



**NOTICE OF A MEETING OF THE
CITY OF HOLLADAY CITY COUNCIL
THURSDAY, FEBRUARY 5, 2026**

4:00 5:30 p.m. Council Photos & Dinner – *Council members will be eating dinner. No city business will be discussed.*

5:30 p.m. Briefing Session - *The Council will review and discuss the agenda items; NO decisions will be made*

PUBLIC NOTICE IS HEREBY GIVEN that the Holladay City Council will hold a Council meeting on **Thursday, February 5, 2026 at 6:00 pm**. Members of the Council may participate by electronic means if needed. The Council Chambers shall serve as the anchor location.

** Agenda items may be moved in order, sequence and time to meet the needs of the Council*

All documents available to the City Council are accessible on the City's website or in this agenda. Interested parties are encouraged to watch the **live video stream** of the meeting - [agendas/https://holladayut.gov/government/agendas_and_minutes.php](https://holladayut.gov/government/agendas_and_minutes.php)

To provide a public comment or make a comment during any public hearing, may do so in the following ways:

1. **In-person attendance:** at Holladay City Hall
2. **Email** your comments by 5:00 pm on the date of the meeting to scarlson@holladayut.gov

AGENDA

- I. **Welcome** – *Mayor Fotheringham*
- II. **Pledge of Allegiance** –
- III. **Public Comments**
Any person wishing to comment on any item not otherwise on the agenda may provide their comment via email to the Council before 5:00 p.m. on the day of the meeting to scarlson@holladayut.gov with the subject line: Public Comment. Comments are subject to the Public Comment Policy set forth below
- IV. **Public Hearing to Amend Title 13.86.020 by adding 2394 E Murray Holladay Rd to the Historic Designation List**
- V. **City Manager Report** – *Gina Chamness*
- VI. **Council Report & District Issues**
- VII. **Recess to RDA Meeting**
- VIII. **Reconvene City Council in a Work Meeting:**
 - a. **AI Policy Discussion** - *Gina*

b. **Continued Business License Fee Study Discussion**

c. **Other Business**

d. **Calendar**

Council Meetings – Feb. 19

Council Retreat – Feb. 12

Fine Art Show – Feb. 6-12

IX. ***Closed Session For the Purpose(s) Described in U.C.A. 52-4-204 and 205***

X. ***Adjourn***

Public Comment Policy & Procedure: During each regular Council Meeting there will be a Public Comment Time. The purpose of the Public Comment Time is to allow citizen's access to the Council. Citizens requesting to address the Council will be asked to complete a written request form and present it to the City Recorder. In general, the Chairman will allow an individual three minutes to address the Council. A spokesman, recognized as representing a group in attendance, may be allowed up to five minutes. Comments which cannot be made within these time limits should be submitted in writing to the City Recorder prior to noon the day before the meeting so they can be copied and distributed to the Council. At the conclusion of the Citizen Comment time, the Chairman may direct staff to assist the citizen on the issue presented; direct the citizen to the proper administrative department(s); or take no action. This policy also applies to all Public Hearings.

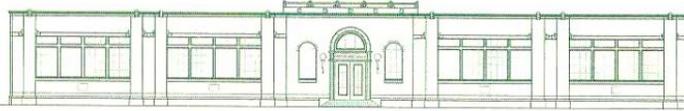
CERTIFICATE OF POSTING

I certify that the above agenda notice was posted at Holladay City Hall, the City website www.holladayut.gov, the Utah Public Notice website www.utah.gov/pmn, and the Holladay Library.

DATE POSTED: Monday, February 3, 2026 @ 10:00 am

*Stephanie N. Carlson, MMC, City Recorder
City of Holladay*

Reasonable accommodation for individuals with disabilities or those needing language interpretation services can be provided upon request. For assistance, please call the City Recorder's office at 272-9450 at least three days in advance. TTY/TDD number is (801)270-2425 or call Relay Utah at #7-1-1



HOLLADAY CITY COUNCIL

COUNCIL STAFF REPORT

MEETING DATE: February 5th 2026

SUBJECT: Ordinance Amendment – 13.86.020; Historic Sites, “Casper Cottage” 2394 E Murray Holladay Rd

SUBMITTED BY: Jonathan Teerlink, CED Director

ACTION:

Legislative. Ordinance amendments are to be reviewed and considered during a public hearing prior to a motion of final decision/action as per procedures set for the [Holladay Ord. §13.07.050](#).

SUMMARY:

Recent amendments to the Historic Designation process have provided a path forward for owners to add their property to Holladay’s list of Historic sites. The proposed amendment, brought by the applicant and property owner Ron Hilton, would amend Title 13.86.020 of the City of Holladay, Land Use and Development Regulations by adding 2394 East Murray Holladay Road, proposed as “The Casper Cottage”, to Holladay’s Historic Designation list.

PROPOSED ORDINANCE, CONSIDERATIONS:

The purpose of the code amendment is proposed to implement the General Plan’s vision to recognize properties in the city with historical significance. Chapter 13.86 is enacted to allow property owners a path to propose preservation of sites, structures, landmarks or buildings with special historical, architectural or aesthetic value. Such aspects are established by the General Plan as being unique and irreplaceable assets.

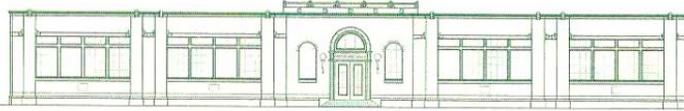
The address proposed to be added is not currently listed on a Register of Historic Places but is being presented by the applicant as a property featuring preserved historical features which are similar to other historic, Holladay properties in the late 1890s. In addition, the applicant has provided and history of the original owner and family, Duncan S Casper (The Casper Cottage).

Once a site is designated by the City Council, the property remains on the designation list. If desired the property owner may apply to the planning commission for additional, site specific approvals such as special land uses or associated site, structure modifications.

SUMMARY OF CHANGES:

The following is a summary of the proposed changes to Title 13:

- Sec. 13.86.020 *Historic Sites Designated*, provides a register of historic sites, as currently designated.
- The register is proposed to be amended to include, 2394 E Murray Holladay as residence of the Duncan S Casper and family from 1898 until 1916



HOLLADAY CITY COUNCIL

SUMMARY OF HISTORIC SIGNIFICANCE

Built in 1898, the single-story home is found by staff as being an example of a cross-wing type cottage which was prevalent in late 1800s to early 1900s. Its front door, off the side of the main structure, features a covered porch, and a façade which presents subtle Victorian Eclectic features (brick “eyebrow” over front window). The property is uniquely situated near Spring Creek, where much of Holladay’s initial settlements originated. The property was later improved to add square footage to the home while leaving the original structure largely intact.

The applicant has provided some background of the Casper family and highlighted Duncan Spears Casper as a core pioneer presence to the area through the ownership of property within historic Holladay and establishing himself as an individual who, “...was *part of the original LDS migration to Utah, and Holladay in Particular.*” – - Hulton narrative

GENERAL PLAN COMPLIANCE:

Historical location and preservation goals are found Chapter 2; Land Use, Urban Design and Neighborhood Preservation (Page 12). The Historic Preservations section of this chapter highlights the applicant’s property as a site that, “...*have been identified as being of historic importance within the City, regardless of whether or not they are in the Cottonwood Historic Area.*”

RECOMMENDATION:

City Council shall hold the required public hearing and review the applicant’s presentation. It is the recommendation of the Community and Economic Development Director to approve the proposal, based upon the following findings;

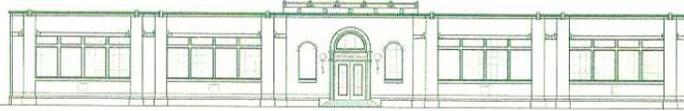
CED, Director findings:

1. The property owner has initiated the application, (§13.07.050C) and
2. The property is older than the 50-year minimum requirement, and
3. The property complies with §13.07.050.F(1)(3) as a property with “Historic integrity” and §13.07.050.F(4)(b) as a property with significance as, “closely associated with the lives of persons who were of historic importance to the community.”

