



**NOTICE OF A MEETING OF THE
CITY OF HOLLADAY CITY COUNCIL
THURSDAY, NOVEMBER 3, 2022**

- 5:00 p.m.** **Council 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 **Thursday, November 3, 2022 at 6:00 pm** It is possible that a member of the Council will be participating by electronic means. 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 which are available to the City Council 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 comment or to make comment 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@cityofholladay.com

AGENDA

- I. **Welcome** – Mayor Pro-tem Quinn
- 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 prior to 5:00 p.m. on the date of the meeting to scarlson@cityofholladay.com, with the subject line: Public Comment. Comments are subject to the Public Comment Policy set forth below
- IV. **Public Hearing on Proposed Text Amendment to Title 13.72.03 - Lot and Density Standards within the FCOZ Overlay Zone** (applicants Connie & Robert Jensen to amend Title 13, as it relates to a one-acre minimum lot size requirement for developing new properties within the Foothill Canyons Overlay Zone (FCOZ)).
- V. **Public Hearing on Proposed Text Amendment to Title 13.80 Off-Street Parking Requirements** (minimum off-street parking requirements and parking ratios by land use within the city)
- VI. **City Manager Report** - Gina Chamness

VII. ***Council Reports & District Issues***

VIII. ***Recess City Council in a Work Meeting***

a. Discussion on Previous Public Hearings

b. Wasatch Blvd Presentation- Tim Baird- Fehr & Peers

c. Discussion on Wasatch Front Waste & Recycling Proposed Rate Increase -Pam Roberts

d. Discussion on Revel Marathon for 2023- Gina

e. Overview of Iworqs App – Holly Smith

f. Discussion on Potential Fundraising Contract for the City - Gina

g. Calendar

Council Meetings: Nov. 17, Dec. 8

Nov. 13 – Interfaith Service

Nov. 28- Tree Lighting

IX. ***Closed Session pursuant to Utah Code Section 52-4-204 & 205 to Discuss the Physical or Mental Health or Professional Competence of an Individual, Potential Litigation, Property Acquisition and Disposition and Deployment of Security Systems***

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, Stephanie N. Carlson, the City Recorder of the City of Holladay, certify that the above agenda notice was posted at City Hall, the City website www.cityofholladay.com, the Utah Public Notice website www.utah.gov/pmn, and was emailed to the Salt Lake Tribune and Desert News and others who have indicated interest.

DATE POSTED: Monday, October 31, 2022 at 2:00 pm

Stephanie N. Carlson MMC,

City Recorder City of Holladay

Reasonable accommodations for individuals with disabilities or those in need of language interpretation service 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 SUMMARY REPORT

MEETING DATE: November 3, 2022

AGENDA ITEM:

REQUEST: Ordinance Amendment to 13.72; FCOZ Minimum Lot Size - Legislative action

SUBMITTED BY: Connie and Robert Jensen

ACTION NEEDED:

Review proposed amendment to Title 13 Section 72; Minimum Lot size for new lots in the FCOZ Overlay Zone

RECOMMENDATION:

Review proposed amendments to the City of Holladay land use ordinance by the applicant. Hold the required public hearing and, prior to a motion, consider a recommendation (DENY 4-1) provided by the Planning Commission from their meeting held October 4th 2022.

BACKGROUND:

The overall intent of this amendment is to provide for the subdividing of land within the FCOZ zone, in particular the applicant's **1.9 acre lot**. The applications property, though located within Holladay's half-acre zone (R-1-21), the property is currently limited by an overlay zone which overrules the underlying zone and lot sizes by requiring new lots created to be a one-acre, minimum lot size. This provision prevents a subdivision of the applicant's property. As proposed this amendment, will apply to all newly created properties within the FCOZ overlay zone and would not create any non-conforming use situations.

First enacted in the 1997 by Salt Lake County, the Foothills and Canyons Overlay Zone (FCOZ) governs development in the Wasatch Mountains. Additional development standards supplement the underlying zone district by addressing issues such as slope angle, density, watershed and construction, FCOZ sets strict guidelines for any sort of new construction or project. Developed with an eye toward preserving the mountains and water that feed Salt Lake City, FCOZ covers areas like Little and Big Cottonwood Canyons, Millcreek, Emigration Canyon and the mountainous zones of Unincorporated Salt Lake City

In application to this proposal, FCOZ requires newly proposed lots to be a minimum of one-acre or greater. The overlay was created, while being cognizant of private property rights, to preserve the natural character of the foothills and canyons by establishing standards for foothill and canyon development. Limiting new lots to a once acre or larger, is effective at addressing and accomplishing the following:

- Preserve the visual and aesthetic qualities of the foothills and canyons,
- Encourage development designed to reduce risks associated with natural hazards and to provide maximum safety for inhabitants;
- Provide adequate and safe vehicular and pedestrian circulation;
- Encourage development that fits the natural slope of the land in order to minimize the scarring and erosion effects of cutting, filling, and grading related to construction on hillsides and steep slopes;
- Prohibit activities and uses that would result in degradation of fragile soils, steep slopes, and water quality;
- Provide for preservation of environmentally sensitive areas and open space by encouraging clustering or other design techniques to preserve the natural terrain, minimize disturbance to existing trees and vegetation, preserve wildlife habitat, and protect aquifer recharge areas;

GENERAL PLAN COMPLIANCE

The General Plan encourages appropriate development standards for all uses and zoning categories within Holladay. This code amendment is guided by Chapter 2: Land Use, and Chapter 8: Natural Resources and Sustainability.

Chapter 2: Land Use

Residential-Foothills (R-F) This district is intended to accommodate residential developments within the Foothills and Canyons Overlay Zone on properties that require special review for potential slope stabilization, residential structure placement and natural hazards mitigation.

Chapter 8: Natural Resources and Sustainability

Implementation Measures: #4 Protect the hillside and slopes from undesirable development.

AMENDMENT ANALYSIS:

Below is a simplified comparison chart of the current (codified) code and what is proposed

Ordinance	Topic	Current Language	Proposed Changes
13.72.030	<i>Minimum Lot Size for new development</i>	The current ordinance maintains new development to a one-acre or larger lot size, regardless of the underlying zone	Proposal to match minimum lot sized to the underlying zone by eliminating the overlay's one acre minimum
			Implementation strategy: the amendment applies to un-development property only

STAFF RECOMMENDATION:

Staff recommends that the Council hold the required public hearing and moderate a discussion with the applicant of the proposal.

The question here for the Council could be summarized as: does loosening a minimum lot size requirement for undeveloped land cause undue conflict with the purpose statements of the FCOZ Overlay zone?

For the past 20 years, the FCOZ ordinance requires that private landowners adhere to certain standards of development in order to protect water quality and curb aesthetic intrusions on the natural landscape. [Some – but not all - private landowners find this ordinance burdensome](#). However, as written the strong FCOZ regulations are arguably an effective line of defense for slowing development in the Wasatch. The ordinance's protections are also the reason that the development we do see in the canyons isn't more egregious.

FCOZ is comprehensive, governing everything from potential development near the wetlands and streams at the canyons' bottoms, to building on the ridge lines at the canyons' tops. While considering its scope, there are a few key points critical to FCOZ's intent from a conservation perspective. These are: prohibiting development on slopes above 30 degrees (with some rare exceptions), increasing minimum lot sizes to one acre or larger, limiting development near streams and wetlands, and wildlife protections.

FCOZ application is broad. The overlay spans the Salt Lake County foothills and reaches up each of the main canyons of the Wasatch Front. While the bulk of the ordinance applies to canyon, resort or cabin subdivision development, many of the regulations are neither scalable to smaller development nor geographically specific in scope. Therein lies the frustration of a residential property owner has when faced with large, canyon-scaled development standards when struggling to improve their smaller-scale private property for personal uses. On the other hand, when reviewing the intent of protections described in the purpose statements; sensitive lands are sensitive lands and water quality is water quality. Many of the provisions regulate impact regardless of the scale.

ATTACHMENTS:

Draft amendments, Applicant Narrative, Lot Size Analysis map (Applicable properties),

FISCAL IMPACT: n/a

SUGGESTED MOTION: Motion to continue for discussion

Jonathan Teerlink

From: C J <bcljbra07@yahoo.com>
Sent: Friday, September 2, 2022 9:09 AM
To: Jonathan Teerlink
Subject: Re: Text Extension for 5560 South Wasatch Blvd

Follow Up Flag: Follow up
Flag Status: Flagged

[External Email - Use Caution]

Thank you for the correction.

Jon, could you please put our request on the next applicable meeting? Thank you.

We are the property owners of 5560 South Wasatch Boulevard which is a 1.97-acre parcel. Current regulations require a 1-acre lot size for residential homes in this area. Our engineer has provided a topo map which shows that there are two buildable areas within our property that fall within the 30% grade requirement. We respectfully request a text amendment to the City's 1-acre minimum lot size requirements for this parcel. This would allow us to have two lots on the property; one at 1-acre and the other at .97 acres. Thank you.

On Friday, September 2, 2022 at 09:03:38 AM MDT, Jonathan Teerlink <jteerlink@cityofholladay.com> wrote:

Text amendment, is the correct description



City of Holladay

Jonathan Teerlink

Community & Economic Development, Director

Phone: 801-527-3890

1 **13.72.030: DEVELOPMENT STANDARDS (FCOZ):**

2 A. Lot And Density Requirements:

3 1. General Rule: All ~~newly proposed subdivision(s) on undeveloped property development~~ in the foothills and
4 canyons overlay zone shall comply with the standards for minimum lot size, minimum lot width, and maximum
5 density required in the underlying zone.

6 ~~2. Exception To General Rule; When Underlying Zone Permits Smaller Than One Acre Lots:~~

7 ~~— a. Lots Created After The Effective Date Hereof: If the underlying zone permits a minimum lot size of smaller~~
8 ~~than one acre, then the minimum lot size for development in this overlay zone shall be one acre.~~

9 ~~— b. Lots Of Record That Meet Underlying Zone's Minimum Lot Size Requirement: If the underlying zone~~
10 ~~permits a minimum lot size of smaller than one acre, then a lot of record approved prior to the effective date hereof~~
11 ~~that meets the minimum lot size requirement set forth in the underlying zone district shall have a minimum lot size~~
12 ~~of one-half (1/2) acre.~~

13 **32.** Exception To General Rule; Lots Of Record That Do Not Meet The Underlying Zone's Minimum Lot
14 Requirements: If a lot of record subject to this chapter:

- 15 a. Was approved prior to the effective date of said ordinance; and
16 b. Does not meet the minimum lot size or lot width requirements set forth in the underlying zone district; and
17 c. Is not subject to the substandard lot consolidation provisions set forth in subsection A4 of this section;
18 then the minimum lot size or lot width requirements shall be waived and development may proceed on said lot
19 of record subject to compliance with all other applicable development standards set forth in this chapter and in
20 the underlying zone.

21 **43.** Consolidation Of Substandard Lots:

22 a. General Rule; Consolidation Required: Two (2) or more lots or parcels located in the foothills and canyons
23 overlay zone shall be considered to be a single, undivided lot or parcel for the purposes of this chapter, if all
24 the following factors apply:

- 25 (1) The lots or parcels are contiguous;
26 (2) The lots or parcels are in single and common ownership and are of record on the effective date of said
27 ordinance;
28 (3) No structures are located on the lots or parcels;
29 (4) All or part of the lots or parcels do not meet the minimum lot area or lot width requirements set forth in
30 this section; and
31 (5) Such lots have not been improved with individual and separate connections to municipal water or sewer
32 systems.

33 No portion of such lots or parcels subject to this consolidation provision shall be used or sold in a manner that
34 renders compliance with the lot width and lot area requirements set forth in this section less feasible.

