board
- Park City School District
- Song Summit Foundation
- Summit Community Gardens + EATS
- Summit County Heritage and Landmark Commission
- Summit County Public Art Advisory Board
- Utah Film Studios
- Utah Olympic Legacy Foundation

EXISTING FUNDING SOURCES

TRT FUNDING

County transient room tax (TRT) revenues can be used for tourism-related purposes in the County. In 2023, TRT generated a total of \$18,770,008. The State statute requires that 66.6% of County-collected TRT be dedicated to “establishing and promoting tourism,” which is primarily managed by the Park City Chamber of Commerce and Visitor’s Bureau. The remaining 33.3% may be used for any eligible state defined TRT purpose.

ALLOWABLE EXPENDITURES

The discretionary 33.3% can support the full range of TRT-eligible uses, including establishing and promoting tourism, recreation, cultural promotion, convention-related activities, visitor information services, and tourism mitigation. Eligible projects may include museums, visitor centers, trails, wayfinding, public safety associated with visitor impacts, and debt service on related improvements.

County TRT funds are separate from Park City Municipal’s TRT revenue. Park City’s TRT was established in 2017 with the initial intent of supporting the proposed Arts & Culture District. Under the current city ordinance, however, these funds are not formally designated for Arts & Culture. Instead, the ordinance confines expenditures to the 5-acre Bonanza parcel identified for the original project, meaning the revenue may support a broader range of capital investments on that site, not exclusively cultural uses.





FUNDING FOR THE RAP – (RECREATION, ARTS, AND PARKS) GRANT IS PROVIDED BY A SPECIAL SALES TAX INITIATIVE APPROVED BY THE UTAH STATE LEGISLATURE. THIS ALLOWS 0.1% OF SALES TAX WITHIN THE COUNTY TO BE SPENT ON ARTS AND RECREATION OPPORTUNITIES WITHIN THE COUNTY. THE TERM “CULTURAL ORGANIZATION” MEANS ... “A NONPROFIT INSTITUTIONAL ORGANIZATION OR AN ADMINISTRATIVE UNIT OF A NONPROFIT INSTITUTIONAL ORGANIZATION OR A MUNICIPAL OR COUNTY CULTURAL COUNCIL HAVING AS ITS PRIMARY PURPOSE THE ADVANCEMENT AND PRESERVATION OF: HISTORY, NATURAL HISTORY, ART, MUSIC, THEATRE, DANCE, OR CULTURAL ARTS, INCLUDING LITERATURE, A MOTION PICTURE, OR STORYTELLING.”

- SUMMIT COUNTY GOVERNMENT

RAP TAX FUNDING

In 2024, funding available through the Recreation, Arts, and Parks (RAP) Grant totaled \$ 1,586,000, of which \$853,000 was allocated to Arts & Culture organizations, with the largest grant coming in at \$145,000 for KPCW radio.

ALLOWABLE EXPENDITURES

RAP tax funding can be spent on all of the core needs of Arts & Culture non-profits, as long as the following criteria are met:

- Organizations requesting \$15,000 or less may not receive more than 50% of their annual operating budget from RAP Tax Cultural funds
- Organizations are required to provide a 50% match (which may include in-kind contributions)
- Organizations may not request more than 50% of program or project costs, or more than 33% of projected general and administrative costs
- First-time applicants may not be funded more than \$15,000
- Organizations submitting one year of audited financial statements may not receive more than 35% of their G&A expenditures, or 50% of project or program expenses

RAP TAX (CULTURAL FUNDING) CANNOT FUND

Summit County's RAP Cultural program does not permit capital expenditures such as facility development, property acquisition, or equipment purchases. This limitation reflects a county-level policy; the RAP Recreation program separately supports capital investments in publicly owned recreational facilities.



EXISTING FUNDING SOURCES

RESTAURANT TAX

Introduced in 1991, the primary purpose of the Restaurant Tax Grant is to promote the county's tourism and economic development efforts. The Summit County Council established the Restaurant Tax Advisory Committee to investigate, advise, and recommend the best uses of the funds collected from this tax. In 2024, approved grant allocations were \$4,130,000. In prior year awards have ranged from \$2,500 to \$400,000. These grant funds are not dedicated exclusively to Arts & Culture and are not restricted to non-profits. Public entities, such as local governmental bodies and government subdivisions, can also apply for funds.

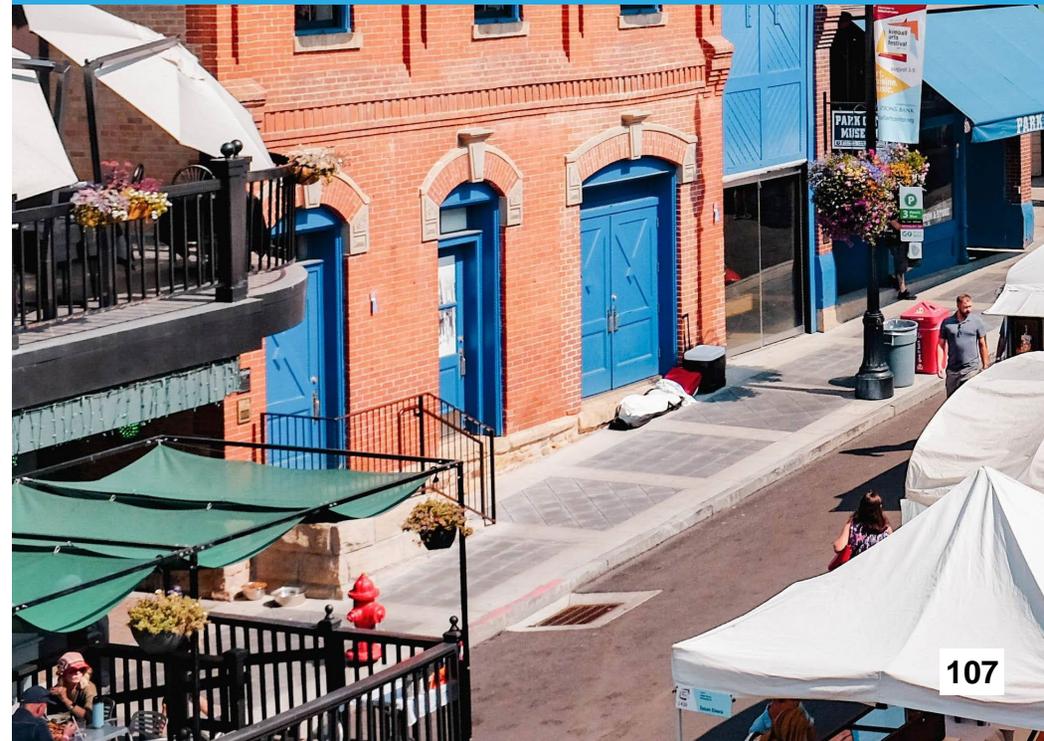
While the restaurant tax provides a healthy fund for the county's economic development and tourism efforts, and allowable expenditures include the development and operation of cultural facilities, grant requests in prior years have exceeded available funding by more than \$1 million. Scoring for cultural tourism is weighted by 10 points, but other priority areas are weighted more heavily and the funding opportunity is highly competitive, limiting the impact of this funding source on the arts.



ALLOWABLE EXPENDITURES:

REVENUE FROM THE IMPOSITION OF THE TAXES MAY BE USED FOR: "FINANCING TOURISM PROMOTION, AND THE DEVELOPMENT, OPERATION, AND MAINTENANCE OF: (A) AN AIRPORT FACILITY, (B) A CONVENTION FACILITY, (C) A CULTURAL FACILITY, (D) A RECREATION FACILITY, OR (E) A TOURIST FACILITY." NOTE THAT A-E ARE DEFINED BY TITLE 3, CHAPTER 3, ARTICLE B OF THE SUMMIT COUNTY CODE.

- SUMMIT COUNTY GOVERNMENT





GENERAL FUND ALLOCATIONS

In addition to the sustained funding sources available through county tax measures, city and county general fund allocations have also supported arts activities in Summit County, with major beneficiaries including the Sundance Film Festival, which received \$372,000 in direct financial support and an estimated \$1,000,000 in in-kind public services from Park City Municipal to support festival execution in 2024. Park City Chamber of Commerce also allocated \$200,000 in support to the festival.

PUBLIC SERVICE CONTRACTS (GRANTS)

Park City Municipal awards service contracts to support various nonprofit organizations providing services that benefit the municipality and its residents. Services include, but are not limited to, food security, healthcare, recycling, childcare, and Arts & Culture programming. While this funding program is not specially designated to support Arts & Culture organizations, it does resource a small number of non-profit organizations offering Arts & Culture programming in Park City.

A man in a white shirt and hat is dancing on a stage, surrounded by a group of children who are also dancing and raising their hands. The scene is lit with a warm, reddish-orange glow. The man is in the center, with his arms raised and one leg bent. The children are scattered around him, some in the foreground and some in the background, all appearing to be in motion and enjoying the event. The background shows a stage setting with some equipment visible.

CHAPTER 3
KEY PRIORITIES



ABOUT THIS CHAPTER

This chapter provides a strategic planning framework that translates community input, best practices, and policy research into actionable, prioritized steps to bolster the county's creative community. It supports maximizing the region's Arts & Culture investments through partnership mapping, policy alignment analysis, and recommendations for future policies, funding, and organizational opportunities.

Urgency is categorized as Immediate (0-12 months), Near-Term (12-24 months), Mid-Term (2-5 years) and Long-Term (5-10 years).

IMPLEMENTATION MATRIX

1.1 DEVELOP CAPACITY TO INCREASE CULTURAL PROGRAMMING, ACTIVITIES, AND ORGANIZATIONS IN NORTH AND SOUTH SUMMIT	
1.1 A	SUPPORT THE DEVELOPMENT OF CULTURAL NONPROFITS IN NORTH & SOUTH SUMMIT
1.1 B	DIRECT FUNDING SUPPORT TO ARTISTS & CULTURAL PROGRAMMING ON THE EASTERN SIDE OF THE COUNTY
1.1 C	INVEST IN CREATIVE ENTERPRISES (E.G., CULINARY ARTS, ART STUDIOS) TO FOSTER CREATIVE ECONOMIC GROWTH AND ACTIVITY ON THE EASTERN SIDE OF THE COUNTY
1.2 STRENGTHEN SUPPORT FOR ARTISTS & CULTURAL ORGANIZATIONS TO INCREASE THE QUANTITY, FREQUENCY, QUALITY & VISIBILITY OF YEAR-ROUND ARTS & CULTURE PROGRAMMING THROUGHOUT SUMMIT COUNTY	
1.2 A	FORMALIZE AN ARTS & CULTURE LEADERSHIP COHORT
1.2 B	CONTINUE TO STUDY THE ECONOMIC & SOCIAL IMPACT OF THE ARTS & CULTURE SECTOR IN SUMMIT COUNTY
1.3 SUPPORT THE DEVELOPMENT OF CULTURAL EXPERIENCES THAT UNDERScore & PRESERVE HISTORY & HERITAGE	
1.3 A	DETERMINE THE FUTURE OF THE SUMMIT COUNTY HISTORICAL MUSEUM
1.3 B	EXPLORE OPPORTUNITIES TO PRESERVE & INVEST IN KEY HISTORICAL LANDMARKS, BUILDINGS & FACILITIES THROUGHOUT SUMMIT COUNTY
1.3 C	PURSUE ADDITIONAL OPPORTUNITIES FOR FUNDING MECHANISMS THAT SUPPORT PROGRAMMING AND CAPITAL IMPROVEMENTS TIED TO HISTORIC PRESERVATION
1.3 D	DEEPEN RELATIONSHIPS BETWEEN PUBLIC ART BOARDS AND HISTORIC PRESERVATION BOARDS TO ALIGN STORYTELLING AND APPROPRIATELY INTEGRATE HISTORY INTO RELEVANT PUBLIC ART PROJECTS
1.4 UNDERScore ARTS AND CULTURAL EXPERIENCES IN PREPARATION FOR THE 2034 OLYMPICS	
1.4 A	ADOPT A PUBLIC ART STRATEGY SPECIFIC TO THE OLYMPICS TO DIRECT INVESTMENT, PUBLIC ART PLACEMENT, AND COLLECTION THEMES IN ALIGNMENT WITH THE UNIQUE CHARACTERISTICS OF COMMUNITIES ACROSS SUMMIT COUNTY
1.4 B	IDENTIFY FUNDING SOURCES AND STRATEGIC INVESTMENT OPPORTUNITIES IN CONJUNCTION WITH THE OLYMPICS THAT SUPPORTS THE DEVELOPMENT OF CULTURAL EXPERIENCES AND INFRASTRUCTURE LIKE FACILITIES AND MUSEUMS
1.4 C	UTILIZE THE OLYMPICS AS A WORKFORCE DEVELOPMENT AND CAREER-ADVANCEMENT OPPORTUNITY TO BENEFIT LOCAL ARTISTS AND CULTURAL ORGANIZATIONS
1.4 D	ORGANIZE A OLYMPIC ARTS PLANNING COALITION JOINTLY WITH REGIONAL ARTS PARTNERS TO IDENTIFY WAYS TO INVEST IN ARTS & CULTURE IN PREPARATION FOR THE GAMES
1.4 E	ENSURE ARTS & CULTURE IS UTILIZED AND SEEN AS A CENTRAL PART OF SUMMIT COUNTY'S IDENTITY THROUGH KEY STORYTELLING OPPORTUNITIES, INFRASTRUCTURE INVESTMENTS, PUBLIC ART DISPLAYS, AND OLYMPIC PROGRAMMING

PARTNERS		URGENCY
	Summit County, Local Municipalities, The Arts Council	Mid-Term
	Summit County, Local Municipalities, The Arts Council	Mid-Term
	Summit County, Local Municipalities, The Arts Council	Near-Term
PARTNERS		URGENCY
	The Arts Council, Summit County, Local Municipalities, Local Arts Organizations, Local Artists	Immediate
	Summit County, Park City Municipal, Local Municipalities, Chamber of Commerce, Utah Cultural Alliance, Utah Division of Arts & Museums, Arts Council	Near-Term
PARTNERS		URGENCY
	Summit County, Local Arts Organizations, Local Historians, The Summit County Museum at the Coalville Courthouse, Summit County Heritage and Landmark Commission	Near-Term
	Summit County, Local Arts Organizations, Summit County Heritage and Landmark Commission, Friends of Ski Mountain Mining History, Kamas Valley History Group, Park City Historic Preservation Board, Park City Museum, Alf Engen Ski Museum Local Historians	Near-Term
	Summit County, Park City Municipal, The Arts Council, Local Arts Organizations, Local Historians, Local Municipalities	Mid-Term
	Summit County, Park City Municipal, The Arts Council, Local Arts Organizations, Local Historians, Local Municipalities, Park City Public Art Advisory Board, Summit County Public Art Advisory Board	Mid-Term
PARTNERS		URGENCY
	Summit County, Park City Municipal, Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Near-Term
	The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations, Wasatch County Arts Council	Mid-Term
	The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations, Wasatch County Arts Council	Mid-Term
	The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Mid-Term
	The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Mid-Term

IMPLEMENTATION MATRIX

1.5 LEVERAGE SURPLUS LODGING TO CREATE AN ARTIST-IN-RESIDENCY PROGRAM		
1.5 A	UTILIZE WORKFORCE AND OTHER VACANT HOUSING/LODGING DURING SLOWER SEASONS AS SHORT-TERM ARTIST HOUSING TIED TO FORMALIZED ARTIST-IN-RESIDENCY PROGRAMS	
1.5 B	WORK WITH LOCAL ARTISTS, CULTURAL ORGANIZATIONS, PUBLIC ART BOARDS, AND SCHOOLS TO CREATE OPPORTUNITIES FOR COLLABORATION AND PROGRAMMING RELATED TO ARTIST-IN-RESIDENCY PROGRAMS	
1.6 EXPAND THE PUBLIC ART COLLECTIONS AS A KEY PLACEMAKING STRATEGY ACROSS THE COUNTY		
1.6 A	CREATE AND ADOPT LONG-RANGE PUBLIC ART PLANS THAT STRATEGICALLY GUIDE PUBLIC ART INSTALLATIONS, POLICIES, AND FUNDING MECHANISMS	
1.6 B	INTEGRATE PUBLIC ART THROUGHOUT THE RAIL TRAIL	
1.6 C	WORK WITH PRIVATE DEVELOPERS AND RESORT BASES TO ENSURE THAT PUBLIC ART REMAINS A CONSIDERATION OF CULTURAL FEATURES WITH PARTICULAR EMPHASIS ON LOCAL ARTISTS	
2.1 INVEST IN NEW ARTS & CULTURE FACILITIES AND VENUES COUNTYWIDE		
2.1 A	CREATE A MULTI-DISCIPLINARY CULTURAL FACILITY THAT PRIORITIZES COMMUNITY BENEFIT	
2.2 INVEST IN CULTURAL HUBS AND DISPERSE CULTURAL RESOURCES ACROSS THE COUNTY		
2.2 A	DIVERSIFY AND EXPAND CULTURAL FACILITIES AND INFRASTRUCTURE TO SUPPORT THE UNIQUE NEEDS OF COMMUNITIES THROUGHOUT SUMMIT COUNTY	
2.2 B	IDENTIFY OPPORTUNITIES FOR NEW PERFORMING ARTS SPACES ACROSS SUMMIT COUNTY TO ADDRESS NEEDS RELATED TO AUDIENCE CAPACITY, FUNCTION, STORAGE, AND ACCESSIBILITY	
2.2 C	COMMIT TO ENSURING ARTS & CULTURE IS WOVEN INTO PUBLIC AND PRIVATE DEVELOPMENT PROJECTS	
2.3 ESTABLISH A HISTORICAL & CULTURAL DISTRICTS PROGRAM		
2.3 A	CREATE A PROGRAM TO SUPPORT EMERGING AND ESTABLISHED CULTURAL HUBS TO RECEIVE DISTRICT DESIGNATION	
2.3 B	IDENTIFY BRANDING AND PROMOTIONAL OPPORTUNITIES WITHIN AND BETWEEN CULTURAL DISTRICTS	

	PARTNERS	URGENCY
	Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Mid-Term
	Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Mid-Term
	PARTNERS	URGENCY
	The Arts Council, Summit County, Local Municipalities, Local Arts Organizations, Local Artists	Mid-Term
	Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Coalville City, Park City Municipal, Wanship	Mid-Term
	Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Park City Mountain Resort, CVMA, Deer Valley Resort, Private Developers	Mid-Term
	PARTNERS	URGENCY
	Summit County, Park County Municipal, Local Municipalities, The Arts Council, Local Cultural Organizations	Mid-Term
	PARTNERS	URGENCY
	Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Near-Term
	Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council, Performing Arts Groups	Long-Term
	Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Near-Term
	PARTNERS	URGENCY
	Summit County, Park City Municipal, Chamber of Commerce, Local Municipalities, The Arts Council, Park City Historic Preservation Board, Summit County Heritage and Landmark Commission	Long-Term
	Summit County, Park City Municipal, Chamber of Commerce, Local Municipalities, The Arts Council	Mid-Term

IMPLEMENTATION MATRIX

2.4 EXPAND CULTURAL TOURISM MARKETING, PROGRAMMING, AND ASSETS TO LEVERAGE INCREASED ARTS CAPACITY		
2.4 A	FORMALIZE A PARTNERSHIP BETWEEN THE ARTS COUNCIL AND THE CHAMBER TO STRENGTHEN AND SUSTAIN CULTURAL TOURISM EFFORTS COUNTYWIDE	
2.4 B	INCREASE THE PROMOTION OF ARTS & CULTURE ASSETS AND PROGRAMS AS A KEY PART OF SUMMIT COUNTY'S STORY TO ATTRACT VISITORS YEAR ROUND IN SUPPORT OF THE SUSTAINABLE TOURISM PLAN	
2.5 INCORPORATE CULTURAL WORKERS INTO WORKFORCE HOUSING		
2.5 A	INCENTIVIZE DEVELOPERS AND PUBLIC ENTITIES TO CONSIDER UTILIZING LANGUAGE THAT SUPPORTS THE INCLUSION OF CULTURAL WORKERS	
3.1 COMMIT FINANCIAL SUPPORT TO GROW AND SUSTAIN ARTS & CULTURE COUNTYWIDE		
3.1 A	CREATE AN ARTS & CULTURE GRANT FUND TO SUPPORT CULTURAL ORGANIZATIONS, ARTISTS, AND CREATIVE ENTREPRENEURS	
3.1 B	ESTABLISH AN ARTS & CULTURE TOURISM FUND TO UTILIZE ARTS & CULTURE AS A KEY TOOL TO SUPPORT THE SUSTAINABLE TOURISM PLAN	
3.1 C	PROVIDE GENERAL OPERATING SUPPORT TO THE ARTS COUNCIL TO EXPAND ARTS & CULTURE OPPORTUNITIES AND RESOURCES COUNTYWIDE	
3.1 D	STABILIZE A SUMMIT COUNTY PUBLIC ART FUND AND CULTURAL SUPPORT THROUGH THE COUNTY'S ANNUAL OPERATING BUDGET	
3.2 CREATE ART IN PRIVATE DEVELOPMENT		
3.2 A	CONSIDER VOLUNTARY INCLUSIONARY ZONING PROGRAMS	
3.2 B	PROMOTE THE INCLUSION OF ARTISTS IN WORKFORCE HOUSING SCHEMES TO ENSURE THIS VITAL COMPONENT OF THE TOURISM ECONOMY IS INCLUDED IN THE INCREASINGLY COMPETITIVE HOUSING LANDSCAPE	

	PARTNERS	URGENCY
	Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Immediate
	Chamber of Commerce, The Arts Council	Immediate
	PARTNERS	URGENCY
	Summit County, Park City Municipal, Local Municipalities, Private Developers, Property Management Associations, The Arts Council, Local Arts Organizations, Mountainlands Community Housing Trust, Canyons Village Management Association	Mid-Term
	PARTNERS	URGENCY
	Summit County, Park City Municipal, Chamber of Commerce, The Park City Community Foundation, The Arts Council	Near-Term
	Summit County, Local Municipalities, Property Management Associations, Chamber of Commerce, The Arts Council	Near-Term
	Summit County, Park City Municipal, Chamber of Commerce, The Park City Community Foundation, The Arts Council	Near-Term
	Summit County, The Arts Council	Near-Term
	PARTNERS	URGENCY
	Summit County, Local Municipalities, Private Developers, The Arts Council	Mid-Term
	Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Mid-Term

KEY PRIORITY 1: ARTS IN THE EVERYDAY

ARTS IN THE EVERYDAY

A critical gap currently exists in the programming and cultural experiences offered around the county — the lack of routine, everyday opportunities for audiences to experience Arts & Culture outside of major institutions and flagship events, no matter where they live in the county, their stage of life, or level of artistic experience. Stakeholders throughout this process called for “Arts in the Everyday” projects and programs that integrate creative expression into daily life and shared spaces across Summit County. These recommendations focus on nurturing local talent and expanding access and support for the arts through ongoing county-wide participation and investment.

PUBLIC ART AND CREATIVE PLACEMAKING FOR A STRONGER COMMUNITY

A public art and creative placemaking strategy should reflect the county's unique heritage — its history, cultural fabric, and natural beauty — and prioritize initiatives that leverage Arts & Culture to enhance social connectedness, fostering accessible and inclusive experiences that encourage broad participation, shared celebration, and stronger community bonds.



ARTS IN THE EVERYDAY

1.1 DEVELOP CAPACITY TO INCREASE CULTURAL PROGRAMMING, ACTIVITIES, AND ORGANIZATIONS IN NORTH AND SOUTH SUMMIT

Note: Refer to 2.3 Establish a Historical & Cultural Districts Program in Summit County

1.1 A - SUPPORT THE DEVELOPMENT OF CULTURAL NONPROFITS IN NORTH & SOUTH SUMMIT

Supporting and developing cultural nonprofits across North and South Summit is essential to ensuring equitable access and representation throughout the county. As the designated Local Arts Agency for the entire county, the Arts Council is mandated to serve all communities, including Kamas, Coalville, Oakley, and Henefer. To address the persistent challenge that arts visibility and accessibility are often perceived as lacking outside of Park City proper, the Arts Council and partners should aim to address the need for organizational development of cultural nonprofits and businesses.