STANDARDS for CONSIDERATION, FOR or AGAINST:

13.07.050 HISTORIC DESIGNATION:

- F. Criteria: Any district, building, structure, object or site listed by the National Register of Historic Places may be designated to the city's historic site register. Alternatively, any district building, object or site may be designated if the council finds it meets all the criteria outlined below:
 1. It is located within the city.
 2. It is at least fifty (50) years old.



HOLLADAY CITY COUNCIL

3. Historic integrity:
 - a. It retains its historic integrity, in that there are no major alterations or additions that have obscured or destroyed the significant historic features. Major alterations that would destroy the historic integrity include, but are not limited to, changes in pitch of the main roof, enlargement or enclosure of windows on the principal facades, addition of upper stories or the removal of original upper stories, covering the exterior walls with non-historic materials, moving the resource from its original location to one that is dissimilar to the original, additions which significantly detract from or obscure the original form and appearance of the structure when viewed from the public way.

ATTACHMENTS:

Applicant Narrative

Property documentation

General Plan

FISCAL IMPACT:

None

SUGGESTED MOTION:

Move to work meeting.

CHAPTER 13.86
HISTORIC PRESERVATION

SECTION:

13.86.010: Purpose

13.86.020: Historic Sites Register

13.86.030: Historic Site Modification Permit Conditional Use Permit Required

13.86.040: Noncomplying Conditional Uses

13.86.045: Protective Maintenance Required

13.86.050: Site Modification

13.86.060: Additional Uses For Historic Sites

13.86.065: Modification Defined

13.86.070: Interpretation Of Chapter

13.86.010: PURPOSE:

For the purpose of this chapter the term preservation shall refer to the act or process of applying measures necessary to sustain the existing form, integrity, and materials of an historic property.

This chapter is enacted to establish a historic site register and to provide a sustainable means by which a property owner may maintain a historic site designated by the city council. Provisions within this chapter intend to preserve sites, structures, landmarks or buildings with special historical, architectural or aesthetic value which are unique and irreplaceable assets. To accomplish this purpose, planning commission may approve conditional permits for additional land uses approval is required and all modifications to historical sites. (Ord. 2012-15, 9-20-2012; amd. Ord. 2024-21, 11-21-2024)

13.86.020: HISTORIC SITES DESIGNATED:

A. Existing Sites: Each of the following structures and sites in the city is designated a historic site and are subject to the provisions and standards of this chapter:

1. David Branson Brinton home, 1981 East Murray-Holladay Road, Holladay.
2. Santa Anna Casto home, 2731 Casto Lane, Holladay (relocated to City Hall Park, 2009).
3. William J. Bowthorpe home, 4910 Holladay Boulevard, Holladay.
4. George Boyes home, 4766 Holladay Boulevard, Holladay.
5. David McDonald home, 4659 Highland Drive, Holladay.
6. Dinwoodey Home, 2052 E Arbor Lane.
7. Casper Cottage, 2394 E Murray Holladay Road, Holladay

B. Amendments: The city council may amend the above list of historic sites and structures, including removing or designating of additional historic sites, subject to the amendment procedures in chapter 13.07.050 of this code. (Ord. 2012-15, 9-20-2012; amd. Ord. 2024-21, 11-21-2024)

13.86.030: HISTORIC SITE MODIFICATION REQUIREMENTS CONDITIONAL USE PERMIT REQUIRED:

A. Modifications: A conditional use permit is required for any modifications to a historic site or structure, including modifications to the landscaping, fencing or appearance of any lot, construction, alteration, relocation, improvement or conversion of a historic site.

B. Demolitions: A site listed on the Historic Site Register proposed to be demolished or extensively altered is subject to the following:

1. Upon verification of a complete permit, the city will delay issuing the modification permit for a maximum of thirty (30) days to document the property. The property owner shall work with the city staff in the collaboration with other entities, where needed, in providing access to the site for documentation process.

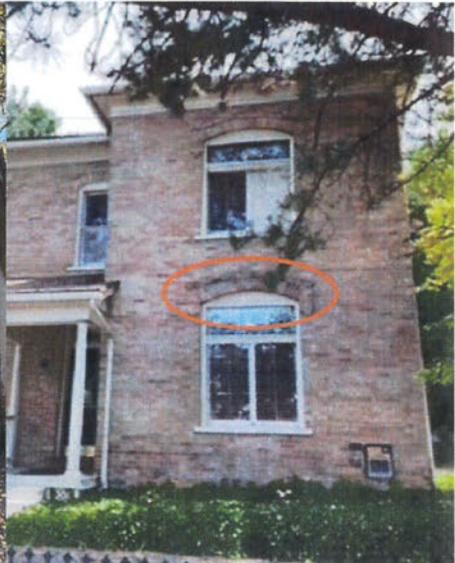
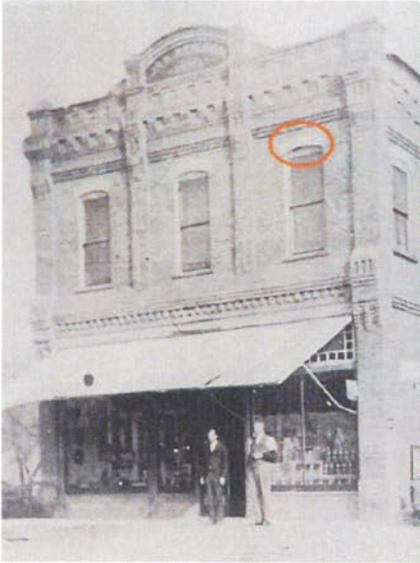
2. Documentation shall include, at minimum, exterior photographs of all elevations of the structure. When possible, both exterior and interior measurements of the structure will be made in order to provide an accurate floor-plan drawing of the structure.
 3. The demolition permit will be issued after thirty (30) days of the initial application whether or not the city has completed documenting the building. The permit may be issued earlier if documentation is completed before the thirty (30) day deadline.
 4. The documentation will be kept on file with the Community and Economic Development Department, which shall be open to the public.
- C. Application: Applications for a conditional use permit on a historic site shall be made by the property owner in the manner and subject to the procedures and requirements set forth in section 13.08.040 of this title. To the extent that the requirements of this chapter and section 13.08.040 of this title are inconsistent, the requirements of this chapter shall prevail. (Ord. 2012-15, 9-20-2012; amd. Ord. 2024-21, 11-21-2024)

DRAFT

Neilson Store - 1890

Casper Cottage - 1898

McDonald House - 1894



N/A



[REDACTED]

From: [REDACTED]
Sent: Thursday, December 4, 2025 12:05 PM
To: 'Jonathan Teerlink'
Cc: 'Kim Duffy'; 'David Amott'; 'Rob Dahle'; [REDACTED]
Subject: RE: Historic Site Designation Submittal

Importance: High

Jon,

This email thread should also be considered part of our application, since I presume that it is on the public record anyway. I am also cc'ing the Mayor and Mayor-Elect to provide some continuity. Here are a few final points (in red) that I'd like to make related to the specific criteria for historic designation:

1. It is located within the city.

Yes.

2. It is at least fifty (50) years old.

Yes.

3. Historic integrity: a. It retains its historic integrity, in that there are no major alterations or additions that have obscured or destroyed the significant historic features. Major alterations that would destroy the historic integrity include, but are not limited to, changes in pitch of the main roof, enlargement or enclosure of windows on the principal facades, addition of upper stories or the removal of original upper stories, covering the exterior walls with non-historic materials, moving the resource from its original location to one that is dissimilar to the original, additions which significantly detract from or obscure the original form and appearance of the structure when viewed from the public way.

There were two additions in the early 1900s (as seen in the old photo below), but those could also be considered historic at this point, or they could be removed in order to restore the two-room cottage to its original form.

As already mentioned below, there has been some enlargement of windows and removal of the chimney above the roofline. But the unique "eyebrow" arches over the windows are still in place. It should be possible to restore the appearance of the original brick building, including both windows and chimney, by salvaging brick from the remaining chimney portion in the attic and/or the old brick that was used in the foundation of the later additions:





4. If the structure does not meet the integrity requirements, it may still qualify for designation if the council determines it meets one of the following requirements for exceptional significance: a. It is directly associated with events of historic significance in the community.

b. It is closely associated with the lives of persons who were of historic importance to the community.