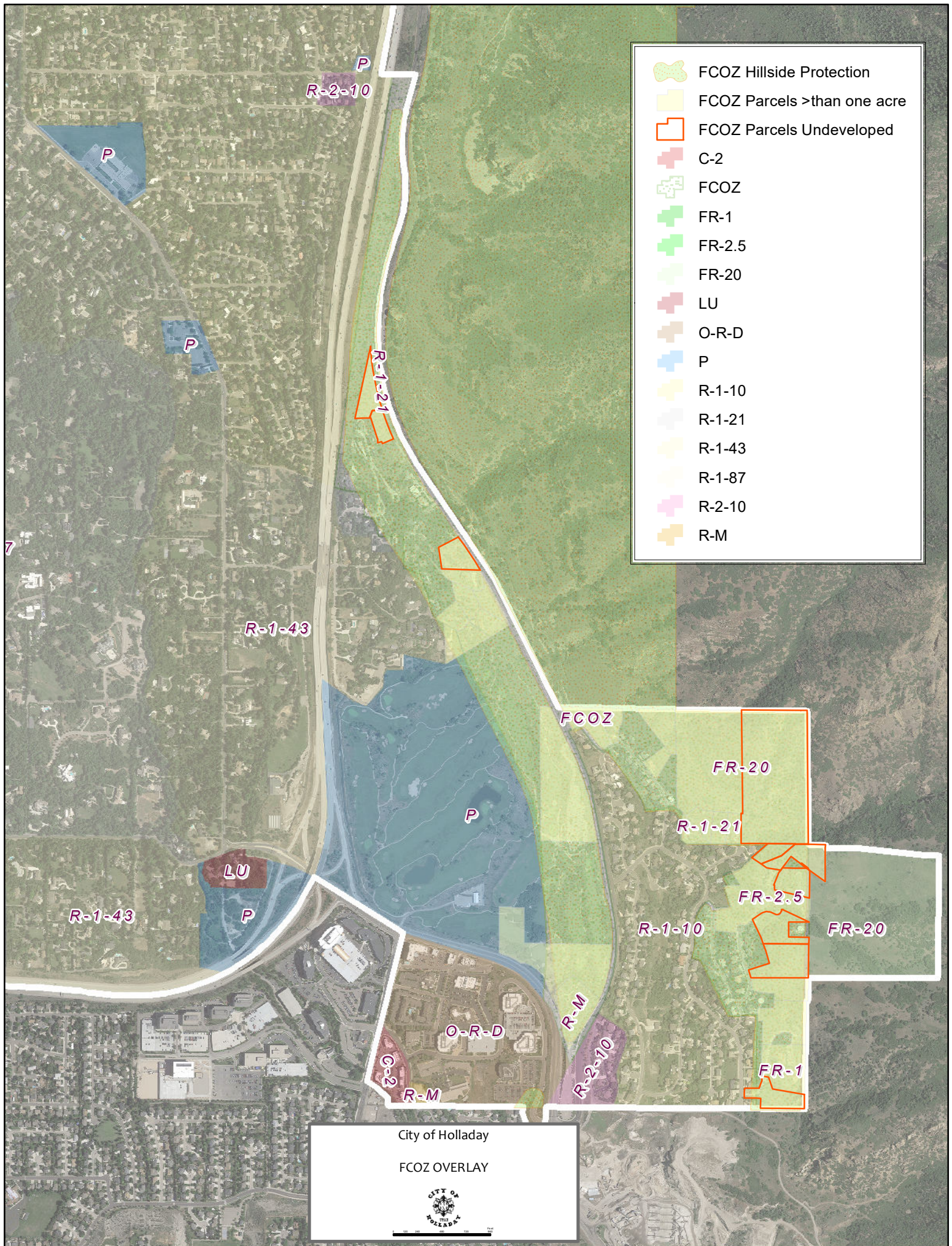
35 b. Exception To General Rule: Notwithstanding the general rule for consolidation set forth in subsection A4a
36 of this section, if a lot or parcel that would otherwise be subject to the general consolidation rule meets the
37 minimum lot area or lot width requirements set forth in the underlying zone district, then consolidation shall not
38 be required.



City of Holladay

FCOZ OVERLAY





DRAFT

**MINUTES OF THE HOLLADAY CITY
PLANNING COMMISSION MEETING**

Tuesday October 4th, 2022

5:30 p.m.

**Holladay Municipal Center
4580 South 2300 East**

ATTENDANCE

Planning Commission Members:

Martin Banks, Vice Chair
Paul Cunningham
Ginger Vilchinski
Dennis Roach
Karianne Prince

City Staff:

Jonathan Teerlink, CED Director
Carrie Marsh, City Planner
Brad Christopherson, Legal Counsel

Work Session

Vice Chairman Martin Banks called the meeting to order at approximately 5:30 pm.

The agenda items were reviewed and discussed. City Planner, Carrie Marsh gave an overview of the admirative application for subdivision on Highland Circle for Sequoia Development. Configuration of an 11-unit multifamily development was discussed as the first step in a proposed Planned Unit Development (PUD) process, which will come at a later date. Mrs. Marsh explained that the home currently on the site is currently on the _____ historic register, but not on the state (?). Applicants initially desired to keep the historic structure and by moving it to the street, but after have found the process is to expensive and the structure would not likely survive.

Community Development Director, Jonathan Teerlink, reported on text amendments to be considered tonight. Based upon previous presentation by staff, the first amendment is brought by applicants Connie and Robert Jensen. Mr. Teerlink explained that the Applicants withdrew a previous rezone application when discussions at the council level was not receiving seeing much support and reapplied to amend 13.72, as it pertains to lot size minimums. Mr. Teerlink presented the amendment as drafted by city staff on behalf of the Applicants. Primarily the amendment proposes to address the issue of minimum lot size for new subdivisions within the FCOZ zone. The draft focuses on undeveloped property measuring once are or larger. Mr. Teerlink presented the commission with a map study of parcels that would be affected. Commissioner Cunningham questioned the applicability of the FCOZ standards at this site and protentional developability – which was address by Mr. Teerlink as been discussed at a previous meeting.

The second amendment is brought by city staff as changes to 13.80 of the Off-Street Parking regulation. Previously, the Commission reviewed the draft amendments and Mr. Teerlink described one new addition to the exceptions section, which makes the amendments not applicable to the R-R/U zone.

Draft minutes are discussed in general before a 5 min break.

CONVENE REGULAR MEETING - Public Welcome and Opening Statement by Commission Chair.

Vice-Chairman Martin Banks called the meeting to order at 6:00 p.m. and read the Commission Statement.

PUBLIC HEARING

1. Highland Circle Subdivision – 1706 East Murray-Holladay Road – Concept Plan – Administrative review and consideration of a concept plan application by the Property Owner, Sequoia Development, to redevelop .74 acres of land within the Multi-Family Zone. This 11-unit, residential development will be reviewed at the concept level with a historical preservation aspect in accordance zone and subdivision standards as per Holladay Ord 13.08, 13.78 and 13.32.040 – Planner, Carrie Marsh

City Planner, Carrie Marsh, presented the application as an administrative review of a permitted land use within the Residential Multi-Family zone (RM). The application brought by Sequoia development proposes 11 multi-family units on 32,502.5 sq ft of land.

Application Alec Moffat agreed with the comments from Mrs. Marsh and presented details of historic elements of the existing structure on the site. Mr. Moffat described the requests to historic property structure movers who indicated that the building would not withstand a relocation. Sequoia Development is interesting in the concept of using the old building, but are concerned with the immense cost unknown outcome of the building surviving a move.

Mr. Moffat described the proposed layout as 11 units and further described a proposed layout, under PUD conditions, to meander the lane and distribute the units among the existing landscape.

Vice Chair Banks opened the public hearing – no comments. Vice Chair Banks closed the hearing and moderating discussion among the commissioners.

Commissioner Roach commented that the OPUD layout is favorable, if the tree canopy protections are acknowledged. Mr. Moffat reiterated that it is their intent to keep as many significant trees as possible.

Commissioner Roach moved, to approve the Conceptual Plan for, agenda item *Highland Circle* an 11-unit multifamily development, subject to the following:

Findings:

- ***The requirements for conceptual subdivision have been substantially completed.***
- ***Proposed layout of lots comply with lot area regulations in the R-M Zone.***
 - a. ***PUD application will detail layout of 11 total units allowed***
 - b. ***Total land area required for all proposed units totals 32,502.5 sq. ft***

1 **Conditions:**

- 2 • *Remaining utility service letters to be submitted to the TRC with accompanying Preliminary*
3 *level construction drawings.*
4 • *PUD application to be submitted after conceptual approval.*
5

6 **Commissioner *** *seconded the motion. Vote on motion: Paul Cunningham -Aye, Ginger Vilchinski -*
7 *Aye, Dennis Roach-Aye, Karianne Prince-Aye, Martin Bank-Aye.*
8 *The motion passed unanimously.*
9

10 **2. Text Amendment – 13.72.030: Lot and Density Standards within the FCOZ Zone –**
11 **Legislative review and recommendation to City Council on proposal by applicants, Connie &**
12 **Robert Jensen to amend Title 13, of the Holladay City Code, Land Use and Development**
13 **Regulations as it relates to a one-acre minimum lot size requirement for developing new**
14 **properties within the Foothill Canyons Overlay Zone (FCOZ). – Planner, Jonathan Teerlink**
15

16 CED Director, Jonathan Teerlink presented details of the staff report as a legislative application proposed
17 by applicants Connie and Robert Jensen. Commissioners are requirement to hold a public hearing and
18 forward a recommendation to the City Council for final review and consideration. History of a previous
19 rezone application by the applicants was reviewed. Mr. Teerlink presented details of the text amendment
20 as a change to the one-acre requirement for new properties with an underlying zone of less than one acre.
21 Mr. Teerlink presented a staff generated research map indicating which properties would be affected by
22 this amendment.
23

24 Robert Jensen presented the background of the property and intent to construct two homes on the lot each
25 measuring greater than a half-acre lot size, which the FCOZ minimum lot size requirement prevents.
26 Connie Jensen presented details of the slope of property and similarities of those properties developed
27 nearby.
28

29 Commissioner Banks voiced minimal concern and acknowledged that the amendment, according the map
30 provided, would only apply to no more than three properties along Wasatch Blvd.
31

32 Commissioner Roach acknowledged that the FCOZ zone, as intended, is to preserve the aesthetic qualities
33 of buildings and development among the foothills. Upon review of the request, Mr. Roach was concerned
34 over not finding enough or quantifiable reasons to support the amendment.
35

36 Commissioner Prince asked staff to recount the history of the application and the reasoning behind
37 amending the code rather than rezoning the property. Mr. Teerlink recounted the previous motion by the
38 commission as unanimous to not recommend removing the FCOZ zone from the property. Staff also
39 recounted the subsequent discussion by the council which emphasized that a rezone may not be the most
40 appropriate approach, as the FCOZ zone, while limiting lot size, does account for and allow flexibility to
41 build on steep slopes.
42

43 Commissioner Vilchinsky requested staff to re review the lot size minimums of the zone and the current
44 lot size of the property. Mrs. Jensen provided a paper survey of the property showing slope and also

1 indicated two “building pads”, explaining that the two pads and lot lines are shown assuming the
2 amendment were approved.

3
4 Questing the merits of the application, Commissioner Cunningham was concerned over whether or not the
5 goals of the FCOZ zone need be changed at this location and, or at other location affected the proposal.

6
7 Mrs. Jensen described the process so far as to be overwhelming. Explaining that the property, when
8 deeded, was described to have had two available home lots. The situation has changed their future plans.
9 Commissioner Cunningham asked Holladay legal Counsel if at the time of codifying the FCOZ overlay,
10 would have county have noticed properties. Legal Counsel, Brad Christopherson explained that, assuming
11 state law was followed, the properties affected would have received notice.

12
13 (19:31:30) *Commissioner Cunningham moved to recommend to deny agenda item 2 an application to*
14 *amend the minimum lot size requirements as currently stated in Holladay § 13.72.030, no findings*
15 *stated.*

16
17 *Commissioner Prince seconded the motion. Vote on motion: Paul Cunningham -Aye, Ginger*
18 *Vilchinski -Aye, Dennis Roach-Aye, Karianne Prince-Aye, Martin Bank-Nay.*
19 *The motion passed (4-1) unanimously.*

20
21 **3. Text Amendment – 13.80; Off-Street Parking Requirements – Legislative review and**
22 **recommendation to City Council on proposal by City staff to amend Title 13, of the Holladay**
23 **City Code, Land Use and Development Regulations as it pertains to minimum off-street**
24 **parking requirements and parking ratios by land use within the city.**

25
26 Mr. Teerlink presented the proposal as a legislative application brought by city staff, requesting updates to
27 the ordinance and to meet objectives stated as recent amendments to the General Plan addressing goals
28 relating to the moderating income housing strategies. No changes were made from previous meetings
29 other than once clarification regarding applicability to the R-M/U zone. The noted zone, Mr. Teerlink
30 described as similar to the Holladay Village zone as having its own parking ration requirements.