OPPORTUNITIES:

- Actively support arts space development countywide by providing technical assistance for new cultural facilities (see 2.1A)
- Strengthen the Arts Council’s countywide presence through distributed resources and staff support across Park City, Snyderville Basin, North Summit, and South Summit
- Encourage western-county cultural organizations to develop pop-ups or satellite operations in North and South Summit County
- Expand partnerships with organizations serving the broader county, such as North Summit Unite and the Kamas Valley History Group
- Broaden communications and regular updates to public partners, including eastside municipalities, to elevate arts visibility
- Support emerging cultural organizations through technical assistance, workshops, grant support, and guidance in pursuing nonprofit status

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Mid-Term

1.1 B - DIRECT FUNDING SUPPORT TO ARTISTS & CULTURAL PROGRAMMING ON THE EASTERN SIDE OF THE COUNTY

Directing financial resources to artists and cultural programming on the eastern side of the county is a necessary step to decentralize investment and broaden the overall reach of the cultural sector. Programs like the Summit Arts Showcase in Oakley and the County Fair Fine Arts Exhibit in Coalville are examples of programming that are contributing to greater access and visibility to the arts county-wide. By directing more financial resources, local governments and the Arts Council can ensure that Arts in the Everyday is true no matter where people reside within Summit County.

OPPORTUNITIES:

- Directly fund Arts & Culture in the Eastern side of the county
- Consider providing a bonus to artists and cultural creators
- Bring experiences to undeserved parts of the county through the proposed Cultural Fund Grant (see 3.3 A) award criteria

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Mid-Term

1.1 C - INVEST IN CREATIVE ENTERPRISES (E.G., CULINARY ARTS, ART STUDIOS) TO FOSTER CREATIVE ECONOMIC GROWTH AND ACTIVITY ON THE EASTERN SIDE OF THE COUNTY

Specifically target cultural investments in Eastern Summit County that support creative industry jobs and the development and emergence of creative businesses. According to the State of the Arts Report (2020), while Arts & Culture job industries may be concentrated in Park City, the next highest concentrations are found in Kamas and Coalville, indicating there is untapped potential to invest in and leverage these emerging sectors. This specific focus paired with the development of workforce housing that includes artists with the county (see recommendation 2.5) and the disbursement of cultural amenities across the county (see recommendation 2.2), will serve to bring vitality and stability to the creative sector with specific focus on the east side.

OPPORTUNITIES:

- Prioritize initiatives that generate jobs, enhance visibility for local artists
- Create shared public spaces for cultural activity
- Develop small-grant programs for early-stage creative businesses or cooperative ventures (e.g., shared production spaces, retail incubators) such as the previously offered economic development grant program previously offered by the Summit County
- Incentivize the utilization of vacant properties, especially in commercial cores for creative enterprises
- Coordinate at the county level to ensure local zoning codes allow for creative business enterprises in targeted areas of the county, including Eastern Summit County

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council	Near-Term



ARTS IN THE EVERYDAY

1.2 STRENGTHEN SUPPORT FOR ARTISTS & CULTURAL ORGANIZATIONS TO INCREASE THE QUANTITY, FREQUENCY, QUALITY & VISIBILITY OF YEAR-ROUND ARTS & CULTURE PROGRAMMING THROUGHOUT SUMMIT COUNTY

Note: Refer to 3.1 Commit Financial Support to Grow and Sustain Arts & Culture Countywide

1.2 A - FORMALIZE AN ARTS & CULTURE LEADERSHIP COHORT

Summit County’s Arts & Culture ecosystem is rich with individual organizations, artists, and creative professionals that contribute to the vitality of the region. However, these efforts often occur in parallel, resulting in duplication of effort and missed opportunities for shared learning, advocacy, and resource development. Establishing a structured network of cultural leaders representing arts organizations, independent artists, and municipal partners would foster a greater degree of collaboration sector-wide and ensure alignment among shared goals. The cohort would meet regularly to share resources, coordinate calendars, align advocacy efforts, and identify joint funding opportunities, with the Arts Council acting as the convening entity. The cohort should refer to this plan document to support discussion points and goal setting.

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Summit County, Local Municipalities, Local Arts Organizations, Local Artists	Immediate

1.2 B - CONTINUE TO STUDY THE ECONOMIC & SOCIAL IMPACT OF THE ARTS & CULTURE SECTOR IN SUMMIT COUNTY

While efforts such as Americans for the Arts’ Arts & Economic Prosperity (AEP) study, the Kem C. Gardner Institute Study, the JS&A Benchmark Analysis, and the Utah Cultural Alliance’s (UCA) research have captured valuable data for Summit County, there is still great value in information that is localized, updated, and shared in accessible ways.

Following the recommendations in this plan, including 3.2 A, new avenues for data collection and reporting exist, such as the potential for a mandated report following a Cultural Fund Grant award. This can allow the Arts Council, and by extension the community and public entities, to tap into a sustained source of routine arts impact information. This localized and frequent data can then be paired with interim studies that track job creation, sales tax generation, and community sentiment to convey a clearer picture of the creative sector and support better decision-making and strategic investments to support and sustain the sector.

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities, Chamber of Commerce, Utah Cultural Alliance, Utah Division of Arts & Museums, Arts Council	Near-Term



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ARTS IN THE EVERYDAY

1.3 SUPPORT THE DEVELOPMENT OF CULTURAL EXPERIENCES THAT UNDERScore & PRESERVE HISTORY & HERITAGE

1.3 A - DETERMINE THE FUTURE OF THE SUMMIT COUNTY HISTORICAL MUSEUM

Community members commonly identified a lack of awareness of the history and cultural identity of the wider Summit County community. To ensure this story is more fully told, the county should evaluate the museum’s long-term vision, governance, and operational capacity to ensure it can continue to steward and share Summit County’s diverse histories. The county should also explore opportunities to expand programming, strengthen partnerships with local schools and historical societies, and identify sustainable funding and facility improvements that enhance visitor engagement.

OPPORTUNITIES:

- Develop traveling and pop-up exhibitions throughout libraries, schools, trailheads, community centers, and cultural districts to increase visibility of Summit County history beyond the museum building
- Explore digital interpretation tools—such as virtual collections or interactive online archives—to expand access and engage younger audiences
- Establish a collections plan that prioritizes underrepresented histories, communities, environmental heritage, and regionally specific industries such as mining, rail, and agriculture

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Arts Organizations, Local Historians, The Summit County Museum at the Coalville Courthouse, Summit County Heritage and Landmark Commission	Near-Term

1.3 B - EXPLORE OPPORTUNITIES TO PRESERVE & INVEST IN KEY HISTORICAL LANDMARKS, BUILDINGS & FACILITIES THROUGHOUT SUMMIT COUNTY

Building off of 1.3 B, expanding access and storytelling around Summit County's history and heritage is a key desire of community members. Tools routinely available to support these initiatives include historic preservation mechanisms and placemaking opportunities like interpretative signage to convey stories and themes to community members around historic sites. These stories should seek to expansive of all of Summit County's history and heritages that have shaped the cultural landscape.

OPPORTUNITIES:

- Pursuing preservation easements, adaptive reuse strategies
- Identify funding partnerships to sustain critical landmarks such as the Hoyt House and the Park City Miner’s Hospital
- Promoting interpretive and artistic experiences that bring their stories to life

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Arts Organizations, Summit County Heritage and Landmark Commission, Friends of Ski Mountain Mining History, Kamas Valley History Group, Park City Historic Preservation Board, Park City Museum, Alf Engen Ski Museum, Local Historians	Near-Term

1.3 C - PURSUE ADDITIONAL OPPORTUNITIES FOR FUNDING MECHANISMS THAT SUPPORT PROGRAMMING AND CAPITAL IMPROVEMENTS TIED TO HISTORIC PRESERVATION

Building on the foundation established through Park City’s Historic Main Street, Historic Preservation Guidelines, and the Historic Preservation Board, public partners across the county can draw from this local example and explore ways to formalize and expand preservation funding models. Additional tools may include the creation of a countywide preservation incentive program, expanded grant or loan programs for historically significant properties, or revenue-generating mechanisms such as tourism reinvestment funds, cultural district proceeds, or philanthropic partnerships.

These approaches can support not only capital improvements, but also interpretive programming, educational partnerships, and adaptive reuse projects that bring historic spaces back into community use. Strengthening funding pathways will help ensure the protection and activation of Summit County’s cultural assets, reinforcing heritage as a driving component of both community identity and sustainable tourism.

OPPORTUNITIES:

- Leveraging tourism and redevelopment revenues to preserve historic destination
- Considering adopting local preservation incentive zones, creating matching grant programs for historic rehabilitation, and developing revolving funds or tax-increment-based tools to encourage reinvestment in historic assets
- Pursuing partnerships with the private sector, local foundations, and heritage organizations to further align cultural programming with preservation goals, ensuring that historic sites remain active, adaptive, and accessible community anchors

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, The Arts Council, Local Arts Organizations, Local Historians, Local Municipalities	Mid-Term

1.3 D - DEEPEN RELATIONSHIPS BETWEEN PUBLIC ART BOARDS AND HISTORIC PRESERVATION BOARDS TO ALIGN STORYTELLING AND APPROPRIATELY INTEGRATE HISTORY INTO RELEVANT PUBLIC ART PROJECTS

Summit County has a relationship long intertwined with history and heritage. Whether through the forces of mining activities which shaped the landscape and built environments, the pre-colonial history of indigenous peoples and cultures, or the culture of ranching throughout the region, there are a plethora of storytelling opportunities within these shared stories for wider community exploration. Supporting the preservation of these shared histories in the built environment and developing experiences that bring these narratives to life is a key priority of community stakeholders. This can only happen when artists, local organizations, and historians come together to preserve, protect, and uplift these stories.

OPPORTUNITIES:

- Public support of programs that intersect with the arts and history
- Frequent conversation and collaboration amongst historians and cultural creators
- Robust public support of the preservation of historic landmarks and policies that ensure their protection

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, The Arts Council, Local Arts Organizations, Local Historians, Local Municipalities, Park City Public Art Advisory Board, Summit County Public Art Advisory Board	Mid-Term

ARTS IN THE EVERYDAY

1.4 UNDERSCORE ARTS AND CULTURAL EXPERIENCES IN PREPARATION FOR THE 2034 OLYMPICS

1.4 A - ADOPT A PUBLIC ART STRATEGY SPECIFIC TO THE OLYMPICS TO DIRECT INVESTMENT, PUBLIC ART PLACEMENT, AND COLLECTION THEMES IN ALIGNMENT WITH THE UNIQUE CHARACTERISTICS OF COMMUNITIES ACROSS SUMMIT COUNTY

In preparation for the 2034 Winter Olympics, a public art strategy that guides new investment in public art across the county should be created and adopted. This strategy should identify key locations, storytelling opportunities, and levels of investment in artworks that will act as central placemaking elements in areas frequented during the games. It may also identify methods for ensuring Utah artists are considered for commissions of works created during this period.

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Near-Term

1.4 B - IDENTIFY FUNDING SOURCES AND STRATEGIC INVESTMENT OPPORTUNITIES IN CONJUNCTION WITH THE OLYMPICS THAT SUPPORTS THE DEVELOPMENT OF CULTURAL EXPERIENCES AND INFRASTRUCTURE LIKE FACILITIES AND MUSEUMS

In anticipation of the upcoming 2034 Winter Olympics co-hosted by Salt Lake City, Summit County should proactively pursue funding and partnership opportunities to invest in the community's benefit alongside planned investments for the games.

OPPORTUNITIES:

- Use the opening ceremony as a storytelling opportunity to highlight Arts & Culture
- Identify emerging funding sources and strategic investment opportunities in conjunction with the Olympics that supports the development of cultural experiences and infrastructure like facilities and museums
- Consider opportunities for shaping the future legacy and perception of the community through public art displays and experiences

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations, Wasatch County Arts Council	Mid-Term

1.4 C - UTILIZE THE OLYMPICS AS A WORKFORCE DEVELOPMENT AND CAREER-ADVANCEMENT OPPORTUNITY TO BENEFIT LOCAL ARTISTS AND CULTURAL ORGANIZATIONS

Encourage the utilization of local talent for opportunities in conjunction with the Olympics, this may include event production, fabrication, costume design, creative placemaking, cultural programming, graphic design, photography and videography as well as a wide variety of activities surrounding the games. By engaging with local creative these efforts can build a long-term creative workforce pipeline that extends beyond the Games, positioning local artists to compete for future commissions and cultural contracts regionally and nationally.

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Mid-Term

1.4 D - ORGANIZE A OLYMPIC ARTS PLANNING COALITION JOINTLY WITH REGIONAL ARTS PARTNERS TO IDENTIFY WAYS TO INVEST IN ARTS & CULTURE IN PREPARATION FOR THE GAMES

Seek to form a collaborative coalition with the Salt Lake City Arts Council, Wasatch County Arts Council, and Ogden City Arts to align regional arts planning efforts related to the Olympics. This coalition should identify shared investment opportunities, coordinate cultural programming, and ensure equitable participation across counties and through the work of local artists and creators. This will ensure a unified creative presence that reflects the diversity and innovation of Utah’s arts community.

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Salt Lake Arts Council, Ogden City Arts, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations, Wasatch County Arts Council	Mid-Term

1.4 E - ENSURE ARTS & CULTURE IS UTILIZED AND SEEN AS A CENTRAL PART OF SUMMIT COUNTY’S IDENTITY THROUGH KEY STORYTELLING OPPORTUNITIES, INFRASTRUCTURE INVESTMENTS, PUBLIC ART DISPLAYS, AND OLYMPIC PROGRAMMING (I.E. OPENING/CLOSING CEREMONIES)

Position Arts & Culture as a visible and celebrated component of Olympic storytelling in Utah, whether through public art installations and creative placemaking projects to cultural performances and ceremony programming. The games presents Northern Utah with a renewed opportunity to invest in legacy infrastructure, creative and historical displays, and artist commissions that highlight local heritage, Indigenous presence, and the creative spirit of Summit County, ensuring that the cultural impact of the Games endures well beyond the closing ceremonies.

IMPLEMENTATION PARTNERS	URGENCY
The Arts Council, Utah Olympic Legacy Foundation, Utah Division of Arts and Museums, Local Arts Organizations	Mid-Term

ARTS IN THE EVERYDAY

1.5 LEVERAGE SURPLUS LODGING TO CREATE AN ARTIST-IN-RESIDENCY PROGRAM

1.5 A - UTILIZE WORKFORCE AND OTHER VACANT HOUSING/LODGING DURING SLOWER SEASONS AS SHORT-TERM ARTIST HOUSING TIED TO FORMALIZED ARTIST-IN-RESIDENCY PROGRAMS

By nature of Summit County’s tourism landscape, hotel and lodging options are underutilized during the warmer months and in some cases more than 50% of rooms sit empty. The Arts Council and local arts organizations can partner with the managing entities of these properties to provide furnished housing options for artist-in-residencies for a period of 30-60 days or more, infusing the cultural community with new creators and convening spheres of influence from around the world in Summit County. This program could culminate with a showcase of work created at the end residency period for the community to celebrate.

OPPORTUNITIES:

- Consider piloting rotating seasonal residencies themed around local heritage, ecology, and outdoor recreation to attract diverse creators whose work can deepen Summit County’s cultural identity
- Utilize under utilized spaces in the warmer months as dedicated “creative workspaces” during residencies, enabling artists to host open studios, small performances, or collaborative community sessions

IMPLEMENTATION PARTNERS	URGENCY
Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Mid-Term

1.5 B - WORK WITH LOCAL ARTISTS, CULTURAL ORGANIZATIONS, PUBLIC ART BOARDS, AND SCHOOLS TO CREATE OPPORTUNITIES FOR COLLABORATION AND PROGRAMMING RELATED TO ARTIST-IN-RESIDENCY PROGRAMS

A form of artist-in-residency that may involve paying a stipend for the creation of cultural programming or artistic engagement with the community would greatly benefit youth through educational and extra curricular opportunities to engage with the arts.

OPPORTUNITIES:

- Develop residency programs that place artists in schools, libraries, and community spaces to lead workshops, after-school programs, and youth-focused cultural programming
- Partner local artists with public art boards and cultural organizations to create community projects (e.g., murals, performances, digital media, storytelling initiatives) that engage students and residents in the creative process

IMPLEMENTATION PARTNERS	URGENCY
Private Developers including but not limited to Columbus Pacific Development, Canyons Village Management Association, Resorts, The Arts Council, Summit County, Park City Municipal, Local Municipalities, Local Arts Organizations	Mid-Term



ARTS IN THE EVERYDAY

1.6 EXPAND THE PUBLIC ART COLLECTIONS AS A KEY PLACEMAKING STRATEGY ACROSS THE COUNTY

Note: Refer to 3.1 D - Stabilize a Summit County Public Art Fund through the County's annual operating budget

1.6 A - CREATE AND ADOPT LONG-RANGE PUBLIC ART PLANS THAT STRATEGICALLY GUIDE PUBLIC ART INSTALLATIONS, POLICIES, AND FUNDING MECHANISMS

A Public Art Plan that directs investment in public art over the next several years would be a critical resource for both the Park City Public Art Advisory Board and Summit County Public Art Advisory Board. This document should co-created with local artists and visual arts leaders to establish a curatorial approach, investment strategy, and policy review to steward public art across the county.

OPPORTUNITIES:

- Area Specific Plans & Studies such as a Rail Trail Segment Art Implementation Strategy
- Work with local historians and heritage organizations to contextualize key community themes and histories through a public art trail system
- A more specific strategy may be adopted that provide ideas and guidance for specific areas of the county, engaging with local stakeholders
- The curatorial approach should underscore the communities of Summit Counties individual cultural identities

IMPLEMENTATION PARTNERS	URGENCY
Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council	Mid-Term

1.6 B - INTEGRATE PUBLIC ART THROUGHOUT THE RAIL TRAIL

A core objective for the Rail Trail Corridor is to "Preserve, protect, and promote the natural and human history of the Rail Trail Corridor". Public art is identified as a primary mechanism to achieve this, particularly by incorporating history into artwork that harmonizes with the natural environment. The community has also expressed a strong desire to embrace the rich history of the area both in the rail trail study and throughout the Arts & Culture Master Plan engagement process, with an emphasis on specific themes.

OPPORTUNITIES:

- Develop site-specific artworks that interpret Indigenous history, local mining heritage, and community narratives, integrated directly into trail landmarks, rest areas, and natural features
- Pair public art with wayfinding, interpretive signage, and placemaking nodes to create a cohesive cultural and educational experience along the trail system
- Commission artists to collaborate with historians and local community groups to ensure storytelling is accurate, authentic, and rooted in place
- Highlight distinct community identities by creating a series or network of artworks that mark transitions between municipalities, trailheads, and ecological zones within the corridor

IMPLEMENTATION PARTNERS	URGENCY
Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Coalville City, Park City Municipal, Wanship	Mid-Term

1.6C - WORK WITH PRIVATE DEVELOPERS AND RESORT BASES TO ENSURE THAT PUBLIC ART REMAINS A CONSIDERATION OF CULTURAL FEATURES WITH PARTICULAR EMPHASIS ON LOCAL ARTISTS

Stakeholder conversations emphasized the opportunity for arts to more widely and comprehensively tell the story of Summit County to visitors and community members alike. Partnering with resort bases and developers within the county to create public art experiences would meaningfully weave the creative identity of the community within both recreation and gathering spaces in the county.

OPPORTUNITIES:

- Pop-up and temporary exhibits at resort bases that engage participants in the outdoor recreation scene
- Permanent works of art as critical placemaking features at resort bases, streetscapes of newer areas, roundabouts, and gateways to new developments
- A mural program, such as a one-time matching grant to create murals by local artists on new buildings to bring developments to life

IMPLEMENTATION PARTNERS	URGENCY
Park City Public Art Advisory Board, Summit County Public Art Advisory Board, The Arts Council, Park City Mountain Resort, CVMA, Deer Valley Resort, Private Developers	Mid-Term



KEY PRIORITY 2: SPACES AND PLACES

SPACES AND PLACES

Currently, there is no centralized arts space within the county, and arts assets and activations are primarily concentrated in downtown Park City. Community members in communities outside of the Park City area identified barriers in accessing resources, spaces to create, spaces in which to sell their goods, and places to perform and promote their art. Community members within Park City suggested that crowds of tourists and a lack of vacant or affordable commercial and retail spaces contributed to difficulty experiencing or creating arts.

Funding and space limitations would require the centralization of certain assets, were they to be developed, to allow for scalability, efficient operations, and complementary functions. Additionally, assets such as studio spaces, small scale performance and gathering spaces, and affordable housing for artists would be beneficial to disperse across the county to provide a higher level access to community members.

A CENTRAL SPACE

Community stakeholders frequently cited a desire for a centralized public gathering space that would invite a variety of arts activities and participants. Specifically a space that goes beyond consumption of Arts & Culture but provides local artists for a platform to share their works, community members with a spaces to gather and participate in cultural exchange, and a variety of arts organizations with the necessary office and meetings spaces to support growth, innovation, and collaboration across the sector. They suggested that such a place should:

- Act as a “third place” or key gathering space for community connection and social cohesion
- Offer a series of activities that allow people to spend a significant portion of their time in the space (public art alongside dining, recreation, entertainment, etc.)
- Provide supportive infrastructure for artists and creators, such as studios, makerspaces, local gallery space, storage space for community arts organizations, etc.
- Welcome both community members and visitors, but be programmed primarily to support residents’ quality of life

DISTRIBUTED ARTS & CULTURE SPACES

In addition to a centralized arts gathering space, there is also a community desire for Arts & Culture experiences that are diffused throughout the county and more broadly accessible to the general public, for example at the County Fairgrounds, libraries, schools, parks, and vacant storefronts and buildings.



FRANKS DEWILLARD
Winter, 1911
Oil on canvas



ELIASH LARRO
Night, 1911
Oil on canvas



ELIASH LARRO
Green, 1911
Oil on canvas



ELIASH LARRO
Landscape, 1911
Oil on canvas



FRANKS DEWILLARD
Landscape, 1911
Oil on canvas



ELIASH LARRO
Desert, 1911
Oil on canvas

SPACES AND PLACES

2.1 INVEST IN NEW ARTS & CULTURE FACILITIES AND VENUES COUNTYWIDE

2.1 A - CREATE A MULTI-DISCIPLINARY CULTURAL FACILITY THAT PRIORITIZES COMMUNITY BENEFIT

Time and time again stakeholders engaged in this process cited the desire for a dynamic, mixed-use, cultural third space that 1) welcomed the community for routine experiences and cultural programs, 2) provided the cultural infrastructure and equipment necessary to support the creation of many forms of art and cultural exchange, 3) had the capacity to house multiple organizations and individual creators and provided long-term stability for the sector and predictable cultural access for the public. This facility would likely be comprised of multitude of cultural functions that complement one another and provide shared access and amenities for the creative industries. The development of a cultural facility would provide primary support to the public, the local arts agency, individual local creators, and existing and emerging cultural organizations: providing access to shared infrastructure and spaces for meeting, storage, rehearsals, exhibition, education, and community gathering.

OPPORTUNITIES:

- Should emphasize a modular design that fits multidisciplinary uses and can support the work of multiple cultural organizations
- Makerspace and equipment that supports low-impact creative manufacturing
- Adequate sound engineering and tech to support film screenings, dance, music productions, etc.
- Artist studios that transition into public facing gallery spaces for local artists
- Storage options for cultural organizations to rent
- Community-focused programming such as: night markets, supper clubs, gallery openings, pop-up performances, creative and professional development workshops

- A space designed to support small performances and rehearsals (music, film, dance, theater) that are currently competing for larger/well-booked performance spaces
- A shared events space and meeting rooms for collaborations and educational workshops
- Boasts strong relationship to the public realm, with both exterior and interior spaces that function as community gathering places that include family-friendly activities for all seasons
- Partner with Summit County and/or Private Developers on a land acquisition strategy or publicly subsidized long-term lease
- Identify private partners to support the development and critical stakeholders to shape the development’s final design
- Conduct a capital campaign to support the project development
- Identify additional funding sources for the development and operations of the facility, e.g., Restaurant Tax, TRT, and Direct Operations support from local governments

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities, The Arts Council, Performing Arts Groups, Local Cultural Organizations	Mid-Term



SPACES AND PLACES

2.2 INVEST IN CULTURAL HUBS AND DISPERSE CULTURAL RESOURCES ACROSS THE COUNTY

2.2 A - DIVERSIFY AND EXPAND CULTURAL FACILITIES AND INFRASTRUCTURE TO SUPPORT THE UNIQUE NEEDS OF COMMUNITIES THROUGHOUT SUMMIT COUNTY

Summit County by nature is geographically large and culturally diverse and therefore providing equitable access to cultural amenities and arts programs can present a challenge but there are unmet needs when it comes to public infrastructure that supports cultural creation. To address this, Summit County should work with the Arts Council and individual municipalities to identify opportunities for investment in cultural hubs that serve the local audiences. As needs and desires vary from place to place, a survey should be conducted in each community to assess the greatest needs for cultural amenities and program desires. Utilizing these sentiments, the County, the Arts Council, and the individual communities can strategize ways to expand access to cultural spaces and experiences across the county.