As noted in the narrative, Duncan Spears Casper was part of the original LDS migration to Utah and Holladay in particular. He was a true pioneer in Holladay, about which nothing had been published in the Holladay Historical Commission archives until I did the research, including paying for over \$3K in professional genealogical research plus personally visiting and communicating with his living descendants in the area. Besides his connection with the Neilson family's use of the property for their well-known store, as described in the narrative, parts of the property were also sold to other prominent early families, including Andrus and Okeson. There is a wealth of information which I did not include in the narrative, because it did not tie in directly with the house. For example, when Duncan passed away in 1898, his sixteen year old son Arthur became the provider for the family, including working at the aforementioned store for Hyrum Neilson.

c. It exhibits significant methods of construction or materials that were used within the historic period.

Yes, including the early introduction of poured concrete foundations, as documented in the narrative.

Documentation: For the long-term preservation of a historic property, it is very important to understand its history. In addition to providing general documentation on the above historical characteristic of your property, consider focusing on providing additional clarification, such as:

- *Previous historical findings and designations – National Historic Register designation*

No, but could be done in the future.

- *When was it built?*

1898.

- *Who occupied and property or what was the activities are significant to the property (i.e blacksmithing)*

It was a residence for members of the Casper family, including one of Duncan's daughters until 1916.

- *With what materials and methods was it built?*

As already noted, it is of brick construction with a poured concrete foundation.

- *Who was the architect or designer?*

We don't know, but as already noted, it was of the same type of design as the Neilson store (1890) and Walker house (1894). The latter was apparently designed by the Walkers themselves.

- *What are its defining architectural characteristics or features? • Are these features unique in some way?*

The “eyebrow” arches have already been mentioned. In terms of physical proximity, design, and historical connection, it may be the best remaining physical evidence of the construction and design the Neilson store in the center of Holladay.

- *What is their condition and will they be lost if not repaired in a timely manner?*

The original brick portion is in better condition than the later additions. There is also a dilapidated yet quaint old one-car garage that we have relocated on the property, but kept intact. The property as a whole is slated for development, and demolition is an option that the developer has considered, given the zoning restrictions and taking of entitlements by the City. We are seeking to prevent that.

- *Are original drawings or other planning documents for a building still available?*

Not that we have been able to find.

- *Has the building changed over time? If so, how?*

As already noted, changes have included the small additions, some enlargement of window openings, and removal of the chimney above the roofline. The home was also painted white at some point, but that could be removed. The “gingerbread” gable exterior is still intact. For the most part it looks very much like the original cottage.

The bottom line is that this is a significant building, both in terms of design and connection to the early history of Holladay. If it doesn't qualify for designation and preservation, then nothing does.

Thanks,

Ron Hilton

From [REDACTED] >
Sent: Tuesday, December 2, 2025 10:28 PM
To: 'Jonathan Teerlink' <jteerlink@holladayut.gov>
Cc: 'Kim Duffy' <[REDACTED]>; 'David Amott' <[REDACTED]>
Subject: RE: Historic Site Designation Submittal
Importance: High

Jon,

Attached is what I am submitting. If it looks good, I will come in to submit a hard copy and pay the fee.

Thanks,

Ron Hilton

From: Jonathan Teerlink <jteerlink@holladayut.gov>
Sent: Tuesday, June 3, 2025 7:56 PM
To: [REDACTED]
Cc: 'Kim Duffy' <[REDACTED]>; 'David Amott' <[REDACTED]>
Subject: Re: Historic Site Designation Submittal

Ron,

Attach what you provided to the completed application packet (attached). We can go from there.



Jonathan Teerlink
Community & Economic
Development, Director

From: [REDACTED]
Sent: Tuesday, June 3, 2025 10:38 AM
To: Jonathan Teerlink <jteerlink@holladayut.gov>
Cc: 'Kim Duffy' <[REDACTED]>; 'David Amott' <[REDACTED]>
Subject: RE: Historic Site Designation Submittal

[External Email - Use Caution]

Jon,

I am still interested in submitting our home to be designated as a Holladay historic site. What would be the next steps?

Thanks,

Ron Hilton

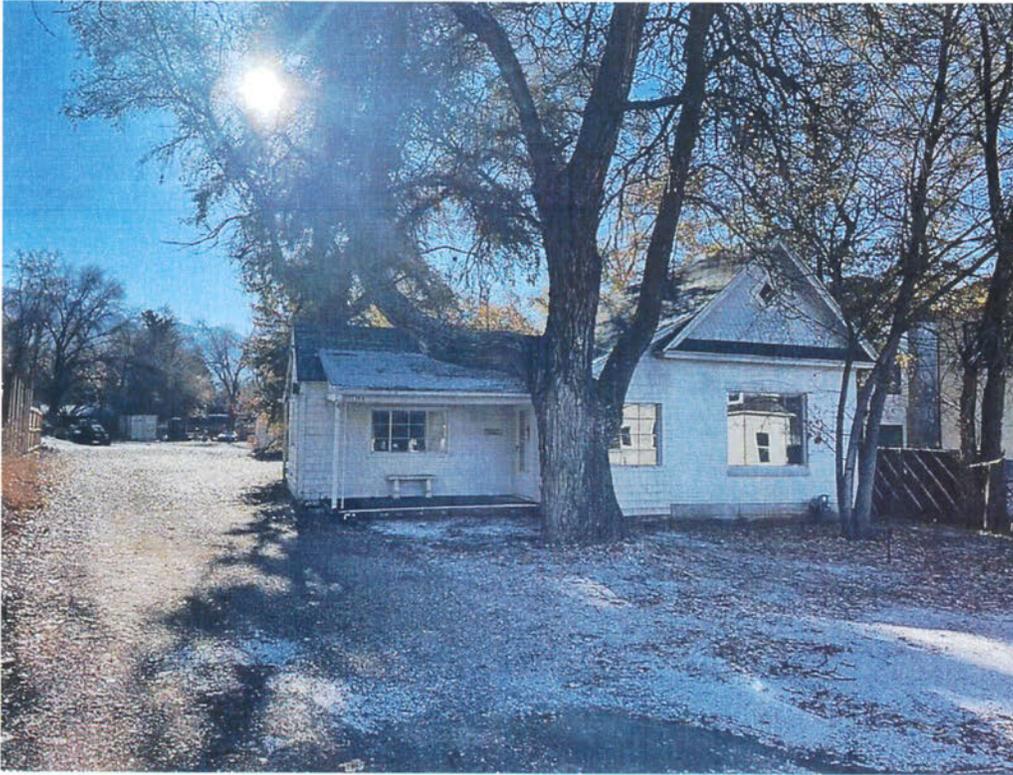
From: [REDACTED] >
Sent: Thursday, December 19, 2024 11:32 AM
To: 'Jonathan Teerlink' <jteerlink@holladayut.gov>
Cc: 'Kim Duffy' <[REDACTED]>; 'David Amott' <[REDACTED]>
Subject: RE: Historic Site Designation Submittal

P.S. Actually I was responsible for the demolition of one of the four below-mentioned bungalows that we have lost on Murray Holladay Road, in the development of Hulton Park North. It was a tiny 1940s era home in extremely poor condition. Of the four we lost, the best one was a nicely restored home built in 1919. I had actually had an offer accepted to buy that home, with the hope of preserving it as part of Hulton Park, but our investors asked us to withdraw the offer in favor of the north property when that became available, and it was later demolished for Hadley Pines.

From: [REDACTED] >
Sent: Thursday, December 19, 2024 11:17 AM
To: 'Jonathan Teerlink' <jteerlink@holladayut.gov>
Cc: 'Kim Duffy' <[REDACTED]>; 'David Amott' <[REDACTED]>
Subject: Historic Site Designation Submittal
Importance: High

Jon,

I would like to submit my property at 2394 E Murray Holladay Road for Historic Site Designation under the recently enacted Historic Preservation Ordinance. Here is a current photo:



The brick portion of the structure (on the right) was built in 1898. It is not on the National Register of Historic Places, but I believe that it meets the criteria for designation, with the possible exception of window enlargement, as compared with this older tax assessment photo:



The chimney has also been removed, although the portion within the attic is still there. A few years ago it was evaluated by David Amott (cc'ed) of Preservation Utah, and deemed to be of historic significance as an example of a two-room "shotgun cottage" of the time period. My hope is that by designating our home, which is the oldest one in the vicinity, that will set an example for owners of other nearby bungalow-style homes of similar vintage to preserve theirs as well. Perhaps the entire neighborhood could become a historic district at some point. In addition to ours, there are three remaining bungalows on Murray Holladay Road (up to four others were already lost when Holladay Row and Hadley Pines were built) and a number of others still remain on Clearview Street and Kentucky Avenue.