31
32 *Commissioner Prince moved, to recommend approval of amendments to Holladay Ord 13.80 Off Street*
33 *Parking, subject to the following:*

34
35 ***Findings:***

- 36 1. *Amendments are supported by stated purpose of chapter 13.80 as elements which, “reduce*
37 *street congestion and traffic hazards in the City by incorporating adequate, attractively*
38 *designed facilities for off street parking and loading as an integral part of every use of land*
39 *in the City”*
40 2. *Amendments are further supported by the General Plan as stated with the following*
41 *sections;*
42 a. *Chapter 3 Transportation – Transit Network; Suggested Implementation Measures;*
43 *“Consider the adoption of an ordinance that requires developers of new commercial,*
44 *office, mixed-use, and large residential projects to address mass transit and other*
45 *multi-modal services in their design of parking facilities, street, and pedestrian*

1 *accesses. Such measures could include parking requirement reductions in lieu of*
2 *programs that provide bus passes for employees.”*

- 3 *b. Chapter 3 Transportation – Bicycle Network: “Maintain, expand improve bicycle*
4 *facilities and networks”*
5 *c. Chapter 5 Moderate Income Housing – Implementation Strategy; Study with intent*
6 *ot reduce parking requirements for residential development.*
7 *d. Chapter 8 Natural Resources and Sustainability – Sustainability; “Incorporating*
8 *transportation and parking plans that minimums the use private vehicles and foster*
9 *the use of alternative transportation options...”*

10
11 *Commissioner Banks seconded the motion. Vote on motion: Paul Cunningham -Aye, Ginger*
12 *Vilchinski -Aye, Dennis Roach-Aye, Karianne Prince-Aye, Martin Banks-Aye.*
13 *The motion passed unanimously.*

14
15 **ACTION ITEMS**

16 **4. Approval of Minutes – August 16th, August 30th and September 13th**

17 The minutes were reviewed and modified.

18
19 *Commissioner Roach moved to approve the minutes, as amended. Commissioner Prince seconded the*
20 *motion. Vote on motion: Paul Cunningham -Aye, Ginger Vilchinski -Aye, Dennis Roach-Aye,*
21 *Karianne Prince-Aye, Martin Banks-Aye.*

22
23
24 *Commissioner Prince moved to adjourn. The motion passed by the unanimous consent of the*
25 *Commission.*

26
27 The Planning Commission Meeting adjourned at 7:45 p.m.

28
29 *I hereby certify that the foregoing represents a true, accurate and complete record of the Holladay City*
30 *Planning Commission meeting held Tuesday, October 4th, 2022.*

31
32
33
34 _____
35 Jonathan Teerlink
36 CED, Director
37



HOLLADAY CITY COUNCIL SUMMARY REPORT

MEETING DATE:**AGENDA ITEM:**

REQUEST: Ordinance Amendment, 13.80 Off Street Parking Requirements – legislative action

SUBMITTED BY: Planning Staff

ACTION NEEDED:

Review proposed amendment to Title 13 Section 80; Updates and amendments to off street parking requirements

RECOMMENDATION:

Review amendments to the City of Holladay land use ordinance as presented to and recommended by the Planning Commission (APPROVE 5-0). Hold the required public hearing and make motion, with findings, for final decision/action.

BACKGROUND:

The overall intent of this amendment is to update land use terminology, implement modern parking theory, update current ratios and address stated goals of the General Plan (Moderate Income Housing Plan, Strategy #1). The amendment proposes allowances to consider applicant proposed adjustments to required minimums based upon locale and or parking strategy intended to reduce vehicle trips/traffic.

ANALYSIS:

Determining the right amount of parking is always a delicate balancing act, between the need for access in an auto-oriented world and the desire to minimize traffic and the sometimes-harmful impacts autos bring. Many communities are concerned about the negative impacts of having too little parking – neighbors complain, cars are parked illegally, shop owners worry about discouraging patrons, lenders and developers worry about the desirability of their properties, drivers waste time hunting for parking spaces, etc. Recently, some communities have begun to realize that too much parking can be as detrimental to the community, environment and redevelopment potential as too little, and have taken steps to reduce parking requirements and improve the efficiency of existing parking.

There is no simple, correct answer on how much parking is needed. Factors depend on:

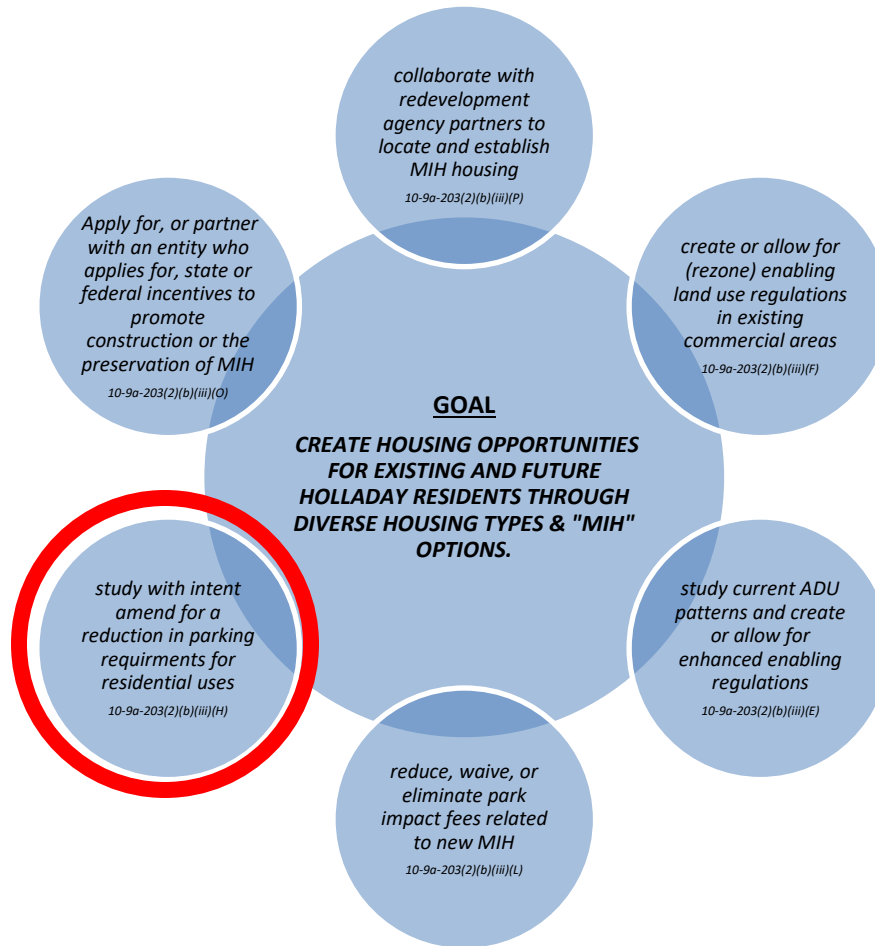
- Area of interest (town and neighborhood centers will have different needs than standalone developments)
- Access available to that area (less parking is needed for locations with good walking and transit access)
- Type of development existing or planned (residential parking needs are greatest overnight, office during the day, and some retail uses will need the most parking on weekends)
- Varied approaches by the property owner or building operator to address appropriate parking needs

One way to improve on generic parking requirements is allow flexibility based upon certain site considerations:

- Access to transit
- Presence of nearby complementary destinations within walking and biking distances
- Potential for shared parking
- Expected demographics for residential developments (age, auto ownership, income etc.)
- Implementing programs to reduce parking need; carpools, car sharing, bike/motorcycle spaces

GENERAL PLAN COMPLIANCE

The General Plan encourages appropriate development standards for all uses and zoning categories within Holladay. Additionally, the amendment is crafted to address recent strategies chosen by the city to comply with statutory obligation to address moderate income housing issues. This code amendment would accomplish that goal and objective.



STRATEGY 1 (2007 General Plan, Moderate Income Housing Implementation Strategies)
Study with intent to reduce parking requirements for residential developments

ACTION: The Community and Economic Development Department will complete a study period proposing a reduction to multi-family and related residential parking requirements with alternative off-street parking options by December 31st 2022.

SUMMARY OF CHANGES COMPARISON CHART

Below is a simplified comparison chart of the current (codified) code and the most recent proposal.

Ordinance	Topic	Current Language	Proposed Changes
13.80	Off Street Parking	The current ordinance establishes an assumed minimum of off street parking requirement by use.	Address missing ratio for residential parking / bedroom count
			allowable strategies which may adjust the required minimum parking demand by use.

RECOMMENDATION:

Staff recommends that the council to hold the required public hearing and moderate a discussion based upon on staff prepared proposals and the recommendation of the planning commission. A motion to continue may be necessary – *staff direction on specific elements is appropriate.*

*Amendments proposed to highlighted sections only

CHAPTER 13.80: OFF STREET PARKING REQUIREMENTS

SECTION:

13.80.010: Purpose

13.80.020: Off Street Parking Required

13.80.030: Parking Design Standards

13.80.040: Number Of Spaces Required

13.80.050: Shared Parking

13.80.060: Maintenance And Development Generally

13.80.070: Surfacing

13.80.080: Screening

13.80.090: Landscaping

13.80.100: Lighting

13.80.110: Signs

13.80.120: Off Street Loading Requirements

13.80.130: Gasoline Pump Requirements

13.80.140: Drive-Up/Drive-Thru Service (Food And Non-Food Uses)

13.80.010: PURPOSE:

The purpose of this chapter is to reduce street congestion and traffic hazards in the City by incorporating adequate, attractively designed facilities for off street parking and loading as an integral part of every use of land in the City. (Ord. 2012-15, 9-20-2012)

13.80.020: OFF STREET PARKING REQUIRED:

A. Parking Required: There shall be provided at the time any building or structure is erected or enlarged or increased in capacity, or any use is established, off street parking spaces for automobiles in accordance with the requirements in this chapter.

B. Plans Required To Obtain Building Permit: All applications for a building permit shall be accompanied by a plot plan showing the required parking spaces, with ingress and egress. The plan shall be reviewed and approved by the Community and Economic Development Department.

C. Alternatives To On Site Parking: The required off street parking for any new use, structure or building which, due to the size or location of the parcel, cannot be provided on the premises may be provided on other property not more than a three hundred foot (300') distance from the building site measured along the shortest available pedestrian route of access upon a finding by the Planning Commission that the off site parking is conveniently located for such use and will not create a traffic or safety problem. (Ord. 2012-15, 9-20-2012)

13.80.040: NUMBER OF SPACES REQUIRED:

Except as provided herein, under no circumstances shall there be less parking spaces provided than actually required by the use.

A. Number Specified:

The minimum number of off street parking spaces required in all zones except the HV and R-M/U Zone, shall be as follows:

Amusement center (arcade)	1 space per 100 square feet of floor area
Apartments for elderly persons	1 space for each dwelling unit
Automobile or machinery sales and service garages	2 spaces plus 1 space for each 400 square feet of net floor area
Banks and business or professional offices	2 spaces plus 1 space for each 200 square feet of <u>net usable</u> floor area
Bed and breakfast	1 space for each person employed on the highest employment shift, plus 1 space for every guestroom, plus parking for all accessory uses defined in this title
Bowling alleys	5 for each alley
Churches	1 space for each 6 1/2 feet of linear pew or 3 1/2 seats in the auditorium; provided, however, that where a church building is designed or intended to be used by 2 congregations <u>or special meetings, an additional 50% of the minimum spaces required shall be provided.</u> ~~1 1/2 parking spaces shall be provided for each 3 1/2 seats in the auditorium. For buildings designed or intended to be used for conferences or other special meetings involving more than the regular congregations, the necessary parking shall be determined by the Planning Commission~~
Dance halls and assembly halls without fixed seats, exhibition halls, except church assembly rooms in conjunction with auditorium	3 spaces for each 100 square feet of floor area used by assembly or dancing
Daycare center for children	4 spaces plus 1 space per 500 square feet of floor area
Dormitory building	1 space for each tenant
Dwellings, multiple	2 spaces for each <u>3 bedroom unit,</u> <u>1.5 for each 2 bedroom unit,</u> <u>1 space for each 1 bedroom unit dwelling unit</u>
Dwellings, single-family	2 spaces for each dwelling unit
Dwellings, internal accessory dwelling unit	1 space for each dwelling unit
Funeral homes, mortuaries	1 space for each 40 square feet of floor area in assembly room
Furniture and appliance stores, household equipment or furniture repair shop	1 space for each 600 square feet of gross leasable area
Hospitals and convalescent hospitals	2 spaces per bed for the total capacity of building
Hotels and motels	1 space for each living or sleeping unit, plus parking for all accessory uses as defined in this title
Indoor firearms and/or archery range	2 spaces per shooting point
Manufacturing plants, research or testing laboratories, bottling plants	1 space for each person employed on the highest employment shift
Medical or dental clinics	6 spaces for each doctor's office plus 1 space per employee