OPPORTUNITIES:

- Enhancements to the public realm that foster cultural development, such as the inclusion of an amphitheater within a park improvement initiative or Public Art (see recommendation 1.6)
- Artist Studios, Community Theaters and Performance Spaces
- Creative Manufacturing, Community Culinary Kitchens and Makerspaces
- Identify public-private partnerships for the development of the cultural amenities
- Work with the Arts Council to identify a non-profit management approach for new facilities and identify community partners to provide arts programming

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Long-Term

2.2 B - IDENTIFY OPPORTUNITIES FOR NEW PERFORMING ARTS SPACES ACROSS SUMMIT COUNTY TO ADDRESS NEEDS RELATED TO AUDIENCE CAPACITY, FUNCTION, STORAGE, AND ACCESSIBILITY

There is significant potential for advancing performing arts infrastructure to support high-quality experience for local and visiting audiences alike by focusing on strategic opportunities related to audience capacity, performance functionality, artist support, and equitable access to arts facilities across the region by distributing small scale venues and spaces across the county. This might include blackbox theaters, stages built for dance performances with adequate wing space, amphitheaters that reflect a cultural investment in new development and parks projects, locations for the presentation or creation of films, and spaces for rehearsal, set design, and storage.

OPPORTUNITIES:

- Blackbox theaters
- Stages built for dance performances with adequate wing space
- Properly sound engineered performing arts spaces
- Filling a gap in audience capacity size
- Amphitheaters that reflect a cultural investment in new development and parks projects
- Locations for the presentation or creation of films
- Spaces for rehearsal, set design, and storage

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Long-Term

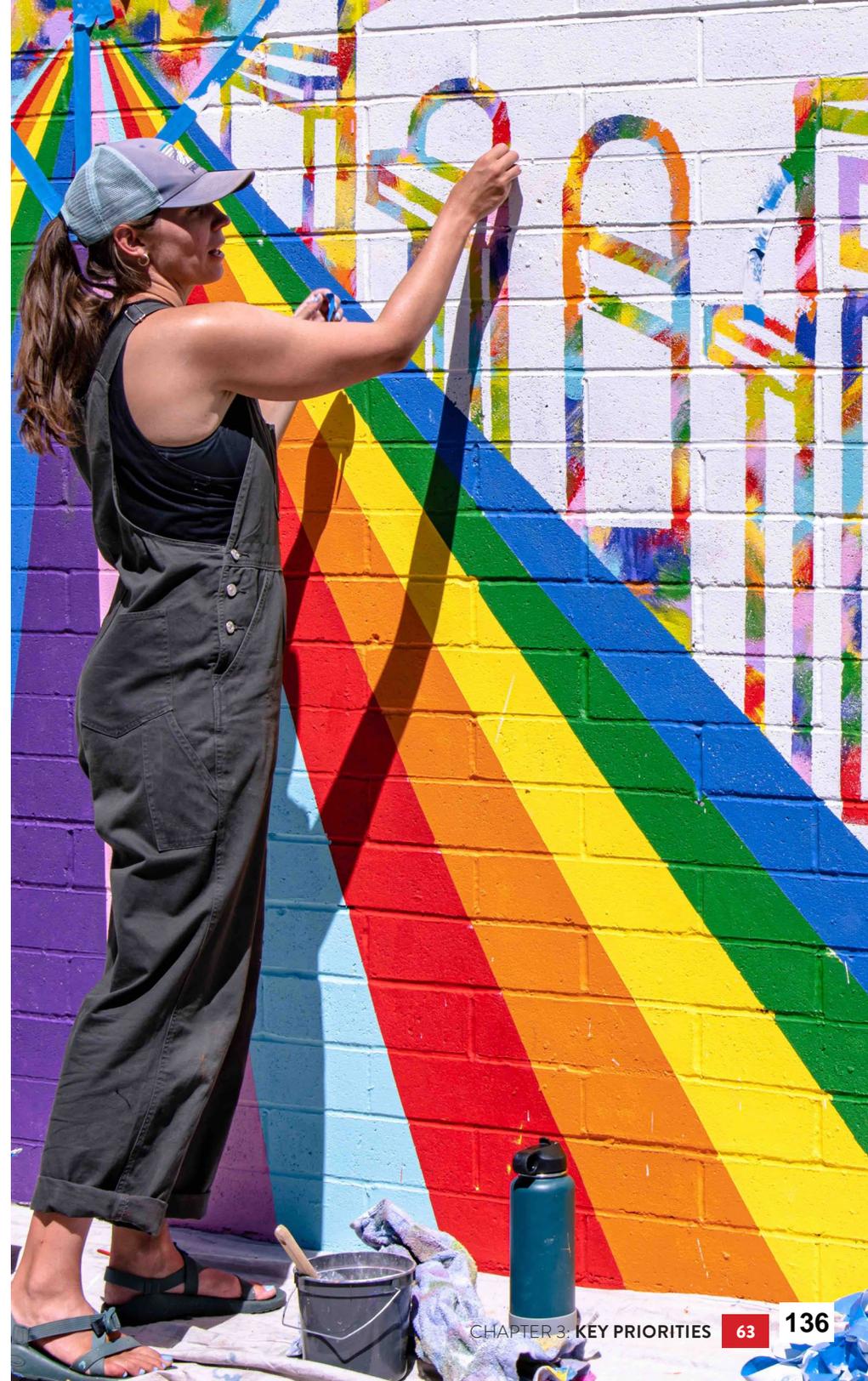
2.2 C - COMMIT TO ENSURING ARTS & CULTURE IS WOVEN INTO PUBLIC AND PRIVATE DEVELOPMENT PROJECTS

The core spirit driving the recommendation to weave Arts & Culture into public and private development projects is the recognition that the arts are a vital economic driver and essential component of community identity and livability, requiring intentional integration into the physical environment and built environment across of Summit County. This will ensure greater accessibility to Arts & Culture county-wide and built-in-public-benefit within new development. For potential mechanisms to achieve this outcome refer to recommendation 3.2.

OPPORTUNITIES:

- Park City's 5-Acre Parcel development
- Kimball Junction/Dakota Pacific Development
- Canyons Village/Columbus Pacific Development
- Main Street redevelopment plans (Park City, Oakley City, Coalville City, Kamas City, etc.)
- Resort base redevelopments

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities Property Management Associations, Private Developers, Resort Bases, The Arts Council	Near-Term



SPACES AND PLACES

2.3 ESTABLISH A HISTORICAL & CULTURAL DISTRICTS PROGRAM

2.3 A CREATE A PROGRAM TO SUPPORT EMERGING AND ESTABLISHED CULTURAL HUBS TO RECEIVE DISTRICT DESIGNATION

A designated Cultural Districts program and funding model can serve as a unifying framework for connecting cultural investments and strategically promoting these key community assets. The cultural corridor designation can bring greater visibility to Park City and Summit County’s creative wealth and help direct cultural tourism and promotion efforts. There exists an already robust and concentrated collection of Arts & Culture assets in Park City, this provides an opportunity to pilot a cultural corridor and attract investment and support for Arts & Culture.

Monitor and evaluate the potential for established and emerging cultural hubs in areas such as Main Street Park City, the 5-Acre Parcel/Prospector, Kimball Junction, Canyons Village, The Rail Trail, SR-32 Corridor, and Main Street Coalville. These municipalities and areas can explore models for direct investment and targeted subsidy of historical and cultural assets like long-term land leases that nurtures and grows the impact of arts and cultural within their locales. The Arts Council could be a key partner in guiding the progress of these communities through the program.

OPPORTUNITIES:

- Identify creative placemaking opportunities and expand local Arts & Culture and nurture and preserve local history and heritage for cultural consumption
- Determine an administrative and operating model for the program through local history organizations, existing boards and commissions, or the Arts Council to direct staff support to oversee the program
- Form a Cultural districts board with history groups, Chamber, the Arts Council
- Acquire and invest in cultural facilities like community theaters, amphitheaters, and spaces that support the development of new and existing cultural organizations

- Seek to strengthen and develop organizations like Downtown Alliances
- Consider an operations and financing model such as an RDA that collects sales tax increments and redistributes funding to support quality of life improvements (like cultural districts) for communities

PRECEDENTS:

- **Capital City Revitalization Zone (S.B. 272, 2024): Salt Lake City authorized to impose a 0.5% sales tax and establish a zone to fund infrastructure and public amenities around the Delta Center**
- **Salt Lake City Convention Center Reinvestment Zone (S.B. 26, 2025): Allows pooling of local tax increments—including property, sales, and use taxes—for redevelopment around the Salt Palace and cultural institutions like the Utah Museum of Contemporary Art and Abravanel Hall**

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, Local Municipalities, The Arts Council, Park City Historic Preservation Board, Summit County Heritage and Landmark Commission	Near-Term

2.3 B - IDENTIFY BRANDING AND PROMOTIONAL OPPORTUNITIES WITHIN AND BETWEEN CULTURAL DISTRICTS

A strategic recommendation as part of this plan is to identify branding and promotional opportunities within and between emerging and established cultural hubs to strengthen Summit County's position as a recognized destination for Arts & Culture: utilizing effective storytelling, cohesive branding, and strategic cultural tourism marketing. This might include banners and wayfinding elements within cultural districts, targeted promotion of signature events and cultural programs, and establishing a strategy behind grant recipients of the proposed Cultural Grant Fund. See also recommendation 3.1 B and the Bend Cultural Tourism Fund for complementary promotional opportunities leveraging the proposed grant program.

OPPORTUNITIES:

- Develop a shared visual identity system that links Cultural Districts through coordinated graphics, color palettes, and signage elements, helping residents and visitors recognize a unified countywide arts network
- Create cross-district experiences (e.g., “gallery weekends,” “heritage & art trails,” or “family art adventure routes”) that encourage visitors to experience multiple hubs in a single trip
- Tie in with small area plans and public art strategies to ensure that public art and creative elements are incorporated as district landmarks

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, Local Municipalities, The Arts Council	Mid-Term



SPACES AND PLACES

2.4 EXPAND CULTURAL TOURISM MARKETING, PROGRAMMING, AND ASSETS TO LEVERAGE INCREASED ARTS CAPACITY

2.4 A - FORMALIZE A PARTNERSHIP BETWEEN THE ARTS COUNCIL AND THE CHAMBER TO STRENGTHEN AND SUSTAIN CULTURAL TOURISM EFFORTS COUNTYWIDE

Formalizing the partnership between the Arts Council and the Park City Chamber & Visitors Bureau (PCCVB) is crucial because the Arts Council operates as the designated Local Arts Agency, while the PCCVB is the appointed backbone support organization responsible for overseeing the fulfillment of all Sustainable Tourism Plan objectives, including the development and management of cultural tourism. This structure allows for stronger advocacy and consistent messaging, ensuring that arts priorities are integrated into the promotion of Summit County as a visitor destination, leveraging the PCCVB's expansive platforms for communication and promotion to both residents and visitor audiences. Sustained coordination is necessary for addressing broader operational challenges that affect the arts workforce, such as expanding and optimizing messaging around community-based and signature arts and cultural programming.

OPPORTUNITIES:

- Recurrent meetings between leadership of both the Arts Council and Chamber, annually for goal setting in alignment with the Sustainable Tourism Plan and Arts & Culture Master Plan, as well as open communication channels for upcoming cultural activities
- A Memorandum of Understanding that outlines roles and responsibilities for each organization, including decision-making authority, funding responsibilities, and communications protocols, as well as clear deliverables such as co-created marketing campaigns, quarterly coordination meetings, and annual reporting requirements

IMPLEMENTATION PARTNERS	URGENCY
Chamber of Commerce, The Arts Council	Immediate

2.4 B - INCREASE THE PROMOTION OF ARTS & CULTURE ASSETS AND PROGRAMS AS A KEY PART OF SUMMIT COUNTY'S STORY TO ATTRACT VISITORS YEAR ROUND IN SUPPORT OF THE SUSTAINABLE TOURISM PLAN

Note: Refer to recommendation 2.3 B and 3.1 C which identify complementary actions to support visibility and access to resources.

To tell Summit County's story and attract year-round visitors—aligning with Sustainable Tourism Plan (STP) goals to accelerate sustainable tourism and manage cultural assets—promotional strategies should emphasize the new Arts Council brand to enhance messaging consistency, increase local awareness, and demonstrate the sector's impact on tourism. Efforts should include collaboration between information sources such as the Arts Council, local arts organizations, KPCW, and the Park City Chamber & Visitors Bureau (PCCVB) to continually produce and distribute cultural tourism marketing statewide and nationally. Ultimately, these strategies will support the community vision for Park City and Summit County to be recognized not only for winter sports, but for excellence in Arts & Culture year-round.

OPPORTUNITIES:

- Develop a targeted promotional campaign that attracts cultural visitors by showcasing local programs, events, and experiences based on audience and market assessments
- Ensure the arts are visible and infused in branding, wayfinding, and imagery promoting the Summit County experience
- Strengthen relationships between the Arts & Culture sector and local businesses (lodging, restaurants, galleries, etc.) through pop-ups, sponsorships, and performances hosted within private businesses and resort bases
- Explore programming opportunities that sustainably support Arts & Culture tourism

IMPLEMENTATION PARTNERS	URGENCY
Chamber of Commerce, The Arts Council	Immediate



SPACES AND PLACES

2.5 INCORPORATE CULTURAL WORKERS INTO WORKFORCE HOUSING

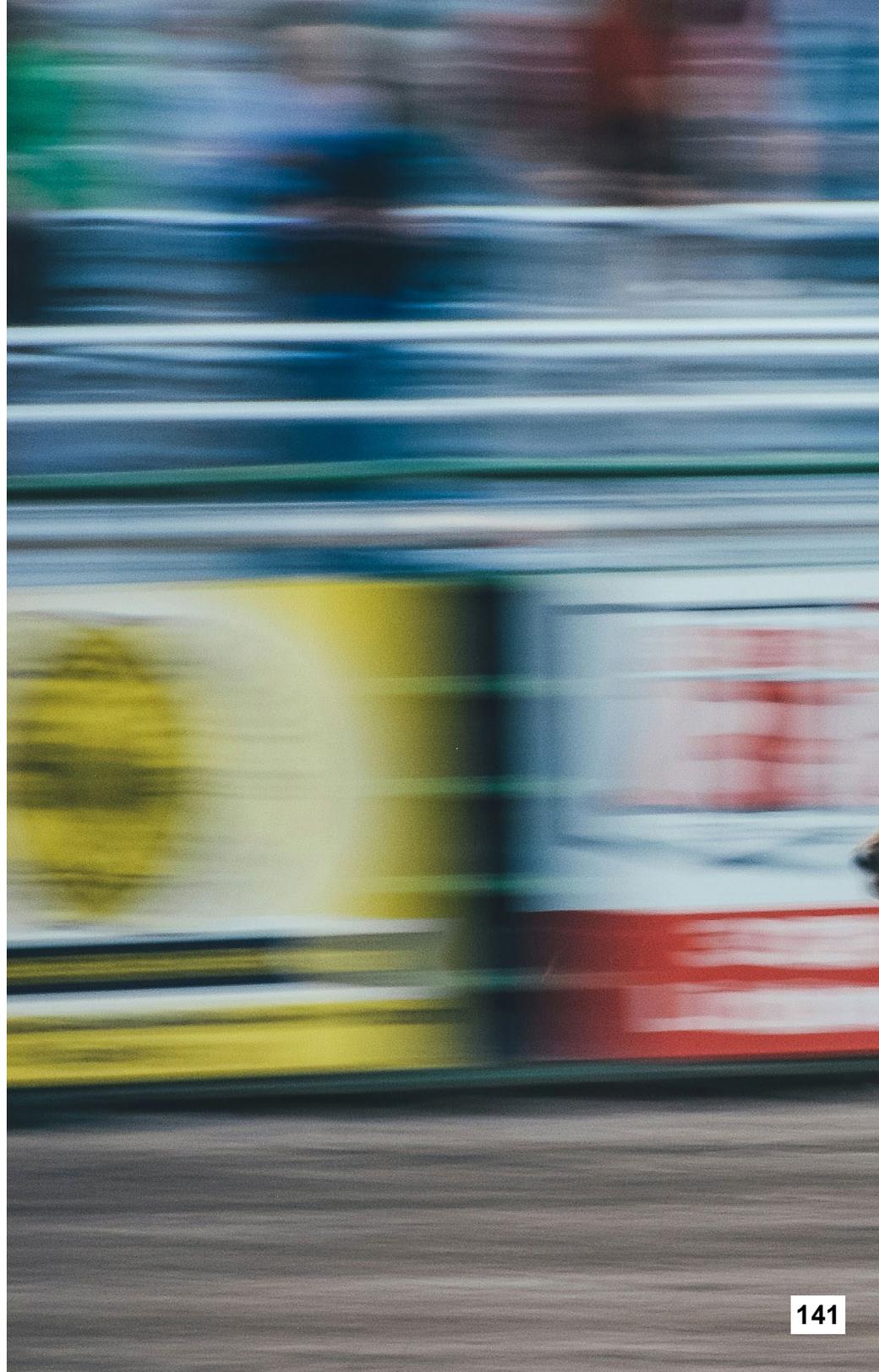
2.5 A - INCENTIVIZE DEVELOPERS AND PUBLIC ENTITIES TO CONSIDER UTILIZING LANGUAGE THAT SUPPORTS THE INCLUSION OF CULTURAL WORKERS

Artists, like many professions, are at risk due to the rising cost of living, making it difficult for creatives to reside and work in the areas they participate in as cultural creators. Including artists in affordable housing developments as an eligible audience for inclusion is a great way to ensure the creative workforce is secured. This is specifically allowable within IRC §42(g) of the IRS code governing LIHTC developments under the general public use requirement.

OPPORTUNITIES:

- Additional opportunities may arise to include artists in workforce housing through private–public partnerships or artist-in-residency programs (see recommendation 1.5).
- Residency programs may be facilitated in partnership with the Arts Council through administrative support
- Programs may include collaboration with the Kimball Art Center and alignment with their programming
- Other local cultural organizations may also seek to participate as partners in residency and housing initiatives

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Local Municipalities, Private Developers, Property Management Associations, The Arts Council, Local Arts Organizations, Mountainlands Community Housing Trust, Canyons Village Management Association	Mid-Term





KEY PRIORITY 3: FUNDING & CAPACITY BUILDING

FUNDING & CAPACITY BUILDING

A strong legacy of public investment has supported cultural tourism and arts activities across the county, this investment has historically come from a variety of public mechanisms and budget items, whether direct cash support or through the subsidy of public services, staff, and public contracts that support the operation of cultural events and programs. The recommendation of this plan is that public entities commit financial support in the form of general fund allocation and consider appropriating the relevant public subsidy of services to support and bolster the cultural sector and usher in a new era cultural resiliency and partnership among the public and non-profit sectors for community benefit, supporting in tandem with private and philanthropic investments. Through this continual investment, the public and non-profit sectors can strive to bring stability and sustainability to a substantial portion of the region's economy: Cultural Tourism.

A SUSTAINED FUNDING LANDSCAPE

In order to strengthen this legacy of cultural investment, Summit County and its municipal partners should also prioritize the development of long-term funding mechanisms that reduce volatility and enable multi-year planning for cultural organizations. Stable, predictable public support allows organizations to retain staff, expand programming, and leverage additional private sponsorships, grants, and philanthropic contributions. By emphasizing ongoing partnerships rather than one-time funding, local governments can help cultivate strategic growth through cultural facilities, public art, heritage interpretation, and creative workforce development. This approach not only nurtures the cultural ecosystem but reinforces a community identity rooted in creativity, history, and placemaking.



ARC'ERYX

FUNDING & CAPACITY BUILDING

3.1 COMMIT FINANCIAL SUPPORT TO GROW AND SUSTAIN ARTS & CULTURE COUNTYWIDE

3.1 A - CREATE AN ARTS & CULTURE GRANT FUND TO SUPPORT CULTURAL ORGANIZATIONS, ARTISTS, AND CREATIVE ENTREPRENEURS

This initiative establishes a comprehensive Arts & Culture Grant Fund aimed at providing direct financial support to local cultural organizations, individual artists, and creative entrepreneurs. This grant fund could consolidate support from multiple financial resources providing robust support to the Arts & Culture ecosystem. The Arts Council is positioned to effectively administer this fund, holding the designation as the state-designated Local Arts Agency for both Summit County and Park City Municipal Corporation. This would create the opportunity for a centralization of communications, promotion, and resources for the arts community as a whole, leveraging financial resources county-wide for greater impact.

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, The Park City Community Foundation, The Arts Council	Near-Term

3.1 B - ESTABLISH AN ARTS & CULTURE TOURISM FUND TO UTILIZE ARTS & CULTURE AS A KEY TOOL TO SUPPORT THE SUSTAINABLE TOURISM PLAN

Arts & Culture is a critical driver of economic development, this is evidenced by the impact generated within Summit County in the AEP6, Kem C. Gardner, and JS&A Benchmark Analysis. This plan recommends that local municipalities and the county identify opportunities to continue the public subsidy of services to Arts & Culture organizations to remedy gaps in the cultural tourism landscape. There are many models of this type of program across the country, including in peer cities like The Bend Cultural Tourism Fund (BCTF), the Aspen Cultural Fund, or similar programs run by the Salt Lake Arts Council.

OPPORTUNITIES:

- Pair cultural funding with measurable tourism outcomes—such as audience reach, visitor conversion rates, local spending, or overnight stays—to demonstrate return on investment and strengthen future appropriations
- Design a grant framework that prioritizes projects strengthening year-round visitation, expanding shoulder-season tourism, and elevating cultural programming outside of traditional winter recreation that places Arts & Culture at the center
- Encourage cross-sector applications that link cultural organizations with lodging partners, restaurants, retailers, or outdoor recreation entities to leverage shared audiences and co-develop destination-driving events

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, Property Management Associations, Chamber of Commerce, The Arts Council	Near-Term

3.1 C - PROVIDE GENERAL OPERATING SUPPORT TO THE ARTS COUNCIL TO EXPAND ARTS & CULTURE OPPORTUNITIES AND RESOURCES COUNTYWIDE

In many communities, Arts Councils receive direct funding support from local government as a departmental asset. Summit County's structure is unique—there are no formal Arts & Culture departments at either the City or County level. The Arts Council of Park City & Summit County is an independent 501-c-3 nonprofit entity.

Local government entities and other funders must provide stable financial support that can be used to strengthen the Arts & Culture sector at large. As a nonprofit, the Arts Council often must compete for the same funding sources as other local arts organizations. This creates further scarcity of resources within the sector and conflict between the Arts Council's mission of supporting the wider sector and its ability to maintain operations. By providing the Arts Council with direct operating support the council's staff time can be refocused from chasing local sources of funding to providing greater support for the sector as a whole.

OPPORTUNITIES:

- Consider leveraging arts administration through the Arts Council, similar to the structure of other local governments, to nurture and support the program by providing funding to direct staff support of the pathways and district program. Standard admin fee rates sit at 15% of total project or program budget

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Park City Municipal, Chamber of Commerce, The Park City Community Foundation, The Arts Council	Near-Term

3.1 D - STABILIZE A SUMMIT COUNTY PUBLIC ART FUND AND CULTURAL SUPPORT THROUGH THE COUNTY'S ANNUAL OPERATING BUDGET

Summit County previously approved a 1% Public Percent-for-Art Policy, which sets aside 1% of the budget of county capital improvement projects for public art installation. The Summit County Public Art Advisory Board (SCPAAB) is administered by The Arts Council of Park City & Summit County (Arts Council), which manages the development of public art projects and supports the Board's fund development efforts, including the execution and oversight of the existing 1% policy alongside county staff. What is not currently reflected in Summit County's operating budget are the expenses related Arts & Culture including county staff and SCPAAB operating expenses. Earmarking future funding towards these efforts will ensure that the budget is reflective of the comprehensive support Summit County provides the arts.