Please let me know what if any additional materials you need from me for this submittal.

Thanks,

Ron Hilton

**NOTICE OF THE BOARD OF DIRECTORS MEETING OF THE
CITY OF HOLLADAY REDEVELOPMENT AGENCY
THURSDAY, FEBRUARY 5, 2026**

PUBLIC NOTICE IS HEREBY GIVEN that the Holladay Redevelopment Agency will hold a meeting on **Thursday, February 5, 2026 as close to 6:15 pm as possible**. It is possible that a member of the Board will be participating by electronic means. The Council Chambers shall serve as the anchor location. **NOTE:** *State Law requires that the City Council members constitute the Board of the Redevelopment Agency.*

All documents which are available to the RDA Board are also available on the City's website or are linked in this agenda. Interested parties are encouraged to watch the **Live video stream** of the meeting – <http://cityofholladay.com/government/elected-officials/meetings-and-agendas/>

Persons desiring to make public comments or to make comments during any public hearing may provide such comments as follows:

1. **In-person attendance:** at Holladay City Hall .
2. **Email** your comments by 5:00 pm on the date of the meeting to scarlson@holladayut.gov

AGENDA

- I. ***Call to Order*** –
- II. ***Consideration of RDA Resolution 2026-02 Amending the Redevelopment Agency Budget for Fiscal Year 2025-26***
- III. ***Other Business***
- IV. ***Adjourn RDA Meeting & Recess to City Council Work Meeting***

CERTIFICATE OF POSTING

The above agenda notice was posted at City Hall, the City website www.holladayut.gov, the Utah Public Notice website www.utah.gov/pmn, and was emailed to others who have indicated interest.

DATE POSTED: *Monday, February 2, 2026 at 10:00am*

*Stephanie N. Carlson, MMC, City Recorder
City of Holladay*

Reasonable accommodations for individuals with disabilities or those in need of language interpretation services can be provided upon request. For assistance, please call the City Recorder's office at 272-9450 at least three days in advance. TTY/TDD number is (801)270-2425 or call Relay Utah at #7-1-1

**REDEVELOPMENT AGENCY OF THE
CITY OF HOLLADAY**

RDA RESOLUTION NO. 2026-02

**A RESOLUTION AMENDING THE BUDGET OF THE
REDEVELOPMENT AGENCY OF THE CITY OF HOLLADAY FOR
THE FISCAL YEAR BEGINNING JULY 1, 2025 AND ENDING
JUNE 30, 2026.**

WHEREAS, the Redevelopment Agency of the City of Holladay, has adopted, by resolution, the budget for the Agency for the fiscal year beginning July 1, 2025 and ending June 30, 2026, in accordance with the requirements of the state statute; and

WHEREAS, the Executive Director has prepared and filed with the Secretary a proposed amendment to the adopted budget for consideration by the Board of Directors; and

WHEREAS, said proposed amendment reflects changes in the budget to account for actual revenues received and expenditures incurred; and

WHEREAS, the proposed amendments have been duly noticed and a public hearing held on January 22, 2026; and

WHEREAS, all conditions precedent to the amendment of the budget have been accomplished; and

WHEREAS, the Board of Directors determines that amending the fiscal year 2025-2026 budget is in the best interest of the citizens of the City of Holladay;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Redevelopment Agency of the City of Holladay, Utah as follows:

**SECTION I
BUDGET AMENDMENT ADOPTION**

The budget amendments attached hereto as Exhibit A and made a part of this Resolution are hereby adopted and incorporated in the budget of the Redevelopment Agency of the City of Holladay, Utah for the fiscal year beginning July 1, 2025, and ending June 30, 2026, in accordance with the requirements of state law.

**SECTION II
FURTHER ACTION**

In addition to the foregoing, the Executive Director is hereby directed to implement any other necessary actions pertinent to the amendment of the Budget. Such actions may include, but

are not necessarily limited to, notification, reporting, and publishing as required by and consistent with applicable law.

**SECTION III
SEVERABILITY**

If any provision of this Resolution is declared invalid by a court of competent jurisdiction, the remainder shall not be affected thereby.

**SECTION IV
EFFECTIVE DATE**

This Resolution shall take effect immediately upon posting, as required by law, deposited and recorded in the office of the City Recorder, and accepted as required herein.

PASSED AND APPROVED this _____ day of February, 2026.

**REDEVELOPMENT AGENCY OF
HOLLADAY CITY**

By: _____
Emily Gray, Chair

VOTING:

David Sundwall	Yea	Nay ___
Matt Durham	Yea	Nay ___
Natalie Bradley	Yea	Nay ___
Drew Quinn	Yea	Nay ___
Emily Gray	Yea	Nay ___
Paul Fotheringham	Yea	Nay ___

ATTEST:

Stephanie N. Carlson, MMC
Secretary

DEPOSITED in the office of the City Recorder this _____ day of February, 2026.

RECORDED this _____ day of February, 2026.

Millrock RDA				
Revenues				
Use of Fund Balance	-	2,000,000	2,000,000	Use of restricted fund balance from tax increment
TOTAL RECOMMENDED REVENUE BUDGET				
ADJUSTMENTS - MILLROCK RDA	\$ -	\$ 2,000,000	\$ 2,000,000	
Expenses				
Contribution to Developer	-	2,000,000	2,000,000	Contribution to developers for affordable housing
TOTAL RECOMMENDED EXPENSE BUDGET				
ADJUSTMENTS - MILLROCK RDA	\$ -	\$ 2,000,000	\$ 2,000,000	
Cottonwood Mall RDA				
Revenues				
Use of Fund Balance	-	500,000	500,000	Use of restricted fund balance from tax increment
TOTAL RECOMMENDED REVENUE BUDGET				
ADJUSTMENTS - COTTONWOOD MALL RDA	\$ -	\$ 500,000	\$ 500,000	
Expenses				
Contribution to Developer	-	500,000	500,000	Contribution to developers for affordable housing
TOTAL RECOMMENDED EXPENSE BUDGET				
ADJUSTMENTS - COTTONWOOD MALL RDA	\$ -	\$ 500,000	\$ 500,000	

GENERATIVE ARTIFICIAL INTELLIGENCE POLICY

Section 1. BACKGROUND

Intelligence is defined as the ability to learn, understand, and make judgments or have opinions that are based on reason. Artificial Intelligence ("AI"), or "traditional AI" is the use of computer systems (algorithms and binary codes) to mimic or simulate human intelligence. It is also called "machine learning." Examples of applying traditional AI include Web search engines (e.g., Google Search, Amazon, and Netflix), stock trading, video games, medical diagnosis, and computer chess. Further examples include image recognition and translation. Traditional AI applies pre-defined rules to make decisions and predictions based on historical data.

Generative AI ("GenAI") is a subset of AI. It is a group of emerging and relatively new technologies that use very large amounts of data to *create new data or content* based on a user's input or "prompts". GenAI can create images, text, music, code, audio, and videos by learning patterns and creating new variations. GenAI can be trained to learn new subjects and can reuse its training data to solve new problems. Other uses of GenAI include the creation of chatbots and media, and the analysis of customer data to personalize customer service. There are many GenAI systems. A few familiar ones are ChatGPT, Grammarly and Microsoft Copilot, as well as other programs that have AI embedded in them.

GenAI is quickly evolving and changing, and the potential risks to the City are not completely understood. Use of these systems could have unanticipated impacts. GenAI systems are believed to have the potential to support City services. However, their use also comes with risk. Areas of concern include the handling of sensitive or private data, ensuring proper attribution of content produced by generative AI, and being accountable and cognizant of what training data is relied upon. Employees should not use generative AI to support critical processes until the risks are better understood.