Nursing homes	4 spaces plus 1 space per each 5 beds
Recreation	4 spaces per court for tennis courts, 3 spaces per court for racquetball courts, 2 spaces per court for squash courts
Residential facility for elderly persons	2 spaces for the dwelling unit, plus 2 spaces for visitors, the parking spaces may be arranged 1 behind the other
Residential healthcare facility	4 spaces for facilities with 5 or less residents, the parking spaces may be arranged 1 behind the other; and 4 spaces plus 1 space per each 5 beds
Restaurant, coffee/juice bar - full service	1 space per 100 square feet of dining area or 1 space for each ~~4~~ 3 seats (whichever is greater) plus 1 stall per each shift employee. Required parking shall not include minimum spaces required in drive-thru lanes (section 13.80.140 of this chapter)
Restaurant, drive-up/drive-thru (fast food outlet with large portion of take-out and/or drive-thru service)	~~2-1~~ spaces per 100 square feet of dining area or 1 space for each ~~24/2~~ 4 seats (whichever is greater) plus 1 stall per each shift employee. Required parking shall not include minimum spaces required in drive-thru lanes (section 13.80.140 of this chapter)
Restaurants or private nonprofit clubs	1 space for each 2 1/2 seats or 3 spaces per 100 square feet of floor area, whichever is greater
Retail stores, shops, etc., except as provided in this subsection	1 space for each 200 square feet of retail floor space
Rooming/boarding house	1 space per bedroom
Schools	1 space for each 3 1/2 seats in an auditorium, plus 1 space for each administrator and faculty
Shopping centers	5 spaces for each 1,000 square feet of gross leasable area
Short term rental	2 spaces per dwelling unit plus 1 additional space for each bedroom exceeding 2 bedrooms. For buildings with 2 dwelling units or less, the third and fourth spaces, when required, can be in tandem with the first 2 spaces required
Sports arenas, auditoriums, theaters, assembly halls and meeting rooms	1 space for each 3 seats of maximum seating capacity
Trailer sales	5 spaces minimum, or 5 percent of the total site area excluding the landscaped areas, whichever is greater
Wholesale establishments, warehouses, service and maintenance centers and communication equipment buildings	1 space for each person employed during the highest employment shift

B. Adjustments to Number of Off-Street Parking Spaces Required:

1. The following percentages of the minimum stalls required may be designed, designated and maintained to accommodate "Compact" cars or motorcycles, scooters.

a. A maximum of 25% of minimum stalls required may be compact stalls

b. A maximum of 15% of minimum stalls required may be motorcycle/scooter stalls

2. Adjustments to minimum parking requirements may be allowed to account for local factors and proposed development strategies which reduce traffic demand generated by the land use.

Upon application to the Planning Commission, as per section 13.08 of this Title, a property owner may petition to adjust the required minimum parking by selecting from the following table of allowable strategies. Reductions selected shall not exceed 30% of the minimums required.

<u>Strategy</u>	<u>Description</u>	<u>Reduction</u>	<u>Traffic Reduction</u>
<u>Shared Parking</u>	<u>Have each parking space serve multiple users and destinations.</u>	<u>10-30%</u>	
<u>Parking Restrictions</u>	<u>Regulations that favor reserved areas for higher-value uses such as service vehicles, deliveries, customers, quick errands, and people with special needs.</u>	<u>10-30%</u>	
<u>More Accurate and Flexible Standards</u>	<u>Via a targeted parking study, adjustment of parking standards to more accurately reflect demand in a particular situation.</u>	<u>10-30%</u>	
<u>Smart Growth/Transit Oriented Development</u>	<u>Proposal of a compact, mixed, multi-modal development designed to shared parking lots and effectively use alternative modes of transportation within .25 mile radius.</u>	<u>10-30%</u>	<u>X</u>
<u>Walking and cycling Improvements</u>	<u>Install or improve walking and cycling conditions within .25 miles of the project, to expand the service by a parking facility.</u>	<u>5-15%</u>	<u>X</u>
<u>Increase Capacity of Existing Facilities</u>	<u>Increase parking supply by using otherwise wasted space, smaller stalls, car stackers and valet parking, without impacting existing or reducing required landscaping.</u>	<u>5-15%</u>	
<u>Mobility Management</u>	<u>Mandated efficient travel patterns, including changes in mode, timing, destination and vehicle trip frequency of staff, employees.</u>	<u>10-30%</u>	<u>X</u>
<u>Parking Pricing</u>	<u>Charge motorists directly and efficiently for using parking facilities.</u>	<u>10-30%</u>	<u>X</u>
<u>Financial Incentives</u>	<u>Provide financial incentives to staff, employees to shift mode.</u>	<u>10-30%</u>	<u>X</u>
<u>Bicycle Facilities</u>	<u>Provide bicycle storage and changing facilities.</u>	<u>5-15%</u>	<u>X</u>
<u>Improve User Information and Marketing</u>	<u>Provide convenient and accurate information on parking availability and price, using maps, signs, brochures and electronic communication.</u>	<u>5-15%</u>	<u>X</u>

B. Development In the R-M/U zone:

1. Minimum Number Of Parking Spaces: All developments within the R-M/U Zone shall provide the minimum number of parking standards as adopted in the Site Development Master Plan, as per 13.65.060.

B-C. Developments In The HV Zone:

1. Minimum Number Of Parking Spaces: All developments within the HV Zone shall provide a minimum number of off street parking spaces in the amount specified on chart 13.80.1 in this section. In no case shall the parking provided be less than that required by the use(s) allowed within the structure except as specifically allowed by the Planning Commission upon request per subsection B4 of this section. Notwithstanding the foregoing, when shared parking is furnished as provided in section 13.80.050 of this chapter, the total number of required parking spaces may be reduced as authorized in that section.

CHART 13.80.1

Use	Required Spaces
Bed and breakfast	1 space per bedroom plus 1 space
Daycare/preschool	3 spaces plus 1 space for each employee on the premises at the same time
General business and professional office (except medical and dental office)	2.5 spaces per 1,000 square feet of net leasable area
General retail	2.5 spaces per 1,000 square feet of net leasable area
Medical and dental office	6 spaces for each doctor's office plus 1 for each employee working at the same time
Neighborhood market	3.5 spaces per 1,000 square feet of net leasable area
Personal services	2.5 spaces per 1,000 square feet of net leasable area
Public and quasi-public use	As provided in this section for most similar use
Residential ¹	1 space for each 1 bedroom unit
	1.5 spaces for each 2 bedroom unit
	2 spaces for each 3 bedroom unit
Restaurant	1 space for each 4 seats

Note:

1. When a dwelling unit has over 4 bedrooms, the Community Development Director shall designate the number of required spaces.

2. Existing Surface Parking Lots: The use of existing surface parking lots within the HV Zone may be continued so long as upon expansion or remodeling of the associated structures (see section 13.71.060 of this title), the parking lot is improved, where reasonably possible, to meet the requirements of this section. Exceptions may be granted by the Community Development Director using alternative parking located within two hundred feet (200') from the project site.

3. Maximum Number Of Spaces: In the HV Zone, the maximum number of surface lot parking spaces shall be no more than one hundred twenty five percent (125%) of the required minimum number of spaces as required in chart 13.80.1 of this section.

4. Abutting Public Parking: The Planning Commission may allow for fifty percent (50%) of immediately abutting parking stalls in the public right-of-way to be counted toward the minimum required number of stalls for a use in the HV Zone as per chart 13.80.1 of this section, if:

a. The use can demonstrate that the abutting parking stalls will be used by the customers of that use as the primary parking location within the village, and

b. The use can demonstrate that the reduced number of on site parking stalls in conjunction with the abutting stalls in the right of way will be adequate to accommodate the general business activity on the site, and

1 c. The approval of abutting stalls in the public right of way will not detrimentally impact
2 overall parking capacity of the Holladay Village area and does not represent a violation of the
3 spirit and intent of this title, and

4 d. The abutting on street stalls will not be marked, signed or implied by the use that any stall
5 is reserved for exclusive use by the business. (Ord. 2016-25, 11-3-2016)

6
7 ~~ED.~~ Number Of Parking Spaces For Uses Not Specified: For any use of building not specified in
8 this section, the off street parking requirement shall be determined by the community
9 development director being guided, where appropriate, by the requirements set forth in this
10 section for uses or buildings which, in the opinion of the community development director, are
11 similar to the use or building under consideration.

12 ~~DE.~~ Gross Floor Area Defined: "Gross floor area" means the total floor area designed for public
13 access, including basements, mezzanines and upper floors. (Ord. 2013-26, 10-10-2013; amd. Ord.
14 2021-24, 9-9-2021)

15
16
17 **13.80.050: SHARED PARKING:**

18 A. Permitted: Notwithstanding any other parking requirements provided in this chapter, when
19 nonresidential land uses occupy the same or abutting lots in the R-M, C-1, C-2, HV, or the O-R-D
20 zone, the total number of off street parking spaces required for each use (section 13.80.040 of this
21 chapter) may be combined and shared upon approval as provided herein. A proposal for sharing
22 of off street parking shall be presented to the planning commission for site plan review and
23 conditional use approval. (Ord. 2015-02, 2-5-2015)

24
25 B. Application Information: An application for shared parking shall contain the following:

- 26 1. The location and type of each use that will share the parking facility;
27 2. The total parking requirements for each use as provided in section 13.80.040 of this chapter
28 or other applicable provision of this title;
29 3. The proposed hours of operation of each use;
30 4. Documentation that shows the uses sharing a parking lot are unlikely to produce a
31 substantial demand for parking at the same time;
32 5. The number and size of proposed parking spaces. All spaces shall meet the size
33 requirements in subsection 13.80.030A of this chapter, size of spaces;
34 6. A site plan that demonstrates that the proposed shared parking facility will comply with all
35 the standards required by this code for parking lot development;
36 7. Proof of ownership of shared parking facility; and
37 8. A landscaping plan meeting the requirements in subsection 13.80.090.

38
39 C. Approval Conditions: Shared parking shall only be approved if:

- 40 1. The shared parking facility is located on land in the same ownership as the use, which
41 ownership is established by deed, easement or lease;

2. Ownership as established in subsection C1 of this section is maintained for the duration of the shared parking permit;
3. A sufficient number of spaces are provided to meet the maximum parking demand of the participating uses;
4. Satisfactory evidence establishes that the participating uses are unlikely to produce a substantial demand for parking at the same time;
5. A disclosure statement is recorded with the city recorder's office stating that the use on the property is contingent on the existence of a shared parking approval;
6. Additional landscaping is provided, as required by the planning commission; and
7. There is a finding by the planning commission that the shared parking facility is conveniently located for such use, readily used, and will not create a traffic or safety problem.

D. Changes: Any subsequent change in use, occupancy, hours of operation, or to a structure shall require review by the community development director to ensure that any such change complies with the provisions of this chapter. Failure to comply may result in the revocation of the conditional use permit. (Ord. 2012-15, 9-20-2012)



Wasatch Front Waste and Recycling District



2023 Tentative Budget & Fee Increase Report



Our Mission: Provide sustainable quality integrated waste and recycling collection services for the health and safety of our community...because not everything fits in the can.

Our Vision: A sustainable, integrated organization that provides for the welfare of our community.

2023 Budget Priorities



Chuck Orencole NWRA Driver of the Year



Truck Wraps with Recycling Education



1. Sustain the various services that residents need and the services we are required to provide for waste and recycling collections.
 - Weekly curbside garbage and recycling collections.
 - Seasonal Services: Central leaf bag collections and curbside Christmas tree collections.
 - Central glass collections.
 - Discounted trailer rentals for bulk and green waste.
 - SCRP (Seasonal Container Reservation Program)
 - Can Repair and Replacement
 - Landfill vouchers for a residential truck, car or trailer loads.
2. Implement fee increases January 1, 2023, to manage the increased costs associated with the rapidly rising salary markets, fuel prices, maintenance shop rates, purchase prices for trucks and cans, and increased processing fees for waste and recycling.
 - \$2.50 per home per month fee increase is proposed (from \$17.00 to \$19.50/per month/\$58.50 per qtr./\$234.00 Annual). The last fee increase was implemented five years ago as part of the 2018 budget -\$2.25 per month.
 - Town of Brighton/Big Cottonwood for central collections: \$1.25. (from \$14.75 to \$16.00 and seasonal residents \$8.50 to \$9.75). No increase was imposed for the Town of Brighton/Big Cottonwood Canyon in 2018.
 - Other fee increases for front load (dumpster) services, trailer rentals, glass subscription and new fees for second garbage and recycling can rentals.
3. Continuous improvements on efficiencies using technologies on equipment.
4. Continued use of alternate fuels to keep costs low. Compressed Natural Gas (CNG) versus diesel saves \$2.00 per gallon on 2023 for the 500,000 gallons of fuel needed to provide services, which saves \$1,000,000.00 in 2023.
5. Find ways to expand the Seasonal Container Reservation Program (SCRP) at the lowest cost possible, while managing the challenges to recruit and retain CDL drivers, and the limited number of months that trucks are available to lease.