IMPLEMENTATION PARTNERS	URGENCY
Summit County, The Arts Council	Near-Term

FUNDING AND CAPACITY BUILDING

3.2 CREATE ART IN PRIVATE DEVELOPMENT

3.2 A - CONSIDER VOLUNTARY INCLUSIONARY ZONING PROGRAMS THAT ENCOURAGE INCLUSION OF ART IN PRIVATE DEVELOPMENT

Communities around the country incentivize the incorporation of Public Art in Private Development through a variety of mechanisms, including voluntary inclusion through land use controls. Within these Overlay Districts, developers undertaking new commercial or mixed-use projects exceeding a certain size (e.g., 50,000 sq. ft. or 20 residential units) are offered a set of zoning incentives if they voluntarily commit to including dedicated cultural spaces and amenities. This might include public art or amphitheaters. Additional opportunities might include engaging with artists and performers as part of the design process to identify opportunities for cultural amenities and creative placemaking.

OPPORTUNITIES:

- Density Bonus
- Expedited Permitting
- Parking Reductions
- Flexible Use Designations
- Access to Public Funding Opportunities
- The county may choose to take this one step further and formalize this program through an ordinance that identifies a dedicated percentage for inclusion based on the development valuation

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Local Municipalities, The Arts Council, Private Developers	Mid-Term

3.2 B - PROMOTE THE INCLUSION OF CULTURAL INFRASTRUCTURE IN NEW DEVELOPMENT

Encourage local developers to incorporate affordable, creatively oriented commercial spaces into new and redeveloped projects, supporting artists and cultural entrepreneurs who often struggle to secure viable storefronts in high-demand areas. Incentives, design partnerships, and affordability strategies can help ensure that locally rooted creative businesses remain present in core districts, strengthening the cultural ecosystem and preventing displacement from rising commercial rents.

OPPORTUNITIES:

- These might include scaled-retail units, flexible studios, co-working and makers spaces
- This might also weave well within other Main Street and commercial core initiatives, especially through long-term lease agreements with stable rent, public-private partnerships that bring support to creative businesses, and subsidies that ensure creative enterprises remain viable in existing spaces and aren't displaced due to rising rent costs

IMPLEMENTATION PARTNERS	URGENCY
Summit County, Property Management Associations, The Arts Council, The Chamber of Commerce, Private Developers, Historic Park City Alliance, Local Cultural Organizations	Mid-Term



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APPENDIX A:
**A COMMUNITY
INFORMED VISION**

ENGAGEMENT SUMMARY

SURVEY:

289 RESPONSES

STAKEHOLDER INTERVIEWS:

21 ONE-ON-ONE INTERVIEWS

THOUGHT EXCHANGE WORKSHOPS:

7 WITH 80+ ATTENDEES

POP-UP COMMUNITY EVENTS:

5 WITH 150+ ATTENDEES

STEERING COMMITTEE MEETINGS:

6 MEETINGS OF THE 30-PERSON COMMITTEE

To gather comprehensive insights for the Summit County Arts & Culture Plan, the planning team undertook an extensive community engagement process from fall 2024 to winter 2025. This effort included one-on-one virtual stakeholder interviews with key representatives from diverse sectors like city government, local institutions, arts organizations, and cultural groups. Additionally, Thought Exchange Workshops were conducted to collectively develop a vision for future plan outcomes and explore community sentiments about Arts & Culture. Finally, several pop-up community events were held across Summit County, inviting broader participation on topics ranging from current ecosystem perceptions to investment priorities and placemaking.

The survey collected demographic information from participants including age, educational background, and zipcode of residence. Most notably, the findings identified that 43.8% of participants resided in 84098, 21.4% in 84060, and 11.4% in 84017, with the remaining participants spread across the county in no particular concentration.

COMMUNITY ENGAGEMENT

STAKEHOLDER INTERVIEWS

The planning team conducted a series of one-on-one interviews with key community representatives during Summer and Fall 2024. These virtual Zoom conversations included stakeholders from city government, local institutions, Arts & Culture organizations, history and legacy groups, and artists and culture bearers throughout the community. Most stakeholders were identified by the project team and steering committee as individuals with essential perspectives on Summit County's Arts & Culture landscape, additional participants were identified by the Designing Local team as the discovery process evolved and new voices emerged. Stakeholder conversations gathered feedback from key Arts & Culture leaders about their current perception of the arts in Summit County and their vision for the future of its cultural sector.

1. What is your relationship with Arts & Culture in Park City/Summit County?
2. What are the biggest successes & challenges you think are faced in your specific sector of Arts & Culture or generally in the Arts & Culture ecosystem?
3. What is your vision for Arts & Culture in Park City/Summit County?
4. How, in your opinion, can Park City/Summit County expand its Arts & Culture presence? What are the opportunities?
5. How are people across Summit County best engaged?

ENGAGEMENT TAKEAWAYS

- Access and collaboration county-wide remain a critical challenge
- Supporting artists directly so that they may be able to afford to live and work in Summit County should be a major priority
- Raising awareness and the visibility of the arts across the county should be explored
- The county should have a more unified identity and approach to supporting the arts



THOUGHT EXCHANGE WORKSHOPS

The planning team conducted several Thought Exchange Workshops to collectively develop a vision for plan outcomes and gain deep insights into community perspectives. These workshops explored community sentiments about Arts & Culture, visions for Arts & Culture in Summit County, and ways the public and nonprofit sectors could help grow the local Arts & Culture ecosystem.

GENERAL

- What is your relationship with Art & Culture in the community?
- What do you consider to be the most important aspects of Art & Culture in Park City/Summit County?
- How do you currently engage with Art & Culture in the community?
- What barriers, if any, prevent you from engaging more fully with Art & Culture?

ARTS & CULTURE PROGRAMMING

- What types of Arts & Culture programs or events would you like to see more of?
- Are there any specific arts or cultural traditions that you would like to see celebrated or preserved?

ECONOMIC IMPACT OF ARTS & CULTURE

- What role can Arts & Culture play in supporting local businesses and entrepreneurs?

The findings from these conversations played a major role in shaping the key challenges and opportunities found on page 10.



COMMUNITY ENGAGEMENT

POP-UP COMMUNITY EVENTS

In the winter of 2025, a series of pop-up events engaging community members in spaces across the county was conducted. Community members were asked to identify project priorities and their desires for plan outcomes. These events were held across Summit County.

ENGAGEMENT TAKEAWAYS

- Supporting family events and creating more accessible and dispersed cultural amenities
- Strengthening the availability of outdoor cultural experiences (e.g., through outdoor performance venues)
- Strong support for the Rail Trail's potential for public art integration and identity building across the county
- Strong sentiments regarding the investment in cultural assets and arts experiences in Eastern Summit County

YOUTH FORUM

In addition to artists and cultural creators, arts leadership, and the general public, specific outreach was targeted towards youth in the form of a student workshop. Young people were invited to weigh in on many of the same topics in a forum of their own.

ENGAGEMENT TAKEAWAYS

- Placing the arts on par with other extracurricular activities, such as sports and recreations
- Providing students and young people with opportunities to connect with Arts & Culture organizations, particularly within pathways that will help them development job and leadership skills
- Encouraging young creative to present their work in front of audiences



ARTS & CULTURE LEADERSHIP FORUM

As the community engagement series concluded, a group of arts leaders were convened to reflect on takeaways from these conversations and offer insights into how the arts and culture sector could rally to usher in its next chapter upon the departure of Sundance. As beneficiaries of the plan outcomes and cultural bearers for plan implementation, the insights provided by these leaders were critical to informing final plan recommendations and addressing key priorities to ensure the sector's future stability.

- What, in your opinion, is the most critical loss of the Sundance Festival relocation for Park City // Summit County? (Economic, Cultural, Legacy or something else...?)
- If we acknowledge the shifting dynamics locally and the opportunities this might present, what should the next investment in Arts & Culture look like? (What does the investment go towards: spaces, a signature event, direct support for Arts & Culture creators, legacy building investments) and how does this support filling the gap?
- If you had a magic wand to make something happen, what would it be?

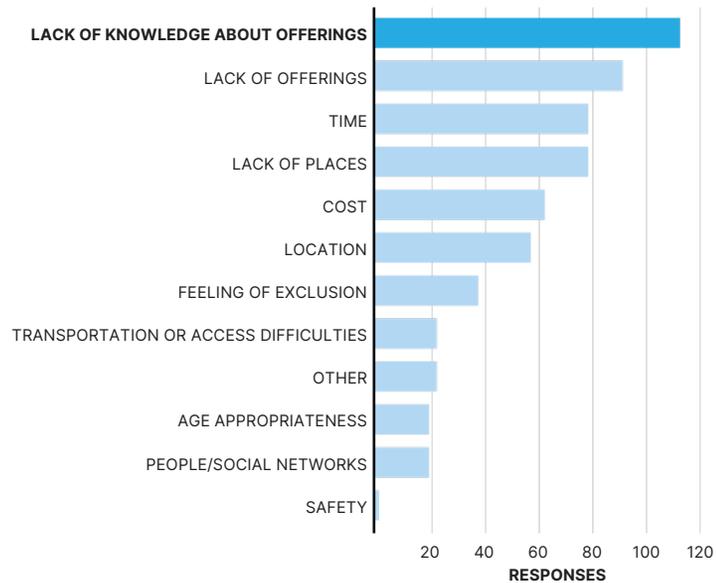
ENGAGEMENT TAKEAWAYS

- Access to flexible, sustainable funding for Arts & Culture organizations, particularly for staffing and other operations
- The need to build an identity that stretches beyond signature events and festivals like Sundance, a sustained presence of the arts across Summit County
- Strong consensus around making arts participation a part of everyday life for community members and expanding routine opportunities for audiences across the county

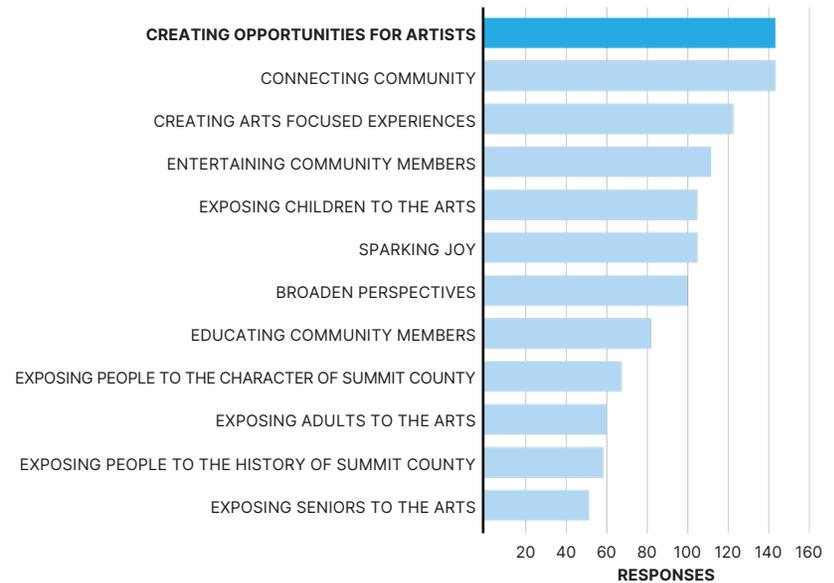


SURVEY RESULTS SUMMARY

WHAT BARRIERS EXIST TO YOU PARTICIPATING IN ARTS & CULTURE ACTIVITIES WITHIN SUMMIT COUNTY?



THE ARTS & CULTURE IN SUMMIT COUNTY SHOULD ACCOMPLISH THE GOAL OF:



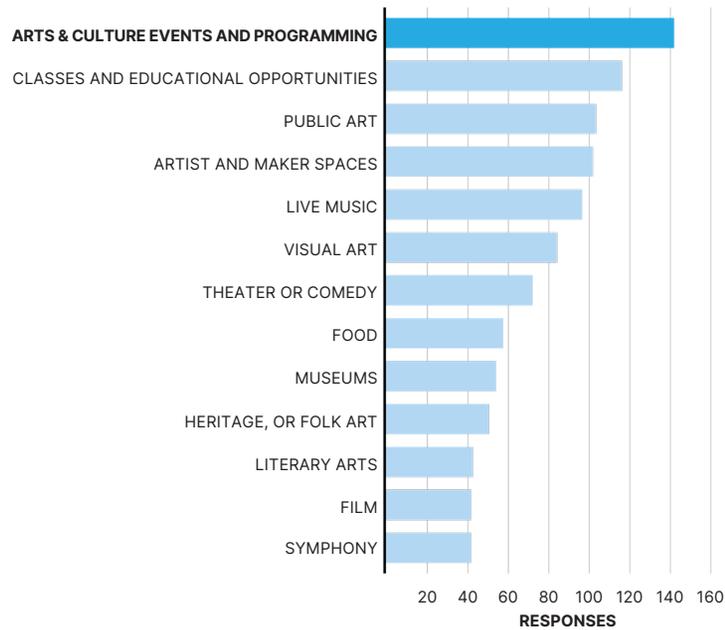
WHERE WOULD YOU LIKE TO EXPERIENCE ARTS & CULTURE IN SUMMIT COUNTY?

- #1 PARK CITY
- #2 THROUGHOUT THE COUNTY
- #3 PUBLIC AND OUTDOOR SPACES
- #4 EASTERN SUMMIT COUNTY
- #3 KIMBALL JUNCTION

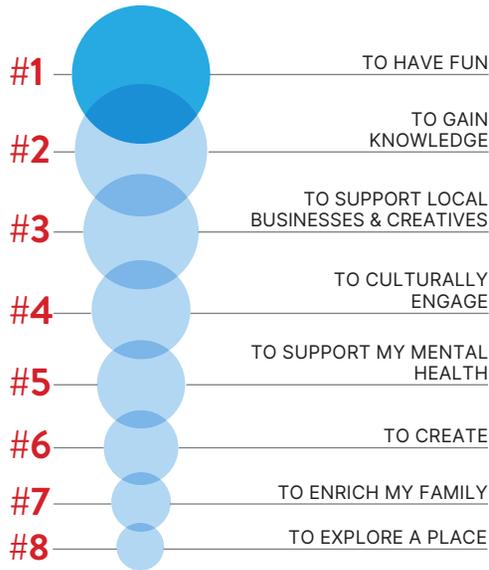
ARTS & CULTURE IN SUMMIT COUNTY SHOULD FEEL:



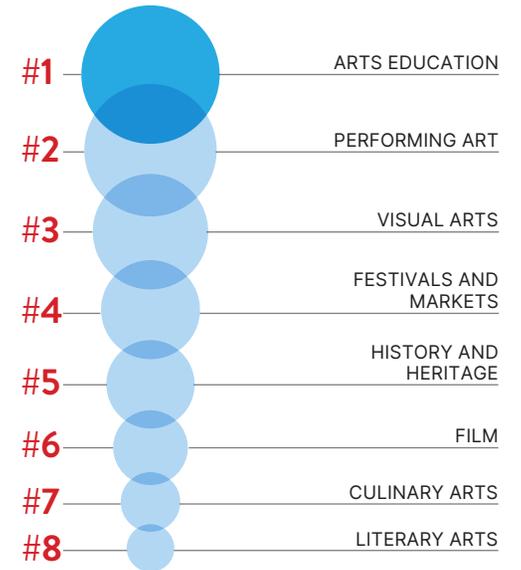
WHAT CULTURAL ACTIVITIES DO YOU WANT TO SEE MORE OF IN SUMMIT COUNTY?



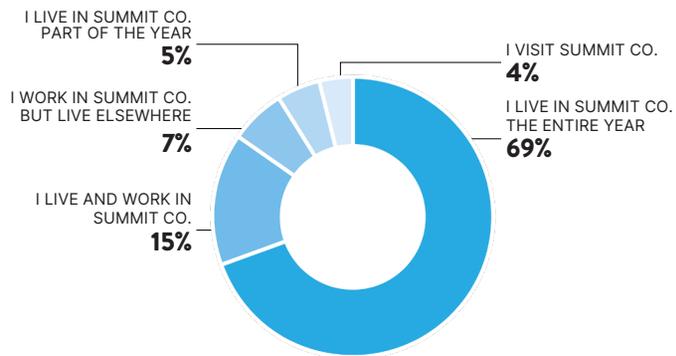
WHICH OF THESE MOTIVATIONS FOR EXPERIENCING THE ARTS DO YOU MOST STRONGLY ALIGN WITH?



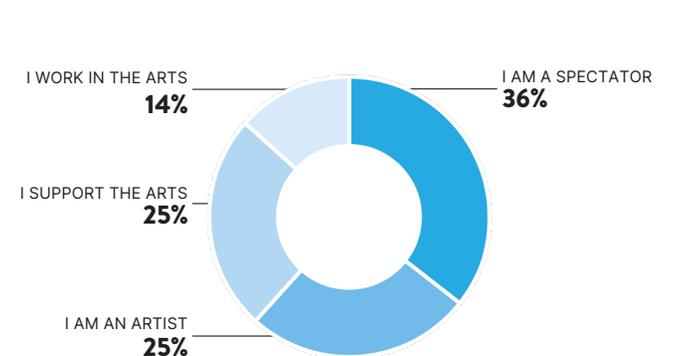
HOW WOULD YOU RATE THE IMPORTANCE OF THESE ARTS & CULTURE OFFERINGS?



WHAT IS YOUR RELATIONSHIP TO SUMMIT COUNTY?



WHAT IS YOUR RELATIONSHIP WITH THE ARTS?





APPENDIX B:
**ARTS & CULTURE
BENCHMARKING**

ABOUT THIS CHAPTER

A strong Arts & Culture ecosystem supports a variety of arts activities, from built projects and community programs to cultural facilities and organizational operations. Funding Arts & Culture for the greatest impact requires offering a diverse array of funding sources and ensuring they are sustained and predictable. To build capacity at the local level, funding for organizational operations, projects and programming, facilities and cultural infrastructure, and artists and creative entrepreneurs is critical. When properly supported, the Arts & Culture ecosystem is a driver of economic impact and a revenue generator that empowers cultural creators to reinvest in the sector and their communities.

Across the United States, funding for Arts & Culture comes most predictably from:

Commonly Excised Sales Tax Measures, such as:

- Special Sales Tax
- Transient Room Tax
- Restaurant Tax
- Alcohol Tax

Commonly Issued Development Fees, such as:

- Percent for Art in Private Development
- Percent for Culture in Private Development

Sustained Public Budget Allocations, such as:

- General Fund Allocation
- Percent for Art in Capital Improvement

Arts & Culture activities, particularly one-time projects and programs, are often supported by the philanthropic community and granting organizations or through municipal budget allocations, such as one-time general fund support or a percentage of public capital improvement projects. Funding sources for the execution of projects and one-off community programs typically include:

Commonly Publicly-Funded Grants, such as:

- The National Endowment for the Arts
- National Trust for Public Spaces
- Federal Grants
- State Grants

Commonly Privately-Funded Grants, such as:

- The Mellon Foundation
- The Lilly Foundation
- The Levitt Foundation
- AARP
- Local philanthropic organizations

Private Partners & Sponsorships, such as:

- Private donations
- Private sponsorships
- Fundraising events
- Donor Advised Funds

BENCHMARKING BACKGROUND & PURPOSE

The Benchmark Analysis examines the relative size of Summit County’s arts and cultural establishment supply, benchmarking each against eight comparable counties. The analysis also compares how Park City compares against the respective major towns in each county. These comparable cities and counties were selected for their similarities in size, tourism orientation, and prominence as outdoor recreation destinations. By comparing Summit County’s Arts & Culture establishments and employment metrics, the analysis aims to identify opportunities for growth and strategies to enhance the region’s arts and cultural assets.

BENCHMARK COMMUNITIES

1. Aspen, CO // Pitkin County
2. Bend, OR // Deschutes County
3. Boulder, CO // Boulder County
4. Breckenridge, CO // Summit County
5. Flagstaff, AZ // Coconino County
6. Jackson Hole, WY // Teton County
7. Ketchum, ID // Blaine County
8. Santa Fe, NM // Santa Fe County

METHODOLOGY & DATA SOURCES

This analysis uses an existing set of Arts & Culture–related NAICS codes (see Appendix for a full list of codes used for the analysis) developed for previous arts-related studies in Ogden to pull business and employment data for all entities registered under the associated NAICS codes. These “arts and cultural establishments” are for-profit or non-profit entities with a business registration location that falls within the limits of Park City or Summit County.

Benchmark communities were selected based on relatively similar high-tourism orientations, particularly for winter sport recreations, and similarly mountainous geographies in the Western United States. Benchmark communities represent the counties within which the benchmark cities/towns are located. ESRI Business Analyst was used to pull 2024 business and employment data. ESRI leverages business data sourced from Data Axle, a leading national economic and business data provider. Population data is based on 2022 U.S. Census American Community Survey estimates.

The per capita figures are calculated as the total number of jobs/ establishments divided by the resident population (in units of 10,000). For example, a value of 50 indicates 50 establishments per 10,000 residents.



PARK CITY MOUNTAIN

Rentals

BENCHMARK ANALYSIS SUMMARY - COUNTY

RANK	ESTABLISHMENTS PER CAPITA	ESTABLISHMENT TO COUNTY RATIO	SHARE OF ALL ESTABLISHMENTS	EMPLOYMENT PER CAPITA	
1	Pitkin Co., CO	Teton Co., WY	Santa Fe Co., NM	Teton Co., WY	
2	Teton Co., WY	Santa Fe Co., NM	Pitkin Co., CO	Pitkin Co., CO	
3	Santa Fe Co., NM	Deschutes Co., OR	Boulder Co., CO	Boulder Co., CO	
4	Summit Co., CO	Coconino Co., AZ	Teton Co., WY	Summit Co., CO	
5	Boulder Co., CO	Blaine Co., ID	Deschutes Co., OR	Blaine Co., ID	
6	Blaine Co., ID	Pitkin Co., CO	Summit Co., CO	Santa Fe Co., NM	
7	Summit Co., UT	Boulder Co., CO	Coconino Co., AZ	Deschutes Co., OR	
8	Deschutes Co., OR	Summit Co., UT	Blaine Co., ID	Summit Co., UT	
9	Coconino Co., AZ	Summit Co., CO	Summit Co., UT	Coconino Co., AZ	
METRIC					
DESCRIPTION	Number of arts and cultural establishments per 10,000 full-time residents.	The share of the countywide supply of arts and cultural establishments located within the city limits of the benchmark city. For example, a 50% ratio indicates that half of a county's arts and cultural establishments are located within its benchmark city.	The supply of arts and cultural establishments as a percentage of the overall number of registered businesses in the City/County.	Number of arts and cultural full-time and part-time jobs calculated per 10,000 full-time residents.	
VALUE	This metric gauges the size of the local Arts & Culture economy, relative to its residential population. A lower number relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for its population.	This metric helps assess the degree to which arts and cultural activity (using establishment count as a proxy) is concentrated in the major city of each benchmark community. A high ratio indicates that most arts and cultural activity is heavily concentrated in the major city, while a lower ratio (such as in Summit County, UT) indicates activity is more dispersed throughout the county. A more dispersed environment can indicate a greater need for countywide arts programs and support.	This metric helps assess the size of the arts and cultural economy (using establishment count as a proxy) relative to the overall economy. A lower share relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for the size of its overall economy.	This metric gauges the size of the local Arts & Culture economy (using employment as a proxy), relative to its residential population. A lower number relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for its population.	
DATA FOOTNOTE	Establishment counts include only registered with an official address in benchmark community. (ESRI Community Analyst, 2024)	Establishment counts include only registered with an official address in benchmark community. (ESRI Community Analyst, 2024)	Establishment counts include only registered with an official address in benchmark community. (ESRI Community Analyst, 2024)	Employment figures represent full-time and part-time employment. (ESRI Community Analyst, 2024)	

	EMPLOYMENT CITY TO COUNTY RATIO	SHARE OF ALL EMPLOYMENT	TOTAL RESIDENTIAL POPULATION	ANNUAL TOURISM SPENDING	GENERAL FUND REVENUE
	Teton Co., WY	Boulder Co., CO	Boulder Co., CO	Coconino Co., AZ	Boulder Co., CO
	Deschutes Co., OR	Deschutes Co., OR	Deschutes Co., OR	Teton Co., WY	Santa Fe Co., NM
	Santa Fe Co., NM	Blaine Co., ID	Santa Fe Co., NM	Summit Co., UT	Coconino Co., AZ
	Pitkin Co., CO	Santa Fe Co., NM	Coconino Co., AZ	Santa Fe Co., NM	Teton Co., WY
	Boulder Co., CO	Summit Co., CO	Summit Co., UT	Summit Co., CO	Deschutes Co., OR
	Coconino Co., AZ	Coconino Co., AZ	Summit Co., CO	Deschutes Co., OR	Summit Co., CO
	Blaine Co., ID	Teton Co., WY	Blaine Co., ID	Boulder Co., CO	Pitkin Co., CO
	Summit Co., UT	Pitkin Co., CO	Teton Co., WY	Pitkin Co., CO	Summit Co., UT
	Summit Co., CO	Summit Co., UT	Pitkin Co., CO	Blaine Co., ID	Blaine Co., ID
	The share of the countywide supply of arts and cultural full-time and part-time jobs located within the city limits of the benchmark city. For example, a 50% ratio indicates that half of a county's arts and cultural jobs are located within its benchmark city.	The supply of arts and cultural employment as a percentage of the overall number of jobs in the City/County.	The total residential population of the benchmark city or county.	Dollars spent by out-of-town visitors, including leisure and business travel.	FY 23-24 General Fund revenues.
	This metric helps assess the degree to which arts and cultural activity (using employment as a proxy) is concentrated in the major city of each benchmark community. A high ratio indicates that most arts and cultural activity is heavily concentrated in the major city, while a lower ratio (such as in Summit County, UT) indicates activity is more dispersed throughout the county. A more dispersed environment can indicate a greater need for countywide arts programs and support.	This metric helps assess the size of the arts and cultural economy (using employment as a proxy) relative to the overall economy. A lower share relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for the size of its overall economy.	Communities with similar residential populations generally have more similar economic and cultural conditions, making them stronger points of comparison and sources for best practices and case studies.	Tourism spending provides an additional metric to measure each benchmark community's overall similarity to Park City and Summit County, given Park City's tourism-centric economy.	This metric provides an additional metric to measure each benchmark community's overall similarity to Park City and Summit County, and their capacity to provide arts-specific funding. Benchmark communities with similar General Fund revenues are stronger points of comparison and sources for best practices and case studies.
	Employment figures represent full-time and part-time employment. (ESRI Community Analyst, 2024)	Employment figures represent full-time and part-time employment. (ESRI Community Analyst, 2024)	Residential population figures reflect 2024 full-time residential population. (ESRI Community Analyst, 2024)	Figures reflect 2023 spending estimates, based on available tourism spending studies released by City or County agencies, or local tourism and hospitality bureau offices.	Figures reflect FY 23-24 General Fund revenues.