Section 2. PURPOSE

To encourage responsible experimentation and use of generative AI (and any AI) to support our workforce to deliver better, safer, more efficient and equitable services to our residents. This Policy is designed to establish guidelines and best practices that departments will observe when acquiring and using software that meets the definition of generative AI.

Section 3. SCOPE AND APPLICABILITY

This Policy applies to all City departments and employees. It applies to GenAI technology purchased by the City or used by an employee for City purposes. Any existing technology that adds GenAI capabilities must be used consistent with this Policy.

Section 4. POLICY

A. Use of GenAI Tools

1. The City Manager shall review and approve GenAI tools used for City purposes. No GenAI tool may be used until it has been reviewed and approved by the City Manager.

- a. This policy applies to all stand-alone programs. Embedded AI tools within the software currently in use by the City, like Microsoft Office 365 Word, Excel, Canva, etc., is approved for use.
- b. The following are also approved for use: ChatGPT, Grammarly and Microsoft Co-pilot.
- c. Quarterly check-ins will be held to review AI advancements and requests for new tools.

2. Thoroughly review, revise, and fact-check any output from generative AI. Users are responsible for any material created with AI support.

3. Users must cite the generative AI when a substantial portion of the content used in the final version comes from the generative AI. Standardized disclosure language/statement will be provided to staff.

4. When using an approved GenAI tool for City purposes, employees shall use their City e-mail address to register and to create an account. The account associated with an employee's City e-mail address may only be used for City purposes. Personal use of an approved GenAI tool from an account using a City e-mail is prohibited.

5. Any minutes created using GenAI must have a disclosure that they are not the official record of the City

B. Data Privacy

1. Unless suitable controls and data protections are in place, as determined by the City Recorder, employees shall not submit data that is classified as controlled, protected, or private under the Government Records Access and Management Act, or that is otherwise not considered to be acceptable to publicly disclose to a GenAI system. Personally identifying, confidential, and financial information of the City's residents, visitors, employees, and other entities are examples of such data.

2. Employees should be aware that, in most cases, the use of a GenAI system will result in the creation of a public record that must be retained under Utah's Government Records Access and Management Act. (See Utah Code Ann. §63G-2-103(25).)

3. Employees must choose the opt-out option of data collection so that the GenAI system will not retain the data provided for use in its system's model.

4. Employees should not have any expectations of privacy when interacting with GenAI tools.

5. Employees shall not use any private, protected, personally identifying, confidential, financial, or security data when using open AI.

6. Opt Out: Some services offer an option to opt out of data collection. This means the generative AI system will not keep the data you provide, and it will not be used in the system's models. Holladay City as a customer of AI products, shall opt out of data collection and model training whenever possible.

7. Verify the Copyright of All Generated Content: Users shall verify the content they use from any generative AI systems does not infringe any copyright laws. If users are uncertain if content violates copyright, they should either edit the content to be original or not use it.

C. Accountability

GenAI input and output are the responsibility of the employee user who prompted its creation. Work done using GenAI must be approached with care and attention to detail. The following principles shall guide the use of GenAI.

1. GenAI users are responsible for the accuracy of content generated. Review and edit the content before use.

2. GenAI has been created with data that may contain inherent bias that can produce biased results. GenAI can make assumptions and create output that is based on past stereotypes and must be corrected. Although GenAI can be used for any subject, employees must be aware that some uses may create harm through discrimination, inaccuracy, or unfairness. Employees shall carefully review any content generated to ensure that unintended or undesirable instances of bias, or even potentially offensive or harmful material, is changed or removed.

3. GenAI should not be used in situations that may impact rights or safety.

4. GenAI should not be asked for knowledge or decisions. GenAI can "hallucinate" answers, including providing evidence for claims believed to be factual that are not. Employees may use GenAI outputs to inform the decision-making process but ultimately, the employee or official remains the final decision maker. The employee will be accountable for any decision-making based on GenAI output. GenAI may not be used to make subjective or value-based judgments.

5. Incident reports require human judgment about facts to be meaningful to readers. GenAI should not be used to produce incident reports.

D. Transparency

1. The City shall be transparent about its use of GenAI with staff, residents, visitors, and users of City social media. It is not necessary to disclose every use of AI-

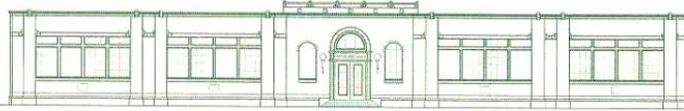
generated work. For example, when GenAI is used as a tool, such as Microsoft Excel, disclosure is not required. However, disclosure is necessary in the following instances:

- a. When AI use could create confusion or misunderstanding, or influence or impact important decisions. For example, using AI make hiring or promotion decisions should be disclosed.
- b. Unedited AI work should be disclosed.
- c. Images produced by AI that could be mistaken as real should be disclosed.

2. If an employee uses AI-generated content in an official City capacity and disclosure is necessary, the content should be clearly labeled as having been produced using GenAI tools. Disclosure may include a statement such as "This document was drafted with support from ChatGPT. The content was edited and fact-checked by staff." This allows the audience of the content to understand its authorship and be able to evaluate the content accordingly. A standardized disclosure language/statement will be provided to staff.

E. Intellectual Property

City employees are required to perform due diligence to ensure that no copyrighted material is published by the City without proper attribution or without obtaining proper rights. Content produced by GenAI tools may include copyrighted material. GenAI systems may be "trained" using data (text, images, etc.) obtained from the internet without regard for copyright or licensing laws. It is extremely difficult to determine what content was used to train an AI system, and difficult to verify whether AI-generated content is wholly original or only a slight stylization of existing copyrighted material.



City of Holladay

COUNCIL STAFF REPORT

MEETING DATE: February 5, 2026

SUBJECT: Business License Fee Study

SUBMITTED BY: Ann Frances Garcia, Economic & Housing Manager

ACTION:

A business license study has been conducted to make this determination and assist in establishing a new fee schedule based upon the actual costs to the City.

SUMMARY:

Business license fee studies analyze the direct and indirect costs of issuing licenses and regulating businesses to ensure fees accurately reflect the cost of services provided, often adjusting for disproportionate impacts on our city's resources. These reports typically review employee time, administrative expenses, and fee structures (ie. Base fee plus employee count) to recommend necessary fee schedule adjustments.

This study calculates the maximum business license fees allowable in Holladay under current State law. Generally, fees for service are targeted to full cost recovery, inclusive of operating, direct, indirect, and capital costs, except in cases where the City Council cites a public interest to lower fees. The City Council may choose a fee lower than the maximum fee. If less than the maximum allowable fees are charged, the difference between the fee and the cost to the City will be covered through other revenue sources.

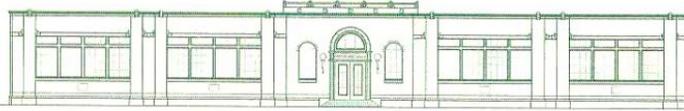
Factors the City may want to consider as it establishes new business license fees include. (This list includes some of the options from the November 6, 2025 work session, that council requested the consultant review and follow-up):

- Percentage change to current fees;
- Dollar amount of change in fees;
- Correlation between proposed fees and the actual cost of services contained in this study;
- Recognition of other revenues generated by some business types (such as sales tax, real property tax, personal property tax, municipal energy tax, transient room tax, etc.); and
- The comparative/competitive fees in neighboring cities and towns

BACKGROUND:

In January 2025, LRB Public Finance Advisors was retained by the City of Holladay to complete analysis of business licensing costs to meet the requirements of Utah law as established by Utah Code Annotated §10-1-203. The law states that "...the legislative body of a municipality may license for the purpose of regulation and revenue any business within the limits of the municipality and may regulate that business





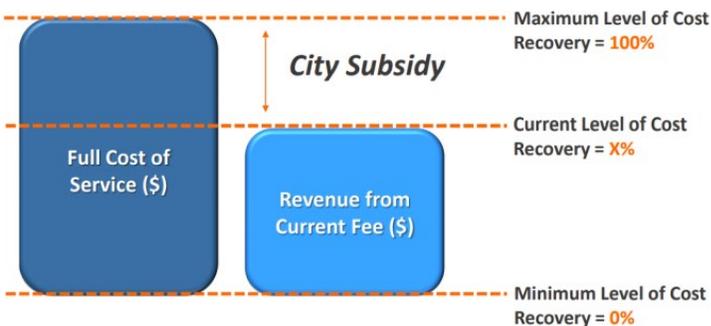
City of Holladay

by ordinance.” Additionally, the law states that “the amount of a fee shall be reasonably related to the costs of the municipal services provided by the municipality.” In other words, business licensing fees charged may not exceed the amount necessary to reasonably regulate business activity, including the costs of disproportionate and enhanced levels of municipal services required by some business classes, geographic locations, etc.