Cost Increases in the Highest Expense Categories Since the Last Fee Increase for \$2.25 per month in 2018

Wasatch Front Waste & Recycling District						
2018 - 2023 Select Cash Expenses (Does not include Green & Special Services expenses)						
					As of 10/18/22	As of 10/18/22
					2022	2023 Tentative
	2018	2019	2020	2021	Estimated	Budget
Wages & Overtime	\$ 4,199,251	\$ 4,393,703	\$ 5,016,068	\$ 5,259,835	\$ 5,557,047	\$ 6,627,732
Fuel	\$ 971,192	\$ 869,212	\$ 864,416	\$ 983,878	\$ 1,094,040	\$ 1,148,742
Maintenance	\$ 2,577,487	\$ 2,767,235	\$ 3,133,928	\$ 3,007,310	\$ 3,122,230	\$ 3,372,008
Disposal Fees	\$ 3,918,871	\$ 3,932,029	\$ 4,061,642	\$ 3,974,224	\$ 3,880,042	\$ 4,204,537
Recycling	\$ 893,370	\$ 1,262,828	\$ 1,058,749	\$ 330,584	\$ 306,974	\$ 840,000
Total	\$ 12,560,171	\$ 13,225,007	\$ 14,134,803	\$ 13,555,831	\$ 13,960,333	\$ 16,193,019
Cost of Sideload Truck	\$ 312,626	\$ 312,626	\$ 320,449	\$ 328,242	\$ 351,100	\$ 425,340
Projected Cost of 8 Sideload Trucks	\$ 2,501,008	\$ 2,501,008	\$ 2,563,592	\$ 2,625,936	\$ 2,808,800	\$ 3,402,720
Total 2023 Tentative Budget (94% of budgeted expenses)	\$ 15,221,438					
Total 2018	\$ 12,560,171					
Projected Increase	\$ 2,661,267					
Sideload Trucks						
Total 2023 Tentative Budget	\$ 3,402,720					
Total 2018	\$ 2,501,008					
Projected Increase	\$ 901,712					
Total Projected Increase	\$ 3,562,979					
Houses Served	86,145					
Projected Increase Per House	\$ 41.36	Annual	\$ 3.45	Monthly		

- Salary adjustments to meet rising labor markets to recruit and retain employees with the needed skill and talent.
- 2% Merit Increase on employee's anniversary dates when meeting job expectations to stay within the 2023 salary markets.

WFWRD Cash Projections 2022 – 2026 as of 10/18/22 with the Proposed Fee Increases and Recent Adjustments for Side Load Truck Purchases

Operational Expenses for 2023-2026 calculated at 94% of budgeted/projected amounts.

	Actual 2019	Actual 2020	Actual 2021	Estimated 2022	Tentative Budget 2023	Projected 2024	Projected 2025	Projected 2026
Beginning Cash & Investment Bal.	\$ 9,977,430	\$ 10,493,725	\$ 10,092,102	\$ 9,501,695	\$ 10,279,996	\$ 7,898,768	\$ 6,899,495	\$ 5,752,667
Truck Sales - Net Proceeds	15,829	533,435	354,825	405,000	565,000	550,000	560,000	520,000
Cash	9,993,259	11,027,160	10,446,927	9,906,695	10,844,996	8,448,768	7,459,495	6,272,667
Total Revenues	20,929,827	21,847,724	22,080,361	21,853,006	24,702,600	25,036,238	25,362,351	25,640,975
Operational Expenses	(20,382,496)	(22,214,529)	(22,342,588)	(23,206,317)	(24,403,152)	(25,849,544)	(26,921,483)	(27,866,703)
Less Non-Cash Depreciation	1,760,178	2,192,892	2,106,525	2,219,606	2,105,300	2,942,953	3,355,452	3,620,671
Adjusted Expenses	(18,622,318)	(20,021,637)	(20,236,063)	(20,986,711)	(22,297,852)	(22,906,591)	(23,566,031)	(24,246,032)
Capital Expenditures	(1,807,043)	(2,761,145)	(2,789,530)	(492,994)	(5,350,976)	(3,678,920)	(3,503,148)	(3,560,440)
Ending Cash & Investment Bal.	\$ 10,493,725	\$ 10,092,102	\$ 9,501,695	\$ 10,279,996	\$ 7,898,768	\$ 6,899,495	\$ 5,752,667	\$ 4,107,170
Cash/Operational Expenses	51%	45%	43%	44%	32%	27%	21%	15%
Net OPEB Liability	\$ 1,087,787	\$ 1,300,521	\$ 1,387,127	\$ 1,387,127	\$ 1,387,127	\$ 1,387,127	\$ 1,387,127	\$ 1,387,127

The Board's policy: A desired 20% of total budget for year-end cash balance, which is approximately three (3) months of operating expenditures. Raise fees when future projections show a 5% year-end cash balance.

Steps in the 2023 Budget Process

The Board of Trustees Tentative Adoption of the 2023 Tentative Budget: Monday, October 24, 2022, at 9:00 a.m.

Public Hearing to Allow Public Comment on the 2023 Tentative Budget and the Fee Increases: Monday, November 14, 2022, at 6:00 p.m.

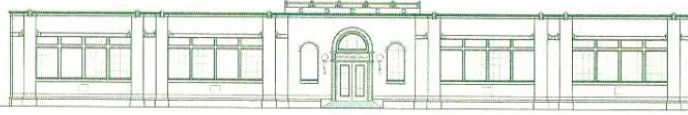
The Board's Adoption of the 2023 Budget: At their option, on Monday, November 14th after public comment, **or** Monday, December 12, 2022, at 9:00 a.m.

All meetings will be held at the District's Offices located inside the Salt Lake County Public Works Administration Building at 604 West 6960 South in Midvale.

For more information contact Pam Roberts, General Manager.

Desk phone, 385-468-6342; email, proberts@wasatchfrontwaste.org; or cell, 801-550-6324.





City of Holladay
CITY COUNCIL

CITY OF HOLLADAY COUNCIL SUMMARY REPORT

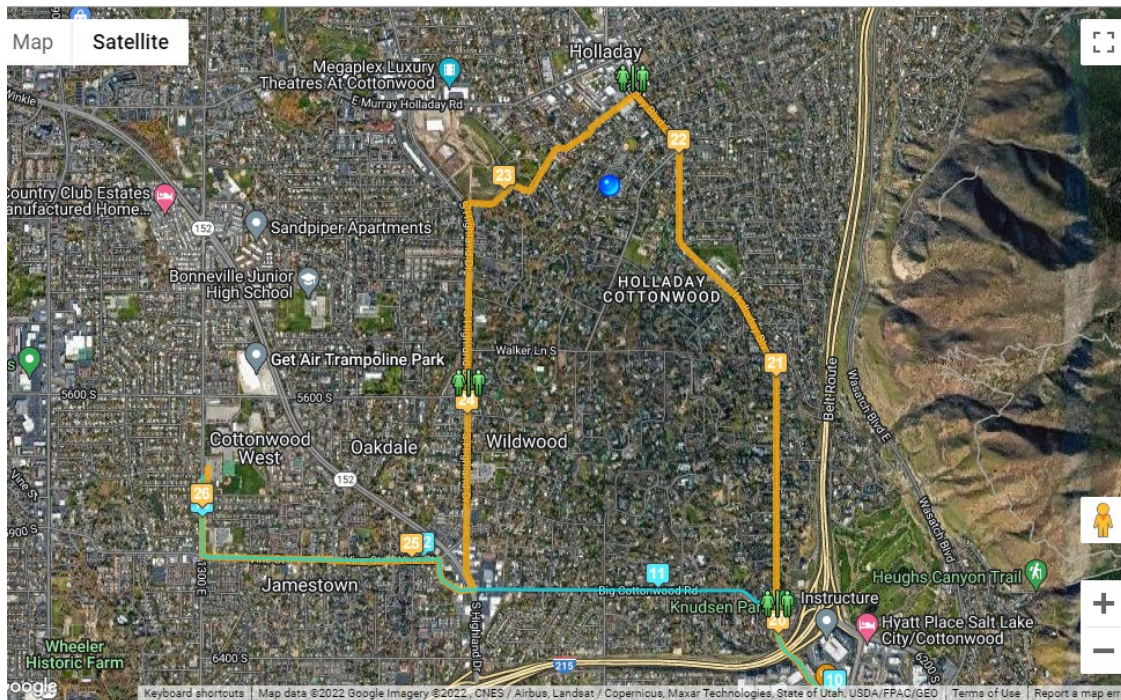
MEETING DATE: November 3, 2022

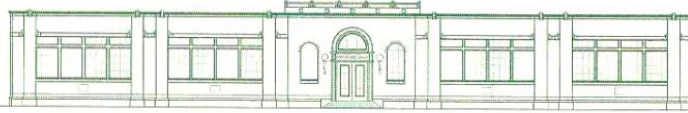
SUBJECT: Proposed Big Cottonwood REVEL Marathon Special Event Permit and Route, 2023

SUBMITTED BY: Gina Chamness, Justin Hoyal, Crystal Nichols

SUMMARY: In early 2022, provided direction to staff on special events permitting in Holladay. Of note, the Council indicated that 1) when an event involves considerable disruption for residents, including closing or reducing access to more than one city street, the City should only permit three events of this type per year, and 2) when a conflict exists between a proposed private special event and City events, a city sponsored event will have priority.

Earlier this summer, representatives from the REVEL Big Cottonwood Marathon filed an application for a special event permit. While a small portion of this marathon has taken place in Holladay in past years, in 2023 representatives are proposing that most of the race would take place within the City of Holladay boundaries, including both the full marathon and half marathon. Below is the proposed map for the Holladay portions of the race.





City of Holladay
CITY COUNCIL

While formal review of this application is not yet complete, both Chief Hoyal and Crystal Nichols, our special event permit manager, have reviewed the application. Chief Hoyal has outlined a staffing plan that would be required for the event to take place within the City, and has shared that with the event organizers. The cost of this plan would be borne in its entirety by the event, and would not be subsidized by the City or UPD. Significantly, this event assumes that all major roads would remain open for the event. For example, on Highland Drive, runners would occupy northbound lanes, and northbound traffic would shift to one of the southbound lanes for the event.

Because this marathon affects multiple Council districts, and because two of the allotted three slots for large events would now be filled (with the Salt Lake City Marathon occupying the other slot), staff is interested in whether the Council is supportive of this additional marathon, or whether the Council would like to offer additional guidance to staff.

RECOMMENDATION: This event appears to be consistent with existing guidance from the Council. The Council may wish to support existing guidelines or offer additional considerations.

FISCAL IMPACT: No impact – cost would be borne entirely by event organizers.





City of Holladay

OVERVIEW OF IWORQ APPS

November 3, 2022 Holladay City Council Meeting

Overview of iWorQ Apps

Suite of Apps the City of Holladay uses – most available in [on-line portal](#).

- Citizen Engagement
- Rental Permits
- Code Enforcement
- Permit Management
- Land Use Management
- Business License

Implementation.

2014 Permit Management and Code Enforcement

2016 Land Use Management

2018 Citizen Engagement

2021 Rental Permits and Business License

Cost.

The City spends about \$17,000 for all 6 apps annually.

Other software solutions for similar services could easily cost \$20-50K per app.



CITIZEN ENGAGEMENT



Citizen Engagement

What it does.

Provides central tracking database to create and manage service requests, which can be exported to other iWorQ apps depending on the request type.

Examples of requests:

- Roadway pothole
- Street light out or malfunctioning
- Storm drainage issues
- Code enforcement issue
- Down trees in the public right-of-way
- Share an idea or comment

How resident requests are generated.

- City mobile app
- [City website](#)
- Email to staff*
- Phone call to staff*
- Staff site visit*

Requests received since 2018 public launch:
1,311



Citizen Engagement

What happens after a request is submitted.

The iWorQ program automatically creates a tracking number for the request and assigns it to a specific City employee.