BENCHMARK ANALYSIS SUMMARY - CITY

RANK	ESTABLISHMENTS PER CAPITA	ESTABLISHMENT TO COUNTY RATIO	SHARE OF ALL ESTABLISHMENTS	EMPLOYMENT PER CAPITA	
1	Ketchum, ID	Jackson Hole, WY	Jackson Hole, WY	Jackson Hole, WY	
2	Jackson Hole, WY	Santa Fe, NM	Santa Fe, NM	Ketchum, ID	
3	Aspen, CO	Bend, OR	Boulder, CO	Aspen, CO	
4	Breckenridge, CO	Flagstaff, AZ	Ketchum, ID	Boulder, CO	
5	Santa Fe, NM	Ketchum, ID	Aspen, CO	Breckenridge, CO	
6	Park City, UT	Aspen, CO	Bend, OR	Bend, OR	
7	Boulder, CO	Boulder, CO	Breckenridge, CO	Park City, UT	
8	Bend, OR	Park City, UT	Flagstaff, AZ	Santa Fe, NM	
9	Flagstaff, AZ	Breckenridge, CO	Park City, UT	Flagstaff, AZ	
METRIC					
DESCRIPTION	Number of arts and cultural establishments per 10,000 full-time residents.	The share of the countywide supply of arts and cultural establishments located within the city limits of the benchmark city. For example, a 50% ratio indicates that half of a county's arts and cultural establishments are located within its benchmark city.	The supply of arts and cultural establishments as a percentage of the overall number of registered businesses in the City/County.	Number of arts and cultural full-time and part-time jobs calculated per 10,000 full-time residents.	
VALUE	This metric gauges the size of the local Arts & Culture economy, relative to its residential population. A lower number relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for its population.	This metric helps assess the degree to which arts and cultural activity (using establishment count as a proxy) is concentrated in the major city of each benchmark community. A high ratio indicates that most arts and cultural activity is heavily concentrated in the major city, while a lower ratio (such as in Summit County, UT) indicates activity is more dispersed throughout the county. A more dispersed environment can indicate a greater need for countywide arts programs and support.	This metric helps assess the size of the arts and cultural economy (using establishment count as a proxy) relative to the overall economy. A lower share relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for the size of its overall economy.	This metric gauges the size of the local Arts & Culture economy (using employment as a proxy), relative to its residential population. A lower number relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for its population.	
DATA FOOTNOTE	Establishment counts include only registered with an official address in benchmark community. (ESRI Community Analyst, 2024)	Establishment counts include only registered with an official address in benchmark community. (ESRI Community Analyst, 2024)	Establishment counts include only registered with an official address in benchmark community. (ESRI Community Analyst, 2024)	Employment figures represent full-time and part-time employment. (ESRI Community Analyst, 2024)	

	EMPLOYMENT CITY TO COUNTY RATIO	SHARE OF ALL EMPLOYMENT	TOTAL RESIDENTIAL POPULATION	ANNUAL TOURISM SPENDING	GENERAL FUND REVENUE
	Jackson Hole, WY	Boulder, CO	Boulder, CO	-	Boulder, CO
	Bend, OR	Bend, OR	Bend, OR	-	Santa Fe, NM
	Santa Fe, NM	Jackson Hole, WY	Jackson Hole, WY	-	Aspen, CO
	Aspen, CO	Ketchum, ID	Flagstaff, AZ	-	Bend, OR
	Boulder, CO	Aspen, CO	Jackson Hole, WY	-	Flagstaff, AZ
	Flagstaff, AZ	Flagstaff, AZ	Park City, UT	-	Park City, UT
	Ketchum, ID	Santa Fe, NM	Aspen, CO	-	Ketchum, ID
	Park City, UT	Flagstaff, AZ	Breckenridge, CO	-	Breckenridge, CO
	Breckenridge, CO	Park City, UT	Ketchum, ID	-	Jackson Hole, WY
	The share of the countywide supply of arts and cultural full-time and part-time jobs located within the city limits of the benchmark city. For example, a 50% ratio indicates that half of a county's arts and cultural jobs are located within its benchmark city.	The supply of arts and cultural employment as a percentage of the overall number of jobs in the City/ County.	The total residential population of the benchmark city or county.	Dollars spent by out-of-town visitors, including leisure and business travel.	FY 23-24 General Fund revenues.
	This metric helps assess the degree to which arts and cultural activity (using employment as a proxy) is concentrated in the major city of each benchmark community. A high ratio indicates that most arts and cultural activity is heavily concentrated in the major city, while a lower ratio (such as in Summit County, UT) indicates activity is more dispersed throughout the county. A more dispersed environment can indicate a greater need for countywide arts programs and support.	This metric helps assess the size of the arts and cultural economy (using employment as a proxy) relative to the overall economy. A lower share relative to benchmark communities indicates an opportunity for the local arts and cultural sector to grow and reach levels more typical for the size of its overall economy.	Communities with similar residential populations generally have more similar economic and cultural conditions, making them stronger points of comparison and sources for best practices and case studies.	Tourism spending provides an additional metric to measure each benchmark community's overall similarity to Park City and Summit County, given Park City's tourism-centric economy.	This metric provides an additional metric to measure each benchmark community's overall similarity to Park City and Summit County, and their capacity to provide arts-specific funding. Benchmark communities with similar General Fund revenues are stronger points of comparison and sources for best practices and case studies.
	Employment figures represent full-time and part-time employment. (ESRI Community Analyst, 2024)	Employment figures represent full-time and part-time employment. (ESRI Community Analyst, 2024)	Residential population figures reflect 2024 full-time residential population. (ESRI Community Analyst, 2024)	Figures reflect 2023 spending estimates, based on available tourism spending studies released by City or County agencies, or local tourism and hospitality bureau offices.	Figures reflect FY 23-24 General Fund revenues.

PITKIN COUNTY, CO

ASPEN, COLORADO BENCHMARK COMMUNITY PROFILE

Aspen, Colorado the tourism center of Pitkin County is a mountain town renowned for its rich history, stunning natural beauty, world-class skiing, and vibrant cultural scene. Nestled in the heart of the White River National Forest and surrounded by the majestic Elk Mountain Range, Aspen serves 6,000 permanent residents while hosting over 14,000 daily visitors on average. Aspen's cultural foundation traces back to the late 19th century, when silver prospectors transformed the area into one of the most productive silver-mining regions in the United States. The silver boom left an indelible mark on the town's heritage, evident today in its historic buildings and community character. After a period of decline, Aspen experienced a remarkable revival in the mid-20th century as it evolved into a world-class skiing destination.

Beyond its reputation for winter sports, Pitkin County has cultivated a thriving cultural ecosystem that enriches community life and attracts global visitors. The county's cultural infrastructure includes diverse institutions and programs that foster both artistic expression and intellectual discourse. Major cultural landmarks include: the Aspen Historical Society, which preserves local heritage, Aspen Words, which promotes literacy and literary arts, the Aspen Art Museum which showcases contemporary art, Anderson Ranch Arts Center which incubates many forms of cultural expression, and the Red Brick Center for the Arts provides crucial support for local artists. Signature community events like the FOOD & WINE Classic in Aspen and Wintersköl™ enhance the town's vibrant social fabric throughout the year.



KEY ARTS & CULTURAL INITIATIVES

The Aspen Institute: Founded to combine art, philosophy, and civil dialogue, the Aspen Institute promotes a free, just, and equitable society through various programs. Notable initiatives include the Harman/Eisner Artist in Residence Program and the Arts Track at the Aspen Ideas Festival. The Institute promotes what has become known as the "Aspen Idea" — a holistic approach to community development that integrates intellectual, physical, and spiritual well-being.

City Arts & Culture Grants: The City of Aspen demonstrates strong financial commitment to its cultural sector through robust grant programming that supports both nonprofit organizations and individual artists. In 2024, the city allocated \$941,900 in grants to local Arts & Culture organizations. Notable grant programs include:

- Cultural Vibrancy Fellowship (\$60,000) — Provides direct support to local artists for their creative pursuits while fostering relationship building within the artistic community.
- Asset & Acquisition Assistance Grant (\$250,000) — Helps eligible arts and cultural nonprofits optimize their facilities and acquire necessary equipment to enhance community programming.

Public Art Plan: Aspen is currently developing its first comprehensive Public Art Plan which seeks to prioritize: provoking meaningful discussion, creating memorable spaces, celebrating cultural heritage, and strengthening community connections.

Events and Festivals: Aspen hosts internationally acclaimed gatherings, art exhibitions, performances, and lectures. Examples of signature events include the FOOD & WINE Classic in Aspen and Winterskö!™. The Aspen Ideas Festival also provides a platform for convening and engaging in meaningful dialogue.

Dispersed Cultural Assets: Ongoing collaboration between the County, Aspen Institute, and local nonprofits ensures that creative activity reaches smaller communities throughout the Roaring Fork Valley. The Anderson Ranch Arts Center in Snowmass Village serves as a regional anchor for arts education and residencies, attracting artists nationwide.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	70	59
ESTABLISHMENTS CITY TO COUNTY RATIO	55%	55%
SHARE OF ALL ESTABLISHMENTS	4.3%	5.1%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	70	446
EMPLOYMENT CITY TO COUNTY RATIO	68%	68%
SHARE OF ALL EMPLOYMENT	3.2%	3.2%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	6,952	17,325
ANNUAL TOURISM SPENDING	-	\$873,300,000
COUNTY GENERAL FUND REVENUE	\$64,098,999	\$55,521,287

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	\$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	\$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	\$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	\$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	\$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	\$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	\$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	\$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	\$48,894,906

WHAT MAKES ASPEN // PITKIN COUNTY DIFFERENT?

Aspen and Pitkin County function as a single creative engine: the City's marquee institutions like the Aspen Music Festival & School, Aspen Art Museum, and festival circuit which are reinforced by countywide assets like Anderson Ranch Arts Center in Snowmass Village and programming that reaches schools and neighborhoods up and down the Roaring Fork Valley. Joint marketing through tourism partners, land-use support for cultural campuses, and cross-jurisdiction collaborations with the Aspen Institute make the arts visible well beyond downtown venues. Together, city and county convert visitor energy into year-round learning, residencies, and community participation.



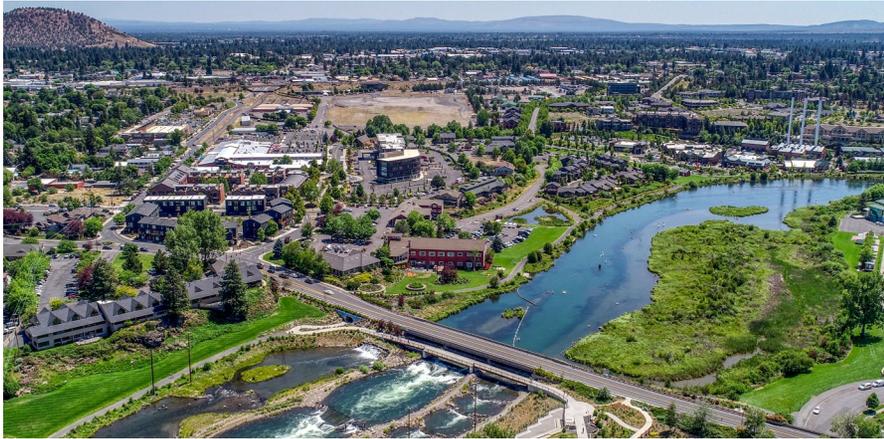
DESCHUTES COUNTY, OR

BEND, OREGON BENCHMARK COMMUNITY PROFILE

Deschutes County is celebrated for its stunning natural landscape of pristine lakes, majestic mountains, and a dormant volcano. Beyond these breathtaking views, the city thrives as a dynamic center for Arts & Culture. The artistic scene flourishes through galleries, public art installations, and cultural festivals including the Bend Film Festival and First Friday Art Walk. The historic Tower Theatre hosts live performances, while the Tin Pan Alley Art Collection brings creativity into everyday spaces. A vibrant community of artists, musicians, and makers contributes to the city's rich cultural identity.

With nearly 100,000 residents and more than 1 million annual visitors, Bend emphasizes community engagement and provides numerous opportunities for residents to shape the city's future. The cultural landscape is enhanced by a thriving craft beer and cannabis industry, a lively music scene, and locally owned restaurants and bars that serve as creative hubs. While outdoor enthusiasts are drawn to world-class skiing, climbing, and mountain biking, Deschutes County's ability to blend adventure with artistic expression creates a uniquely inspiring environment for residents and visitors.

The County's creative identity extends far beyond Bend's city limits. Redmond's downtown revitalization efforts, La Pine's emerging arts programs, and Sisters' long-running folk and quilting festivals each contribute to a countywide network of cultural experiences rooted in both community and artistry.



KEY ARTS & CULTURAL INITIATIVES

Art in Public Places (AiPP): A nonprofit organization committed to bringing permanent, world-class art installations to public spaces in Bend. AiPP commissions art that enhances natural landscapes and enlivens public spaces, judged on artistic excellence, interactivity, innovative qualities, originality, and durability. The community can participate in the selection process by viewing design renderings of finalists and providing input.

Bend Cultural Tourism Fund (BCTF): A grant program created to enhance Bend's economy through cultural tourism. It supports cultural opportunities that draw visitors to Bend, such as musical productions, art exhibits, and film festivals. The BCTF is funded by Visit Bend using typically 10% of the organization's annual public funding received from the City of Bend through their Transient-Room-Tax.

Bend Foundation: This foundation donates funds to support new public art, collaborating with the City of Bend and Art in Public Places to enhance a thriving and creative community in Central Oregon. One recent project was to place large-scale sculptures in several roundabouts in the city.

First Friday Art Walk: Galleries and shops open their doors, bands play in the street, and carts offer food and drinks.

Festivals: Downtown Bend hosts festivals such as Oktoberfest and Winterfest. Bend Fall Festival, Bend Christmas Parade, Pole Pedal Paddle, July 4th Pet Parade & Old-Fashioned Festival, Bite of Bend, Balloons Over Bend and Night Glow & Children's Festival are some yearly traditions.

Beyond Bend: The Deschutes Cultural Coalition, funded through the Oregon Cultural Trust, ties the multitude of creative efforts together: providing small grants, convening partners, and ensuring that arts funding reaches both urban centers and rural communities. This cooperative model demonstrates how a geographically balanced approach to cultural investment can expand participation and distribute cultural opportunity throughout a growing region.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	26	19
ESTABLISHMENTS CITY TO COUNTY RATIO	70%	70%
SHARE OF ALL ESTABLISHMENTS	4.0%	3.6%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	379	230
EMPLOYMENT CITY TO COUNTY RATIO	82%	82%
SHARE OF ALL EMPLOYMENT	6.5%	5.1%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	99,442	199,352
ANNUAL TOURISM SPENDING	-	\$1,111,000,000
COUNTY GENERAL FUND REVENUE	\$31,472,908	\$58,338,006

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	\$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	\$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	\$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	\$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	\$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	\$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	\$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	\$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	\$48,894,906

WHAT MAKES BEND // DESCHUTES COUNTY DIFFERENT?

Bend’s cultural gravity extends across Deschutes County through a network that includes Redmond’s downtown events, Sisters’ long-running Folk Festival and Quilt Festival, and La Pine’s emerging arts programs. The Deschutes Cultural Coalition (funded by the Oregon Cultural Trust) keeps resources circulating beyond the urban core, while libraries and parks host countywide exhibitions and workshops. City investments in venues and placemaking pair with county micro-grants and creative convenings to create a shared ecosystem where craft, music, and maker culture connect rural communities to Bend’s creative economy.



BOULDER COUNTY, CO

BOULDER, COLORADO BENCHMARK COMMUNITY PROFILE

Boulder, Colorado, shines as a vibrant community deeply rooted in artistic heritage and cultural appreciation. The area's stunning natural beauty, with preserved open spaces, trails, and abundant sunshine, provides an inspiring backdrop for its thriving creative ecosystem. Since the 19th century, Boulder County has attracted a diverse array of artists, from painters and photographers to musicians and performers, establishing a strong foundation for its cultural identity. Today, the city boasts a dynamic business environment and a diverse marketplace, home to over 130 cultural organizations and numerous venues offering a wide range of artistic disciplines and events.

Boulder County's commitment to community well-being is evident in its focus on creativity as a cornerstone for resident prosperity and joy. The City of Boulder actively champions Arts & Culture through initiatives like the Public Art Program, the Community Cultural Plan, and Cultural Grants, fostering a supportive environment for artists and creative professionals. Recognizing affordability challenges, the city collaborates with stakeholders to address livability concerns and provide professional development, enhancing the business and leadership skills of its creative workforce. Through these efforts, Boulder cultivates an environment where residents and visitors alike can engage with a rich tapestry of cultural experiences and contributes to a thriving, inclusive community.



KEY ARTS & CULTURAL INITIATIVES

Public Art Program: The city of Boulder aims to commission innovative artworks of enduring value, reflecting diverse artistic expressions and enhancing public spaces. The Public Art Program allocates 1% of capital improvement project budgets exceeding \$100,000 for public art. The city also seeks community input for the selection of public art projects.

Cultural Grants: Both the Boulder County Cultural Council and City of Boulder Office of Arts & Culture provides funding opportunities focused on organizational sustainability and capacity building for local cultural organizations.

Community Cultural Plan: A nine-year plan to integrate creativity into the community's social, physical, and cultural environment. Key programs include General Operating Support grants for cultural organizations and public art programs. A one-time enhancement of \$165,250 will update the Community Cultural Plan, aligning the Office of Arts + Culture's operations with community cultural priorities. Additional one-time funding includes \$40,000 for Community Connectors-in-Residence programming and \$1.4 million for University Hill streetscape renovations that integrate artistic elements.

Regional Support Network: Boulder County is one of seven Colorado counties that participate in the Scientific and Cultural Facilities District (SCFD), a regional model that demonstrates how multi-county coordination can sustain a robust arts and culture ecosystem. At the regional level, the Scientific and Cultural Facilities District (SCFD) provides a steady source of regional arts funding supported by a small sales tax, benefiting organizations large and small throughout Boulder County.

University Presence: The University of Colorado Boulder further anchors the county's creative identity through public performances, exhibitions, and research initiatives. Together, these institutions highlight the county's comprehensive approach—linking education, funding, and cultural infrastructure across jurisdictions.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	40	24
ESTABLISHMENTS CITY TO COUNTY RATIO	54%	54%
SHARE OF ALL ESTABLISHMENTS	5.5%	4.8%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	712	403
EMPLOYMENT CITY TO COUNTY RATIO	57%	57%
SHARE OF ALL EMPLOYMENT	6.8%	6.9%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	106,598	328,658
ANNUAL TOURISM SPENDING	-	\$962,000,000
COUNTY GENERAL FUND REVENUE	\$200,500,000	\$255,715,652

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	\$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	\$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	\$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	\$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	\$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	\$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	\$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	\$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	\$48,894,906

WHAT MAKES BOULDER // BOULDER COUNTY DIFFERENT?

The City of Boulder’s galleries, venues, and public art are interlocked with a county framework that steers predictable, voter-approved support through the SCFD 0.1% sales tax and the Boulder County Cultural Council. That regional mechanism scales from major presenters to neighborhood nonprofits, while CU Boulder adds museums, performance series, and research collaborations that serve the entire county. The result is layered governance: city, county, and regional systems that fund creation, asset distribution, and access.



SUMMIT COUNTY, CO

BRECKENRIDGE, COLORADO **BENCHMARK COMMUNITY PROFILE**

Breckenridge is a premier mountain destination that seamlessly blends rich history, outdoor adventure, and a vibrant cultural scene situated in Summit County Colorado. Summit County welcomes visitors year-round with world-class skiing, scenic hiking and biking trails, and a charming downtown filled with unique, locally owned establishments. Beyond outdoor recreation, the region offers lively après-ski culture, diverse culinary experiences, and energetic nightlife, making it an ideal destination for both adventure and relaxation.

Arts & Culture is deeply woven into the community's identity, showcased through an engaging public art collection and the renowned Breckenridge Arts District. The town of Breckenridge public art program features thoughtfully selected pieces that reflect local history and the surrounding mountain environment, fostering community engagement and dialogue. Located within restored historic buildings, the Breckenridge Arts District hosts workshops, exhibits, and artist-in-residence programs, inviting visitors to participate in hands-on creative experiences from ceramics to painting.

Today Summit County's arts landscape continues to expand through the Summit County Arts Council and regional venues like the Dillon Amphitheater. These county-supported efforts connect east- and west-side towns, illustrating how coordinated programming can strengthen cultural participation countywide. The area continues evolving as a cultural hub, ensuring art remains integral to the county's character.



KEY ARTS & CULTURAL INITIATIVES

BreckCreate: This organization supports and promotes arts, culture, and creative experiences through performances, visual arts, workshops, festivals, and historic tours. BreckCreate manages cultural arts venues which house much of Breckenridge’s non-profit sector and arts community. BreckCreate typically receives \$2 million per year in public funding through a general fund allocation.

Public Art Program and Master Plan: Breckenridge has a public art program that includes a permanent collection, temporary and ephemeral installations, and public art-related programming. The public art collection engages locals and visitors and inspires conversation about the town's environment and history. The collection is supported by a Public Art Plan which was last updated in 2016.

Breckenridge Social Equity Advisory Commission Grant: The town of Breckenridge funds \$2,500 grants to organizations working to uphold goals within community building, equity growth, and advocacy.

A Growing Arts Region: Summit County’s creative ecosystem extends beyond Breckenridge. The Summit County Arts Council connects cultural efforts across Silverthorne, Dillon, and Frisco, while facilities like the Dillon Amphitheater host events that draw regional audiences. The county also supports the Colorado Creative Industries Creative District certification program, helping to unify arts, culture, and economic development across multiple municipalities.

Breckenridge Arts District: Considered the region's epicenter of creativity, it brings together studios, galleries, performance spaces, historic landmarks, public art, restaurants, cafes, and other creative businesses. It is a lively arts campus of renovated historic structures that function as studio spaces for classes, workshops, affordable rentals by local artists, and visiting artist-in-residence programs. The Breckenridge Arts District is a Certified District in the Colorado Creative Industries Creative District Program.

Film: Breck Film delivers film experiences year-round through the Breck Film Society and the annual Breck Film Festival. The Breck Film Festival is held in September and celebrates the art of filmmaking.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	56	27
ESTABLISHMENTS CITY TO COUNTY RATIO	33%	33%
SHARE OF ALL ESTABLISHMENTS	3.7%	3.6%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	534	289
EMPLOYMENT CITY TO COUNTY RATIO	30%	30%
SHARE OF ALL EMPLOYMENT	3.8%	3.9%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	5,017	30,955
ANNUAL TOURISM SPENDING	-	\$1,196,000,000
COUNTY GENERAL FUND REVENUE	\$33,879,769	\$56,034,606

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	\$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	\$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	\$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	\$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	\$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	\$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	\$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	\$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	\$48,894,906

WHAT MAKES BRECKENRIDGE // SUMMIT COUNTY DIFFERENT?