On November 6, 2025, the City Council received a report and presentation, during the work session, on the Business License Fee Study. The report and presentation focused on the purpose of the study, process, methodology, and policy considerations. Our consultant, LRB, was tasked to follow up with various scenarios based on the feedback received.

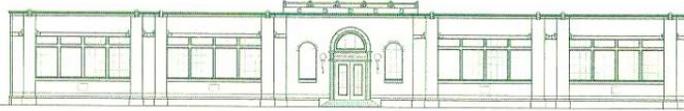
- What is the true cost benefit?
- Capture whatever the delta is on then create a disproportional cost matrix that captures that cost.
- Do an adjustment to this fee schedule across the board to make it budget neutral.
- Create an scenario that includes revenue recognition of revenue contribution.
- Show a ramp up scenario over a period of time.
- Provide columns that show examples of other communities to provide a comparison.

While this study calculates the maximum business license fees allowable under current State law, the City Council may choose a lesser fee. If less than the maximum allowable fees are charged, the difference between the fee and the cost to the city will need to be made up through other revenue sources. While the update to the fee schedule will provide a fiscal impact in the form of additional revenue, it is important to note that the revenue is not intended to fund new services; rather, the revenue is intended to offset the costs of providing existing services that are recoverable from fees.



Cities are allowed under Utah Code to collect disproportionate business licensing fees for the following municipal services: • Police • Fire/EMS • Storm Water Runoff • Traffic Control • Parking • Transportation • Beautification • Snow Removal.





City of Holladay

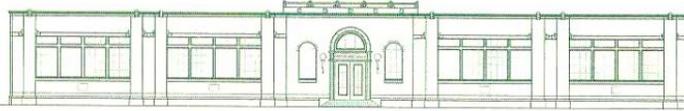
The disproportionate portion of the fee is based on increased calls for service by some business categories, as well as the average cost for the police and fire departments to respond to a call. The cost analysis included an analysis of base costs, department overhead costs, administrative overhead costs. The disproportionate analysis consisted of analysis from public safety (police and limited fire call data); a determination of cost per call; establish baseline level of service; then calculate disproportionate fees by business groups. The number of disproportionate calls, by business type, is then multiplied by the cost per call to arrive at the disproportionate cost per business type.

Utah law requires that all businesses in the same business category be charged the same business license fee. Depending on the grouping, all businesses in the groupings are charged the calculated disproportionate fee. The City's current Business License fee schedule includes 37 distinct business categories. Given the breadth of this structure and the overlap among several categories, LRB recommends adopting a simplified framework consisting of 23 business types by consolidating those with similar functions. The groupings with the highest number of calls are their own grouping category.

Our current 37 business categories are the following:

- 3+ Apartment Complex
- Automotive
- Bed and Breakfast
- Business, Professional and Contracted Services
- Club (under 50 % Food Sales)
- Daycare
- Entertainment
- Home Occupation (New)
- Home Occupation Daycare
- Hotels
- Manufacturing
- Movie Theatres
- Nursing, Residential, and Personal Care
- Pharmacy/Drugstore
- Restaurant Limited Services
- Restaurant/Fast Food without Liquor
- Salon Booth Rental/Stylist
- Smoke Shops
- Solicitor
- * Accessory Dwelling Unit – ADU Rental
- * Banking/Credit Union
- * Billboards
- * Convenience Store/Gass
- * Educational Services
- * Grocery Services
- * Home Occupation (Renewal)
- * Home Occupation NRU
- * Insurances Sales
- * Mobile Food Truck/Trailer
- * Non-Profit
- * Personal Services
- * Restaurant Full Service
- * Restaurant with Liquor
- * Retail/Wholesale/Distribution
- * Seasonal/Temporary
- * Social Club
- * Trade Schools





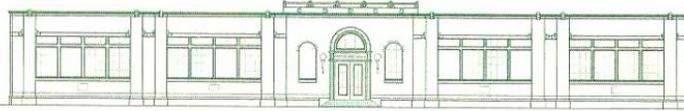
City of Holladay

The new categories would be grouped as shown on this chart:

Category Groups	Business Type Groups	# of Businesses in Type
1	Business, Professional and Contracted Services	375
	Insurance Sales (No Charge)	15
	Non-Profit (No Charge)	14
2	Retail/Wholesale/Distribution	82
3	Salon Booth Rental/Stylist	159
	Personal Services	71
	Trade Schools	1
4	Home Occupation (Non-Regulated Use)	92
5	3+Apartment Complex	36
6	Restaurant/Fast Food Without Liquor	32
7	Home Occupation (Renewal)	26
	Accessory Dwelling Unit – ADU Rental	12
	Home Occupation (New)	11
	Bed and Breakfast	3
	Home Occupation Daycare	2
8	Restaurant with Liquor	18
	Social Club	4
	Restaurant Limited Service	2
	Restaurant Full Service	2
	Club (Under 50 Percent Food Sales)	1
9	Automotive	9
10	Nursing, Residential, and Personal Care	9
11	Daycare	8
12	Banking/Credit Union	7
13	Convenience Store/Gas	5
14	Hotels	4
15	Mobile Food Truck or Trailer	4
	Seasonal/Temporary	1
16	Grocery Stores	3
17	Educational Services	3
18	Pharmacy/Drugstore	3
19	Solicitor	2
20	Entertainment	2
	Movie Theatres	1
21	Billboards	1
22	Manufacturing (Category closed in 2025)	1
23	Smoke Shops (can we use parcel # instead of address?)	1

It's important to know that these new groupings do not contradict our city's land use tables.





City of Holladay

RECOMMENDATION:

Staff and city consultant presentations are provided to update the city council's previous direction and gain input on final assumptions of potential fee increases.

As the City considers license fees for home-based businesses, it is important to note certain restrictions in Utah Code. The State of Utah prohibits municipalities from charging a fee to a resident of the municipality to operate a home-based business, "unless the combined offsite impact of the home-based business and the primary residential use materially exceeds the offsite impact of the primary residential use alone." However, a municipality may charge an administrative fee for a license to an exempt home-based business owner if they request a license. If an owner of a non-regulated home-based business requests a license, the administrative fee is currently \$20.

A common method of adjusting fees is to evaluate regional cost indicators, to ensure that the city receives appropriate fees for work being conducted. Staff recommend a possible two-year adjustment to user fees using the following considerations in establishing a new fee structure:

1. Performance Review

- a. Commit to a **two-year look-back** using updated calls-for-service and inspection logs; adjust fees by resolution

2. Compliance & Nuisance:

- a. Maintain authority for **enhanced inspections** and cost recovery when a business triggers repeated violations (with due process).

ATTACHMENTS:

- LRB – Business License Cost of Service Study Presentation

FISCAL IMPACT: ?