REQUEST TYPE

Animal Control
Building Permit
Business Licensing
City Council
Code Enforcement
Construction Noise
Engineering
General Questions
Parks & Maintenance
Police/Fire
Pothole Repair
Report Speeding*
Roads
Street Lights
Street Signs & Traffic Signals
Trees
Water, Drainage, Irrigation
Zoning

TEAM MEMBER

Stephanie Carlson
Jonathan Teerlink
Crystal Nichols
Stephanie Carlson
Warren Dallof, Tyler Ackerman, Jonathan Teerlink
Mark Stenquist
Jared Bunch
Holly Smith
Jared Bunch
Stephanie Carlson
Mark Stenquist
Justin Hoyal, Jared Bunch
Mark Stenquist
Jackie Hyatt, Jared Bunch
Jared Bunch, Mark Stenquist
Jonathan Teerlink
Jared Bunch
Jonathan Teerlink



Citizen Engagement

RESPONSIBILITY. The assigned staff person – receiving the initial email from iWorQ for a given request – is responsible for resolution, unless delegated to a more appropriate staff member for addressing the issue.

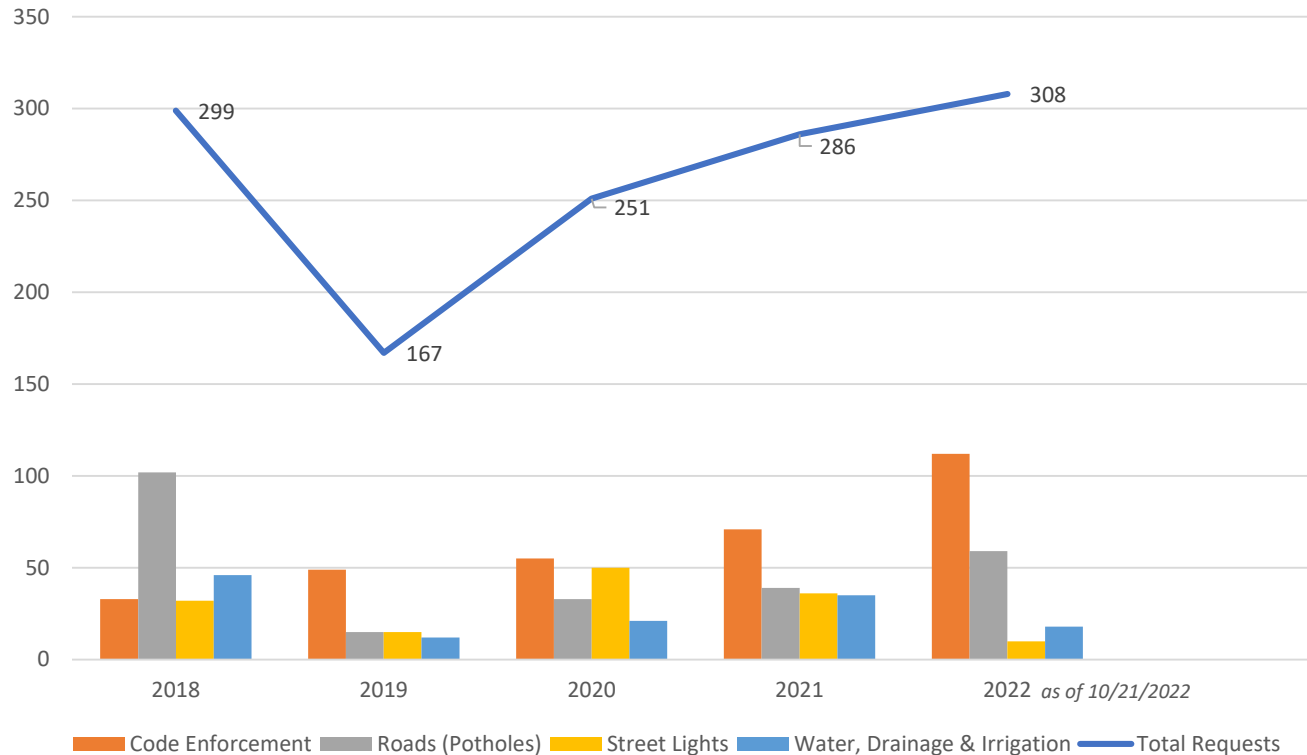
DETAILS. Staff can add notes to the request record as work progresses to resolution. At a minimum, staff are asked to update the request status by 15th of each month.

FOLLOW THROUGH. The assigned staff person should contact the resident by email or telephone call to let them know of a planned solution or when the issue is complete. The assigned staff person will also close the request in the program.



Citizen Engagement

Number of Requests + Top Types by Calendar Year



Over the life of the program to date, top four types account for 64% of the total requests.

- Code Enforcement (24%)
- Roads (Potholes) (19%)
- Street Lights (11%)
- Water, Drainage & Irrigation (10%)



Citizen Engagement

Requests	YTD 2021	YTD 2022*
Code Enforcement	71	112
Roads (Potholes)	39	59
Street Lights	36	10
Water, Drainage & Irrigation	35	18
Total Overall	286	308

**as of 10/21/2022*



Rental Permits



Rental Permits

What it does.

Provides on-line application and credit card payment process for City Hall room and park facility rentals.

[Rentals webpage](#) has link to the applications, available in the [online portal](#) on City website.

How it works.

1. The applicant submits a reservation request.
2. Staff reviews the request, confirms date/time, and sends a digital invoice to the applicant for the requisite fee(s) and deposit amount payable by credit card.
3. The applicant receives the digital invoice via email and submits a credit card payment.
4. Staff schedules the reservation.
5. The applicant uses the event space.
6. Staff refunds the deposit to the applicant to the original credit card used for payment post-event, if no issues/damages.

Requests received since 2021 public launch:

561



Rental Permits

*Holladay City Park
4580 S. 2300 East
Holladay, Utah 84117*



HOLLADAY CITY PARK GAZEBO

Daily reservation fee \$75



HOLLADAY CITY PARK PICNIC PAVILION

Daily reservation fee \$75

*Knudsen Park
6290 S. Holladay Blvd
Holladay, Utah 84121*



KNUDSEN PARK PICNIC PAVILION

Daily reservation fee \$75



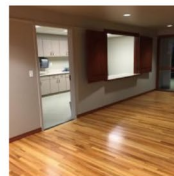
KNUDSEN PARK OUTDOOR CLASSROOM

Daily reservation fee \$75



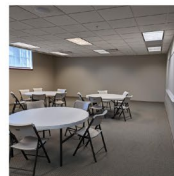
BIG COTTONWOOD ROOM

Full Day, 6hrs or more	\$500
Hourly, 5hrs or less	\$60/hr
Refundable Deposit Full Day	\$300
Refundable Deposit Hourly	\$100



LITTLE COTTONWOOD ROOM

Full Day, 6hrs or more	\$400
Hourly, 5hrs or less	\$50/hr
Refundable Deposit Full Day	\$200
Refundable Deposit Hourly	\$100



JOHN HOLLADAY ROOM

Full Day	\$50
Hourly	\$30/hr
Refundable Deposit	\$50



CASTO ROOM

Full Day	\$50
Hourly	\$30/hr
Refundable Deposit	\$50



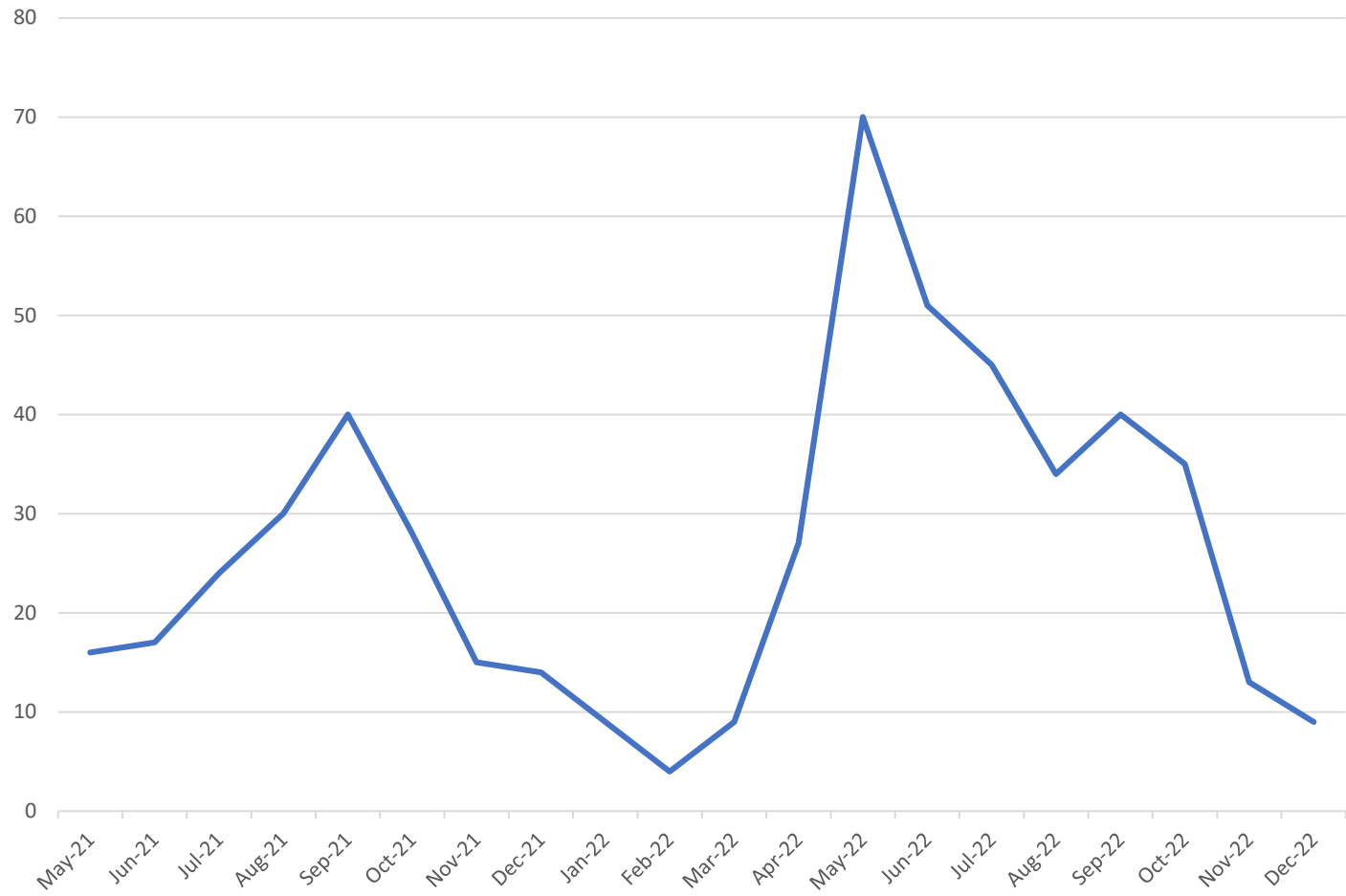
OTHER ROOM FEES

Table Linens \$5/each	\$5/ea
-----------------------	--------



Rental Permits

Number of reservations by month since May 2021 launch.



Rental Permits

Revenue by fiscal year.

2021-2022	\$26,727
2022-2023 YTD	\$ 9,890

Percentage of program revenue by room/facility since May 2021 launch

Room/Facility	Percentage
Big Cottonwood Room	52.0%
Knudsen Park Picnic Pavilion	25.9%
Little Cottonwood Room	7.8%
Holladay City Park Pavilion	5.9%
Holladay City Park Gazebo	3.4%
John Holladay Room	3.1%
Casto Room	1.5%
Knudsen Park Outdoor Classroom	0.4%



CODE ENFORCEMENT



Code Enforcement

Code Enforcement Mission.

To ensure compliance with those Holladay City ordinances enacted by the City Council to maintain a safe, health and sustainable community for everyone.

What iWorQ app does.

Provides code enforcement staff with internal database to work cases and a resource for staff to help residents check on existing property issues.

Code Enforcement is now fully utilizing the iWorQ software to track enforcement activities. The software connects to and is compatible with all other process tracking processes within the CED.

Staff resources.

Code enforcement changed from in-house 0.75 time employee to UPD contract in January 2020. Currently, 1 FTE officer with additional UPD support. New Code Enforcement Officer, Warren Dallof, will continue to be active and certified in current Utah Ordinance Compliance Association (UOCA) training and involvement.