Breckenridge anchors a countywide creative network that links the mountain towns of Dillon, Silverthorne, and Frisco through shared venues, festivals, and collaborative programming. The Breckenridge Arts District provides year-round studios, exhibitions, and classes that attract both residents and visitors, while the Summit County Arts Council connects organizations through joint marketing, rotating events, and advocacy. County support for facilities like the Dillon Amphitheater and coordinated tourism initiatives help sustain a cohesive cultural economy. Together, the City and County demonstrate how interdependent communities can build a unified arts identity.



COCONINO COUNTY, AZ

An aerial photograph of Flagstaff, Arizona, showing a mix of residential and commercial buildings. In the background, several large, rugged mountains are covered in snow under a clear blue sky. The foreground shows a street with a few cars and a prominent building with a balcony.

FLAGSTAFF, ARIZONA

BENCHMARK COMMUNITY PROFILE

Flagstaff, Arizona, located in Coconino County captivates audiences with its year-round cool weather, ideal stargazing conditions, and stunning natural landscapes. The vibrant city of 76,000 welcomes more than six million visitors annually, many of whom are drawn to its rich cultural institutions and historical monuments. Coconino County's lively community embraces Arts & Culture, with downtown Flagstaff serving as a central hub, boasting historic buildings that house art galleries, theaters, museums, and cultural centers.

The City of Flagstaff's commitment to public art is evident in the 40+ pieces scattered throughout the city, each narrating a unique story and reflecting the area's heritage. These pieces, ranging from university murals to abstract steel installations, find inspiration in the natural surroundings and culture of Coconino County and northern Arizona. The county is home to a variety of cultural institutions, including the Museum of Northern Arizona, which houses an impressive collection of more than five million Southwestern artifacts. The county's cultural calendar is filled with festivals and events that celebrate its diversity and artistic talent.

Coconino County's cultural identity reaches beyond Flagstaff's downtown, encompassing tribal nations, rural heritage, and major institutions like the Museum of Northern Arizona and Lowell Observatory. County programs collaborate with Indigenous communities to preserve cultural traditions and expand access to arts and heritage experiences across the region, making Coconino a model for place-based cultural inclusion.



KEY ARTS & CULTURAL INITIATIVES

Public Art Program: Coordinated by the City of Flagstaff Beautification and Public Art Commission, this program features over forty pieces of public art that visually represent the area's heritage, drawing inspiration from the natural surroundings and local culture. This program draws funding through a dedicated Bed, Board & Beverage tax. A Public Art Map is available for those wishing to explore these installations.

Lead Arts Agency and Grantmaking Agencies: The City of Flagstaff invites Statements of Qualifications (SOQ) for an organization(s) to serve as the Lead Arts Agency for the City and the grantmaking agency for the City's Arts, Science and Culture community grant funding. These agencies utilize revenues from a 2% local tax on hotel and restaurant businesses to enhance the arts, science, and culture sectors. This funding is used for direct activities and grants to non-profits and creatives, with the goal of developing artistic opportunities and establishing Flagstaff as a place of beauty and culture.

Beautification in Action Grants: This mini-grant program supports streetscape art and beautification projects like landscape projects, offering grants up to \$7,500. Applications are accepted bi-annually. **Publicly Accessible Art Restoration Grants:** This mini-grant program is for the restoration of publicly accessible art projects.

Cultural Events and Festivals: Flagstaff hosts a variety of festivals throughout the year, celebrating its cultural diversity and artistic talent. These include the First Friday ArtWalk, Flagstaff Folk Festival, the Flagstaff Mountain Film Festival, the Heritage Festival at the Museum of Northern Arizona, Flagstaff Art in the Park, Hopi Festival of Arts & Culture, and the Celtic Festival.

Tribal Relationships Strengthen Cultural Exchange & Access: Coconino County partners with tribal governments and cultural institutions such as the Museum of Northern Arizona to preserve and promote Indigenous and regional heritage. County cultural grants and collaborative programming ensure that arts access extends well beyond Flagstaff's downtown core.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	16	13
ESTABLISHMENTS CITY TO COUNTY RATIO	70%	70%
SHARE OF ALL ESTABLISHMENTS	3.7%	3.6%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	191	180
EMPLOYMENT CITY TO COUNTY RATIO	56%	56%
SHARE OF ALL EMPLOYMENT	3.4%	3.7%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	76,177	144,705
ANNUAL TOURISM SPENDING	-	\$1,832,100,000
COUNTY GENERAL FUND REVENUE	\$89,940,758	\$80,083,586

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	\$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	\$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	\$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	\$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	\$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	\$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	\$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	\$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	\$48,894,906

WHAT MAKES FLAGSTAFF // COCONINO COUNTY DIFFERENT?

This community distinguishes itself through a vibrant and unique arts and cultural scene deeply rooted in its history, diverse community, and striking natural environment. Coconino County fosters a strong sense of community, supported by numerous local artists, musicians, and cultural organizations. City museums and Lowell Observatory pair with county-level partnerships that support the Museum of Northern Arizona and programming developed with Hopi and Navajo communities. The city's BBB (Bed, Board & Beverage) tax and the Beautification & Public Art Commission seed public art and placemaking, while county collaborations extend access to rural communities. The combined effect is a single cultural map that honors place, science, and living traditions.



TETON COUNTY, WY

JACKSON HOLE, WYOMING **BENCHMARK COMMUNITY PROFILE**

Jackson serves as the cultural center of Teton County, combining a small-town community base with a nationally recognized arts presence. The county's creative ecosystem is supported through coordinated public investment, anchored by the Center for the Arts, a shared campus that houses more than 20 arts and cultural organizations.

Jackson Hole is a breathtaking valley that encompasses the town of Jackson and its surrounding communities, serving as a gateway to both Yellowstone and Grand Teton National Parks. More than 2.6 million visitors arrive each year to experience its rugged beauty, where dense forests, pristine lakes and rivers, and towering peaks provide endless outdoor recreation opportunities. From world-class skiing and mountain biking to fishing and wildlife viewing, the region offers adventures for every season.

Beyond its natural wonders, Jackson Hole boasts a thriving Arts & Culture scene. The valley is home to a world-class symphony, community theaters, renowned museums, and diverse art galleries that celebrate both Western heritage and contemporary creativity. Annual events like the Fall Arts Festival and Old West Days further enrich the cultural landscape, drawing artists, filmmakers, and performers from around the country.

JACKSON **HOLE, WY**



KEY ARTS & CULTURAL INITIATIVES

Arts for All Grant: Teton County and the Town of Jackson provide Arts for All funding to local Arts & Culture organizations and individual artists. These grants support art programs, broaden public access to the arts, enhance arts education, support the production and presentation of new works, and provide ongoing operating assistance. JH Public Art facilitates the Arts for All grant process.

Center for the Arts: The Center for the Arts is a 78,000 square foot arts campus located in Jackson Hole originally envisioned and planned for in 1991. Following a five-year planning process including, a needs assessment, an existing facilities assessment, a site selection study, a feasibility study, and an economic impact study all supported the need for an art center in Jackson, the facility was funded and established as a 501(c)3 non-profit organization which operates the campus today. Now the facility is home to over 20 Arts & Culture organizations providing arts experiences and resources to the community and is the region's primary third space for the arts.

County Support: Teton County's cultural ecosystem is reinforced by the County Lodging Tax Board, which allocates a portion of tourism revenue to arts and events throughout the valley. County participation helps sustain organizations housed within the Center for the Arts and ensures cultural investment reaches smaller communities beyond the town of Jackson.

Cultural Events and Festivals: Jackson hosts cultural events and festivals such as the Fall Arts Festival and Old West Days. The Fall Arts Festival is a premier cultural event in the Rocky Mountain West. Old West Days celebrates the spirit and culture of the West and Jackson Hole.

Public Art Program: Public art is integrated into the environment through Jackson Hole Public Art, which partners to include art in public design and produces artist-driven, community-minded projects. Jackson Hole Public Art places temporary and permanent artworks and produces community-minded, artist-driven projects for public spaces.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	88	40
ESTABLISHMENTS CITY TO COUNTY RATIO	99%	99%
SHARE OF ALL ESTABLISHMENTS	6.4%	4.2%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	903	482
EMPLOYMENT CITY TO COUNTY RATIO	86%	86%
SHARE OF ALL EMPLOYMENT	6.1%	3.5%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	10,748	23,346
ANNUAL TOURISM SPENDING	-	\$1,700,000,000
COUNTY GENERAL FUND REVENUE	\$31,472,908	\$76,261,134

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	\$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	\$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	\$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	\$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	\$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	\$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	\$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	\$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	\$48,894,906

WHAT MAKES JACKSON HOLE // TETON COUNTY DIFFERENT?

Jackson and Teton County operate a seamless cultural economy fueled by tourism reinvestment: the Lodging Tax supports valley-wide festivals and events, and shared marketing connects downtown venues with outlying stages and trail-adjacent installations. The Center for the Arts houses multiple organizations under one roof, while Jackson Hole Public Art and county partners commission works that travel across the valley. Municipal resources and county funding work in tandem so creativity shows up from the Town Square to rural gathering points county-wide.



BLAINE COUNTY, ID

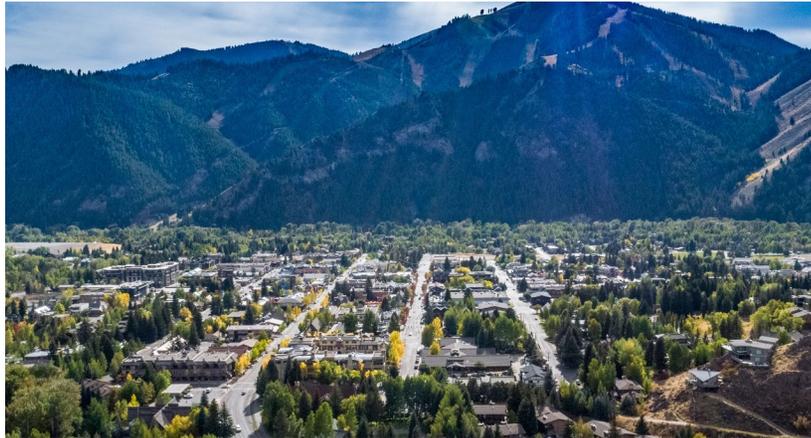
KETCHUM, IDAHO

BENCHMARK COMMUNITY PROFILE

The neighboring towns of Ketchum and Sun Valley, nestled in Idaho's scenic Wood River Valley, offer a captivating blend of outdoor adventure and cultural richness to visitors and their combined population of about 5,200.

Sun Valley is known for being America's first destination ski resort, drawing visitors year-round for world-class skiing, hiking, and mountain biking. Beyond the slopes a vibrant arts scene thrives, with more than a dozen galleries, several live theater companies, and marquee cultural events like the Sun Valley Film Festival and free summer symphony concerts at the Sun Valley Pavilion. Anchoring the region's artistic landscape is the Sun Valley Museum of Art (SVMoA), Idaho's oldest arts organization and one of only five institutions in the state accredited by the American Alliance of Museums. SVMoA offers diverse programs spanning visual arts, music, film, and the humanities, fostering deep connections between visitors and contemporary artists.

Ketchum shares this commitment to the arts, featuring a dynamic array of public art and cultural programming. The Ketchum Arts Commission curates rotating exhibitions and performances, free to the public, enriching the town's creative spirit. Performance Art exhibitions further showcase the town's thriving gallery and theater scene. Together, Ketchum and Sun Valley offer a unique blend of natural beauty and artistic expression.



KEY ARTS & CULTURAL INITIATIVES

Percent for Art Ordinance: Ketchum's Percent for Art Ordinance, enacted at the municipal level, dedicates a percentage of the cost of certain public works projects to public art. The current ordinance, updated in 2014, stipulates that 5% of public works project costs be dedicated to public art.

Sun Valley Museum of Art (SVMoA): SVMoA connects people to contemporary art and artists through exhibitions, education, programs, and projects, serving as the cultural anchor of the Wood River Valley with year-round programming in visual arts, music, film, and the humanities. Founded in 1971, SVMoA offers free admission.

Ketchum Arts Commission Projects & Events: The Ketchum Arts Commission, a city commission, oversees initiatives ranging from exhibiting and maintaining the city's art collection to curating rotating exhibitions and performances that are free and open to the public.

Creative Through Land Use: The city is under a Comprehensive Plan and Code Update ("Cohesive Ketchum") adopted Sept 11 2025, which articulates arts & culture, design review, and creative-economy elements tied to future development and infrastructure. Specifically outlined through the below policies:

Policy ART-1.1: Diversify facilities and programs "Continue to enhance the City's cultural and historical resources ... Maintain and upgrade the City's facilities (indoor and outdoor) to improve accessibility and accommodate a variety of performing and visual arts activities."

Policy ART-2.2: Arts and cultural identity "Advertise Ketchum's identity as an arts and cultural destination and increase the visibility of arts and cultural opportunities in its marketing efforts."

Policy ART-3.3: Art in public places "Continue to promote the inclusion of art installations as an integral part of public infrastructure, including but not limited to civic buildings, streetscapes, parks, and civil structures (such as bridges or trails)."

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	92	23
ESTABLISHMENTS CITY TO COUNTY RATIO	59%	59%
SHARE OF ALL ESTABLISHMENTS	5.1%	3.50%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	857	260
EMPLOYMENT CITY TO COUNTY RATIO	47%	47%
SHARE OF ALL EMPLOYMENT	5.4%	4.50%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	3,490	24,248
ANNUAL TOURISM SPENDING	-	\$468,400,000
COUNTY GENERAL FUND REVENUE	\$36,067,548	\$22,840,503

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	\$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	\$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	\$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	\$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	\$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	\$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	\$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	\$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	\$48,894,906

WHAT MAKES KETCHUM // BLAINE COUNTY DIFFERENT?

Ketchum’s galleries and events are amplified by Blaine County assets, notably the Sun Valley Museum of Art (SVMoA), county-supported arts education that reach Hailey and Bellevue, and tourism partnerships that stabilize shoulder-season programming. City placemaking and venue activation pair with county grants and school collaborations so that exhibits, residencies, and performances circulate through the entire Wood River Valley, not just the resort core.



SANTA FE COUNTY, NM



SANTA FE, NEW MEXICO **BENCHMARK COMMUNITY PROFILE**

Santa Fe, nestled in the foothills of the Rocky Mountains, stands as the oldest and highest capital city in the United States. Established by Spanish colonists in the early 17th century, the city played a pivotal role in trade and expansion through the Santa Fe Trail, connecting it to the eastern United States. Today, Santa Fe is a vibrant cultural destination, renowned for its rich artistic heritage, distinctive architecture, and dynamic culinary scene. The city's commitment to preserving its roots is evident in its signature "Santa Fe Style," which draws inspiration from traditional adobe dwellings and defines its unique aesthetic.

With a wealth of museums and a thriving gallery scene, Santa Fe is an internationally recognized arts hub. Visitors can explore world-class institutions like the Georgia O'Keeffe Museum, the Museum of International Folk Art, and contemporary art spaces celebrating both local and global creativity. The city's art markets, including the renowned Santa Fe Indian Market and Spanish Market, showcase Indigenous and Hispanic traditions, further solidifying its status as a cultural epicenter. Beyond the arts, Santa Fe is a culinary destination, offering a diverse range of flavors, from traditional New Mexican cuisine to globally inspired dishes.



KEY ARTS & CULTURAL INITIATIVES

An International Scene: Santa Fe’s creative scene thrives on the collision of deep tradition and bold experimentation. The city’s museums and markets honor centuries of Indigenous, Hispanic, and contemporary craft, while a younger generation of artists continues to redefine what cultural production looks like. The most visible example is Meow Wolf—born from a collective of local artists who transformed a warehouse into a multi-sensory art experience that grew into a national phenomenon. Its success embodies the city’s independent spirit and demonstrates the catalytic power of grassroots collaboration. Across Santa Fe and its surrounding county, hundreds of small studios, cooperatives, and cultural nonprofits sustain this creative ecosystem—proof that the city’s influence comes as much from its community networks as from its institutions.

Art in Public Places Program: Established in 1985, this program allocates a percentage of capital construction project costs towards the acquisition of public art. In 2006, this allocation was increased to two percent. The program’s goals are to enrich the visual environment, celebrate Santa Fe’s historical and cultural identity, boost community involvement in the arts, enhance Santa Fe’s reputation as an arts hub, and stimulate economic growth. The Arts & Culture Department manages the program. The city’s Public Art Collection consists of more than 80 artworks.

Culture Connects: This initiative emphasizes equity, inclusion, and access in the arts, reflecting Santa Fe’s diverse cultural beliefs, heritage, traditions, and artistic expressions. It aims to foster strong, culturally rich, and vibrant neighborhoods.

Community Youth Mural Program: From 1995 to 2001, this program engaged young people in creating murals on city buildings in collaboration with artists.

Youth Arts: The Arts & Culture Department supports a range of opportunities for young people to benefit from the community’s cultural resources. This includes ensuring access to in-school and after-school arts education programs, and fostering mentoring programs.

	CITY	COUNTY
ARTS & CULTURE ESTABLISHMENTS		
ESTABLISHMENTS PER CAPITA	43	13
ESTABLISHMENTS CITY TO COUNTY RATIO	80%	70%
SHARE OF ALL ESTABLISHMENTS	5.9%	3.6%
ARTS & CULTURE SECTOR EMPLOYMENT		
EMPLOYMENT PER CAPITA	312	180
EMPLOYMENT CITY TO COUNTY RATIO	73%	56%
SHARE OF ALL EMPLOYMENT	3.7%	3.7%
POPULATION, TOURISM, AND GENERAL FUND REVENUE		
TOTAL RESIDENTIAL POPULATION	87,617	144,705
ANNUAL TOURISM SPENDING	-	\$1,200,000,000
COUNTY GENERAL FUND REVENUE	\$131,774,432	\$80,083,586

	Arts & Culture Establishments			Arts & Culture Sector Employment			Population, Tourism, and General Fund Revenue	
	Establishments per Capita	Establishments City to County Ratio	Share of All Establishments	Employment per Capita	Employment City to County Ratio	Share of All Employment	Total Residential Population	General Fund Revenue
Aspen, CO	70	55%	4.3%	755	68%	4.0%	6,952	\$102,092,611
Bend, OR	26	70%	4.0%	379	82%	6.5%	99,442	\$90,968,000
Boulder, CO	40	54%	5.5%	712	57%	6.8%	106,598	\$200,500,000
Breckenridge, CO	56	33%	3.7%	534	30%	3.8%	5,017	\$33,879,769
Flagstaff, AZ	16	70%	3.7%	191	56%	3.4%	76,177	\$89,940,758
Jackson Hole, WY	88	99%	6.4%	903	86%	6.1%	10,748	\$31,472,908
Ketchum, ID	92	59%	5.1%	857	47%	5.4%	3,490	\$36,067,548
Santa Fe, NM	43	80%	5.9%	312	73%	3.7%	87,617	\$131,774,432
Park City, UT	41	40%	3.0%	353	35%	1.9%	8,379	\$48,894,906

WHAT MAKES SANTA FE // COCONINO COUNTY DIFFERENT?

Santa Fe’s international arts reputation is sustained by a county partnership that ensures creativity reaches every corner of the region. The City’s museums, galleries, and landmark institutions—along with the rise of Meow Wolf from a local collective to a national phenomenon—anchor a global cultural identity. Meanwhile, the Santa Fe County Arts & Culture Department invests in public art, heritage preservation, and grant programs that serve rural communities and pueblos. Together, the City and County operate as a single creative ecosystem: one that celebrates innovation and tradition, supports artists across geography, and keeps the region’s cultural legacy both inclusive and forward-looking.





ARTS COUNCIL
PARK CITY
SUMMIT COUNTY



MINUTES

SUMMIT COUNTY

County Council

SUMMIT COUNTY COURTHOUSE

60 NORTH MAIN STREET, COALVILLE, UT, 84017

MONDAY, NOVEMBER 3, 2025

Meeting also conducted via Zoom.

DRAFT

1. **Work session** (1:05 PM)

1) ***Pledge of Allegiance*** (1:05 PM)

Tonja B Hanson

Christopher Robinson

Megan McKenna

Excused: Roger Armstrong

Canice Harte

Shayne Scott

Chase Black

Travis Lewis

Melissa Mendez

Ron Boyer

2. **Convene as the Board of Equalization** (1:06 PM)

Christopher Robinson made a motion to convene as the Board of Equalization. (1:06 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Roger Armstrong, Canice Harte.

1) ***Discussion and approval of Board of Equalization recommendations; Chase Black*** (1:06 PM)

Attachment: Cover Page

Attachment: BOE Adjustments Staff Report 2025.11.03.pdf

Chief Deputy Auditor Chase Black and Chief Deputy Assessor Travis Lewis presented recommendations from the Board of Equalization. (1:06 PM)

Council made comments and asked questions. Chief Deputy Black and Chief Deputy Lewis responded. (1:09 PM)

Megan McKenna made a motion to approve the Board of Equalization's recommendations as presented in the packet. (1:15 PM). Christopher Robinson

seconded, and all voted in favor, (3-0). Absent: Roger Armstrong, Canice Harte.

2) ***Discussion and action on the Board of Equalization Late Appeal Requests submissions; Chase Black*** (1:15 PM)

Attachment: Cover Page

Attachment: BOE Late Appeals Staff Report 2025.11.03.pdf

Chief Deputy Auditor Chase Black and Chief Deputy Assessor Travis Lewis discussed the Board of Equalization's Late Appeal Requests submissions. (1:15 PM)

Council made comments and asked questions. Chief Deputy Black and Chief Deputy Lewis responded. (1:22 PM)

Christopher Robinson made a motion to approve the first two Board of Equalization late appeal requests and deny the others in the packet. (1:42 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Roger Armstrong, Canice Harte.

Christopher Robinson made a motion to dismiss as the Board of Equalization. (1:43 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Roger Armstrong, Canice Harte.

3. **Adjournment** (1:43 PM)

Tonja B. Hanson, Chair

Eve Furse, Clerk

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MINUTES

SUMMIT COUNTY

County Council

SUMMIT COUNTY COURTHOUSE

60 NORTH MAIN STREET, COALVILLE, UT, 84017

WEDNESDAY, NOVEMBER 12, 2025

Meeting also conducted via Zoom.

DRAFT

1. **Closed Session -Property acquisition (12:04 PM)**

Tonja B Hanson made a motion to enter closed session to discuss property acquisition. (12:04 PM). Megan McKenna seconded, and all voted in favor, (4-0). Absent: Canice Harte.

Council members Hanson, Robinson, Armstrong, and McKenna, along with Manager Shayne Scott, Deputy Manager Janna Young, Chief Civil Deputy Attorney Dave Thomas, Civil Deputy Attorney Lynda Viti, Community Development Director Peter Barnes, Lands and Natural Resources Director Jessica Kirby, Financial Officer Matt Leavitt, and Executive Secretary Annette Singleton met in closed session to discuss property acquisition. (12:04 PM)

Christopher Robinson made a motion to leave closed session to enter the open session. (1:45 PM). Megan McKenna seconded, and all voted in favor, (4-0). Absent: Canice Harte.

Move to Council chambers (1:52 PM)

Roger Armstrong
Christopher Robinson
Tonja B Hanson
Megan McKenna
Excused: Canice Harte

Shayne Scott
Janna Young
Dave Thomas
David Warnock
Greg Wolbach
Matt Leavitt
Ryan Stack
Eve Furse
Ray Milliner
Jess Kirby
Melissa Mendez
Ron Boyer

2. **Work Session (1:53 PM)**

1) ***Pledge of Allegiance (1:53 PM)***

2) ***General budget discussions; Shayne Scott and Matt Leavitt (1:53 PM)***

Attachment: Cover Page

Attachment: ManagerBudgetPresentationToCouncilFY2026_Employees and COLA.pdf

Manager Shayne Scott and Financial Officer Matt Leavitt discussed the 2026 Personnel Budget. (1:53 PM)

Council members commented and asked questions. Manager Scott, Financial Officer Leavitt, Chief Civil Deputy Attorney Dave Thomas and Personnel Management Director David Warnock responded. (2:00 PM)

3) ***Discussion regarding Utah Code 17-16-20 Salaries in case of combined offices; Greg Wolbach (2:26 PM)***

Attachment: Cover Page

Attachment: Staff Report-Combined Recorder-Surveyor Compensation.pdf

Recorder/Surveyor Greg Wolbach led a discussion regarding Utah Code 17-16-20. (2:27 PM)

Council members commented and asked questions. Recorder/Surveyor Wolbach, Chief Civil Deputy Attorney Dave Thomas and Financial Officer Matt Leavitt responded. (2:29 PM)

3. **Convene as the Governing Board of Snyderville Basin Special Recreation District (3:01 PM)**

Tonja B Hanson made a motion to convene as the Governing Board of Snyderville Basin Special Recreation District. (3:01 PM). Megan McKenna seconded, and all voted in favor, (4-0). Absent: Canice Harte.