SUGGESTED MOTION: Continue to Work session





PUBLIC
FINANCE
ADVISORS

HOLLADAY CITY

BUSINESS LICENSE COST OF SERVICE STUDY

FEBRUARY 5, 2026

AGENDA

- Refresh of the Study's Purpose and Methodology
- Follow up on City Council's Requests from November Work Session
- Scenario Finalization

PURPOSE

UCA 10-1-203:

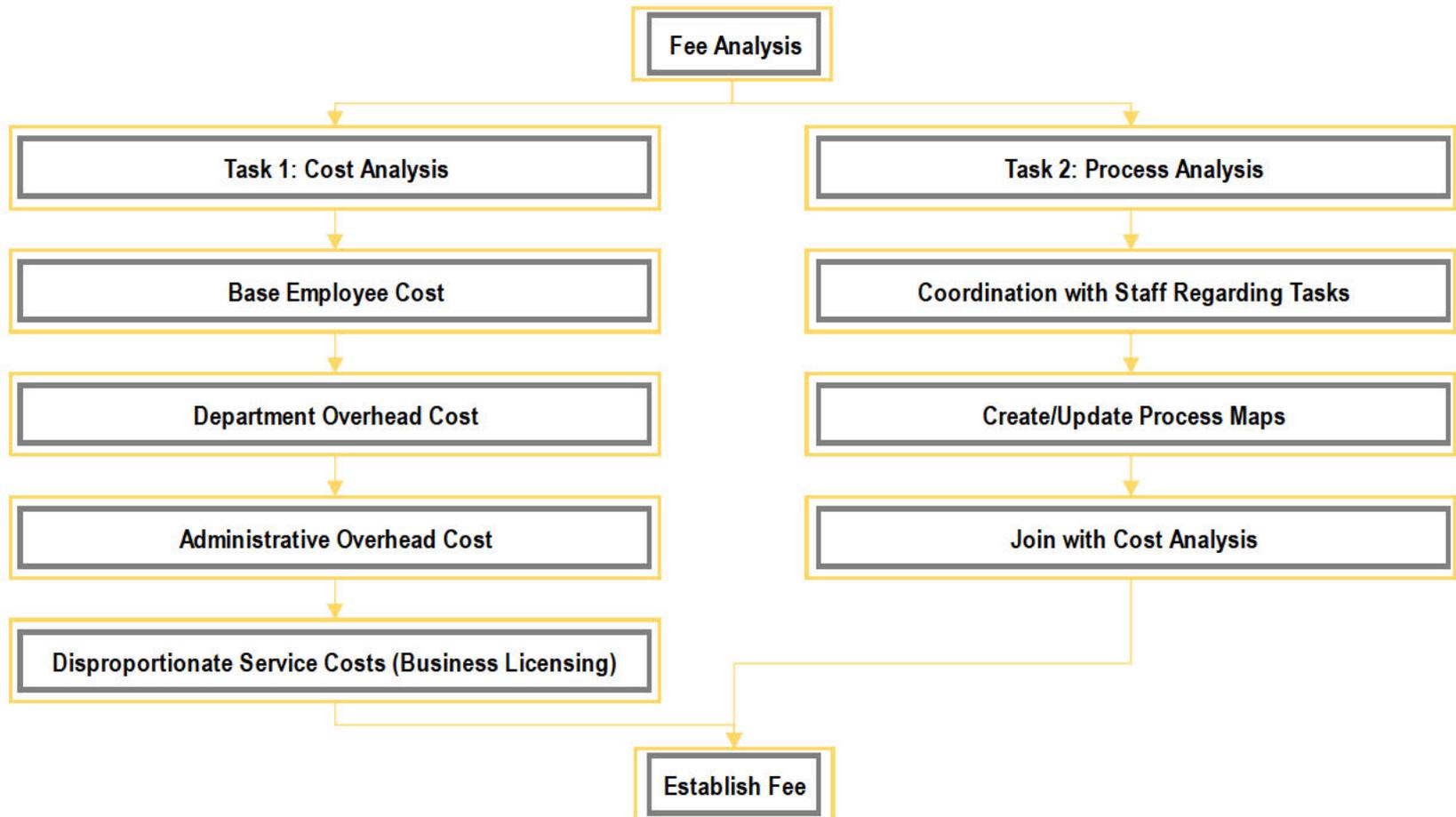
- The legislative body of a municipality may license for the purpose of regulation any business within the limits of the municipality, may regulate that business by ordinance, and may impose fees on businesses to recover the municipality's costs of regulation.
- The legislative body of a municipality may by ordinance raise revenue by levying and collecting a license fee or tax on:
 - a business that causes disproportionate costs of municipal services; or
 - a purchaser from a business for which the municipality provides an enhanced level of municipal services.
- Required to adopt an ordinance defining for purposes of the fee including:
 - The basic level of municipal services; and
 - The costs of providing an enhanced level of municipal services in the municipality.
- **The fee shall be reasonably related to the costs of providing an enhanced level of the municipal services.**

LIMITATIONS

UCA 10-1-203:

- A municipality may not:
 - require a license or permit for a business that is operated:
 - only occasionally; and
 - by an individual who is under 18 years old;
- Charge any fee for a resident of the municipality to operate a home-based business, unless the combined offsite impact of the home-based business and the primary residential use materially exceeds the offsite impact of the primary residential use alone;
- Require, as a condition of obtaining or maintaining a license or permit for a business:
 - That an employee or agent of a business complete education, continuing education, or training that is in addition to requirements under state law or state licensing requirements; or
 - That a business disclose financial information, inventory amounts, or proprietary business information, except as specifically authorized under state or federal law.
- Notwithstanding Subsection (7)(b), a municipality may charge an administrative fee for a license to a home-based business owner who is otherwise exempt under Subsection (7)(b) but who requests a license from the municipality.

PROCESS



COST ANALYSIS

- Analysis of current and projected budgets to determine base costs, department overhead, and administrative overhead costs:
 - Base costs include employee salaries and benefits
 - Department overhead costs include general costs to operate each department
 - Administrative overhead costs include the cost of the services provided to all departments (i.e. legislative, executive and administrative costs)

PROCESS ANALYSIS

Creation of Process Maps: General Business License Fee Example

STEP #	ACTION	HOURS	PERSONNEL INVOLVED
1	Application Review	0.25	Business License Official
2	Fee Calculation	0.10	Business License Official
3	Verify DBA	0.50	Business License Official
4	Verify Sales Tax ID Number	0.33	Business License Official
5	Assign for Staff review	0.25	UPD, UFA, Community & Economic Development Director
6	UPD Approval	0.15	UPD
7	UFA Approval	0.25	UFA
8	CED Approval	0.15	Community & Economic Development Director
9	Approval from Departments	0.25	Business License Official
10	License Finalization/Printing	0.25	Business License Official
	TOTAL	2.48	

PROCESS ANALYSIS

▣ Proposed Base Fees

	PROPOSED LICENSE BASE FEE
Home Occupation Daycare	\$369.00
Home Occupation NRU	\$249.00
Home Occupation Regulated	\$652.00
General Business License	\$298.00
General Renewal	\$87.00
Beer License	\$318.00
Restaurant w/alcohol	\$318.00
Restaurant w/o alcohol	\$318.00
Food Truck	\$318.00
Short Term Rental / CUP	\$472.00
Rental Dwelling	\$630.00
Solicitor	\$508.00
Assisted Living/Nursing, Residential, and Personal Care	\$330.00
Massage	\$373.00

DISPROPORTIONATE ANALYSIS

- Analysis Considers Disproportionate Impacts from Public Safety (Police)
 - Limited fire call data
- Process:
 - Determine Cost per Call
- Establish Baseline Level of Service (LOS)
 - Rental Units - Single Family Average
 - Commercial Average
- Calculate Disproportionate Fees by Business Group

DISPROPORTIONATE ANALYSIS

Max Disproportionate Fees **No Adjustments**

	# BUSINESSES	ALT DEMAND UNIT (BEDS)	DISP. IMPACT PER BUSINESS	COST PER BUSINESS	COST PER UNIT
Automotive	9.00		-	\$0	\$0
Banking/Credit Union	7.00		2.02	\$1,611	\$1,611
Billboards	1.00		-	\$0	\$0
Business, Professional and Contracted Services	404.00		-	\$0	\$0
Convenience Store/Gas	5.00		15.02	\$12,247	\$12,247
Daycare	8.00		-	\$0	\$0
Educational Services	3.00		0.51	\$596	\$596
Entertainment	3.00		1.82	\$1,515	\$1,515
Grocery Stores	3.00		18.15	\$15,773	\$15,773
Hotels	4.00	478	34.07	\$29,028	\$243
Manufacturing	1.00		-	\$0	\$0
Nursing, Residential, and Personal Care	9.00	529	41.15	\$44,020	\$749
Personal Services	231.00		-	\$0	\$0
Pharmacy/Drugstore	3.00		14.64	\$11,684	\$11,684
Restaurant with Liquor	27.00		2.04	\$1,632	\$1,632
Restaurant/Fast Food Without Liquor	32.00		0.91	\$730	\$730
Retail/Wholesale/Distribution	82.00		-	\$0	\$0
Seasonal	5.00		-	\$0	\$0
Smoke Shops	1.00		3.30	\$2,637	\$2,637
Solicitor	2.00		-	\$0	\$0

ADDITIONAL CONSIDERATIONS

- Applying a disproportionate fee to rental units requires the implementation of a good landlord program
 - Keep current policy for now
- Study does not consider other revenues generated by business activity
 - Sales Taxes
 - Property Taxes
- Increasing disproportionate fees may result in unintended consequences
 - Failure to report criminal activity
 - Reduce economic activity

11/6/25 WORK SESSION FOLLOW UP

1. What is the true cost benefit?

- The analysis is the true cost benefit
- Review of base process maps finds that 72% of the Business License Official's time is spent on business licenses
- Limitation for disproportionate fees due to differing methodology

2. Capture whatever the delta is then create a disproportional cost matrix that captures that cost.

- Re-review disproportionate fees if needed.