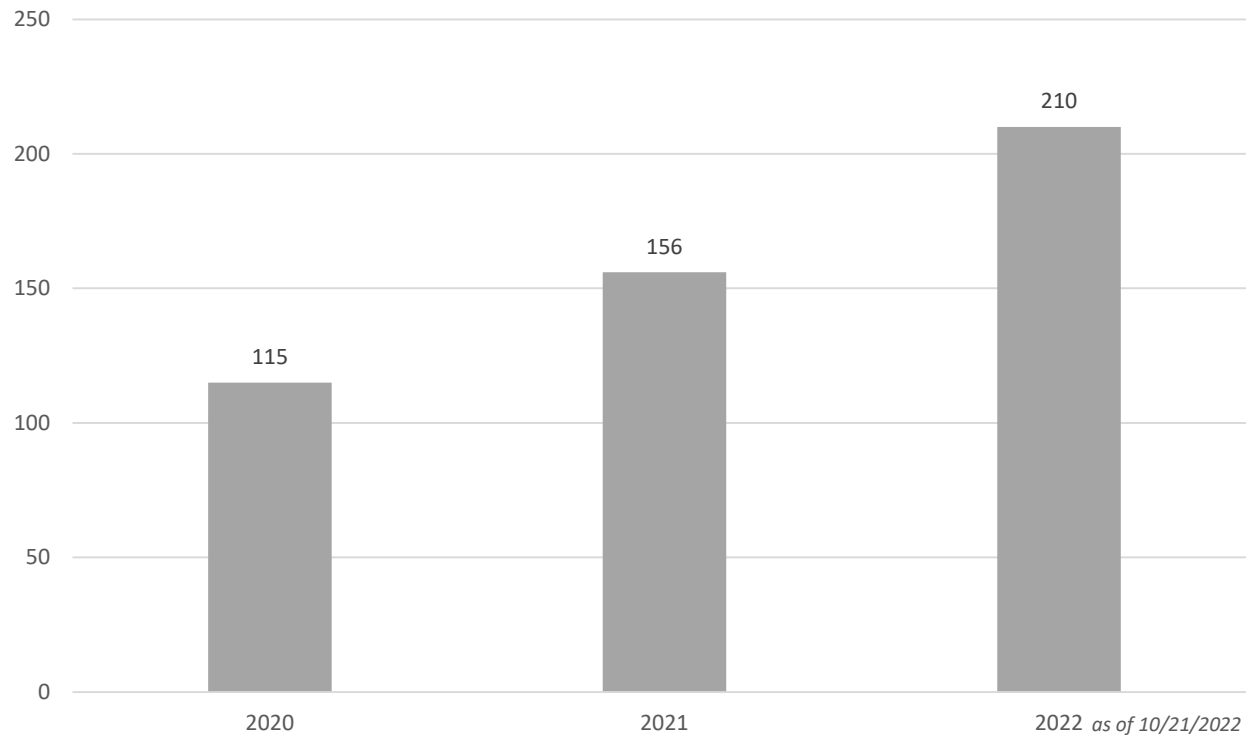
Cases logged since 2014 launch of iWorQ app:

2,054



Code Enforcement

Number of cases through iWorQ Citizen Engagement intake, 2020-2022



Code Enforcement

Common complaints/violations in approximate order of frequency

1. Short Term Rentals
2. Illegal parking
3. Snow removal
4. Safety / visibility obstruction
5. Noise
6. Illegal signage
7. Illegal construction activity
8. Illegal renting (Multi-unit rental infractions)
9. Business license field follow-thru
10. Graffiti
11. Improper dumpster use



PERMIT MANAGEMENT



Permit Management

What it does.

Provides on-line application and credit card payment process for building permit applicants.

Credit card payment integrated in May 2020.

In 2022...

- 85% of permit applications submitted on-line through portal.
- 99% of permit applicants are paying by credit card.

How residents access on-line building permits.

- [Building Department webpage](#) has link to the building permit available in the [online portal](#) on City website.
- Computer kiosk available to public in City Hall.



Permit Management

ANNUAL PERMIT SUMMARY - 2021

Type of Work	2000-2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Detached Single-Family dwellings	461	62	53	23 New 10 Rebuilt	47 New 17 Rebuilt	39 New 24 Rebuilt	39 New 11 Rebuilt	19 New 7 Rebuilt	25 New 12 Rebuilt	12 New 16 Rebuilt	11 New 16 Rebuilt
Twin Homes – Dwelling units				4	12	18	1	0	1	4	10
Multi-Family units- Dwelling Units	97	0	0	14	19	19	3 (54 DU)	4 DU	2 (20 & 33 DU)	53	9
Detached structures and pools in residential zones.	318	29	40	25	35	33	51	45	49	59	63
Fences and retaining walls	119	13	12	5	14	11	13	6	18	17	16
Demolition permits	288	32	26	28	40	41	45	22	31	31	29
Remodels, additions and other changes to existing residences	1,112	135	164	135	143	195	182	218	178	192	210
Mechanical Electrical Plumbing upgrades	1453	175	139	185	214	272	288	217	313	308	318
Alternative Energies – all uses	14	3	13	23	41	126	107	45	52	54	56
Tree Removal/replacement	-	-	-	-	-	-	-	-	-		9
Livestock -small/large	22	2	1	3	6	2	3	1	4	2	1
Tenant improvements (building interior space changes)	259	22	23	25	28	26	20	29	33	27	24
Telecommunications facilities		2	4	1	4	3	13	6	7	2	5
Signs	226	16	22	21	25	16	27	20	15	17	20
Commercial Buildings/Public/Quasi-public Buildings	33	3	5	4	1	1	4	0	2	2	2
Total Building Permits	4,420	492	501	485	622	798	804	654	791	1108	849
% Change from Previous Year		+15%	+2%	-3%	+28%	+28%	+1%	-18%	+21%	+40%	+23%



Permit Management

Permits by Project Type - 2022 Year to Date –

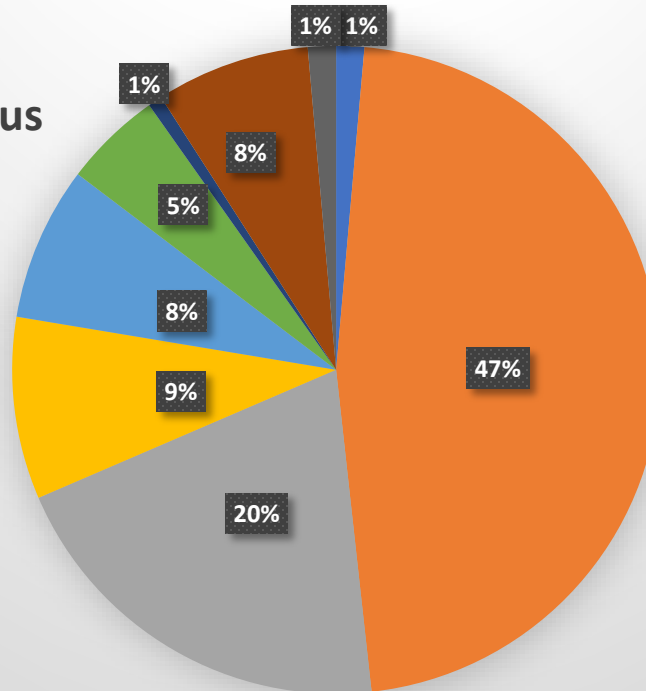
**not included: permits within Royal Holladay Hills Master Planned Area*

Type of Work	2021	2022
Detached Single-Family dwellings	11	9
	New	New
	16	7
	Rebuilt	Rebuilt
Twin Homes – Dwelling units	10	15
Multi-Family units- Dwelling Units	9	5
Detached structures and pools in residential zones.	63	45
Fences and retaining walls	16	3
Demolition permits	29	16
Remodels, additions and other changes to existing residences	210	187
Mechanical Electrical Plumbing upgrades	318	248
Alternative Energies – all uses	56	55
Tree Removal/replacement	9	13
Livestock -small/large	1	0
Tenant improvements (commercial interior space changes)	24	13
Telecommunications facilities	5	5
Signs	20	18
Commercial Buildings/Public/Quasi-public Buildings	2	2
Total Building Permits	849	701
% Change from Previous Year	+23%	-17%



Permit Management

Application Status

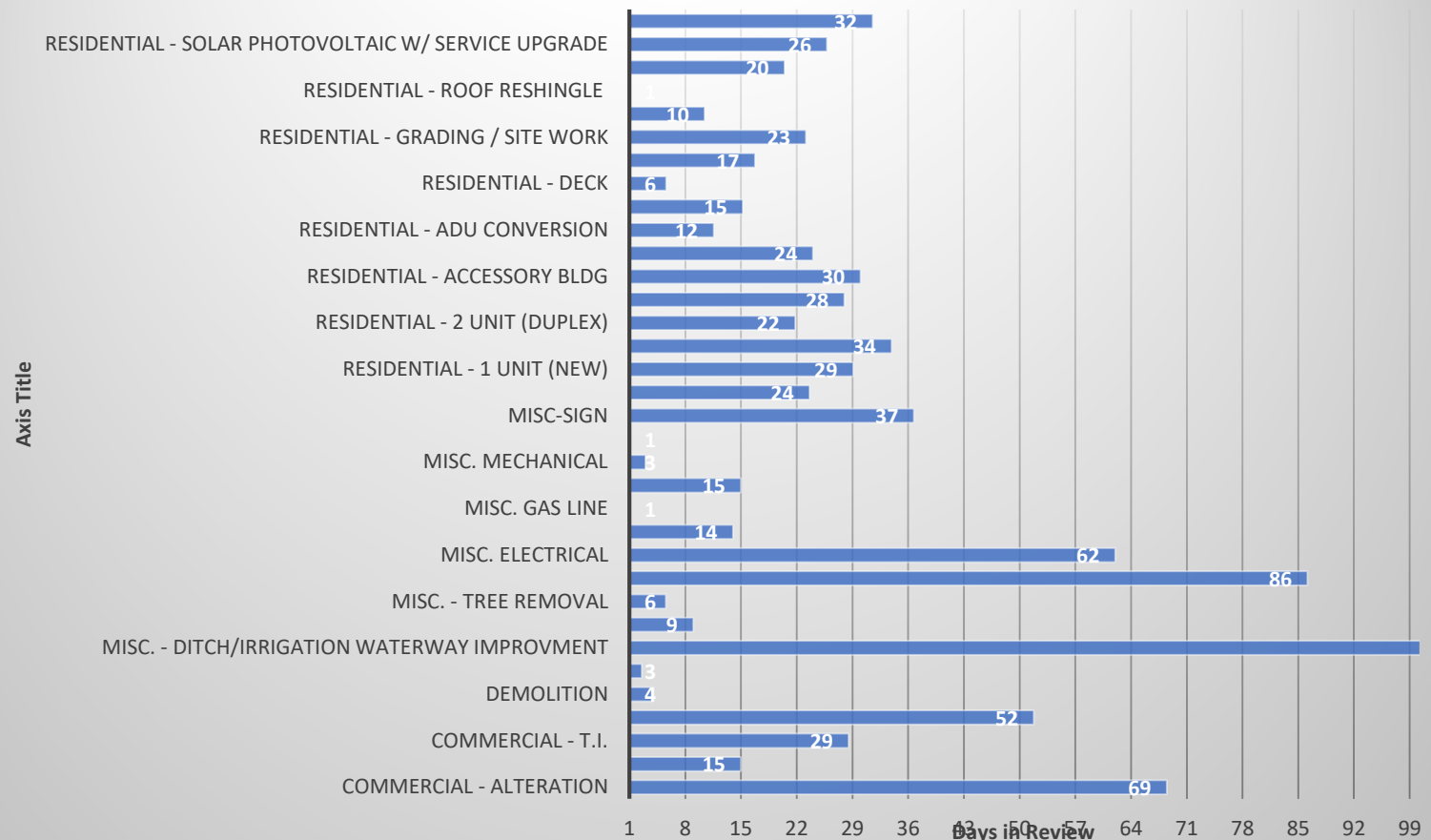


- Under TRC Review
- APPLICANT ACTION REQ.
- APPROVED/PAID - INACTIVE OK FOR PICKUP
- Expired/Open - no final
- VOID/WITHDRAWN/ABANDONED
- ACTIVE PERMIT/UNDER CONST.
- APPROVED - OK FOR PAYMENT
- DENIED
- Finaled - Archived