1) ***Presentation and adoption of Snyderville Basin Special Recreation District's 2026 tentative budgets; Dana Jones and Brad Rogers (3:02 PM)***

Attachment: Cover Page

Attachment: Staff Report-SBSRD 2026 Budget.pdf

Attachment: SBSRD 2026 Budget Presentation County Council.pdf

Snyderville Basin Special Recreation District Director Dana Jones introduced incoming Executive Director Rob Parrish. Director Jones and Bradley Rogers, Business Manager Snyderville Basin Special Recreation District, presented the tentative Basin Recreation Budget for 2026. (3:02 PM)

Council commented and asked questions. Director Jones, Business Manager Rogers, and Basin Recreation Administrative Control Board Chair Ben Castro responded. (3:13 PM)

Megan McKenna made a motion to adopt Snyderville Basin Special Recreation District's 2026 tentative budget as contained in the packet. (3:32 PM). Tonja B Hanson seconded, and all voted in favor, (4-0). Absent: Canice Harte.

Tonja B Hanson made a motion to dismiss as the Governing Board of Snyderville Basin Special Recreation District and convene as the Governing Board of Mountain Regional Water. (3:33 PM). Megan McKenna seconded, and all voted in favor, (4-0). Absent: Canice Harte.

4. **Convene as the Governing Board of Mountain Regional Water (3:33 PM)**

- 1) ***Presentation and adoption of Mountain Regional Water's 2026 tentative budget, and the 2025 proposed amended budget; Andy Garland and Steve Anderson (3:33 PM)***

Attachment: Cover Page

Attachment: MRW 2026 Tentative and 2025 Proposed Amended Budget 11_12_25.pdf

Attachment: MRW 2026 Tentative Budget and 2025 Proposed Amended presentation 11_12_25 .pdf

Mountain Regional Water General Manager Andy Garland, Chief Financial Officer Steve Anderson, and Assistant General Manager Lisa Hoffman presented the tentative 2026 budget. (3:33 PM)

Council commented and asked questions. General Manager Garland and CFO Anderson responded. (3:51 PM)

Christopher Robinson made a motion to adopt Mountain Regional Water's 2026 tentative budget as contained in the packet. (4:04 PM). Megan McKenna seconded, and all voted in favor, (4-0). Absent: Canice Harte.

Council member Robinson left the meeting. (4:04 PM)

Roger Armstrong	Shayne Scott
Tonja B Hanson	Janna Young
Megan McKenna	Dave Thomas
Excused: Christopher Robinson	David Warnock
Canice Harte	Greg Wolbach
	Matt Leavitt
	Ryan Stack
	Eve Furse
	Ray Milliner
	Jess Kirby
	Melissa Mendez
	Ron Boyer

Tonja B Hanson made a motion to adopt the 2025 proposed tentative amended budget as contained in the packet. (4:04 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

Tonja B Hanson made a motion to dismiss as the Governing Board of Mountain Regional Water and convene as the Governing Board of North Summit Fire Service District (4:04 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

5. **Convene as the Governing Board of North Summit Fire Service District (4:05 PM)**

- 1) ***Presentation and adoption of North Summit Fire Service District 2026 tentative budget and 2025 budget amendments; Ben Nielson and Tyler Rowser (4:05 PM)***

Attachment: Cover Page

Attachment: NSFD 2026 Budget Presentation.pdf

North Summit Fire District Fire Chief Ben Nielson and North Summit Fire District Administrative Battalion Chief Tyler Rowser presented the North Summit Fire Service District 2026 tentative budget and 2025 budget amendments to Council. (4:05 PM)

Council member Robinson joined the meeting. (4:23 PM)

Roger Armstrong
Christopher Robinson
Tonja B Hanson
Megan McKenna
Excused: Canice Harte

Shayne Scott
Janna Young
Dave Thomas
David Warnock
Greg Wolbach
Matt Leavitt
Ryan Stack
Eve Furse
Ray Milliner
Jess Kirby
Melissa Mendez
Ron Boyer

Council commented and asked questions. Fire Chief Nielson and Battalion Chief Rowser responded. (4:25 PM)

Christopher Robinson made a motion to adopt the North Summit Fire Service District 2026 tentative budget as contained in the packet (4:35 PM). Tonja B Hanson seconded, and all voted in favor, (4-0). Absent: Canice Harte.

Megan McKenna made a motion to approve the 2025 budget amendments for North Summit Fire Service District as contained in the packet. (4:35 PM). Tonja B Hanson seconded, and all voted in favor, (4-0). Absent: Canice Harte.

Megan McKenna made a motion to dismiss as the Governing Board of North Summit Fire Service District and convene as the Governing Board of the Park City Fire Service District (4:35 PM). Tonja B Hanson seconded, and all voted in favor, (4-0). Absent: Canice Harte.

6. **Convene as the Governing Board of the Park City Fire Service District (4:36 PM)**

1) ***Presentation and adoption of Park City Fire Service District's 2026 tentative budget; Pete Emery and Del Barney (4:36 PM)***

Attachment: Cover Page

Attachment: PCFD 2026 Budget Highlights.pdf

Attachment: PCFD 2026 Tentative Budget.pdf

Park City Fire Chief Peter Emery and Chief Financial Officer Del Barney presented the tentative budget for 2026. (4:36 PM)

Council members commented and asked questions. Chief Emery and CFO Barney responded. (4:44 PM)

Council member Canice Harte joined the meeting. (4:45 PM)

Roger Armstrong
Christopher Robinson
Tonja B Hanson

Shayne Scott
Janna Young
Dave Thomas
David Warnock

Canice Harte
Megan McKenna

Greg Wolbach
Matt Leavitt
Ryan Stack
Eve Furse
Ray Milliner
Jess Kirby
Melissa Mendez
Ron Boyer

Tonja B Hanson made a motion to adopt the Park City Fire Service District's 2026 tentative budget as contained in the packet. (4:45 PM). Christopher Robinson seconded, and all voted in favor, (5-0).

- 2) ***Discussion and approval of amendments to the Park City Fire Service District's Personnel Policy regarding probation; Pete Emery*** (4:46 PM)

Attachment: Cover Page

Attachment: PCFD Probation Policy Updates.pdf

Park City Fire Chief Peter Emery introduced Devin Hirschi, Park City Fire Human Resources Director, who presented amendments to the personnel policies. (4:46 PM)

Tonja B Hanson made a motion to approve amendments to the Park City Fire Service District's Personnel Policy regarding probation as contained in the packet. (4:48 PM). Megan McKenna seconded, and all voted in favor, (5-0).

Megan McKenna made a motion to dismiss as the Governing Board of the Park City Fire Service District and convene as the Governing Board of the North Summit Special Recreation District (4:48 PM). Christopher Robinson seconded, and all voted in favor, (5-0).

7. **Convene as the Governing Board of the North Summit Special Recreation District** (4:49 PM)

- 1) ***Presentation and adoption of North Summit Special Recreation District's Tentative 2026 budget and 2025 budget amendments; Jaycie Diston and Dana Jones*** (4:49 PM)

Attachment: Cover Page

Attachment: 2026 NSSRD FY Budget.pdf

North Summit Recreation District Executive Director Jaycie Diston and North Summit Recreation District Board member Dana Jones presented the adoption of the North Summit Special Recreation District's tentative 2026 budget and 2025 budget amendments. (4:49 PM)

Council members commented and asked questions. Board member Jones and Executive Director Diston responded. (4:50 PM)

Megan McKenna made a motion to adopt the North Summit Special Recreation District's tentative 2026 budget as contained in the packet. (4:51 PM). Canice Harte seconded, and all voted in favor, (5-0).

Canice Harte made a motion to Dismiss as the Governing Board of the North Summit Special Recreation District and reconvene as the Summit County Council. (4:51 PM). Christopher Robinson seconded, and all voted in favor, (5-0).

8. **Consideration of Approval** (4:51 PM)

- 1) ***Discussion and approval of the 2025 RAP Tax Recreation Committee's recommendations; Karen Mazanec*** (4:51 PM)

Attachment: Cover Page

Attachment: RAP Tax Recreation Committee Recommendations 2025.docx

RAP (Recreation, Arts, and Parks) Tax Recreation Committee Chair Karen Mazanec presented the 2026 RAP Tax recommendations. (4:52 PM)

Council members commented and asked questions. Committee Chair Mazanec responded. (4:58 PM)

Canice Harte made a motion to approve the 2025 RAP Tax Recreation Committee's recommendation as contained in the packet. (5:13 PM). Tonja B Hanson seconded, and all voted in favor, (5-0).

- 2) ***Consideration and approval of a Memorandum of Agreement between Wasatch County, Jovid Mark II, LLC, and Summit County, concerning a Road Improvement on Parcel No. CD-421 in Unincorporated Eastern Summit County, Utah; Ryan Stack*** (5:13 PM)

Attachment: Cover Page

Attachment: Wakara MOA - final with exhibits [11.11.25] signed

Civil Deputy Attorney Ryan Stack presented a Memorandum of Agreement between Wasatch County and Summit County. (5:14 PM)

Richard Wolper Jovid Mark II, LLC, CEO and Attorney Jeremy Reutzler addressed the Council and responded to questions. (5:30 PM)

Council members commented and asked questions. Deputy Stack, Chief Civil Deputy Attorney Dave Thomas, Lands and Natural Resources Director Jessica Kirby, CEO Wolper, and Attorney Reutzler responded. (5:35 PM)

- 3) ***Discussion and approval of Interlocal Cooperation Agreement Between Summit County on Behalf of the Summit County Clerk's Office and North Summit School District; Eve Furse*** (5:59 PM)

Attachment: Cover Page

Attachment: Interlocal Agreement-North Summit School District.pdf

Clerk Eve Furse presented an Agreement Between Summit County and the North Summit School District. (5:59 PM)

Megan McKenna made a motion to approve the Interlocal Cooperation Agreement Between Summit County and North Summit School District. (6:00 PM). Tonja B Hanson seconded, and all voted in favor, (5-0).

Attachment: Interlocal Cooperation Agreement Between Summit County Clerk's Office and North Summit School District Executed

- 4) ***Advice and consent of the County Manager's recommendation to appoint a member to the Summit County Board of Health*** (6:00 PM)

Attachment: Cover Page

Attachment: Appointment to Board of Health.docx

Manager Shayne Scott recommended the appointment of Andrew Hecht to the Summit County Board of Health, with a term of service expiring on December 31, 2026. (6:00 PM)

Christopher Robinson made a motion to consent to the Manager's recommendation to approve Andrew Hecht to the unexpired term of Chris Cherniak to the Summit County Board of Health, with a term of service expiring on December 31, 2026. (6:01 PM). Canice Harte seconded, and all voted in favor, (5-0).

9. **Public Input** (6:02 PM)

Council member Armstrong opened the meeting for public input. (6:03 PM)

No one appeared to comment.

Council member Armstrong closed the meeting for public input.

10. **Consideration of Approval Continued** (6:03 PM)

- 5) ***Discussion and approval of Ordinance No. 999, an Ordinance of the County Council of Summit County, Utah, Enacting Title 3 Chapter 3J to the Summit County Code, Impacted Communities Sales Tax, and discussion and approval of Resolution No. 2025-28, a Resolution of the County Council of Summit County Utah Authorizing the Issuance and Sale of Not More Than Ninety-Nine Million Dollars (\$99,000,000) Aggregate Principal Amount of Impacted Communities Sales Tax Revenue Bonds, Series 2026, and Related Matters; Matt Leavitt*** (6:03 PM)

Attachment: Cover Page

Attachment: RCT Ordinance and Bond Parameters Resolution Introduction.pdf

Attachment: Ordinance Impacted Communities Tax.pdf

Attachment: Parameters Resolution (super) - Summit Co Impacted Communities Sales Tax Rev Bonds 2026.pdf

Financial Officer Matt Leavitt, GilmoreBell shareholder Randy Larsen, and Group Chief Human Resources Officer Sims Limited Brad Baker presented the Impacted Communities Sales Tax Ordinance No. 999 & Bond Parameters Resolution No. 2025-28. (6:04 PM)

Council members commented and asked questions. Financial Officer Leavitt, Resources Officer Baker and Chief Civil Deputy Attorney Dave Thomas responded. (6:11 PM)

Christopher Robinson made a motion to approve Ordinance No. 999, an Ordinance of the County Council of Summit County, Utah, Enacting Title 3 Chapter 3J to the Summit County Code, Impacted Communities Sales Tax at 1,1 % as presented in the packet. (6:27 PM). Megan McKenna seconded, and the motion carried, (4-1).

Roger Armstrong voted AYE

Christopher Robinson voted AYE

Tonja B Hanson voted AYE

Megan McKenna voted AYE

Canice Harte voted NAY

Attachment: Ord 999 Executed

Christopher Robinson made a motion to authorize Resolution No. 2025-28, a Resolution of the County Council of Summit County Utah Authorizing the

**Issuance and Sale of Not More Than Ninety-Nine Million Dollars (\$99,000,000) Aggregate Principal Amount of Impacted Communities Sales Tax Revenue Bonds, Series 2026, as contained in the packet. (6:29 PM). Megan McKenna seconded, and the motion carried, (4-1).
Roger Armstrong voted AYE
Christopher Robinson voted AYE
Tonja B Hanson voted AYE
Megan McKenna voted AYE
Canice Harte voted NAY**

Attachment: Res 2025-28 Executed

11. **Public Hearing (6:30 PM)**

- 1) ***Public hearing and action regarding a Special Exception to Section 10-8-2(G) of the Snyderville Basin Development Code (Prohibited Signs and Devices). The applicant is requesting a Special Exception to allow for a Changeable Copy Sign (drive-through menu screens) at the Kimball Junction McDonald's, located at 1832 W Ute Blvd (Parcel PP-81-J-K-2, 1.93 acres), Kimball Junction, Summit County, UT; Applicant, Spencer King representing McDonalds Corp (43-056); Project #25-116; Amir Caus, AICP, Senior Planner (6:30 PM)***

Attachment: Cover Page

Attachment: Staff Report-McDonalds Menu Screens Special Exception.pdf

Ray Milliner, Planner, and Adam Brandenburg, McDonald's USA Construction Manager presented a Special Exemption for section 10-8-2(G) regarding Project #25-116. (6:31 PM)

Council members commented and asked questions. Planner Milliner, Construction Manager Brandenburg, and Watson Partners Executive and McDonald's Corporation Owner/Operator Jason Capron responded. (6:36 PM)

Council member Armstrong opened the public hearing. (6:51 PM)

Eric Hitzelberger was called to speak on Zoom. (6:52 PM)

Council member Armstrong closed the public hearing. (6:54 PM)

Canice Harte made a motion to approve a Special Exception to Section 10-8-2(G) of the Snyderville Basin Development Code (Prohibited Signs and Devices) with the Findings of Facts, Conclusions of Law, and Conditions as set forth in the packet, with the additional conditions discussed. (6:54 PM). Megan McKenna seconded, and all voted in favor, (5-0).

12. **Adjournment (6:54 PM)**

Christopher Robinson made a motion to adjourn. 0 seconded.

Tonja B. Hanson, Chair

Eve Furse, Clerk

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MINUTES

SUMMIT COUNTY

County Council

SUMMIT COUNTY COURTHOUSE

60 NORTH MAIN STREET, COALVILLE, UT, 84017

FRIDAY, NOVEMBER 14, 2025

Meeting also conducted via Zoom.

DRAFT

1. **Work Session (9:00 AM)**

Tonja Hanson
Roger Armstrong
Christopher Robinson
Canice Harte
Megan McKenna

Shayne Scott
Janna Young
Dave Thomas
Matt Leavitt
Melissa Mendez
Jen Chappell

1) **Pledge of Allegiance (9:00 AM)**

2) **Community Development Block Grant (CDBG) First Public Hearing. (9:02 AM)**

Amy Jones, Administrative Assistant, presented the Community Development Block Grant (CDBG) process. (9:01 AM)

Council Chair Hanson opened the public hearing. (9:04 AM)

No one appeared to comment.

Council Chair Hanson closed the public hearing.

3) **General budget discussions (9:05 AM)**

Attachment: Cover Page

Attachment: SpecialSalesTaxRevenueTaxesPresentationToCouncilFY2026.pdf

Manager Shayne Scott and Financial Officer Matt Leavitt presented the 2026 Budget Emergency Services Sales Tax & Transient Room Tax. Council members commented and asked questions throughout the presentation. Manager Scott and Financial Officer Leavitt responded. (9:05 AM)

2. **Adjournment (10:21 AM)**

Tonja B. Hanson, Chair

Eve Furse, Clerk

Meeting minutes and recordings appear at summitcountyutah.gov/meetings. When in the electronic version of the minutes, clicking on the hyperlinked times takes you to that spot in the meeting recording.



MINUTES

SUMMIT COUNTY

County Council

SUMMIT COUNTY COURTHOUSE

60 NORTH MAIN STREET, COALVILLE, UT, 84017

WEDNESDAY, NOVEMBER 19, 2025

Meeting also conducted via Zoom.

DRAFT

1. **Closed Session - Property acquisition (1:34 PM)**

Christopher Robinson made a motion to enter closed session to discuss property acquisition. (1:34 PM). Megan McKenna seconded, and all voted in favor, (4-0). Absent: Canice Harte.

Council members Hanson, Robinson, Armstrong, and McKenna, along with Manager Shayne Scott, Deputy Manager Janna Young, Chief Civil Deputy Attorney Dave Thomas, Civil Attorney Ryan Stack, Lands and Natural Resources Director Jessica Kirby and Executive Secretary Annette Singleton met in closed session to discuss property acquisition. (1:34 PM)

Christopher Robinson made a motion to leave closed session and enter open session. (2:52 PM). Roger Armstrong seconded, and all voted in favor, (4-0). Absent: Canice Harte.

Move to Council chambers (3:02 PM)

Roger Armstrong
Christopher Robinson
Tonja B Hanson
Megan McKenna
Excused: Canice Harte

Shayne Scott
Janna Young
Dave Thomas
David Warnock
Emily Quinton
Chase Black
Jessica Kirby
Phares Gines
Matt Leavitt
Stephanie Poll
Eva De Laurentiis
Carl Miller
Lynda Viti
John Angell

Melissa Mendez
Brian Craven

2. **Work Session (3:02 PM)**

1) ***Pledge of Allegiance*** (3:02 PM)

2) ***General budget discussions*** (3:02 PM)

Attachment: Cover Page

Attachment: ManagerBudgetPresentationToCouncilFY2026-Capital and Major Changes-corrected.pdf

Attachment: 2025 Elected Officials' and Chief Deputies' compensation.pdf

Manager Shayne Scott and Financial Officer Matt Leavitt presented the 2026 budget discussion for Capital Projects & Key Changes and for Elected Officials' and Chief Deputies' Compensation. (3:02 PM)

Council members commented and asked questions. Manager Scott, Deputy Manager Janna Young and Financial Officer Leavitt responded. (3:32 PM)

3) ***Update on Utah Renewable Communities (formerly CREA) and Upcoming Public Service Commission Hearing; Emily Quinton*** (3:52 PM)

Attachment: Cover Page

Attachment: 11.19.25 URC Update - Staff Report.pdf

Attachment: 11.19.25 URC Update - Slides.pdf

Sustainability Director Emily Quinton updated the Council on Utah Renewable Communities and the upcoming Public Service Commission Hearings. (3:53 PM)

Council commented and asked questions. Director Quinton responded. (4:13 PM)

4) ***Discussion and update on the Cline Dahle property; Tony Tyler*** (4:27 PM)

Attachment: Cover Page

Attachment: CLINE DAHLE RFP - Presentation FINAL 11192025.pdf

Tony Tyler, Columbus Pacific Development Partner, updated the Council on the Cline Dahle Property. (4:27 PM)

Council members commented and asked questions. Partner Tyler responded. (4:54 PM)

3. **Convene as the Board of Equalization (5:34 PM)**

Roger Armstrong made a motion to convene as the Board of Equalization. (5:35 PM). Christopher Robinson seconded, and all voted in favor, (4-0). Absent: Canice Harte.

1) ***Discussion and approval of Board of Equalization recommendations; Chase Black*** (5:35 PM)

Attachment: BOE Adjustments Staff Report 2025.11.19.pdf

Attachment: Cover Page

Chief Deputy Auditor Chase Black presented the Board of Equalization recommendations. (5:35 PM)

Council members commented and asked questions. Chief Deputy Black responded. (5:36 PM)

Roger Armstrong made a motion to approve the Board of Equalization recommendations as contained in the packet. (5:37 PM). Megan McKenna seconded, and all voted in favor, (4-0). Absent: Canice Harte.

2) ***Discussion and approval of organization; Chase Black*** (5:38 PM)

Attachment: Cover Page

Attachment: 501c3 Exemption Staff Report 2025.11.19.pdf

Chief Deputy Auditor Chase Black presented the Habitat for Humanity application for the 2025 Property Tax Exemption for a 501(c)(3) Organization. Meagan Nielsen, Habitat for Humanity Administrative Services Director, supported the presentation. (5:38 PM)

Council commented and asked questions. Chief Deputy Black and Director Nielsen responded. (5:39 PM)

Roger Armstrong made a motion to approve Habitat for Humanity of Summit and Wasatch Counties' Application for Exemption of 501(c)(3) organization with the findings of fact, conclusions of law, and conditions of approval as contained in the packet. (5:40 PM). Christopher Robinson seconded, and all voted in favor, (4-0). Absent: Canice Harte.

Attachment: 2025 Habitat for Humanity FoF Executed

Roger Armstrong made a motion to dismiss as the Board of Equalization and convene as the Governing Board of the Snyderville Basin Special Recreation District. (5:41 PM). Christopher Robinson seconded, and all voted in favor, (4-0). Absent: Canice Harte.

4. **Convene as the Governing Board of Snyderville Basin Special Recreation District** (5:41 PM)

1) ***Discussion and approval of Amendment 1 to the Discovery Recreation and Conservation Easement; Jess Kirby and Phares Gines*** (5:41 PM)

Attachment: Cover Page

Attachment: 2025 11 19 Staff-Report-Discovery-Cons-Easement-Amendments.pdf

Lands and Natural Resources Director Jessica Kirby and Snyderville Basin Recreation Open Space Manager Phares Gines presented an Amendment for a Conservation Easement. (5:41 PM)

Council member Canice Harte joined the meeting. (5:44 PM)

Roger Armstrong
Christopher Robinson
Tonja B Hanson
Canice Harte
Megan McKenna

Shayne Scott
Janna Young
Dave Thomas
David Warnock
Emily Quinton
Chase Black
Jessica Kirby
Phares Gines

Matt Leavitt
Stephanie Poll
Eva De Laurentiis
Carl Miller
Lynda Viti
John Angell
Melissa Mendez
Brian Craven

Christopher Robinson made a motion to approve Amendment 1 to the Discovery Recreation and Conservation Easement. (5:44 PM). Roger Armstrong seconded, and all voted in favor, (5-0).

Attachment: Snyderville Basin Special Recreation District Discovery Recreation Easement Executed 11-19

Roger Armstrong made a motion to dismiss as the Governing Board of the Snyderville Basin Special Recreation District and convene as the County Council. (5:44 PM). Megan McKenna seconded, and all voted in favor, (5-0).

5. **Consideration of Approval (5:45 PM)**

1) ***Discussion and action regarding a discretionary tax abatement for Mindy Roberts, Parcel SU-A-108; Stephanie Poll (5:45 PM)***

Attachment: Cover Page

Attachment: Application for Discretionary Tax Abatement SU-A-108.pdf

Attachment: Discretionary Abatement Staff Report SU-A-108.pdf

Assessor Stephanie Poll presented a discretionary tax abatement for Parcel SU-A-108. (5:45 PM)

Council commented and asked questions. Assessor Poll responded. (5:46 PM)

Roger Armstrong made a motion to approve the application for a tax abatement in the amount of \$2092.90 for Parcel SU-A-108. (5:46 PM). Megan McKenna seconded, and all voted in favor, (5-0).