3. Do an adjustment to this fee schedule across the board to make it budget neutral

- 25% adjustment to all disproportionate fees results in neutrality (see next slides).

BUDGET NEUTRAL SCENARIO

Disproportionate Fees **25% Adjustment**

	UNITS	MAX DISP. FEE PER UNIT	MAX REVENUE	25% ADJUST. DISP. FEE PER UNIT	25% ADJUST. REVENUE
Banking/Credit Union	7.00	\$1,611	\$11,277	\$403	\$2,819
Convenience Store/Gas	5.00	\$12,247	\$61,235	\$3,062	\$15,309
Educational Services	3.00	\$596	\$1,788	\$149	\$447
Entertainment	3.00	\$1,515	\$4,545	\$379	\$1,136
Grocery Stores	3.00	\$15,773	\$47,319	\$3,943	\$11,830
Hotels (per Bed)	478.00	\$243	\$116,154	\$61	\$29,039
Nursing, Residential, and Personal Care (per Bed)	529.00	\$749	\$396,221	\$187	\$99,055
Pharmacy/Drugstore	3.00	\$11,684	\$35,052	\$2,921	\$8,763
Restaurant with Liquor	27.00	\$1,632	\$44,064	\$408	\$11,016
Restaurant/Fast Food Without Liquor	32.00	\$730	\$23,360	\$183	\$5,840
Smoke Shops	1.00	\$2,637	\$2,637	\$659	\$659
Total			\$809,481		\$185,913

BUDGET NEUTRAL SCENARIO

Cost Recovery Calculations Comparison **25% Adjustment**

REVENUES (BASE FEES)	UNITS	FEE PER UNIT	ESTIMATED REVENUE
New Business			
Commercial	138.00	\$298	\$41,181
Home Occupation	23.00	\$652	\$14,985
Renewals			
Commercial	748.00	\$87	\$64,953
Home Occupation	122.00	\$87	\$10,594
Subtotal			\$131,711

REVENUES (DISPROPORTIONATE FEES)	MAX REVENUES	25% ADJUST. REVENUE
Disproportionate Fees		
Subtotal (See Prior Slide)	\$809,481	\$185,913
Combined Revenue	\$941,192	\$317,624

Holladay City collected an average of **\$292,279** in business license fees from FY 2021 to FY 2024

11/6/25 WORK SESSION FOLLOW UP (CONT.).

4. **A scenario that includes Revenue recognition of revenue contribution.**
 - ▣ Data limitations
 - ▣ The true cost is not captured – only public safety. Roads, General Fund, etc. not captured

5. **A ramp up scenario over a period.**
 - ▣ 10% incremental increases from 20% to 50% (see next slides)

6. **Provide a column to the right that shows a couple of examples to give us reference.**
 - ▣ Limitations (not “apples to apples”, etc.)
 - ▣ See next slides

“RAMP UP” SCENARIO

Adjusted Disproportionate Fees Overview

	ADJUSTED DISP. FEE PER UNIT			
	20%	30%	40%	50%
Banking/Credit Union	\$322	\$483	\$644	\$806
Convenience Store/Gas	\$2,449	\$3,674	\$4,899	\$6,124
Educational Services	\$119	\$179	\$238	\$298
Entertainment	\$303	\$455	\$606	\$758
Grocery Stores	\$3,155	\$4,732	\$6,309	\$7,887
Hotels (per Bed)	\$49	\$73	\$97	\$122
Nursing, Residential, and Personal Care (per Bed)	\$150	\$225	\$300	\$375
Pharmacy/Drugstore	\$2,337	\$3,505	\$4,674	\$5,842
Restaurant with Liquor	\$326	\$490	\$653	\$816
Restaurant/Fast Food Without Liquor	\$146	\$219	\$292	\$365
Smoke Shops	\$527	\$791	\$1,055	\$1,319

“RAMP UP” SCENARIO

Cost Recovery Calculations Comparison **All Adjustments**

	20% ADJUST. REVENUE	25% ADJUST. REVENUE (BUDGET NEUTRAL)	30% ADJUST. REVENUE	40% ADJUST. REVENUE	50% ADJUST. REVENUE	MAX REVENUE
Base Fees	\$131,711	\$131,711	\$131,711	\$131,711	\$131,711	\$131,711
Disp. Fees	\$809,481	\$185,913	\$223,096	\$297,461	\$371,826	\$809,481
Combined Revenue	\$280,442	\$317,624	\$354,807	\$429,172	\$503,537	\$941,192

Holladay City collected an average of **\$292,279** in business license fees from FY 2021 to FY 2024

COMPARATIVES

Comparison BASE Fees **Surrounding Communities**

	PROPOSED HOLLADAY	COTTONWOOD HEIGHTS	MIDVALE	MILLCREEK
Home Occupation Daycare	\$369.00			\$145.00
Home Occupation NRU	\$249.00			
Home Occupation Regulated	\$652.00	\$100.00	\$94.00	\$55.00
General Business License	\$298.00	\$170.00	\$137.00	\$145.00
General Renewal	\$87.00	\$120.00	\$19.00	\$145.00
Beer License	\$318.00			\$60.00
Restaurant w/alcohol	\$318.00			
Restaurant w/o alcohol	\$318.00			
Food Truck	\$318.00			
Short Term Rental / CUP	\$472.00	\$350.00		\$145.00
Rental Dwelling	\$630.00		\$143.00	\$40.00
Solicitor	\$508.00		\$45.00	\$65.00
Assisted Living/Nursing, Residential, and Personal Care	\$330.00			\$145.00
Massage	\$373.00			

Blanks indicate that a separate base fee is not charge and is most likely considered under the "General Business License" umbrella. Murray charges all businesses a base license fee of \$100.00 and charges a \$6/unit residential rental fee, and a \$2/unit commercial rental fee.

COMPARATIVES

Comparison DISP. Fees Surrounding Communities

	MAX HOLLADAY	COTTONWOOD HEIGHTS	MIDVALE	MILLCREEK	MURRAY
Banking/Credit Union	\$1,611	\$244		\$825	
Convenience Store/Gas	\$12,247	\$477	\$100	\$1,970	
Educational Services	\$596		\$500	\$230	
Entertainment	\$1,515			\$185	
Grocery Stores	\$15,773	\$1,615		\$1,543	
Hotels	\$243 (per Bed)		\$180	\$1,000	\$250
Nursing, Residential, and Personal Care	\$749 (per Bed)	\$2.50 (per Bed)		\$10 (per Bed)	\$250 – Group Homes/ Rehabilitation Facility
Pharmacy/Drugstore	\$11,684				
Restaurant with Liquor	\$1,632	\$195	\$300	\$275	\$500
Restaurant/Fast Food Without Liquor	\$730	\$195	\$300	\$240	\$500
Smoke Shops	\$2,637		\$22 – Tobacco		\$200 – Tobacco Retailer

Cottonwood charges a base fee, an inspection fee, a regulatory fee to applicable categories, and a disproportionate fee. The fee above includes the disproportionate fee only.

NEXT STEPS

- Finalize analysis and fee recommendations
- Complete final revenue analysis
- Adopt proposed fees

QUESTIONS

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