Permit Management

2022 Average Review Days – By Permit Type



Permit Management

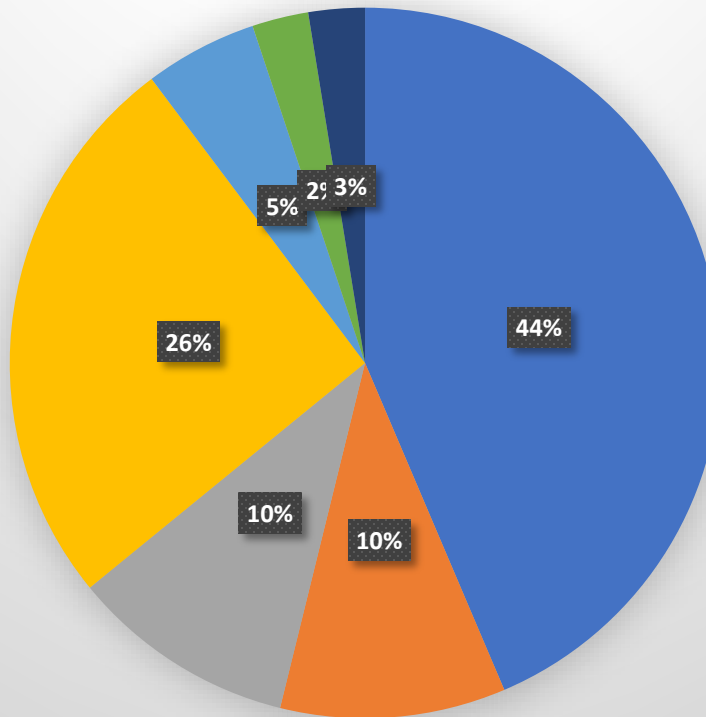
August 2022 – Permit Activity by Type

Type of Work	AUGUST 2022
Detached Single-Family dwellings	1 New 0 Rebuilt
Twin Homes – Dwelling units	4
Multi-Family units- Dwelling Units	0
Detached structures and pools in residential zones.	5
Fences and retaining walls	0
Demolition permits	1
Remodels, additions and other changes to existing residences	24
Mechanical Electrical Plumbing upgrades	32
Alternative Energies – all uses	5
Tree Removal/replacement	0
Livestock -small/large	0
Tenant improvements (commercial interior space changes)	1
Telecommunications facilities	0
Signs	1
Commercial Buildings/Public/Quasi-public Buildings	0
Total Building Permits	92



Permit Management

AUGUST 2022 - Application Status



■ ACTIVE PERMIT/UNDER CONST.

■ APPROVED - OK FOR PAYMENT

■ Under Bldg. Review

■ Under Zoning Review

■ APPLICANT ACTION REQ.

■ APPROVED/PAYED - INACTIVE OK FOR PICKUP

■ Under P.W./Eng Review



LAND USE MANAGEMENT



Land Use Management

What it does.

Tracking tool for technical review committee and planning commission (legislative items).



BUSINESS LICENSE



Business License

What it does.

Provides on-line application and credit card payment process for Holladay businesses to apply and renew business licenses.

License records in system submitted November 2021 launch: 2,680

- 65% of business license applications submitted on-line through portal.
- 85% of business licenses are paid by credit card.

How residents access on-line license process.

[Business Licensing webpage](#) has link to the building permit available in the [online portal](#) on City website. Business Official also emails and/or mails instructions to new or renewing businesses to complete on-line application and pay by credit card.



Business License

ACTIVE BUSINESS LICENSES & TOTAL NUMBER OF EMPLOYEES

Type	Number	Employees
General Commercial, including retail	737	4551
Home Occupation W/ Customers	26	26
Home Occupation-Day Care	3	1
Nonregulated Home Occupations	60	0
Commercial Day Care	8	94
Assisted Living/long term care	11	509
Rental Units (3+)	31	17
Non Profit	14	163
Seasonal/Temp	2	9
Mobile Food Trucks	1	0
Restaurant W/Liquor	16	227
Restaurant no liquor	30	250
Hotels/ B&B	5	136
Solicitors	1	0
Special Events	25	n/a



Business License

THE CITY'S LARGEST LICENSED EMPLOYERS ARE: (>100 employees)

Employer	Address	Employees	Type
Black Diamond Equipment, LTD	2084 E 3900 S	330	Manufacturing
Highland Care Center	4285 S Highland Drive	172	Skilled Nursing Facility
XSF Holdings	6151 S Highland Drive	147	Fitness Gym
Galileo Financial Technologies	6510 S Millrock Drive, #300	142	Processor of prepaid & credit cards
Holladay Healthcare Center	4782 S Holladay Blvd	120	Nursing & Personal Care Facility
Harmon's	4675 S Holladay Blvd	120	Grocery Store
Federal Recovery Services DbA Paramount	4725 Holladay Blvd E	100	Collection agency



Business License

TOTAL ACTIVE BUSINESSES (Where data available)

* 2017 Reflects loss of most home-based businesses, previously regulated/licensed by the City.

* 2021 Reflects closures of businesses due to COVID-19 and businesses previously not closed out in the system

Year	Total	Employees	Year	Total	Employees	Year	Total	Employees
2000	867		2007	1287	5273	2014	1571	5933
2001	1162		2008	1309	5535	2015	1607	6280
2002	943	3959	2009	1315	5095	2016	1371	6078
2003	1384		2010	1394	5104	2017	997*	5236
2004	1177		2011	1584	6941	2018	1054	7256
2005	1097		2012	1492		2019	1078	7254
2006	1508		2013	1542	5682	2020	1038	7490
						2021	995*	5346



Business License

NEW BUSINESS LICENSE APPLICATIONS EACH YEAR:

Year	New		Year	New		Year	New		Year	New
2007	190		2011	196		2015	233		2019	158
2008	157		2012	184		2016	199		2020	124
2009	195		2013	159		2017	142		2021	137
2010	161		2014	202		2018	134			



Presentation Wrap-up

Any other questions on iWorQ apps?

- Upcoming website redesign
- Other tools and software
- Budget retreat discussion item



PROPOSAL

DRAFT PROPOSAL TO PROVIDE

FUNDRAISING CONSULTING SERVICES

HOLLADAY CITY FOUNDATION

SUBMITTED ON OCTOBER 29, 2022



PROPOSAL SUMMARY

Holladay City approached Pathway Associates seeking services to help revitalize, guide and support grant and fundraising at the city. The idea is that Pathway will provide start up and ongoing management of a development program, while creating an ongoing plan for the future.

This proposal also outlines a scope of work that for Development Services that will provide support the city in launching a development program, support special fundraising events and research and write grants for the foundation.

OUR FIRM

Pathway Associates is a Utah based consulting firm providing leadership strategies to public purpose organizations in Utah and the Western United States. Our team of multi-disciplinary consultants is dedicated to helping government and nonprofits achieve long-term sustainability. What binds us together is a belief that nonprofit and government organizations play an indispensable role in our society; that they can and should be among the best-managed organizations in the world; and that they need not be starved for resources. What makes us effective is a unique combination of experience, commitment and fresh ideas. We pride ourselves on our collaborative approach to working with our clients. Approximately 75% of our business involves assisting nonprofit and public sector organizations in planning and implementing capital and major gift campaigns.

DEVELOPMENT SERVICES

MAJOR GIFT/NAMING RIGHTS SCOPE OF WORK: Holly Yocom will serve as the project lead and will work with Council, Mayor, and City Staff to establish fundraising plan, training on donor development, identify 1-2 larger projects for funding opportunities and naming rights, support connection of 3-4 major gift solicitations and support annual fundraising as needed.

PROPOSED WORK:

Initial Planning: October

- Introductory meetings with key leaders: city council and Holladay city leadership
- Work with leadership to establish funding priorities and projects
- Create clear council/mayor expectations and provide development training
- Discuss plan of activities with city council and city administrative leadership around the three core areas: Grant Writing, Major Gifts/Naming Rights, Annual Fundraising

- Conduct initial assessment of potential major gifts/naming rights and report on activities
- Ongoing updates on major gifts/naming rights
- Major Gift/Naming Rights: Will work with City Council members, mayor and staff on 3-5 major gift/naming rights solicitations (researching potential donors, scheduling calls, drafting follow up correspondence, setting up meetings as needed)
- Support ongoing fundraising services as needed

PROPOSED SCHEDULE: November 2022 – June 2023

MAJOR GIFTS/NAMING RIGHTS FEES

Development support services described above for a fee of \$1,600 per month, payable monthly and pro-rated based on the start date. Additional Pathway services can be negotiated under separate contract.

We require the initial payment of \$1,600 payable upon contract signature; Monthly invoices are billed the first week of the month for the month prior.

PROPOSED LEAD CONSULTANT

HOLLY YOCOM – is a Partner at Pathway. Holly recently served as the Department Director of the Community Services Department for Salt Lake County and has over 20 years of executive experience leading government, private and nonprofit organizations, managing and developing public private partnerships, public policy decision making, government affairs and fundraising, budget and financial communications, employee relations, public affairs, and master planning. Before serving Salt Lake County, Holly served as the Executive Director for the Utah Film Center, which is a Salt Lake City-based nonprofit organization that served patrons in nine locations throughout the state of Utah.

Holly has a long history of community service. She currently serves as a board member of the Utah Performing Arts Center Agency (Eccles Theatre), and the Utah Museum of Contemporary Art. Holly previously served as a member of the Downtown Alliance Board, Discovery Gateway Children’s Museum, Salt Lake City Library Board, Chair of the Central Utah Arts Center board, Chair of the Utah Board of Juvenile Justice, and the Commission on Criminal and Juvenile Justice Board. Holly earned her master’s degree in Public Policy from the University of Utah. In 2014, she received the Community Foundations E-50 award and Utah Business Magazines 40 under 40. In 2010, Holly received the Roy W. Simmons Community Service Award from Zion’s Bank. Holly lives in Salt Lake City with her husband and daughter.

DEVELOPMENT SUPPORT SCOPE OF WORK: Erika Marken will provide monthly development support in the following areas: donor research, grant writing, event fundraising, annual fundraising plans and donor solicitations led by the city.

Development support would include the following:



- Planning: Conduct an analysis of past fundraising. Develop a 90-day detailed plan for the path forward using past development and stakeholders as an outline.
- Research and provide a list of potential foundation and individual prospects.
- Prepare and submit up to 6-10 grant proposals or funding request per year (1-2 per month)
- Annual Fund: Pathway will work with staff to create an annual fundraising plan
- Support Major Gift Plan for 2022-2023 Capital: Will work with City Council members, mayor and staff on 2 major gift solicitations (researching potential donors, scheduling calls, drafting follow up correspondence, setting up meetings as needed).
- Provide monthly development updates to the city.
- Special Event Fundraising Support. Pathway will work with city staff to come up with a sponsorship/fundraising plan and create a “how to toolkit” for future events/staff. Pathway will support city staff in planning one annual fundraising event.
- Set up the city to have a turnkey fundraising program that can be used by future staff and/or consultants to use

PROPOSED SCHEDULE: November 2022 – November 2023

PROPOSED DEVELOPMENT SUPPORT CONSULTANT

Erica Marken, Erica Marken draws on her 25+ years of nonprofit fundraising experience to provide expertise in capital campaigns, prospect research, annual fund development, and major gift strategy. Her deep knowledge of the profession allows her to identify solutions that are both tailored to the needs of each individual client and informed by proven fundraising best practices.

Erica spent most of her career at the University of Utah where she successfully led the George S. Eccles Student Life Center and the university's Together We Reach scholarship campaign. She created the University of Utah Parent Fund which quickly became the top funded annual fund campus-wide. More recently, she served as Executive Director of Development at Weber State University where she was the strategic lead for the university's campaign.

She was recognized for her innovative volunteer engagement program by the Council for Advancement and Support of Education with an Award of Excellence in Diversity Programming.

Erica holds a Master of Business Administration from the University of Utah and a Bachelor of Arts in dance from Hampshire College. Currently she serves on the Great Salt Lake Audubon board and is chair of the program committee.

DEVELOPMENT SUPPORT FEES

Development support services described above for a fee of \$3,000 per month, payable monthly and pro-rated based on the start date. Additional Pathway services can be negotiated under separate contract.

We require the initial payment of \$3,000 payable upon contract signature; Monthly invoices are billed the first week of the month for the month prior.



FEES AND TERMS

We are excited for the opportunity to work with Holladay City. We consider this proposal as a starting point and look forward to refining the details.

Please do not hesitate to contact us for clarification on any points within this proposal.

Respectfully submitted,

Holly Yocom
Partner
Pathway Associates
(801) 231 - 0611
holly@pathwayassoc.com