2) ***Discussion and adoption of the Conservation Easements for the Ure Ranch; Jess Kirby (5:48 PM)***

Attachment: Cover Page

Attachment: 2025_11_19_Ure_CE_Staff_Report_revised.pdf

Lands and Natural Resources Director Jessica Kirby presented a conservation easement for the Ure Ranch. The Summit Land Conservancy Chief Executive Officer, Cheryl Fox, and Kate Sattelmeier, Summit Land Conservancy VP of Conservation, supported the presentation. (5:48 PM)

Council members commented and asked questions. Director Kirby, Chief Executive Fox, and VP Sattelmeier responded. (5:56 PM)

6. **Public Input (6:26 PM)**

Council Chair Hanson opened the meeting for public input. (6:26 PM)

No one appeared to comment.

Council Chair Hanson closed the meeting for public input.

7. **Consideration of Approval Continued (6:27 PM)**

Christopher Robinson made a motion to adopt the Conservation Easements, which are plural two, one for the 185 acres north of SR248 and one for the so-called recreational properties that are on other parts of the Ure Ranch and approve the form of Conservation Easement subject to in the second category, the recreational easement, the easement covering the recreational lands, confirmation that allowance has been made for any well siting pursuant to proof change application for underground water rights. (6:31 PM). Roger Armstrong seconded, and all voted in favor, (5-0).

Attachment: Ure North Fields Conservation Easement 2026 Executed

3) ***Discussion and approval of COG Recommendation for FY2025 Transportation Sales Tax (TST) Funding Levels; Eva De Laurentiis*** (6:32 PM)

Attachment: Cover Page

Attachment: Third Quarter Sales Tax Funding Request for 2025.pdf

Attachment: Exhibit 1 Applications.pdf

Attachment: TST Funding Presentation

Transportation Planning Deputy Director Eva De Laurentiis and Regional Transportation Planning Director Carl Miller presented the Council of Governments (COG) Recommendation for the FY2025 Transportation Sales Tax. (6:32 PM)

Council commented and asked questions. Deputy Director Laurentiis and Director Carl Miller responded. (6:39 PM)

Christopher Robinson made a motion to approve the Council of Governments' recommendation for FY2025 Transportation Sales Tax (TST) Funding Levels as presented. (7:24 PM). Roger Armstrong seconded, and the motion carried, (4-1).

Roger Armstrong voted AYE

Christopher Robinson voted AYE

Tonja B Hanson voted AYE

Megan McKenna voted AYE

Canice Harte voted NAY

8. **Public Hearing (7:24 PM)**

Christopher Robinson made a motion to convene as the Summit County Highway Authority. (7:24 PM). Megan McKenna seconded, and all voted in favor, (5-0).

1) ***Convene as the Summit County Highway Authority - Discussion and adoption of Ordinance No. 1001, an Ordinance Authorizing Seasonal Closure of East Canyon Road in the 910 Ranch; Jess Kirby and Lynda Viti*** (7:25 PM)

Attachment: Cover Page

Attachment: Staff Report and Ordinance Seasonal Closure East Canyon Road.pdf

Civil Deputy Attorney Lynda Viti presented Ordinance No. 1001. (7:25 PM)

Council Chair Hanson opened the public hearing. (7:26 PM)

No one appeared to comment.

Council Chair Hanson closed the public hearing.

Council commented and asked questions. Attorney Viti and Public Works Director John Angell responded. (7:27 PM)

Christopher Robinson made a motion to adopt of Ordinance No. 1001. (7:27 PM). Canice Harte seconded, and all voted in favor, (5-0).

Attachment: Ord 1001 Seasonal Closure East Canyon Executed

9. **Adjournment** (7:28 PM)

Tonja B. Hanson, Chair

Eve Furse, Clerk

Meeting minutes and recordings appear at summitcountyutah.gov/meetings. When in the electronic version of the minutes, clicking on the hyperlinked times takes you to that spot in the meeting recording.



MINUTES

SUMMIT COUNTY

County Council A

RICHINS AUDITORIUM

1885 W. UTE BLVD., PARK CITY, UT, 84098

WEDNESDAY, DECEMBER 3, 2025

Meeting also conducted via Zoom.

DRAFT

1. **Closed Session (3:31 PM)**

Roger Armstrong made a motion to enter closed session to discuss litigation. (3:31 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

1) ***Litigation*** (3:31 PM)

Council members Hanson, Armstrong, and McKenna, along with Manager Shayne Scott, Deputy Manager Janna Young, Chief Civil Deputy Attorney Dave Thomas, Chief Deputy Attorney Ryan Stack, Lands and Natural Resources Director Jessica Kirby, and Executive Secretary Annette Singleton, met in closed session to discuss litigation. (3:31 PM)

Roger Armstrong made a motion to leave closed session to discuss litigation and enter closed session to discuss property acquisition. (3:50 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

2) ***Property acquisition*** (3:50 PM)

Council members Hanson, Armstrong, and McKenna, along with Manager Shayne Scott, Deputy Manager Janna Young, Chief Civil Deputy Attorney Dave Thomas, Chief Deputy Attorney Ryan Stack, Lands and Natural Resources Director Jessica Kirby and Executive Secretary Annette Singleton met in closed session to discuss property acquisition. (3:50 PM)

Roger Armstrong made a motion to leave closed session and enter open session. (4:13 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

Move to Council chambers (4:34PM)

Roger Armstrong
Tonja B Hanson
Megan McKenna
Excused: Christopher Robinson
Canice Harte

Shayne Scott
Janna Young
Dave Thomas
Chase Black
Travis Lewis
Matt Leavitt
Melissa Mendez
Brian Craven

2. **Work Session** (4:34 PM)

1) ***Pledge of Allegiance*** (4:34 PM)

2) ***General budget discussions; Shayne Scott and Matt Leavitt*** (4:35 PM)

Attachment: Cover Page

Attachment: ManagerBudgetPresentationToCouncilFY2026_Dec 3 Work Session-
updated

Manager Shayne Scott and Financial Officer Matt Leavitt presented the 2026
General Budget. (4:36 PM)

Council members commented and asked questions. Manager Scott, Financial Officer
Leavitt, Chief Deputy Sheriff Jon Evans, and Health Department Director Phil
Bondurant responded. (4:41 PM)

3. **Convene as the Board of Equalization** (5:17 PM)

**Roger Armstrong made a motion to convene as the Board of Equalization. (5:17 PM).
Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher
Robinson, Canice Harte.**

1) ***Discussion and approval of Board of Equalization recommendations; Chase
Black*** (5:17 PM)

Attachment: Cover Page

Attachment: BOE Adjustments Staff Report 2025.12.03.pdf

Chief Deputy Auditor Chase Black, accompanied by Chief Deputy Travis Lewis,
presented the Board of Equalization recommendations to the Council. (5:18 PM)

**Roger Armstrong made a motion to approve the Board of Equalization
recommendations as presented. (5:19 PM). Megan McKenna seconded, and all
voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.**

2) ***Discussion and approval or denial of Board of Equalization Late Appeal
Requests submissions; Chase Black*** (5:19 PM)

Attachment: BOE Late Appeals Staff Report 2025.12.03.pdf

Attachment: Cover Page

Chief Deputy Auditor Chase Black and Chief Deputy Travis Lewis presented the
Board of Equalization's late appeals requests. (5:19 PM)

Council commented and asked questions. Chief Deputy Attorney Dave Thomas
responded. (5:27 PM)

Roger Armstrong made a motion to deny late Appeal for parcel RCC-1B-B-118 and approve the accompanying decision with respect to such denial as contained in the packet. (5:29 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

Roger Armstrong made a motion to deny late Appeal for parcel CHC-213 and approve the accompanying decision with respect to such denial as contained in the packet. (5:29 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

Roger Armstrong made a motion to approve late Appeal for parcel AF-14 and approve the accompanying decision with respect to such approval as contained in the packet. (5:30 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

Roger Armstrong made a motion to deny late Appeal for parcel PC-464-A-3 and approve the accompanying decision with respect to such denial as contained in the packet. (5:30 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

Roger Armstrong made a motion to deny late Appeal for parcel FLGSF-408 and approve the accompanying decision with respect to such denial as contained in the packet. (5:31 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

Roger Armstrong made a motion to dismiss as the Board of Equalization. (5:31 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

4. **Consideration of Approval** (5:31 PM)

1) ***Discussion and action regarding a discretionary tax abatement for Roger Sawyer, Parcel CHDR-9; Travis Lewis*** (5:31 PM)

Attachment: Cover Page

Attachment: Application for Discretionary Tax Abatement-Roger Sawyer.pdf

Attachment: Staff Report CHDR-9 Discretionary Abatement.pdf

Chief Deputy Travis Lewis presented a discretionary tax abatement for Parcel CHDR-9 to the Council. (5:32 PM)

Council members commented and asked questions. Chief Deputy Travis Lewis responded. (5:32 PM)

Megan McKenna made a motion to award the discretionary tax abatement for Roger Sawyer for parcel CHDR-9 in the amount of abated taxes of \$1,328.99, penalties for \$33.22, and interest in the amount of \$122.98 for a total abatement of \$1485.19 as described in the packet. (5:33 PM). Roger Armstrong seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

2) ***Approval of Council Minutes dated October 2, 2025, and October 8, 2025*** (5:34 PM)

Attachment: Cover Page

Attachment: SCC Draft Minutes 10-2-25.pdf

Attachment: SCC Draft Minutes 10-8-25.pdf

Roger Armstrong made a motion to approve of the October 2, 2025 Minutes as contained in the packet. (5:34 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

Roger Armstrong made a motion to approve of the Wednesday, October 8, 2025 Minutes. (5:35 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

3 Council and Manager comments (5:35 PM) Check Time Stamp

Manager Shayne Scott updated the Council about activities at the County. (5:35 PM)

Council member Megan McKenna provided updates about her activities on behalf of the Council last week. (5:36 PM)

Council member Roger Armstrong provided updates about his activities on behalf of the Council last week. (5:45 PM)

5. Break (5:51 PM)

Tonja B. Hanson, Chair

Eve Furse, Clerk

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MINUTES

SUMMIT COUNTY

County Council B

RICHINS AUDITORIUM

1885 W. UTE BLVD., PARK CITY, UT, 84098

WEDNESDAY, DECEMBER 3, 2025

Meeting also conducted via Zoom.

DRAFT

1. **Public Input** (6:05 PM)

Roger Armstrong

Tonja B Hanson

Megan McKenna

Excused: Christopher Robinson

Canice Harte

Shayne Scott

Janna Young

Matt Leavitt

Dave Thomas

Melissa Mendez

Brian Craven

Council Chair Hanson opened the meeting for public input. (6:05 PM)

Debi Scoggan came forward to speak. (6:06 PM)

Council Chair Hanson closed the meeting for public input. (6:07 PM)

2. **Public Hearings** (6:07 PM)

Roger Armstrong made a motion to convene as the Governing Board of Mountain Regional Water Special Service District. (6:07 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

- 1) ***Convene as the Governing Board of Mountain Regional Water Special Service District - Public hearing and adoption of Resolution MRW 2025-29, a Budget Resolution of the Mountain Regional Water Special Service District 2025 Budget Amendments 2026 Budgets; Andy Garland and Steve Anderson*** (6:07 PM)

Attachment: Cover Page

Attachment: MRW Budget Resolution MRW 2025-29.pdf

Attachment: MRW 2026 Tentative and Proposed Amended Budget 12_03_25.pdf

Attachment: MRW 2026 Tentative Budget and 2025 Proposed Amended presentation 12_03_25 .pdf

Mountain Regional Water General Manager Andy Garland and Chief Financial Officer Steve Anderson presented the 2026 budget. (6:07 PM)

Council commented and asked questions. General Manager Garland and CFO Anderson responded. (6:09 PM)

Council Chair Hanson opened the public hearing. (6:13 PM)

Nicholas Schapper came forward to speak. (6:13 PM)

Council Chair Hanson closed the public hearing. (6:17 PM)

Roger Armstrong made a motion to approve of a budget resolution of the Mountain Regional Water Special Services District, the 2025 budget amendments and the 2026 budgets, Resolution MRW 2025-29, noting that the expense amount of \$265,000 will be moved from 2025 to 2026. (6:17 PM). Megan McKenna seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

Attachment: Res MRW 2025-29 Mountain Regional Water Special Service District Executed

Megan McKenna made a motion to dismiss as the Governing Board of Mountain Regional Water Special Service District and to Convene as the Governing Board of the Park City Fire Service District. (6:18 PM). Roger Armstrong seconded, and all voted in favor, (3-0). Absent: Christopher Robinson, Canice Harte.

- 2) ***Convene as the Governing Board of the Park City Fire Service District - Public hearing and adoption of Resolution PCFD 2025-30, a Budget Resolution of the Park City Fire Service District 2025 Budget Amendments 2026 Budgets; Pete Emery and Del Barney*** (6:19 PM)

Attachment: Cover Page

Attachment: Budget Resolution (PCFD 2026).doc

Attachment: PC Fire 2026 Budget in BLACK.pdf

Park City Fire Chief Peter Emery and Chief Financial Officer Del Barney presented the 2026 budget. (6:19 PM)

Council members commented and asked questions. Chief Emery and CFO Barney responded. (6:21 PM)

Council member Canice Harte joined the meeting. (6:22 PM)

Roger Armstrong	Shayne Scott
Tonja B Hanson	Janna Young
Canice Harte	Matt Leavitt
Megan McKenna	Dave Thomas
Excused: Christopher Robinson	Melissa Mendez
	Brian Craven

Council Chair Hanson opened the public hearing. (6:24 PM)

Vincent Novack came forward to speak. (6:24 PM)

Council Chair Hanson closed the public hearing. (6:27 PM)

Roger Armstrong made a motion to approve Resolution PCFD 2025-30, a Budget Resolution of the Park City Fire Service District 2025 Budget Amendments and 2026 Budgets as contained in the packet. (6:27 PM). Canice Harte seconded, and all voted in favor, (4-0). Absent: Christopher Robinson.

Attachment: Res PCFD 2025-30 2025 Amended Budget and 2026 Budget Executed

Canice Harte made a motion to dismiss as the Governing Board of the Park City Fire Service District and Convene as the County Council. (6:28 PM). Roger Armstrong seconded, and all voted in favor, (4-0). Absent: Christopher Robinson.

3) ***Public hearing and discussion of Resolution 2025-31, a Budget Resolution of the Summit County Council 2025 Budget Amendments; Matt Leavitt*** (6:29 PM)

Financial Officer Matt Leavitt presented the 2025 budget amendments to Council. (6:29 PM)

Council members commented and asked questions. Financial Officer Leavitt and Chief Civil Deputy Attorney Dave Thomas responded. (6:31 PM)

Council Chair Hanson opened the public hearing for the 2025 budget amendments. (6:35 PM)

No one appeared to comment.

Council Chair Hanson continued the public hearing until next week.

4) ***Public hearing and discussion of Resolution 2025-32, a Budget Resolution of the Summit County Council 2026 Budgets; Matt Leavitt*** (6:33 PM)

Attachment: Cover Page

Attachment: 2026 County Budget Resolution.pdf

Attachment: 2026 County Budget_Dec 3 Public Hearing.pdf

Financial Officer Matt Leavitt presented the 2026 budget to Council. (6:33 PM)

Council members commented and asked questions. Financial Officer Leavitt responded. (6:35 PM)

Council Chair Hanson opened the public hearing for the 2026 budget. (6:37 PM)

Craig Weakley came forward to speak. (6:37 PM)

Debi Scoggan came forward to speak. (6:40 PM)

Keith Helmke came forward to speak. (6:42 PM)

Malena Stevens came forward to speak. (6:44 PM)

Brett Michelson came forward to speak. (6:47 PM)

Andrew Martin came forward to speak. (6:48 PM)

Francie McNally came forward to speak. (6:50 PM)

Liz Novack came forward to speak. (6:51 PM)

Ted (Edward) Haeger came forward to speak. (6:54 PM)

Andrew Martin came forward to speak. (6:59 PM)

Council Chair Hanson continued the public hearing to next week, which will be held in the County Courthouse in Coalville. (7:00 PM)

- 5) ***Convene as the Governing Board of Snyderville Basin Special Recreation District - Truth-in-Taxation public hearing regarding Snyderville Basin Recreation District's intent to levy a tax rate which exceeds their Certified Tax Rate in accordance with Utah Code §59-2-919(3)(a); Brad Rogers and Ben Castro.*** (7:01 PM)

Attachment: Cover Page

Attachment: 2025-12-03 SBSRD 2026 Budget Presentation to Council.pdf

Roger Armstrong made a motion to convene as the Governing Board of Snyderville Basin Special Recreation District. (7:01 PM). Megan McKenna seconded, and all voted in favor, (4-0). Absent: Christopher Robinson.

Robert Parrish, Snyderville Basin Special Recreation District Director (SBSRD), Brad Rogers, SBSRD Business Manager, and Ben Castro, SBSRD Board Chair, presented the SBSRD intent to levy a tax rate that exceeds the Utah Code Section 59-2-919(3)(a). (7:02 PM)

Council members commented and asked questions. District Director Parrish, Business Manager Rogers, District Board Chair Castro and Chief Civil Deputy Thomas responded. (7:11 PM)

Council Chair Hanson opened the truth in taxation public hearing. (7:32 PM)

Bill Rusconi came forward to speak. (7:32 PM)

Debi Scoggan came forward to speak. (7:35 PM)

Thomas Cooke came forward to speak. (7:38 PM)

Nicholas Schapper came forward to speak. (7:41 PM)

Mike Quinones came forward to speak. (7:45 PM)

Ted (Edward) Haeger came forward to speak. (7:46 PM)

Andrew Martin came forward to speak. (7:47 PM)

Sandra Feldman-Vandergriff came forward to speak. (7:50 PM)

Roy Cleland came forward to speak. (7:51 PM)

Council Chair Hanson closed the public hearing. (7:52 PM)

Director Parrish, District Board Chair Castro and Business Manager Rogers responded to the questions raised during the public comment. (7:53 PM)

Council members commented and asked questions. Director Parrish, District Board Chair Castro, Business Manager Rogers and Chief Civil Deputy Thomas responded.

(8:10 PM)

- 6) ***Public hearing and discussion of Resolution SBSRD 2025-33, a Budget Resolution of the Snyderville Basin Special Recreation District Approving a Property Tax Rate Increase in Excess of the 2025 Certified Tax Rate; Brad Rogers and Ben Castro*** (8:44 PM)

Attachment: Cover Page

Attachment: SBSRD Budget Resolution - Tax Rate Increase (SBSRD 2025).pdf

Chair Hanson will bring back this item (item 6) during a public meeting scheduled for December 10 at the Summit County Courthouse, Council Chambers, beginning at 6:05 PM. Item 6 is Snyderville Basin Special Recreation District Resolution SBSRD 2025-33. (8:54 PM)

- 7) ***Public hearing and discussion of Resolution SBSRD 2025-34, a Budget Resolution of the Snyderville Basin Recreation District 2026 Budgets; Brad Rogers and Ben Castro - Dismiss as the Governing Board of the Snyderville Basin Recreation District*** (8:45 PM)

Attachment: Cover Page

Attachment: SBSRD 2026 Budget Resolution.pdf

Attachment: 2025-11-24_v11_SBSRD 2026 Budget Packet-County Council_DRAFT.pdf

Council Chair Hanson opened the meeting for a public hearing on the Snyderville Basin Special Recreation Service District's Budget Resolution for the 2026 budget, with the Truth-in-Taxation included. (8:45 PM)

Sandra Feldman-Vandergriff came forward to speak. (8:49 PM)

Nicholas Schapper came forward to speak. (8:50 PM)

Andrew Martin came forward to speak. (8:53 PM)

Council Chair Hanson closed the meeting for a public hearing. (8:54 PM)

Chair Hanson will bring back this item (item 7) during a public meeting scheduled for December 10 at the Summit County Courthouse, Council Chambers, beginning at 6:05 PM. Item 7 is the Budget Resolution SBSRD 2025-34. The Chair will revisit these items to vote on the two resolutions during the meeting. (8:54 PM)

Attachment: Sign-In Sheet 12-3-25

Attachment: Andrew Martin- Thank you

3. **Adjournment** (8:55 PM)

Tonja B. Hanson, Chair

Eve Furse, Clerk

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recording.



**2026 Annual Notice of Scheduled Meetings
Board of Summit County Council**

Pursuant to Utah Code section 52-4-202, notice is hereby given that the Board of County Council, Summit County, Utah, will hold regular meetings on Wednesday during the 2026 calendar year as follows:

January	7, 14, 21, 28
February	4, 11, 18, 25
March	4, 11, 18, 25
April	1, 8, 15, 22, 29
May	6, 13, 20, 27
June	3, 10, 17, 24
July	1, 8, 15, 22, 29
August	5, 12, 19, 26
September	2, 9, 16, 23, 30
October	7, 14, 21, 28
November	4, 18, 25
December	2, 9, 16, 23, 30

Unless otherwise noticed, all meetings will begin at 2:00 PM and will be held in Council Chambers at the Summit County Courthouse, 60 North Main Street, Coalville, UT 84017.



Eve Furse, Summit County Clerk

Posted: December 26, 2025



Committee Assignments Discussion
Wednesday, January 7, 2026

Committees	2025	2024	2023
2025 Transportation Sales Tax Policy Subcommittee/COG Made As Needed	Tonja	Roger	
Arts Council Park City & Summit County 5 times per year, Tuesday 5-7 pm	Canice	Canice	Canice
Behavioral Health Executive Committee Last Tuesday of the month	Megan Roger	Malena Roger	Roger Malena
Board of Health 1st Monday of the month	Megan	Tonja	Tonja
Boundary Commission As needed	Canice Roger	Tonja Roger	Roger Canice
CCRC As needed	Tonja Roger		
CDBG Rating & Ranking Committee Meet in March/Rrecommendations in April	Roger	Canice	Tonja
Central Wasatch Commission	Chris	Chris	Chris
Council of Governments (COG) 3 voting members/meetings as needed	Tonja Megan Canice	Tonja Malena Roger	Canice Roger Tonja
Colorado River Authority Invitation by the Authority	Chris	Chris	Chris
Compensation Committee As needed	Roger Canice	Roger Malena	Roger Malena
Utah Renewable Communities	Roger	Roger	Roger
Criminal Justice Coordinating Council As needed	Megan	Malena	Malena
Debt Review Committee As needed	Roger Canice	Roger Canice	

Early Childhood Alliance (Community Foundation)	Megan	Malena	Malena
As needed			
High Valley Transit District Board of Trustees	Chris Megan Canice	Chris Canice Malena	Roger Malena Chris
Monthly, as well as sub-committee meetings			
Host Venue Communities Committee	Canice Alt/Tonja	Malena	Malena
Last Tuesday of the month			
Housing Authority Liaison	?		
As Needed/will Council have a seat			
Legislative Committee	Chris Tonja	Chris Malena	Malena Chris
As needed			
Library Board of Directors	Megan	Tonja	Tonja
Every other month/3rd Thursday 6-7:30 pm			
MAG Economic Development	Megan	Malena	Malena
MAG Transportation Committee	Megan	Tonja	
5 times per year on Tuesday 5-7:00 pm			
Mountainland AOG Executive Council	Megan	Malena	Malena
Monthly/4th Thursday 7 pm			
Mountainland Senior Advisory Board	Tonja	Tonja	Tonja
2nd Thursday of the month			
North Summit Fire District	N/A	Chris Roger	Chris Roger
As needed			
Open Space Liaison	Tonja Chris	Tonja Chris	
As needed			
Open Space/910 Property/Liaison	Chris Canice	Chris Canice	
As needed			
PC Chamber	Roger	Tonja	Roger
Monthly/Last Tuesday 3-5 pm			
Regional Transportation Committee Liaison	Chris Tonja	Chris Tonja	Chris Tonja
As needed			
SC Audit Committee	Roger Canice	Tonja Canice Roger	Tonja Canice Roger
As needed			
Senior Services Committee	Tonja Canice	Tonja Canice	Tonja Canice

Short Term Rental-Sub committee	As needed	Tonja Roger	Tonja Roger	
UAC	As needed	Tonja	Malena	Malena
UAC Board of Directors	As needed	Chris	Chris	Chris
Utah Local Governments Trust	Board member/As needed	Chris	Chris	Chris
Weber Basin Water Conservancy District	Elected position by Trust	Chris	Chris	Chris
Transportation/UDOT Laison	Appointment by the Governor	Chris		
	As needed			

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